Chapter-6

PRESENT POSITION
OF HRM IN INDIAN RAILWAYS
CHAPTER-VI

PRESENT POSITION OF HUMAN RESOURCE MANAGEMENT IN INDIAN RAILWAYS

(I) HISTORICAL ASPECT

Indian Railways is one of the largest and busiest rail networks in the world and an important mode of public transpiration in the country. Since their inception 154 years ago, the Railways have contributed significantly to India’s transport needs and economic needs.

The economic, agricultural and industrial development of the country is inextricably interwoven with Railways development and fortunes. The Railways main objective has been and will continue to be provide the necessary infrastructure for the healthy economic development and rapid industrialization of the Nation. In spite of the remarkable increase in the total carrying capacity of road transport, the Railways continue to be the major transport system both in goods and passenger traffic. The Railways therefore, play a predominant part in the economy of the country, therefore, the soundness and continued financial viability of such an organizations of utmost importance to the country.

Railways in India have had a chequered history. Their
evolution has been the story of a continuous exercise in experimenting with different forms of enterprise both before and after independence. Starting as a pure private enterprise under Government patronage it entered into a phase of mixed enterprises, wherein both government and private enterprise were in the field, but the Government exercised operational control over the private enterprise also. Later as and when the contracts of the private companies terminated, the major lines were purchased by the Government and leased for purposes of management to private companies, thus a managing system emerged from 1925 onwards, efforts were made to introduce direct state management of major Railways\(^1\) finally after Independence with the integration of Indian States, the Railways owned and managed by the those States came to be owned and managed by the Government of India and the Indian Railways became the nation's largest public enterprise.

Four main landmarks may be identified in the development of Railways, viz., the development of Railways from 1850 to 1868 under the Early Guarantee system, followed by State Construction of Railways from 1869 onwards, then the mergence of a New

\(^1\) The first two large system to be brought under direct state management were East Indian Railways on 1st Jan. 1925 and the Great Indian Peninsular Railway on 30\(^{th}\) June, 1925, even through the Government came to own them 1880 and 1904, respectively.
Guarantee System along with a systematic takeover of the company lines whenever the option arose as per the terms of contract entered into between 1850 and 1868, and finally with the integration of the Indian States with the Indian Union, the government of India acquired all the Railways hither to owned by the native states, bringing them under its detect management. Thus emerged the present form of the Indian Railways.

In this evolutionary process the authority for regulation and supervision of Railways development and working was diffused and lacked urgency of purpose and expediency. The Railway business was treated a just a part of the public works and no more. As the Government’s financial and commercial interests increased with their deeper involvement in Railways construction and greater control over the activities of the Private Companies, the need to consolidate the authority to regulate, direct and supervise was clearly indicated and the creation of the Railways Board was therefore a logical outcome. In the process of experimentation, a stage has been reached where, though the present form is not the most streamlined one, yet there does not appear to be any alternative because the employer as well as employees are not prepared for a different form, since they tend to develop vested interest in it.
(A) **Early Guarantee System 1850-1968**

This period could be taken as the first stage in the development of Railways in India when neither the Government nor the Private Companies knew what they were being committed to. The Government was anxious to invite private capital in this field, but the private companies hardly could guess the prospects for their investments. Each was trying to bargain to its best advantage and in the end since it was at the instance of the Government that the companies launched into this field of activity, the Government adopted a liberal attitude shareholder. As an added incentive, the Government had to offer certain other concession like free land.

However, in order to keep the private companies under proper check and control, the Government had to stipulate certain protective clauses in the contract, Viz, if the percentage of profit exceed 5% the excess amount should be apportioned equally between the Government and the Company every half year, the Government retained the right to purchase these Railways at the end of either 25 years or 50 years on payment of all shares of capital stock in the company concerned. Since the Government guaranteed the minimum percentage of return, it also indirectly
acquire the right of supervision and control, the former to ensure proper service to the user and the latter to relate investment to proper input/output ratio, so that the Government’s security did not lead to indifference to economy in operation, through the companies raised the capital, the Government at this juncture was an indirect borrower because it was responsible for the guaranteed rate of return.

(B) State Instruction And The New Guarantee System

Lord Lawrence the secretary of state, was of the view that it was totally unreasonable and inconsistent with the interest in India to continue a system wherein the revenues derived no direct benefit but on the contrary had to bear the whole loss instead. The outbreak of dreadful famines in India between 1874 and 1979, the Strain of the second Afghan War, financial difficulties and a feeling of hostility toward state enterprise developing in England. In 1880, the necessity for great and rapid extension of the Railway System was urged by the famine commission.1 Which estimated that at least 5000 miles were still necessary for the protection of the country from famines as a consequence, the Government decided to entrust the construction of new Railway lines to private companies once again, but under a new guarantee system, with

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1 The commission was appointed after the great famine in 1978.
certain changes in the old terms.

As the dichotomy at construction and management of railways by the Private Companies and the State was juxtaposed the supervision and control also had to be arranged differently. The Government supervision and the control was necessary to see that the money invested by the companies was rightly spent and properly accounted for; the progress in the construction as undertaken by the companies had to be ensured to conform to the policies of overalls development as decided by the Government.

The control mechanism in the case of company worked Railway operated through the secretary of state who was the head of the organisation and was assisted by the Director in policy making and the consulting Engineer, a Technical expert.

The actual control was limited only to the annual inspection of Railways to ensure safety and convenience of the traveling public through proper maintenance and through investigation of accidents. In other matters, Government interference was very little having the companies free.

The control mechanism for the state worked Railways since 1869 underwent significant changes, Policy making was by the Government of India in place of the Board of directors and the
management of Railway was entrusted to the Manager, with extensive power under the direct control and supervision of the Government of India. There was no consulting Engineer as the post was considered redundant in view of the roll played by the Manager.

In 1874, a State Railway directorate was established to which was transferred all the work connected with the control over the Railway administrations owned by the State. A director was made in charge, who enjoyed the Status of a Head of Department under the Government of India.

(C) **The Birth of the Railway Board**

In order to rectify defects in the system of control. His majesty's Secretary of State for India in council appointed in 1901. Thomas Robertson to investigate inquire and report upon the administration and working of Indian Railways, whether controlled by the State or by Companies and to examine the system under which it should be managed in India in future.

Thus the Robertson Report was instrumental in bringing about a basic change in the top administrative structure by introducing a plural executive system with the hope of developing a commercial pattern in the working of railways, besides, it also
emphasized the need for the Railways to be administered by the set of people with business experience and knowledge of Railways working. The path was paved from them onwards identify the Railways organisation as an exclusive one, as something different from other Government of India organizations and the personnel to be recruited into it were to be different from the usual Civil servants. The Railway Department was identified as a technical department, where there was need for certain amount of expertise and special training in the field. This opinion of Robertson could be said to have been responsible for the Railway Board being constituted, as a Functional Board.

After a through consideration of the Reports, his Majesty's Secretary of State for India Sanctioned the formation of the Board\(^1\), consisting of a Chairman and two members with the necessary establishment to whom was entrusted the funeral control and administration of the Railways in India, hither to exercised by the Government of India in the Railway Branch of the public works Department.

The Board assumed office in March, 1905\(^2\) after the necessary resolution was prepared on 19\(^{th}\) August, 1904 abolishing the

\(^1\) Administration Report on the Railways in India for the calendar year 1904, p. 5
\(^2\) ibid
Railways branch of the public works Department of the Government of India and entrusting the whole Railway administration to the Railway Board. On the composition of the Board, obviously care was taken to include only those who were in one way or the other, connected with the Railways of Directors, General Managers or in an Engineering capacity, i.e., the need for men of Railway experience was not only recognized but also will established.

