Chapter IV

HUMAN RESOURCES MANAGEMENT IN
INDIAN RAILWAYS
CHAPTER - IV

HUMAN RESOURCE MANAGEMENT IN INDIAN RAILWAYS

The Railways in India continue to be the principal mode of inland transport. The economic and social development of the country primarily depend on the Railway's performance and efficiency. Railways contribute substantially to the defence efforts in the country. Railways also play a vital role in the national integration.

Indian Railway is the biggest service industry employing 16.6 lakh workers spread over the length and breadth of the country. It is imperative that the customers are given the maximum comfort by ensuring safety, security and punctual running of the trains both freight and passenger. A dynamic, effective work force and their management is essential for the success of Indian Railways. In order to meet the objectives the human resource in Indian Railways is divided into four groups. The employment structure in railways is given below:

Groupwise Break-up

Group A
Group B
Group C
i) Workshop and artisan
ii) Running
iii) Others
Group D
i) Workshop and artisan
ii) Running
iii) Others

Table- I

<table>
<thead>
<tr>
<th>Departmentwise Break-up</th>
<th>Eighth Plan</th>
<th>Ninth Plan</th>
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<td>Administration</td>
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<td>Offices, including RPSF</td>
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Source: Indian Railways Annual Reports and Accounts 1992-93, p. 35.

Indian Railways had 16,49,195 persons under various departments in the beginning of eighth plan. There were 51,238 personnel employed in administration, 30,970 in accounts, 4,17,974 in Engineering, 76,686 in signal and
Recruitment Modes of Human Resource in Indian Railways

Recruitment is the first step in the employment of labour, and naturally the methods and organisations by means of which labour is brought into industry has a lot to do with ultimate success or failure of such employment.

Recruitment may be defined as an activity that brings the job-seeker and job giver face to face with one another to achieve certain goals. The main principal modes of recruitment on railways for various services, viz. Group 'A', Group 'B', Group 'C' and Group 'D' are as under :-

i) The Union Public Service Commission for the posts in Group 'A', and a very limited extent in Group B, for posts of section officers in Railway Board.

ii) Vacancies in Group 'B' are filled by promotion from within the ranks by positive act of selection.

iii) The Railway Services Commission situated in various states for Group 'C' posts.

iv) Appointment on compassionate grounds.

v) Appointment of physically handicapped persons through employment exchange.
vi) Appointment against sports quota.

vii) Appointment of persons possessing culture and artistic talents.

viii) Appointment of apprentices like mechanics, electrician etc.

ix) By direct appointment in Group 'D' category by holding selection departmentally specially in production units and workshops.

x) By screening casual labour and substitutes and their absorption against Group 'D' vacancies.

Recruitment of Gazetted Officer, i.e. Group 'A' Services

The recruitment of Group 'A' services is being done by union public service commission on All India basis. Lists of the requirement for all services in Group 'A' are placed before the Railway Board. Forty per cent to fifty percent posts of Group 'A' are filled by promotion of Group 'B' officers who have put in minimum 3 years services in class II, on the recommendation of the U.P.S.C.

Recruitment of Group 'B' Services

There is no direct recruitment in Group 'B' vacancies. In the group 'B' posts are filled by promotions of Group 'C' staff on the recommendation of the Departmental Selection Board.

Recruitment of Group 'C' Services through the R.S.C.

The employees under Group 'C' is directly recruited by the Railway Service Commission, Railway
Recruitment Boards at 19 places which are located in different states like Calcutta, Bombay, Madras, Muzaffarpur, Dangpur, Allahabad, Guwahati, Secundrabad and Bangalore. "Recruitment is conducted for about 90 categories of staff pay scales vary from Rs. 950-1500 to Rs. 2375-3500. Qualifications which vary from Matriculation to Graduation and Diploma/Degree in Engineering and prescribed in such a manner that these meet the demands of the jobs".

The selection process covers both written test and interview. For safety categories such as Assistant Station Master and Assistant Drivers, there is an additional provision of psychological tests which measure the intelligence of the candidates, their power of concentration, ego strength, power of observation and sense of responsibility which are so essential for ensuring safety of trains.2

Direct Recruitment in Class 'D'

There is a direct recruitment procedure for Group 'D'. It is confined to workshop and production units only. In this case vacancies are first assessed taking into account the number of existing and anticipated vacancies. The assessment is approved by the concerning authority. Then a selection Board is nominated consisting of one Executive Officer of the concerned department, one
personnel officer and one officer from the reserved community.

