

## P R E F A C E

The importance of personnel in any organisation - governmental, corporate or private, cannot be overemphasized. Production, efficiency and ultimate success of that organisation depend upon the men and women who work in it. What they are, how they work and behave and what they feel about the organisation in which they work, all these factors affect the collective efforts made to achieve their corporate object which goes by the name of 'working of organisation.' This explains the reason behind all modern researches and experiments in this field. The increasing realization of the importance of personnel has not only made their handling and management a specialized function but has also focussed attention on their training, promotion, grievances and participation in many of those functions which were traditionally prerogatives of the employers.

The present thesis is a humble attempt to discuss some of these important aspects of personnel administration of the Northern Railway. The study and discussion of the personnel administration of this large public undertaking employing about two hundred thousand men and women, form so vast a subject that some of its aspects can be developed into independent theses for the degree of Ph. D. though that will be too technical and detailed work. The present thesis covering almost all aspects of the subject, therefore, had to follow a middle course of omitting too technical and minute details but at the same time incorporating all that which was required for a comprehensive study. Efforts have also been made to make a comparative study of the subject by including personnel policies and practices on the Railways in some of the advanced countries.

There were two difficulties faced by the writer. First, he dealt with a subject which is almost entirely virgin. The Railways in India (of which the Northern Railway is a part) are the largest single employer both in public and private sectors. Over a million men and women are employed by them. Any discussion of their personnel policies and practices and any reform therein are bound to influence the civil services and other public undertakings. Yet the subject has remained almost untouched. The writers in Economics have dealt with certain economic aspects of the Railways, like, Railway finance, Railway rates, growth of the rail transport in India, etc., and brief discussion of industrial relations has been made in some of them. But a comprehensive study of these and other aspects of personnel administration of the Railways has not been made. At least no published or unpublished work of this nature is in the knowledge of the writer. Therefore all available sources had to be tapped to provide documentary evidence of the facts given. This will be clear from the bibliographical sketch given at the end. Sometimes information had to be secured through discussions with railway officers and trade union officials. Secondly, over-enthusiasm for secrecy shown by the railway administration made the availability of information and documentary evidence still more difficult. Ordinary facts and information which are otherwise an open secret, are treated as confidential and thus approach to them is refused.

It is very difficult for any work, such as this, dealing with the practice of personnel administration to be quite up-to-date. The reason being that numerous problems of working men and women require constant changes. Some of the arrangements and procedures described are superseded and replaced by new ones, before the ink dries on the pages. However, efforts have been made to describe the position as it existed at the time of writing of each chapter. It may be stated that the salary scales quoted here are the same as mentioned in the Second Pay Commission's Report i.e. half of the dearness allowance (merged in the basic pay) not being included in the salary scales.

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