**Organisation of Railways**

**Definition of Railway**

Railway means a railway, or any portion of a railway for the public carriage of passengers, animals or goods and includes.

The Railways lines were constructed at a faster pace after the advent to twentieth century and the railway kilometrage increased from about 37130 kms. In 1900 to about 51990 kms. In 1913-1914 and row it exceeds 60200 kms.

In pursuance of recommendations by Railway Enquiry Committee of 1921, the management of Railways was taken over by the Government and now all the Railways in India (except a couple of small branch line sections) are owned and managed by the State.
Organisation of Railway Board

The Indian Railways are Asia's largest Railway system and the World's second largest Railways system, next to the Railway system of U.S.S.R. Indian Railways are the nation's largest undertaking employing more than 16 lakhs employees. Indian Railways are owned and managed by the Central Government, being the principal mode of inland transport, linking the entire length and breadth of the country. Healthy growth of Railways is essential for India's social, regional, economic, industrial and agricultural development.

The responsibility for the administration and management of the Railways vests with the Railway Board under the overall supervision of the Minister for Railways assisted by a Dy. Minister. The Board is empowered to function as a Ministry of the Government of India and exercises all the powers of the Central Government in respect of regulation, construction, maintenance and operation of the Railways. The Railway Board as a top executive body consists of six members having ex-office status of Secretaries to the Government of India. The Chairman has a special position as Principal Secretary to the Government of India in the Ministry of Railways in the Railway Board and exercises full
powers of the Government of India in regard to Railways Finances. The other members of the Railway Board are member staff, Member Engineering, Member Mechanical, Member Transportation and Member Electrical.

The Board is assisted by Director General, Railway Health Services, Director General Railway Protection Force & Security and some Advisors Commercial etc. The Director Generals are in the pay scale of Rs. 39200-67000 with Rs. 13000 as Grade Pay which scale is also applicable to the General Managers of Indian Railways as well as applicable to Addl. Secretaries to the Government of India. The Director Generals and Advisors exercise powers of Board Members in their respective areas except in matters of policy which require specific and collective consideration by the Railways Boards.

The Board’s establishment is organised as functional Directorates, each under an Executive Director who is responsible for the direct disposal of day-to-day technical and professional work within the policy as laid down by the Board. The Executive Director is assisted by Directors, Joint Secretaries, Joint Directors, Deputy Secretaries, Dy. Directors/Under Secretaries. The entire
Secretariat is supervised by Secretary, Railway Board who is coordinating officer between the different Directorates. The Secretary holds the rank of Additional Secretary to the Government of India. The Executive Directors are in Senior Administrative Grade, Directors/Joint Secretaries in the Selection Grade Joint Directors/Dy. Secretaries in Junior Administrative Grade and Dy. Directors/Under Secretaries are in senior scale.

**Railway Zones**

Following are the different zones of Indian Railways and their Headquarters.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the Zone</th>
<th>Headquarters</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Central</td>
<td>Mumbai</td>
</tr>
<tr>
<td>2.</td>
<td>Eastern</td>
<td>Calcutta</td>
</tr>
<tr>
<td>3.</td>
<td>Northern</td>
<td>New Delhi</td>
</tr>
<tr>
<td>4.</td>
<td>North-Eastern</td>
<td>Gorakhpur</td>
</tr>
<tr>
<td>5.</td>
<td>North-east Frontier</td>
<td>Malegaon</td>
</tr>
<tr>
<td>6.</td>
<td>Southern</td>
<td>Chennai</td>
</tr>
<tr>
<td>7.</td>
<td>South-Easter</td>
<td>Calcutta</td>
</tr>
<tr>
<td>8.</td>
<td>Western</td>
<td>Mumbai</td>
</tr>
<tr>
<td>9.</td>
<td>Southern Central</td>
<td>Secunderabad</td>
</tr>
</tbody>
</table>
Recently, six additional zones have been created by regrouping the existing nine zones.

10. North Central  Allahabad
11. South Western  Bangal sore
12. East Central  Hajipur
13. East Coast  Bhubaneswar
14. West Central  Jabalpur
15. North Western  Jaipur

**Organisation of Railway Zone Headquarters Office**

Each Railway Zone is under the control of a General Manager who is responsible for its operation, maintenance and financial position. The General Manager is assisted by an Additional General Manager, a Sr. Dy. General Manager and Dy. General Manager, for the discharge of his administrative functions. The Zonal Headquarters establishment is organized as functional Departments, each under a Chief who is generally in scale of pay Rs. 39200-67000 with Grade Pay Rs. 11000. The Chief is responsible for smooth and efficient functioning of his department and is assisted by officers in Senior Administrative Grade, Selection Grade, Junior administrative Grade and a number of senior scale and Assistant officers. The main departments in the Headquarters of a Railway Zone are given below.

[328]
Operating Commercial, Civil Engineering, Mechanical Engineering, Electrical Engineering, Signal & Telecommunication Engineering, Personnel, Stores, Accounts, Medical and Security.

Some Heads of Departments report to the Additional General Manager while chiefs like Chief Operation Superintendent, F.A. & C.A.O. directly report to the General Manager.

**Divisional Office**

Each Zone is further subdivided into Divisions which form the basic unit of operation. Each Division of a Railway Zone is headed by an officer in Senior Administrative Grade and is designated as Divisional Railway Manager. He is assisted by one or more Additional Divisional Railway Managers who oversee the functioning of the nominated branches. The Addl. Divisional Railway Managers also hold the rank of Sr. Administrative Grade. Like in the Headquarters' establishment, there are functional branches in the Divisional set, up each under a Selection Grade/Junior Administrative Grade Officer designated as Senior Division Officer. For the smooth and efficient functioning of his branch, each Sr. Divisional Officer is assisted by officers in senior scale and Assistant officers. Some Sr. Divisional Offices like Sr.
Divisional Operating Superintendents report directly to the Divisional Railway Manager while others function under the direct administrative control of Addl. Divisional Railway Manager. A number of subordinates are also there under each Sr. Divisional Officer to facilitate smooth working and exercise effective check.

Although the Senior Divisional Officers are under the administrative control of Divisional Railway Manager, yet they are responsible for the technical efficiency of their respective branches to the Chiefs of the Department sat Headquarters.

Major Workshops in Railway Zone function directly under the Headquarters and are outside the territorial jurisdiction of Divisions.

**Chittaranjan Locomotive Works**: Chittaranjan Locomotive Works is situated at Chittarjan near Assansol. It is a huge workshop manufacturing locomotives and meeting almost entire requirements of the Indian Railways in regard to the locomotives. All the component and parts of a locomotive are manufactured in the workshop and the locomotives produced can stand in comparison with the best manufactured in foreign countries.

Chittaranjal Locomotive Workshops is a unique and
remarkable achievement of free India.

**Integral Coach Factory, Perambur:** Integral Coach Factory is situated at Perambur, near Chennai, manufactures Coaches, Godo stocks and Electric multiple units of very high standard equally competitive to the international standard, meets the entire requirement of the Indian Railways.

**Diesel Locomotive Work Varanasi:** Manufactures Diesel Locomotives, components and parts, help saving huge amount of foreign exchange.

**Research Design & Standard Organization (RDSO), Lucknow:** RDSO is the Research and Development Wing of the Indian Railway headed by a Director General RDSO has well equipped laboratories and it designs offices, advises, directs on technological development to the Indian Railways.