Besides these the General Manager and the Personnel officer have certain powers regarding the recruitment in special circumstances, by relaxing or modifying the rules of recruitment. The reason to relax or modify rules of Group 'C' and 'D' staff in individual cases are to be recorded in writing.³

Appointment against sports quota

Certain appointments are made for sports person. There is a sport quota and this quota is filled by every zone during a calendar year. The sports quota are reserved only for those candidates who are outstanding players and who have taken part in the international or state level events. They should have played in Inter Club, inter district, Inter School, Inter College or in All Indian National Championships.

Appointment on Compassionate Grounds

Recruitment on compassionate ground can be made both in Group 'C' and Group 'D' by the General Manager and the Divisional Railway Manager. Priority for appointment on compassionate basis is as follows:

a) Dependents of railways employees who die or permanently crippled in the course of duty.
b) Dependents of the railway employees who die in harness while in service before retirement.

c) Dependents on railway employees who die in service due to natural causes/prolonged illness or permanently crippled or become medically unfit for the job and are not in a position to hold even an alternative job, would be given the same emolument.⁴

Appointment of Physically Handicapped Persons

Physically handicapped persons who are sponsored by the special Employment Exchange can be given employment in Group 'C' or Group 'D' to the extent of fifteen percent of the posts in the nominated categories. The categories are notified by Railway Board and the power of appointment is given to the General Manager of each zone.⁵

Railway Recruitment Board (RRB) and its Objectives

Railway Recruitment Board (RRB) is an agency for recruitment designed to be an independent organisation. These RRBs, are, therefore, manned by chairman and member secretaries, whose selection is finalised in consultation with the U.P.S.C. Chairman Railway Recruitment Boards are the final authorities in recommending the candidates for appointment.⁶

The main objectives of this organisation is that recruitment should be time bound so that the aspirations of the candidates are satisfied at the earliest. Railway
Recruitment Boards finalise 90% of selections within periods varying from 3 to 12 months which represents an improved situation compared to similar agencies. Railway recruitment has been increasing from time to time. This results from the increase in demand on railway services covering a variety of posts such as commercial clerks, ticket collectors, Train Clerks, Assistant Station Masters, Assistant Drivers, Guards, TXRS, IOW etc.7

RRBs Asked for Fairplay

The Railway Minister Shri Ram Vilas Paswan has called upon the Chairman and Members of all the 19 Railway Recruitment Boards (RRBs) to dispense social justice and fairplay to candidates of Scheduled Castes and Scheduled Tribes and other Backward Classes in the reserved categories and minorities.

Addressing a Conference of Chairman and non-official Members of the RRBs at New Delhi on February 12, 1997, Shri Paswan said that Members in the interview board were like judges to do justice with fairplay. He asked them to maintain transparency in the system of recruitment by eliminating malpractices and responding to complaints.

There are 19 RRBs all over the country. The RRBs recruit Group 'C' staff both technical and non-technical in the Railways. The RRBs enjoy parity with Staff Selection
Commission besides Chairman and Member Secretary. Each RRB comprises nine non-official Members, three each representing the interests of Scheduled Castes/Tribes and other Backward Classes and minorities.

The Railway Minister, in the first ever such meeting of its kind with the Chairman and Members of the RRBs, said that Government was considering provision of facilities to members, like local accommodation, transport and two complimentary passes in a year.

Management Training

HRD envisages progress in skills, knowledge and aptitude from one stage to another till an officer reaches the highest stage available to him.

While the initial training would equip him to understand the objectives of his organisation, subsequent training would enable him to handle posts of higher responsibilities effectively. Training is, thus, designed to be mandatory. It has to ensure qualitative improvement and sharpen the managerial skills of the officers, to inculcate in them high professional approach. Officers are also sent to outside training institutes, to promote interaction with other organisations and also to avail of the specialised training facilities existing in the non-railway institutions.
Keeping this view into consideration, personnel management of Indian Railways have established different levels from the top management to lower level. At present, the Indian Railways have four tier system of training programmes to cope with the training and development, needs of its personnel, Area schools, Zonal training schools and systems training schools cater to the training of staff and supervisors.

