TRADE Unions have been in existence on railways for quite sometime. There are mixed opinions about their contributions/role in the participative style of management on Indian Railways. In this context, please tick mark your perceptions about the following aspects:

Please tick mark whether you are -

a) member of the Union
b) belong to official side (Group ‘B’ and above Officers of any service)
c) Staff member

1. It is felt that Unions are only demand oriented and do not really participate in the problem solving/decision making processes of the management. True/False

2. It has been generally felt by the official side that most of the seating is done by them, while the credit for a good decision is taken by the Union while debit is raised towards the management for any bad decision. True/False

3. Unions have felt that the officers shirk responsibility and do not decide issues speedily and decide issues only when pressurized by Unions. True/False

Most possible reasons for this type of situation could be:
a) Officers do not decide matters because they are incapable of deciding matters. True/False

b) Come under pressure of various Unions. True/False
c) No decision is better than decision making. True/False
d) Officers are only interested to be posted at places where they are not required to take hard decisions. True/False
e) They lack grip over the areas of their responsibility. True/False

f) It is a matter of bureaucratic attitude as it will be erosion of authority if decision is taken under Unions pressure. True/False
g) Ego level is very high which creates obstructions in speedy and logical decision making. True/False

h) There is a general lack of mutual trust between official side and Unions, which drives them to avoid decision making. True/False

4. It has been generally felt that Unions try to interfere/create obstructions in trifles and even in areas, which are not directly connected to them, just for selfish interests. True/False

5. It has been felt that majority of the Unions officer bearers are really not bothered about the staff-welfare issues, but indulge in corrupt practices. True/False

6. It has been also felt that majority of the officers involved in decision making processes are too not much bothered about the staff welfare issues, but indulge in corrupt practices. True/False

7. It is felt that most of the staff welfare measures and Acts which have come up in the past many years on the Indian Railways is the outcome of the consistent efforts made by the Unions else the same would not have seen the light of the day. True/False
8. It has been felt that it is not that the industrial relations problems are contributed by the stiff or Unions, it is rather being contributed by the officers themselves in majority of the cases due to their no/belated/biased/arbitrary decision making style. True/False

9. It is felt that Union members do not devote their time to work and waste away their time in the grab of their Union works. True/False

10. It has been felt that most of the staff members who have got into Unions want to remain in the Union only to:
   a) Shirk the duties and responsibilities to which they been employed on the Railways. True/False
   b) So that they do not get transferred from their places. True/False
   c) Just for ego satisfaction. True/False

11. It is felt that Union, of late, are spending more time and energy on inter-union rivalry issues, rather than issues which involve general welfare of the staff. True/False

12. It has been felt that Unions waste away their time in pursuing individual cases rather than help the management in finding solutions to intricate issues in a participative manner keeping the constraints of decision environment in view. True/False

13. It is also felt that most of the workers down the line are also not satisfied with the working of recognized Unions, but they have no other choice but to support because of their own compulsions. True/False

14. It is also felt that there is also lack of overall seriousness of management in the implementation of decisions taken under the JCM/PNM schemes. True/False
15. It is felt that schemes like JCM/PNM and other meetings allowed to office bearers are being used/misused, and an office bearer barely spends less than 20% of his time to the job to which he has been actually employed in the organization.

   True/False

16. It is felt that a stage has come when the role of the Union requires being re-defined to make it more goal oriented and not a demand oriented.

   True/False

17. With the changing environment nationally as also globally, the existing JCM schemes/PNM schemes requires modification to make unions more useful, productive, less obstructive, more participative and less demand oriented.

   True/False

18. Any suggestion to make this instrument more useful/effective may please be given.

   ANNEXTURE - III

QUESTIONNAIRE - III

Given below are some of the aspects/functions pertaining to Personnel Department on Indian Railways. Please tick mark whether you are:

   a) Members of the Union

   b) Working in Personnel Department

   c) Working in the department other othar Personnel Department

1. Personnel Deptt. is supposed to be responsible broadly for various functions as detailed below. What do you consider the extent of involvement of the department in doing justice to various functions. Tick mark ( ) one out of the various options.
<table>
<thead>
<tr>
<th>Unsatisfactory</th>
<th>Satisfactory</th>
<th>Unsatisfactory</th>
<th>Partially satisfactory</th>
<th>Totally Satisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Recruitment function</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
<tr>
<td>b) Selection function</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
<tr>
<td>c) Promotion function</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
<tr>
<td>d) Formulation of personnel policies</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
<tr>
<td>e) Advisory function</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
<tr>
<td>f) Co-ordination function</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
<tr>
<td>g) Wage and salary admin,</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
<tr>
<td>h) Training of staff</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
<tr>
<td>i) Welfare activities</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
<tr>
<td>j) Human resource planning</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
<tr>
<td>k) Conflict resolution by continuous interaction with Union &amp; other departments</td>
<td>S</td>
<td>US</td>
<td>PS</td>
<td>TUS</td>
</tr>
</tbody>
</table>
2. Out of the various areas given above in Para 1, please write below TWO (eg. (a) and (b) etc) areas (in order of ranking) where you feel there is significant involvement.