**Railway Coach Factory, Kapurthala:** This factory is situated in Punjab and is manufacturing Coaches of Mail/Express/Shatabdi Trains.

**Railway Rates Tribunal:** The Office of Railway Rates Tribunal is situated at Chennai. The Tribunal consists of a Chairman and two members and its chief function is to look into the complaints lodged by commercial bodies and Trade Associations in regard to
the fright charges and other similar matters concerning the Railways, in regard to the fright charges and other similar matters concerning the Railways. Certain disciplinary matters in regard to railway men can also be referred to the Tribunal for opinion. Group ‘C’ and ‘D’ staff including skilled artisans who do not feel satisfied with the decision of the Appellate Authority may apply for the reference to the Tribunal and then the G.M. will send the entire file to the Tribunal without his comments or observations. Such references relate only to the cases of removal from service of dismissal. The views of the Tribunal are recommendatory and are not binding on the General Manager. Such reference can be made with two months of the decision of the Appellant Authority against which the employee wants such a reference.

**Railway Recruitment Boards:** Railway Recruitment Boards are situated at Calcutta, Allahabad, Chennai, Mumbai, Muzaffarpur, Guwahati, Chandigarh, Jammu-Srinagar and Danapur. The Board, after selection, nominates the candidates to the respective Zonal Railways for appointment under their jurisdiction.

The jurisdiction of each RFB is as follows:

(i) **Railway Recruitment Board, Calcutta.**

(a) South Eastern Railway.
(b) Chittaranjan Workshops.

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(ii) **Railway Recruitment Board, Allahabad**
   (a) Northern Railway.
   (b) Diesel Loco Workshop, Varanasi.

(iii) **Railway Recruitment Board, Chennai**
   (a) Southern Railway.
   (b) Perambur Coach Building Factory.
   (c) South Central Railway (excepting Solapur Division)

(iv) **Railway Recruitment Board, Mumbai**
   (a) Western Railway.
   (b) Central Railway.
   (c) Sholapur Division of S.C. Railway.

(v) **Railway Recruitment Board, Muzaffarpur**
   (a) N.E. Railway

(vi) **Railway Recruitment Board, Guwahati**
   (a) N.E.F. Railway.

(vii) **Railway Recruitment Board, Danapur**
   (a) Eastern Railway.

(viii) **Railway Recruitment Board, Chandigarh and Jammu-Srinagar**
   (a) Delhi-Ferozepur Divisions of Northern Railway.

Each Recruitment Board consists of a Chairman, one or two
members, a secretary and a Secretariat.

The number of Recruitment Boards has now increased to 17.

Central Clearing House: Central Clearing House, Delhi Allocates inter railway revenue and expenditure under different heads of the various railways.

Indian Railways Conference Association: Indian Railways Conference Association, New Delhi, was formed to co-ordinate between the various railways in India. This Association consists of a President, a General Secretary, and Assistant Secretary, a Neutral Control Officer, a Chairman each for a Commercial and the Rates Sub-Committee. The function of the Associations to frame conference gruels for interchange of stock between the Railways and also to tackle the problems between the different Railways pertaining to Coaching Tariff, Freight Structure, Interchange Rules, Cross Traffic Rules etc.

Railway Staff College: Staff College, Vadodara imparts training to Railway Officers in initial and refresher courses in Transportation, Commercial Accounts, Mechanial & Civil Engineering, Statistics and Establishment. The hostel provides all modern facilities and has adequate recreation facilities.

National Railway User's Committee: A National Railway User's
Committee has been set up at New Delhi with representatives of traveling Public, Chambers of Commerce and the Members of Parliament to advise the Railway Minister on the transport problems. The Committee meets once in six months under the Chairmanship of Railway Minister.

**Commissioner of Railway Safety**

The Commissioner of Railway Safety is the custodian of public safety. As he has got to be quite impartial in his judgements, he is appointed by the Ministry or Tourism and Civil Aviation of Government of India and as such he is free from the influence of Railway Ministry. Had he been a Railway employee, there would have been a scope of suspicion that his decisions are based in favour of Railways. But being an employee of the Ministry of Tourism and Civil Aviation. He is at liberty to pronounce his judgements without any fear or favour. His chief function is to ensure maximum safety to the traveling public. He has to see that all the new installations eg. Signals and instruments, new lines, engines, rolling stock, etc., are of specified standard and do not infringe the safety. He has also to conduct the enquires in certain accidents to find out the cause and fix up responsibility. There is one Chief Commissioner of Railway Safety
and he is headquartered at Simla. There are four Additional Commoners of Railway Safety with headquarters at Lucknow, Calcutta, Bangalore and Mumbai.

The jurisdiction of Additional Commissioners are as under:

1. **Lucknow**: Northern Railway and North-Eastern Railway ( Lucknow region).

2. **Calcutta**: Eastern Railway, South-Eastern Railway, North-East Frontier Railway and Muzaffarpur Region (excluding Varanasi District of North-Eastern railway).

3. **Bangalore**: Southern Railway, Central Railway and Bombay Port Trust Railway.

4. **Mumbai**: Western Railway, central Railway and Bombay Port Trust Railway.

**Gauges**

There are three gauges of rails on Indian Railway Namely:

Broad Gauge, Metre Gauges and Narrow Gauge. Their dimensions are given below:

1. **Broad Gauge**  
   (5 feet 6 inches) 1676 MM
2. Metre Gauge
   (3 feet 3\(\frac{3}{8}\) inches) 1000 MM

3. Narrow Gauge
   (a) 2 feet 6 inches) 762 MM
   [(b) 2 feet) 610 MM

The route Kilometrage on different zones is as under:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Zone</th>
<th>Route Kilometrage</th>
<th>Track Kilometrage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Central</td>
<td>5892.71</td>
<td>12134.81</td>
</tr>
<tr>
<td>2.</td>
<td>Eastern</td>
<td>4229.78</td>
<td>10568.78</td>
</tr>
<tr>
<td>3.</td>
<td>Northern</td>
<td>10686.14</td>
<td>16405.84</td>
</tr>
<tr>
<td>4.</td>
<td>North-Eastern</td>
<td>5035.69</td>
<td>7921.43</td>
</tr>
<tr>
<td>5.</td>
<td>North-East-Frontier</td>
<td>3628.13</td>
<td>5528.58</td>
</tr>
<tr>
<td>6.</td>
<td>Southern</td>
<td>7448.73</td>
<td>11184.74</td>
</tr>
<tr>
<td>7.</td>
<td>South-Eastern</td>
<td>6989.95</td>
<td>13709.56</td>
</tr>
<tr>
<td>8.</td>
<td>Western</td>
<td>10152.58</td>
<td>9059.90</td>
</tr>
<tr>
<td>9.</td>
<td>South Central</td>
<td>6160.13</td>
<td>9059.90</td>
</tr>
<tr>
<td></td>
<td>Grand Total</td>
<td>60230.84</td>
<td>102005.41</td>
</tr>
</tbody>
</table>

(ii) GOVERNMENT POLICY

Policy formulation in Railway is a ministry level task. Policy formulation may include both general as well as technical aspects. The general aspects are looked into and decided upon by the Railway Ministry as any other ministry, under the direct and
immediate concern of the union minister for Railways, but the
technical policies are normally left to be decided by the board as a
technical expert body which in turn, leaves it to its functional
members. None the less the chairman Railway Board, as solely
responsible under the minister of Railways for arriving at
decisions on technical and other matters.