There are five specialised training institutions in the Railways directly under the command of Railway board within the country.

Training of officers is conducted in the following five centralised Training Institutions (CTIs).

i) Railway Staff College, Vadodara.
ii) Indian Railway Institute of Civil Engineering, Pune.
iii) Indian Railways Institute of Signal Engineering and Telecommunications, Secunderabad.
iv) Indian Railways Institute of Mechanical and Electrical Engineering, Jamalpur.
v) Indian Railway Institute of Electrical Engineering, Nasik.

Railway staff college, Vadodara conducts course in interdisciplinary subjects in addition to foundation and Induction training course for newly recruited officers. The Management Development Faculty of the College offers Management courses and conducts seminars/workshops for
senior officers on important areas like energy conservation safety, corporate planning, productivity, costing, industrial relations etc. Function related courses for promotion to GMs, AGMs, PHOD and DRMs were conducted. The other institutions conducted specialised courses to update technical knowledge of the officers in Civil, Signal, Telecommunication, Mechanical and Electrical Engineering.

4814 officers were trained in CTIs during 1992-93, 160 training centres entered to the needs of training of non-Gazetted staff.

Madular system of training based on actual needs was introduced and a scheme for covering the entire training process by scientifically developed lesson plans and trained trainers in under implementation. In 1992-93, 104394 such employees were trained in various Railway Training Schools.

To aid retraining and redevelopment, computerised manpower planning information system is being installed in all the Divisions of Indian Railways.\footnote{9}

The aim of training programmes is to update the professional knowledge and sharing the same in an interdisciplinary academic atmosphere of Railway employees. It employs modern tools of management to enable the Railway system to derive optimum advantage from capital and manpower resources. The Railway Board has prescribed training courses for all groups of employees temporary as
well as permanent. Both initial and in service training have to be undergone by all the officers. In case of Group 'A', services, the final merit list of selected candidates is made available to the Railway Board. It immediately allots the candidates to the different Railway Administration, from where they are directed to the various institutions and placed for training.  

The training college of the Railways also conducts a number of the theme based programmes and seminars aimed at imparting particular skills or to update knowledge of Railway officers of different departments. Seminars are based on subjects like Financial Management, Human Resource, Quality Control, Purchase Management etc. Most of these programmes are of one week.  

The aim of these programmes is to brush up their knowledge and to keep them well informed of the day to day technological changes and development. It runs various general programmes, such as foundation courses, induction courses, orientation courses and management executive development programmes for officers.
## Training Plan for Group 'A' Officers

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<th>Stage</th>
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<th>Qualification</th>
<th>Duration</th>
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<tr>
<td>Stage I</td>
<td>5 to 8 yrs</td>
<td>J.A. Grade Promotional course</td>
<td>4 weeks</td>
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<tr>
<td>Stage II</td>
<td>9 to 13 yrs</td>
<td>Sr.Professional course (Pre-selection grade)</td>
<td>To be decided by the respective training Institute</td>
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<tr>
<td>Stage III</td>
<td>14-18 yrs.</td>
<td>Executive Development Programme (SA Grade Professional course)</td>
<td>4 weeks</td>
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<tr>
<td>Stage IV</td>
<td>19-25 yrs.</td>
<td>Sr.Management Development Programme</td>
<td>3 weeks</td>
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<td>Stage V</td>
<td>25 yrs. &amp; above</td>
<td>Workshop Seminar</td>
<td>1 week</td>
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Acquisition of required training models, machines, equipments, simulators, etc. is also planned as a part of the project. To imbibe and assimilate modern technology, officers, supervisors and staff are also sent for training to developed countries. Participation in various workshops both Indian and International, to get exposure to specialised technologies and modern concepts, is also encouraged.

All these contribute to job enrichment, higher productivity of resources and ensure dignity of labour.
Training plan for the senior officers of the Indian Railways should cover the following:

Training in Management which will include:
- Strategic Management
- Management of change
- Power and influence
- Human Resource Management
- Groups and decision making
- Asset Management
- Quality Management
- Competition and change
- Management style

Business sector analysis
- Private and public sector enterprises
- Finance and accounting principles
- Setting personal objectives
- Management Information technology
- Creative action

Budgeting and control
- Marketing strategy
- Government/business interface
- Public relations
- Capital investment appraisal
- Technology transfer
- Presentation skills
Our efforts should be to organise management training in Railway Staff College through assistance of Indian Institute of Management, Ahmedabad.