I)
ii)

3. Out of the various areas given in Para 1 above, please write below TWO (eg. (c) and (d) etc.) areas (in order of ranking) where you feel there is hardly any involvement.

I)
ii)

4. If the delivery is not of the desired level, do you feel it is because of:

I) Inadequacy of training of the staff working in the Personnel department. Yes/No
ii) Lack of will and skill to do Yes/No
iii) Dissatisfaction of the reservation policy in promotion etc. Yes/No
iv) Avenues of promotion of the staff are bleak. Yes/No
v) The working environment (viz. lighting, space to work, ventilation, furniture etc.) is not conducive to working. Yes/No
vi) Merit is given back seat while seniority is mostly counted in promotion Yes/No
vii) Competency and efficiency do not find a place in the promotion. Yes/No
viii) Work is monotonous and boring. Yes/No
ix) Promotion policies viz. direct recruitment Vs promotes are not sound. Yes/No
x) Leadership styles are dictatorial Yes/No
xi) Unions harass/interfere in their work. Yes/No
xii) Staff is too mixed up with the Unions and hence deliberate delays etc. Yes/No
xiii) There is not adequate staff in the personnel branch to deal with the multifarious activities. Yes/No
xiv) The rules have become highly complicated making its understanding and implementation a time consuming process which cannot be helped. Yes/No

5. Out of the various aspects mentioned in para 4 above, please write any THREE (in the order of priority), the aspects, which according to you are predominantly responsible for non-delivery to desired level.

i) 
ii) 
iii) 

6. It has been generally felt that the existing clerical strength (particularly in Divisions which are the main activity centers) in the personnel branch is highly inadequate in the personnel department (in spite of some computerization resorted to in certain areas) to cope with the multifarious resorted to in certain areas) to cope which the multifarious work loaded being handled by them in these days. Do you also work loaded being handled by them in these days. Do you also work load being handled by them in these days. Do you also feel that the staffe strength to match the activities is really.

i) More than adequate
ii) Adequate
iii) Inadequate
iv) Totally inadequate

7. It is felt that most of the energy of the personnel staff and officers is being used up in resolving inter-union rivalry issues and daily fire fighting exercises emerging out of these disputes rather than devoting their time in evolving long term manpower planning exercises and together intrinsic personnel functions. According to you what is the extent of time devoted by them in finding long term solutions in H.R.D.
1) Fire fighting only  
ii) Less than 20&  
iii) Less than 50%  
iv) Less than 75%  

8. Personnel staff as also other staff, often, complain that there is no simplification of rules particularly in the areas of selections for promotion, pay fixation, seniority rules etc. The interpretation of complicated rules and their implementations results in time consuming exercises of excessive clerical work, belated decision making and frustration in general. There is thus a need for large-scale simplification in such rules. Do you,  

I) Agree  
ii) Disagree  
iii) Partially agree  

9. It is felt that, of late, the work load of personnel branch has tremendously increased due to large number of CAT cases being tackled by them these days for which lot of spade work in the form of filing counter-affidavits, chasing etc., has to be done within a short time span, which greatly affects the normal working of the personnel branch. Do you think the extent of additional work load on account of CAT cases, is-  

I) Very high  
ii) High  
iii) Low  
iv) Very low  

10. It has been felt that the existing recruitment/promotion policy is not satisfactory. In the present system, the direct recruitment in the personnel cadre is only at the clerk and senior-clerk level and further levels are filled by promotion only. It is being felt that (against some percentage of vacancies) direct recruitment should also be done
from open market at some intermediate level say Chief Clark (Similar to other departments in Railways) to attract meritorious graduates/post-graduates to this personnel work and also to have a good mix of both promotes and direct recruits for effective working of personnel department. Please state are you in favor of this scheme. Yes/No

11. Indian Railways have large number of casual labors who still remain casual labor even after putting five to ten years' casual labor service. Don't you think it is desirable to regularize such casual labor who have.

i) put in more than 3 year casual service
ii) put in more than 5 year casual service
iii) put in more than 10 year casual service
iv) No regularization need be done.

12. Railways have a system of maintaining live casual labor registers, which serve as a reservoir for any future appointments against casual labor/regular vacancies in the system. It is felt that although, theoretically, such system sounds nice, its actual operations is very difficult, fraught with corrupt practices towards maintenance and verification of casual labor records etc. Don’t think the names of the persons thus being maintained in such a system should automatically be deleted in case they do not get appointment against any exigency,

i) Within tow years
ii) Within three years
iii) Names should be maintained for infinite period.