The Railway Minister, however, effective he may be in his
relations to Parliament and the Board, cannot ignore the businessman, Railway users, and the common public-policies of a minister
are quite often found politically motivated. While he is
responsible for and has to provide the necessary leadership for the
all round development of the Railways in a big way. He must
endeavour his best to run the organisation on communicable lines.
The Railway Minister is assisted by Minister of State/Deputy
Minister in the task of policy formulation. The minister while
framing the policy should take care of need and demands of
railway clients and users. The Policy must take care of social
obligations of the Railways.

So far as the Railway Board is concerned, as a Ministry its
first and foremost function is to aid and assist the Minister through
its advice in the formulation of policies. Since the Minister is
responsible to Parliament, the Railway Board has to spend considerable amount of its time in preparing explanatory briefs and answers to Parliamentary questions and Ministers cases\(^1\). Almost invariably there are urgent deadlines to be met in this trend of work.\(^2\) The Railway Board is in its anxiety to gather information on any aspect desired by Parliament, is forced to adjust its time between its parliamentary work, policy formulation and executive direction.

The Railway Board plays the role of the Railway Ministry as well as that of the highest executive authority. While its external role is similar to any other ministry, its internal role is not confined to merely laying down of the policies and broad guidelines but extends to framing rules and regulations for detailed implementation. This extending internal role of the Railway Board is to fulfil its responsibility as the top executive authority by issuing directives to the Zonal Administration.

**Executive Directions**

**A) Directive issued in its capacity as a Ministry**

The most important among the functions performed by the Railway Ministry are regulation, construction, maintenance and

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\(^1\) Fultz Report, Para 712, p. 67

\(^2\) Ibid.
operation of Railways. The final decisions and directives in all these functions may be that of the Railway Board as a Ministry under the leadership of the Minister for Railways.

In matters of regulation and maintenance, the Railway Ministry may be playing a complementary role, because the directions issued on these two aspects may be integrated ones.

The maintenance schedules are issued and revised periodically keeping in mind the changes in work methods. Strict and proper adherence to the schedules and standards is reviewed by officers from within the Railway as well as through external agencies. In either case the primary objective is the safety and comfort of the traveling public. Therefore, while prescription of standards and schedules constitutes the regulatory aspect, adaptation of these enables proper maintenance work.

Operation of the Railway is that which gives an inkling into performance. In their operation, the Railways should comply with the provisions of the operating manuals, which provisions are in the nature of directives or standing instructions. While watching the movement of both passenger and goods trains, contingent as periodic instructions may also be given.

In matters of operation, lack of co-ordination between
different Railways and different departments of Railway may result in loss of revenue in various ways to the organisation. Therefore this is a live area of inter-departmental conflict necessitating the Boards direction as a Ministry.

Besides, regulation constriction, maintenance and operation, there are certain staff matters like creation of posts in the junior administrative grade and above and first appointments of officers there to, extension of service of officers, deputation of services of officers within India and abroad commercial employment of heads of departments of Railways after retirement and so on, which are also dealt with at the Ministry level.

(B) **Directives issued as a Top Executive Body**

As the top executive authority, the Railway Board issues instructions touching various aspects of Railway working.

(a) The operating field, e.g., movement of commodities, punctuality of trains, wagon interchange and turn round:

(b) The commercial field, e.g., traffic earnings, quick transit service loadings container services;

(c) Safety matters e.g., introduction of safety devise and revision of the General Rules.
(d) Work programmes, e.g., giving priority for certain works connected with passenger amenities and safety works;

The executive direction by the Railway Board takes pale through its rule-making power through issue of instructions, from time. These instructions may be in the form of clarifications, revisions, advice, suggestions, ordering investigation, sanctioning and conveying decisions. Most to these are compiled in different codes, manuals and Rule Books. Safety in train operation being a statutory duly, the Railway Board frames the rules for safe working of Railway in the form of General Rules.

The General Rules were first framed in 1906 when the Railway Board was constituted. The individual Railways were asked to frame subsidiary Rules to suit the local conditions and they felt involved in the process because it was started in the code itself that the subsidiary Rules were to explain and amplify a particular General Rule which meant that the Railways themselves could interpret the General Rule. Further subsidiary Rules were to be read in conjunction with the General Rules and where equally binding on the staff.¹

¹ Indian Government Railway, Part I and II together with the subsidiary Rules of Eastern Railway, Prefect 2(b) and (c) 1863.
Directives Issued As High Level Technical Body

The Railway Board is a competent authority to take final decisions on all technical policies and issue the necessary executive orders for their implementation by the zones. In order to provide an all round expertise to enable the Board to perform this particular function, it has in its organisation a number of technical directorates which do the thinking and processing of all issues of a technical nature and thus assist the members of the Board to take the final decision.

The technical directives may be issued by the Board on the basis of the recommendations made by the high level inquiry committees like the Railway Accidents Inquiry Committee, or on the opinions expressed by the commissioner for the Railway safety in the wake of major accident. The Railway Board's role in relation to the zones is supervisory and as it has to help final solutions, it may direct the zones to act in a particular manner.

Current Position Of Human Resource Management (Hrm)

Planning

Human resource development strategies on IR have been reoriented towards enhancing the competitiveness of the Railway organisations in the context of internal and external changes in the
environment. In addition to in-house training, railway men are being provided specialized training in other institutions in India and abroad. Railway employees are also encouraged to enhance their knowledge and skills by acquiring higher educational qualifications in the specified areas relevant to their work by granting incentives to them. Efforts are being made to improve the basic infrastructure for training to provide structured training programme in improved learning environment. Manpower planning system has been redesigned to regulate manpower intake with reference to emerging business needs and financial viability of the system.

As a policy, Board has been encouraging the setting up of multidisciplinary training centres where cross-functional competencies could be imparted to railway employees.

Following seven Centralised Training Institutes (CTI) cater to the training needs of railway officers:

- Railway Staff college, Vadodara.
- Indian Railways Institute of Civil Engineering, Pune.
- Indian Railways Institute of Signal Engineering and Telecommunications, Secunderabad.
- Indian Railways Institute of Mechanical & Electrical
Engineering, Jamalpur.

- Indian Railways Institute of Electrical Engineering, Nasik.
- Indian Railways Institute of Transport Management, Lucknow.
- Jagjivan Ram Railway Protection Force Academy Lucknow.

The Centralized Training Institutes apart from probationary training, cater to various specialized training needs of IR officers. Railway Staff College provides inputs in General Management, Strategic Management and function-related areas for serving railway officers. Other CTIs conduct specialized technical training courses in respective functional areas. Training programmes on information Technology are also being conducted by the CTIs to provide solutions for information management and decision support requirements. Need based special course conducted by CTIs and facilities offered by them for trainees from abroad and non-railway organizations in India have been well appreciated. The training programmes emphasize on professional approach to learning with a purpose. In addition to in house faculty, faculties with diverse experience in business, industry and government are utilized to meet the changing needs arising out of technological development and socio-economic transformation.
Training needs of non-gazette staff are taken care of by over 300 training centres located over IR. Training has been made mandatory at different stages for staff belonging to the safety and technical categories. Certain categories of staff overdue for refresher training are taken off from sensitive duty, till completion of the training. Efforts are constantly made to improve living conditions in the hostels, provide better mess facilities, strengthen facility for recreational and cultural activities, make good the deficiencies in respect of training aids including improvement of the Model Rooms.

The following table shows the number of gazetted officers who underwent different type of training during previous 3 years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Gazetted Officers who underwent training</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>4,721</td>
</tr>
<tr>
<td>2006-07</td>
<td>5,171</td>
</tr>
<tr>
<td>2007-08</td>
<td>5,865</td>
</tr>
</tbody>
</table>

Source: Various year both of Indian Railways.