Other areas of training should include marketing, containerisation and multimodal transport including inland container depots operation, information system management, transport law and legal framework, etc. At present we do not have arrangement in any railway training institution for imparting such type of training. University of Wales College of Cardiff is providing training support in these areas and efforts should be made to transfer these training programmes to Railway Staff College as early as possible.

The third area of training which needs attention is training in Project planning, management and monitoring project implementation. We have been organising training programmes on project planning at the Institute of Civil Engineers, Pune. The faculty will be expanded to include Finance and Management faculty of Railway Staff College so that adequate training could be given not only in engineering aspects of project management but in Finance and management aspects also.12

Another major area of consideration in the training and development of Indian Railway Managers is to develop means to measure and assess competence of individual managers. In U.K. the Management Charter Initiative (MCI) was formed in 1988 to improve the quality of U.K. Managers.
Its objective is to increase quality, quantity, relevance and accessibility of management education and development. The MCI is a non-profit making organisation funded by subscriptions from private and public sector organisations and a grant from the Employment Department. MCI brings together all those interested in the management education - chief executives, human resource specialists from commerce and industry, higher educational institutions, business schools, awarding bodies, professional institutes and representatives from Government Departments. MCI has 70 branches around the country to provide a focus to management development techniques at local levels. Establishment of similar organisation will be necessary in India.

Indian Railways may, perhaps, with the assistance of All India Management Association have collaboration with the MCI in U.K. and introduce MCI programme in India to assess and measure the competence of individual managers.

Manpower Planning on Indian Railways

Rail India Technical and Economic Services Ltd. (RITES) was commissioned to make a diagnostic study on manpower planning on Indian Railways. RITES' report was received and was examined by the Railways. The various recommendations contained in the report were being processed for implementation. It will be a continued exercise. Each Directorate has drawn up Action Plan for
implementation of the recommendations. During the various interactions with the Zonal Railways, certain areas have been identified for speedy implementation. These areas are as under:

There are many Railway sidings which are not in use for a number of years whereas the maintenance manpower continues to be on roll. These sidings as identified could be spiked and the manpower pertaining to such sidings could be surrendered.

In some cases, railways have started new activities beyond the projects approved under the Five Year Plans to re-deploy the surplus staff. New activities should not be started purely to keep staff occupied.

In order to co-ordinate action in the area of manpower planning, each department may create a manpower planning cell manned by an inspector both at Divisional and Headquarters level. These posts may be created by redeployment of existing sanctions or by matching surrenders. It may be pointed out that it is proposed to set up division based computerised manpower information systems.

The creation of a cell would go a long way in focussing attention on this important area. An account of the manpower rendered surplus on account of closure of steam loco sheds, yards and sidings should be maintained. A review of the manpower in workshops/production units will
be necessary. Steam locos are planned to be phased out by 1997 or 2000, the POH work will be eliminated. Similarly review of manpower at each depot and at each workshop should be systematically conducted and a zero based manpower budget be prepared.

At no stage these exercises would lead to retrenchment of any employee. The staff rendered surplus will be redeployed in productive work and gainful employment in order to make the Railways a viable commercial organisation. This will be in the long term interest of the workers.

Once the Indian Railways' financial viability is maintained, there will be more employment opportunities on a continuous basis. Therefore, the labour force should support the Manpower Planning of Indian Railways.  

Management by Objectives

In this modern era, culture is a word commonly used. It can be heritage, tradition, corporate culture and many times we talk on work culture in a system. Some organisations take credit maintaining safety culture. Indian Railways, a symbolic representation of the system might have had a different goal, aim, ambition, dedication, oneness and pride. And it is in this context the topic of management by objectives deserves to be examined in depth.
Coming back to the culture of an organisation like Railways quite naturally the work culture raises a minimum of four questions. What is work and what is culture? What is their relation with reference to a system like Railways? Does work make the people cultured or otherwise? Or the culture produced the right kind of work? There is hardly any clarity. If one keeps on doing what one's elders did, can it be called cultured? The vanishing earlier generation of managers had this fear in changing culture with the present generation and an erosion of culture built by them. It is in this context the concept of Management by Objectives (MBO) comes to stay.