It is clear from the above table that the numbers of training seeker Gazetted Officers is increasing every year. This shows the utility of training for this category of officers.
Table showing number of non Gazetted Staff who have obtained Training.

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Non-Gazetted Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>2,55,247</td>
</tr>
<tr>
<td>2006-07</td>
<td>3,11,345</td>
</tr>
<tr>
<td>2007-08</td>
<td>3,19,401</td>
</tr>
</tbody>
</table>

Source: Various year Books of Indian Railways.

Number of employees (Non Gazetted) who have availed training is increasing every year and their number runs into tables. This wings out shadow of success and utility of these categories of staff.

Table showing number of personnel in Indian Railways

<table>
<thead>
<tr>
<th>Group-wise break-up</th>
<th>As on 31.03.2005</th>
<th>As on 31.3.2006</th>
<th>As on 31.3.2007</th>
<th>As on 31.3.2003</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group A</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*8160</td>
<td>8244</td>
<td>7959*</td>
<td>7968</td>
</tr>
<tr>
<td><strong>Group B</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*6800</td>
<td>7176</td>
<td>7816*</td>
<td>8163</td>
</tr>
<tr>
<td>(i) Workshop &amp; Artisan</td>
<td>*302679</td>
<td>302929</td>
<td>294865*</td>
<td>293494</td>
</tr>
<tr>
<td>(ii) Running</td>
<td>86598</td>
<td>89329</td>
<td>89120*</td>
<td>89252</td>
</tr>
<tr>
<td>(iii) Others</td>
<td>*484439</td>
<td>491622</td>
<td>514507*</td>
<td>524764</td>
</tr>
<tr>
<td><strong>Group D</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) Workshop &amp; Ariston</td>
<td>*142742</td>
<td>137537</td>
<td>136574*</td>
<td>127205</td>
</tr>
<tr>
<td>(ii) Others</td>
<td>*1424389</td>
<td>1412434</td>
<td>1397610*</td>
<td>1394520</td>
</tr>
</tbody>
</table>

Department wise break up

<table>
<thead>
<tr>
<th>As on 31.3.2005</th>
<th>As on 31.3.2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>2003</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Administration</td>
<td>48725</td>
</tr>
<tr>
<td>Accounts</td>
<td>29498</td>
</tr>
<tr>
<td>Engineering</td>
<td>360665</td>
</tr>
<tr>
<td>Signal and Telecom</td>
<td>70828</td>
</tr>
<tr>
<td>Transportation</td>
<td>168399</td>
</tr>
<tr>
<td>Commercial</td>
<td>104718</td>
</tr>
<tr>
<td>Mechanical Engineering</td>
<td>330470</td>
</tr>
<tr>
<td>Stores</td>
<td>30789</td>
</tr>
<tr>
<td>Electrical</td>
<td>165948</td>
</tr>
<tr>
<td>Medical</td>
<td>50280</td>
</tr>
<tr>
<td>R.P.F.</td>
<td>49565</td>
</tr>
<tr>
<td>Railway Board/Other railway offices, including RPSF</td>
<td>14504</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1424389</strong></td>
</tr>
</tbody>
</table>

*Revised

Source: Various year Books of Indian Railways.

This is clear from the above table that there is gradual reduction of the employees so far as the total employees are concerned. On March 2005 the total number of employees was 1424389 while this number went down to 1412434 in 2006 and further to 1397610 in 2005 and 1394520 in the years ending that in group B officers the number has increased every year. It was 6800
as on 31.3.2005 while on 31.3.08 the number increased to 8163. There has been a major reduction in the group D employees related with workshop and Artisan however the trend is in contrast regarding other employees whose number has increased.

Table showing representation of scheduled castes (SCs) and scheduled Tribes (STs) employees in Indian Railways

<table>
<thead>
<tr>
<th></th>
<th>No. of SC employees</th>
<th>No. of SC Employees</th>
<th>No. of ST employees</th>
<th>No. of ST employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>As on 31.3.2005</td>
<td>As on 31.3.2006</td>
<td>As on 31.3.2007</td>
<td>As on 31.3.2008</td>
</tr>
<tr>
<td>Group A</td>
<td>1284</td>
<td>1129</td>
<td>1212</td>
<td>1245</td>
</tr>
<tr>
<td></td>
<td>*(15.62%)</td>
<td>*(13.63%)</td>
<td>*(15.12%)</td>
<td>*(15.52%)</td>
</tr>
<tr>
<td>Group B</td>
<td>1094</td>
<td>1196</td>
<td>1311</td>
<td>1450</td>
</tr>
<tr>
<td></td>
<td>*(15.93%)</td>
<td>*(16.50%)</td>
<td>*(16.61%)</td>
<td>*(17.61%)</td>
</tr>
<tr>
<td>Group C</td>
<td>130253</td>
<td>129508</td>
<td>134025</td>
<td>133659</td>
</tr>
<tr>
<td></td>
<td>*(14.86%)</td>
<td>*(14.61%)</td>
<td>*(14.88%)</td>
<td>*(14.69%)</td>
</tr>
<tr>
<td>Group D (excluding 'Safaiwasals')</td>
<td>75094</td>
<td>73284</td>
<td>72704</td>
<td>70384</td>
</tr>
<tr>
<td></td>
<td>*(15.38%)</td>
<td>*(15.65%)</td>
<td>*(16.67%)</td>
<td>*(16.86%)</td>
</tr>
<tr>
<td>Group D (Safaiwasals)</td>
<td>27831</td>
<td>25764</td>
<td>26996</td>
<td>25652</td>
</tr>
<tr>
<td></td>
<td>*(37.36%)</td>
<td>*(56.18%)</td>
<td>*(55.92%)</td>
<td>*(47.00%)</td>
</tr>
<tr>
<td>Total</td>
<td>207725</td>
<td>205117</td>
<td>209252</td>
<td>206738</td>
</tr>
<tr>
<td>(excluding 'Safaiwasals')</td>
<td>* (15.06%)</td>
<td>*(14.97%)</td>
<td>*(15.47%)</td>
<td>*(15.39%)</td>
</tr>
<tr>
<td>Grand Total</td>
<td>23556</td>
<td>23081</td>
<td>236248</td>
<td>232900</td>
</tr>
<tr>
<td>(including Safaiwasals)</td>
<td>*(16.49%)</td>
<td>*(16.30%)</td>
<td>*(16.86%)</td>
<td>*(16.62%)</td>
</tr>
</tbody>
</table>

(Figures in brackets indicate % ages to the total staff in the respective Groups) * revised

Source: Various year Books of Indian Railways

The Indian Railways is following the norms for recruitment of SC and ST employees as per central Government policy from time to time. The above table is the proof that the Indian Railways are fully devoted to the weaker section of society so far as the employment is concerned.
Table Showing number of personnel and average annual wage in Indian Railways

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Personnel</td>
<td>1424</td>
<td>1412</td>
<td>1398*</td>
<td>1395</td>
</tr>
<tr>
<td>(in thousands)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average annual wage per employee (Rs.)</td>
<td>158140</td>
<td>170014</td>
<td>173799*</td>
<td>186070</td>
</tr>
</tbody>
</table>

Source: Various year Books of Indian Railways

Wages will in 2004-05 including pension etc. increased by 6.21% as compared to its previous year. The average wage for employee was up by 8% in the same period. This was up by 7.06% in the year 2007-08. The ratio of staff case on open line to ordinary working expenses was 45.24%.

Railway Recruitment Board

In addition to the existing 19 RRBs, a new RBB has been opened at Bilaspur. This will cater to the requirement of staff recruitment for HQ Office and Raipur, Bilaspur and Nagpur Divisions of South East Central Railway and Nagpur Division of Central Railways. RRBs have started holding online examinations for some categories.

Table showing vacancies filled up By RRBs.

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of appointments (C.W.D. Groups)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-05</td>
<td>15405</td>
</tr>
<tr>
<td>2005-06</td>
<td>32749</td>
</tr>
<tr>
<td>2006-07</td>
<td>23422</td>
</tr>
<tr>
<td>2007-08</td>
<td>23581</td>
</tr>
</tbody>
</table>

Source: Various year books of Indian Railway
This is evident from the above table that the RRBs recruited lesser employees in the years 2006-07 & 2007-08 as compared to the year 2005-06. This is because figures related with the year 2006-07 and 2007-08 are of Group C employees only. In fact these days there is a ban on recruitments for group D posts.

**Productivity Linked Bonus**

All Group B (non-gazetted), C and D railway employees (excluding RPF/RPSF personnel) were sanctioned Productivity Linked Bonus equivalent to 65 days wage for 2005-06. This benefited about 13.6 lakh employees. Group C and D RPF/RPSF personnel were sanctioned ad hoc bonus equivalent to 30 days wage for the year.

All Group B (non-gazetted), C and D railway employees (excluding RPF/RPSF personnel) were sanctioned Productivity Linked Bonus equivalent to 70 days wages for 2006-07. This benefited about 13.3 lakh employees. Group C and D RPF/RPSF personnel were sanctioned ad hoc bonus equivalent to 30 days wages for the year.

In 2007-08 all non-gazetted railway employees (excluding RPF/RPSF personnel) were sanctioned Productivity Linked Bonus (PLB) for 73 days. The benefited about 13.25 lakh employees.
Group C and D RPF/RPSE personnel were sanctioned ad hoc bonuses equivalent of 30 days emoluments for the year. The wage calculation ceiling for computation of PLB and ad hoc bonus was enhanced from Rs. 2500/- to Rs. 3500/- per month, with effect from 1.4.2006, resulting in higher payments to the eligible employees.

**Industrial Relations**

Industrial relations on IR remained cordial during 2005-06. There has been free and frank exchange of views between the organized labour and the management at all levels to ensure greater transparency in the decision making process. Besides participating in the meetings of the PREM (Participation of Railway Employees in Management) Group at the Apex. Zonal and Divisional levels, leaders of both the recognized federations also participated in General Manager’s and Chief Personnel Officers Conferences held at the Railway Board level. Participation of the recognized Unions in Principal/Divisional Officers’ Meetings had also been ensured at the Zonal/Divisional levels, resulting in effective and meaningful involvement of staff in achieving the corporate objective of I.R..

Industrial relations of IR remained cordial throughout
2006-07. There was free exchange of views between the organized labour and the management at all levels to ensure greater transparency in the decision making process. Besides the meetings of the PREM (Participation of Railway Employees in Management) Group at the Apex. Zonal and Divisional levels, leaders of both the recognized Federations also participated in General Managers and Chief Personnel Officers Conferences held at the Railway Board level. Participation of the recognized Unions in Principal/Divisional Officers' Meetings was also ensured at the Zonal/Divisional levels, resulting in effective and meaningful involvement of staff in achieving the corporate objectives of IR.

Secret Ballot for recognition to registered Railway Trade Unions on the Zonal Railways were conducted successfully for the first time in November/December 2007. Industrial relations of IR remained cordial on the whole throughout the year. Free exchange of views between the organized labour and the management took place at all levels for greater transparency in decision melding process. Besides their participation in the meeting of the PREM (Participation of Railway Employees in Management) Group at the Apex. Zonal and Divisional levels the leaders of both recognized Federations also took part in important conferences/meeting held at the Railway Board level. Participation of the recognized Unions in Principal/Divisional Officers Meetings also took place at the
Zonal /Divisional levels, resulting in effective and meaningful involvement of shall in realizing the corporate objectives of IR.

Fully dedicated reservation cell exists at the Ministry/Railway Zone/Division/Workshop/Production Unit, for dealing with the problems of Scheduled Castes, Scheduled Tribes and Other Backward Classes exclusively for ensuring speedy redresses of the grievances and appropriate implementation of policies.

**Staff Welfare**

IR's welfare scheme cover a wide spectrum of activities in areas of education, Medicare, housing, sports, recreation and catering. Staff Benefit Fund is an important channel for providing additional facilities to railway employees and their families in the spheres of education, recreation, Medicare, sports, scouting and cultural activities. Dispensaries under the indigenous systems of medicine viz. Ayurvedic and Homeopathic, are also run with the help of this fund.

**Table Showing Percentage of Staff Provided Railway Quarters**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>47%</td>
</tr>
<tr>
<td>2006-07</td>
<td>46%</td>
</tr>
<tr>
<td>2007-08</td>
<td>42%</td>
</tr>
</tbody>
</table>

Source: Various year books of Indian Railway
47% staff in 2005-06, 46% in 2006-07 and 42% in 2007-08 was provided Railway Quarters. A decline in the percentage in the year 2007-08 seems to be the result of liberal housing financing by financial institutions. This facilitated the employees to construct their own houses and to vacate Railway Quarters.

253 canteens served subsidized meals and refreshments to employees during the year at their work-place.

Co-operative societies of various types are encouraged as part of welfare programme for employees. Besides, a large number of Thrift and Credit Societies, 171 registered Railwaymen’s Consumer Co-operative Societies, 19 Railwaymen’s Co-operative Housing Societies and 29 Labour Contract Co-operative Societies were functional on IR during 2007-08.

IR attaches due importance to recreation for its employees and provides excellent facilities through Institutes/Clubs for sport, libraries, etc. and Holiday Homes to enable the employees and their families to enjoy holidays at nominal expenses.

Pension Adalats

Long standing disputes or delays in the settlement of dues of superannuated employees are decided on the spot in Pension Adalats organized at Zonal and Divisional Headquarter level 3,109
cases were decided in the Pension Adalats held during the year 2007-2008.

**Railway Minister's Welfare and Relief Fund**

The Fund provides financial assistance and relief to railway employees and their families in times of distress. Voluntary contributions from the employees and Railway Women's Welfare Organisation constitute the primary source of the Fund. In 2007-08, a sum of Rs. 2.75 lakh was released from the Fund as relief to individual railway employees. Rs. 17.25 lakh towards flood relief operations in Bihar and another Rs. 10 lakh was sanctioned as assistance to Life Line Express project at Chappra. Life Line express, with all medical facilities, runs under the aegis of Rajiv Gandhi Foundation, New Delhi for organizing medical camps in the hinterland.

**Railways Schools**

IR runs and manages 365 railway schools which include nearly 100 Senior/Secondary/High Schools. These schools provide quality education at subsidized cost to about one lakh children of railway employees and about 30000 non-railway words. There are about 5500 teachers and about 1100 non-teaching staff employed in these railway schools. IR also supports 62 Kendriya Vidyalayas for the benefit of wards of railway employees.
Outstanding Achievements in Sports

Starting only with hockey, athletics and table tennis in 1928, the Railways Sports Promotion Board (RSPB) have 30 sports disciplines now, including some popular indigenous games IR's sports-persons have won acclaim both at International and National levels.

During 2007-08 Central Administrative Tribunal (CAT) delivered judgment in 37 cases out of which 20 cases were dismissed, orders passed in 15 cases have been implemented and in 2 cases appeal have been filed in High Court.

Welfare, Development And Empowerment Of Women

Welfare, development and empowerment of women employees as well as women family members of the employees has been a thrust area in the staff welfare.

In order to instill a sense of confidence amongst women employees at the work place, a system has been evolved to address complaints of women employees about gender discrimination where a committee looks into the grievances and recommends suitable action.

Railway Health Services

Medical Department of IR is required to fulfill the needs of (i) working and retired railway employees (ii) the railway
administration, (iii) the traveling public and (iv) the Central/State Governments.

To take care of the health of working/retired railway employees, comprehensive preventive, promotional and rehabilitative health care are provided. For railway administration, the Medical Department is responsible for controlling loss of mandays on account of employee sickness. The department conducts pre-employment medical examination and regular periodical medical examination of serving employees. Medical Boards for deciding fitness and implementation of various statutory conditions like Workman Compensation Act (WCA), Factory Act, Prevention of Food Adulteration Act (PFA), etc. are also non-stituted by the department.

(iv) HUMAN RESOURCE MANAGEMENT (HRM) DURING PLAN PERIOD

No scheme of industrial development can afford to neglect the steady and rapid growth of the well-knit and scientifically planned system of railway transport. As such, much emphasis is being placed on economic development plan to improve railway facilities since independence. Indian Railways have moved from the haphazard lines of development to planned and modern lines of development since the beginning of planning era. Their progress has come to be linked up with the planned development
so as to provide required infrastructure for the systematic development of different sectors of the economy. It was brought about through judicious allocation of resources, adoption of effective strategies and priorities within the framework of the Five Year Plans.

Consequently Indian Railways are at present in a position to export rolling stock and technical know-how to foreign countries, particularly to the third world countries, in addition to achieving self-sufficiency. Indian Railways technical know-how is greatly in demand in the developing countries of Africa and East and West Asia, where these nations are embarking on ambitious programmes for expansion and modernization of their railway system.

**Size and Structure of Employment**

A firm on the basis of its requirements plans for human force of right Us, ken, talents, attitudes, etc. and of right number to suit its present and future production schedules. Right size and structure of human force provide the basic infrastructure for smooth functioning of the organisation. They not only minimize the cost of employment, but nullify the effects of disruptions in developing and utilizing the human resources.

Generally the increase in size of an organisation is supported by an increase in size of human force although not necessarily at [359]
the same rate. Since cavain services do not have to be increase dint he same ratio as the growth of the irm. But in some cases the size of an organisation and emplacement are negatively correlated, wherever an organisation adopts intensive technology on 'large scale. But where the increase in size operations in an organisation is accompanied neither by an increase in humanforce nor by changes in technology, it is likely to result in overtrading is neither uniform nor static in all orgnasiations at all times. It is incarcerated by the changes in internal as well as external factors.

The number of regular employees as on 31.3.2007 stood at 1406430.

The table below shows, the strength of Railway employees under various groups, together with total expenditure on them, for some selected years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Group A &amp;B</th>
<th>Number of staff as on 31st March (thousands)</th>
<th>Total</th>
<th>Expenditure on staff (Rs. In (Crore))</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Group C</td>
<td>Group D</td>
<td></td>
</tr>
<tr>
<td>1950-51</td>
<td>2.3</td>
<td>223.5</td>
<td>687.8</td>
<td>913.6</td>
</tr>
<tr>
<td>1960-61</td>
<td>4.4</td>
<td>463.1</td>
<td>689.5</td>
<td>1157.0</td>
</tr>
<tr>
<td>1970-71</td>
<td>8.1</td>
<td>583.2</td>
<td>782.9</td>
<td>1374.2</td>
</tr>
<tr>
<td>1980-81</td>
<td>11.2</td>
<td>721.1</td>
<td>839.9</td>
<td>1572.2</td>
</tr>
<tr>
<td>1990-91</td>
<td>14.3</td>
<td>891.4</td>
<td>746.1</td>
<td>1651.8</td>
</tr>
<tr>
<td>2000-01</td>
<td>14.8</td>
<td>900.3</td>
<td>630.2</td>
<td>1545.3</td>
</tr>
<tr>
<td>2002-03</td>
<td>13.6</td>
<td>870.00</td>
<td>588.3</td>
<td>1471.9</td>
</tr>
<tr>
<td>2003-04</td>
<td>14.3</td>
<td>860.1</td>
<td>567.1</td>
<td>1441.5</td>
</tr>
<tr>
<td>2004-05</td>
<td>15.0</td>
<td>873.7</td>
<td>535.7</td>
<td>1424.4</td>
</tr>
<tr>
<td>2005-06</td>
<td>15.4</td>
<td>883.9</td>
<td>513.1</td>
<td>1412.4</td>
</tr>
<tr>
<td>2006-07</td>
<td>15.8</td>
<td>906.6</td>
<td>484.0</td>
<td>1406.4</td>
</tr>
</tbody>
</table>

@ includes number of Railway Protection Special Force (RPSF) personnel and expenditure on them from 1980-81 onwards. These were not induced in earlier years.

Source: Various year Books of Indian Railways.
Management personnel (Groups A & B) constitute up 1.1% of the total strength, while Group C and D account for 64.5% and 34.4% respectively. Of the employees in Group C and D, 4.44 lakhs (31.96%) are workshop employees and artisans and 9.46 lakhs (68.04%) from other categories including running staff. Railway Protection Force/RPSF personnel totaled 60.704.

In the non-gazetted cadres, the ratio of Group C to D changed from 25.75 in 1950-51 to 65.35 in 2006-07, including a shift towards induction of skilled manpower.

Modern technological improvements which brought drastic changes in work situations have a profound effect not only upon the size but also on the pattern of humanforce in industries. They require more and more skilled and technical persons to develop effective collaboration between human resources and technical changes. This calls for change in the existing pattern of humanforce. Thus the enlargement of the share of the skilled personnel in total employment and decline in the ratio between higher grade and lower grade employees is the result of technological advancements.

A number of technological changes have taken place in Indian Railways too. Extension of electric and diesel traction with
the introduction of high capacity diesel and electric locomotives resulted in carrying larger traffic in less time at reduced cost. Track is being maintained with automatic "on track the tampers". The implementation of modern telecommunication facilities resulted in speedy communication and better collection of data. Research Designs and Standards Organisation (R.D.S.O.) of Indian Railways have developed a high degree of technological base. These capital-intensive and technological advancements generally require huge capital commitments. And these capital-intensive and labour-saving devices resulted in tremendous growth of technically qualified staff.

**Human Resource Management in Eleventh Five Year Plan**

The main focus during the Eleventh plant is to improve the ratio of skilled workforce to the unskilled. The capital outlay for human resource management will be Rs. 700 crores. Out of this Rs. 200 crores will be utilized for additional training infrastructure, and Rs. 300 crores for development and provision of supervisory development programmes, acquisition of simulators and other such machines for training, development of model rooms and laboratories. For the benefit of the staff and greater transparency in the administration, touch screen kiosks with service related
information would be provided at an estimated cost of Rs. 200 crores.

The revenue budget for training would be pegged at Rs. 850 crores as compared to Rs. 660 crores provided in the Tenth Five-year plan. The resources will be used to provide clearing models, customer care training for front line staff including RPF, supervisory development skills, and organizational development and management development initiatives. During the Eleventh Five Year plan the annual recruitment is expected to be about 25000 per year.

Health and Environment

The medical department is unique in that it provides both Industrial Medicine and Curative Clinical Medical services. Curative Medical treatment is provided to 60 lakh persons, out of which 58 lakhs are serving employees and the rest are retired personnel. Accident Relief resources available are, ARME Scale-I, 174 in number, ARME Scale-II 325 numbers and 14 Self Propelled Accident Relief Trains. There are 121 Railway Hospitals with 13770 beds and 115 private hospitals that are recognized. There are 586 Health units, Medical personnel include 2506 IRM doctors, 1000 other doctors and 24,000 para medical staff.
During the Eleventh plan period 6 Food Laboratories will be developed at Delhi, Mumbai, Chennai, Kolkata, Guwahati and Nagpur. There are 6,322 wayside railway stations and 3,23,495 employees at these stations. To provide better health care to these employees powers will be given to the Medical Officer located 25 Kms. away from railway hospital to get common Pathological test, X-Ray and other such tests done by tying with private diagnostic centers reducing the distance from 75 kms. A pilot project has been started for Road Mobile Medical Van to enable the railway doctor to visit each wayside satiation on a regular basis.

**Super-Specialty Hospital**

Railwaymen and their families have access to one of the best health care systems in the country delivered to them through 121 hospitals and 586 health units spread across the length and breadth of Railway network. Railways spend about Rs. 712 crores per annum on health care. Rs. 34.2 Cr. (4.8 per cent of annual budget) is spent on referral cases to 97 specialize hospitals outside railways. In order to ensure world class facilities at the door step of Railway employees, it is proposed to have four super specialty hospitals under joint ventures through PPP with renowned health care group in private sector. A sum of Rs. 40 Cr. will be allocated
for this purpose during Eleventh Plan Period.

**Requirement of funds**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Zonal Railway Amount (Rs. In crores)</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>CR 99</td>
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<tr>
<td>2.</td>
<td>ER 86</td>
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<td>3.</td>
<td>NR 129</td>
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<td>4.</td>
<td>NER 57</td>
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<td>5.</td>
<td>NFR 38</td>
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<td>6.</td>
<td>SR 187</td>
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<td>7.</td>
<td>SCR 38</td>
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<tr>
<td>8.</td>
<td>SER 42</td>
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<td>9.</td>
<td>WR 78</td>
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<td>10.</td>
<td>ECR 46</td>
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<td>11.</td>
<td>ECOR 93</td>
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<td>12.</td>
<td>NCR 22</td>
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<tr>
<td>13.</td>
<td>NWR 32</td>
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<tr>
<td>14.</td>
<td>SECR 13</td>
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<tr>
<td>15.</td>
<td>SWR 16</td>
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<tr>
<td>16.</td>
<td>WCR 87</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>1063</strong></td>
</tr>
</tbody>
</table>

**Manpower**

More specialist doctors will be made available in Railway Hospital. In addition to IRMS specialist doctors, recently orders were issued for engagement of honorary visiting specialists and to call specialist doctors from the private sector on a case-to-case
basis. These will be sufficient to fill the present need of specialist doctors in Railway Hospitals.

**Human Resources and Technology**

Eleventh Plan period is going to witness technology explosion. Induction of new technologies and consolidation of existing ones in rolling stock is going to be at an unprecedented scale. Modernization of workshops, sheds and depots will revolutionize maintenance and repair of rolling stock with greater emphasis on mechanized examination. Similarly, huge investment is planned in track machines for mechanized track maintenance, which is natural corollary to switch over to PSC sleepers. Mechanized cleaning of coaches and platforms/stations will be inevitable in view of the need for providing world class services and customers becoming more demanding. IT will have greater role in virtually all aspects of functioning of Railways. Besides FOIS, COIS, PRS, UTS the Plan period will witness computerization of control chart & 98 crew lobby, office automation, introduction of PRIME and AFRES and remote sensing diagnostic system for rolling stock maintenance.

**Training**

It is recognized that challenges of high trajectory growth in
freight and passenger traffic and revenue can only be met by matching development of the organisation's human resources. Indian Railways have therefore chalked out an ambitious plan for training of all categories of its employees by upgrading existing in house training infrastructure, adding new ones and liberally making use of specialized training facility available in private and public sector within the country and abroad.

Blue print for training will broadly involve:

- Training of artisan, ministerial and supervisory staff in existing skills.
- Retraining of staff to handle new technologies and IT.
- Modernization of training institutes with emphasis on training aids including models.
- Augmentation of classroom and hostel facilities.
- Mobile training vans.

The plan will witness proliferation of new technology in practically all areas of functioning of Railways. Upgrade of technical, HR and managerial skills of all categories of Railway men will, therefore, become an imperative necessity of HR management during the plan period. Suitable consultants will be
engaged by IR to comprehensively analyze the training needs of all levels of artisans, ministerial, supervisory and managerial staff and design appropriate course.

It is proposed to allocate an estimated sum of Rs. 300 crores, for additional raining infrastructure, Rs.500 Cr. for creation and implementation of ERP package across all units/Division/HQ to automate, simplify and quicken the process of establishment matters, D&A matters, staff grievances, training activities for all the 14 lakhs of employees of Indian Railways with regard to staff welfare and greater transparency in the administration touch screen kiosks with service related information would be provided at an estimated cost of Rs. 200 crores.

**Training Institute for Welding**

Welding is assuming increasingly important role in the repair, maintenance and production of rolling stock. Growth in requirement for welding skills has outpaced available training infrastructure on IR. Two training institute for welding at an estimated cost of Rs. 5 Cr. are therefore planned during Eleventh Plan.

**Corporate Welfare Plan**

Indian Railways have about 13 lakhs employees spread over
16 Zonal Railways, Nine Production Units and other establishment. To meet their housing needs, IR has about 6.1 lakh houses giving housing satisfaction level of 46 per cent. IR also has Railway 99 institute, Railway Clubs, Community Halls, Sports Stadium and Hospitals etc. for the welfare of Railway employees.

IR has prepared a ten year corporate welfare plan (2006-2015) with major focus on improved housing and other related services. Thrust areas include:

- Reconstruction of substandard quarters on age-cum-condition basis.
- Improvements/upgrade of substandard quarters-provision of bathrooms, kitchens, etc.
- Reconstruction of quarter (other than substandard quarter) on age-com-condition basis.
- Improvements/upgrade of substandard quarters-provision of bathrooms, kitchens, etc.
- Reconstruction of quarter (other than substandard quarter) on age-cum-condition basis.
- Any other major work required to be done on age-cum-condition basis e.g., Re-roofing, replacement of decayed
woodwork etc.

- Augmentation of water supply for staff quarters including replacement of corroded pipes and pumps etc. wherever required.

- Electrical items:
  (a) Rewiring of quarters on age-cum-condition basis.
  (b) Upgraded of fittings in quarters as per norms including consequential strengthening of transformers and cables.

An estimated Rs. 4500-5000 crores is likely to be spent over ten-year period. About 60 per cent of this requirement is planned during eleventh plan period. Construction of housing colonies can also be explored through PPP/BOT Model. IR will also encourage its staff to go for their own houses by tripling the allocation for house building advance over Tenth plan period.

(v) CRITICAL REVIEW

Human Resource Development in India Tourism Sector

Human resource development is of vital importance in a service industry like transport. People engaged in this trade deals with people and cater to their needs. They create experience, good or bad and determine the quality of product to be offered to the
users. It is imperative to have a right selection, training and development of the personnel engaged in transport services of Railways. Being a service industry, the tremendous potential for employment to the vast cross-section of our youth without any caste and religious bias can be generated in the Railways by linking it to other sectors like Tourism, Medical, Iron Coal and other industries etc. These are complementary to each other and distinct in functions. Successful Human resource planning needs to identify skills and knowledge for their effective performance.