There should be a congruence between the personal goals and aspirations of individual executives and that of the organisation (Railways). Integrating these two can never be an easy task and the only aid available today appears to be MBO.

We are close to twentyfirst century. The successful planning for a smooth transition to twentyfirst century calls for dedicated efforts and optimum utilisation of our scarce resources. Demographics will dictate many corporate priorities. Among the most important demographic trends for business are the shortage of entry level workers, the prospects for increasing workforce, diversity and the aging and more and more occupations would require entry level educational qualifications.
Changing Facets

Due to automation and technological changes in the nature of work in future, the number of white collar workers are expected to increase to a point where they will outnumber blue collar workers. The workers' standard of general knowledge and technical education will be high. The other major change in the demography of tomorrow's workforce is the continuing influx of women employees. The portrait of an average railway worker in the coming century would be that of a man having a sense of confidence, borne out of the realisation of skills, knowledge and power. The changing facets of workforce are sure to become a source of major concern and controversy and the organisation like railways. If we do not change their systems to accommodate we are sure be drowned by an unprecedented ideal wave of change which the twentyfirst century is going to bring about.

It is in this context that there is an urgent need to review critically the railway's strategic and tactical plans. Railway is a multi-departmental organisation which has been functioning efficiently for more than a century, moulding itself to varied requirements of the vast nation and culture. At the outset the Indian Railways were developed by companies and after independence it was amalgamated into a cohesive organisation. The subsequent five year plans have contributed enormously towards its own
development and the development of the country. The system has grown in stages and have come to stay.

Many of the public sector undertakings which were set up with lot of care and dedicated planning turned to be sick units and are going to be disinvested or already have been disinvested. A cursory look on the management of these units will explain the malady. An organisation like Railways spanning over the country in all directions in a system with a dedicated brand of rules and managers who come and go over the system; perfect it for improvement. Of late with the large scale upgradation and more number of supervisory staff and officers being available, there seems to be an erosion of discipline and standard.

Changing Management Approach

During the remainder of 1990s and well into the next decade, we will witness a change in the way management conducts its business. Some of the management values, attitudes, interests and approaches will be direct results of changing management values. Methods, techniques and approaches have undergone refinement through increasing research within the profession and from the contribution of related professions. A true administrative scene approach is emerging especially in the case of the strategic decision making used by the top management.

The increased challenges demand that human resource managers acquire further advanced levels of education and
training contributing towards innovations, broad understanding, insight and inter-personal skills. The emerging competition will stimulate organisational interests in developing and adopting innovative changes in management like quality circles, MBO, productivity groups, counselling programmes, etc. Informed authorities predict that around the year 2000, an average executive will spend a week in full time study to stay abreast of his field of management, may return to university for at least one year of full time study twice during the career.

MBO in essence is a practical approach to the fundamentals of good general management. It integrates activities often regarded as separate, manager development and strategic business executive. It provides a valuable and continuing stimulus for companies to challenge traditional assumptions. It bridges the result orientation of the quantitative school and the teamwork and personal motivation concepts of the behavioural scientists. And it helps to develop a forward looking vital spirit amongst the managers.

Railways, a conglomeration of different departments aims to provide quick and safest transport network for carrying the public and goods in a most economical way. While the recruitment of the officers who manage the system of the various disciplines is done centrally by UPSC and RRBs. The growth of the managerial capability, of posting
of the managers to run the system cohesively interspersed with various departments rests with the managers themselves. The system was and is functioning satisfactorily but of late we find there are certain shortfalls in the quality of the managers who have grown on their departments and do not want to leave their loyalty when they function as managers and continue to exhibit a biased approach. More so when a large number of young officers and supervisors are inducted on to the system they follow suit affecting the management of the system in a great way which is one of the problems facing the top management. It will be highly difficult to implement a new policy affecting the entire network. Existing management system was found to be in order and what we may lack in its perception and the behaviour of the managers and the organisational set-up which may and shall need improvement and strategy. It is in this context, MBO as a concept comes handy.

"An abundant and increasing supply of highly educated people has become the absolute prerequisite of social and economic development in our world. it is rapidly becoming a condition of national survival. The essential new tactic is that a developed society and economy are less than fully effective if any one is educated to less than the limits of his potential. The uneducated person is fast becoming an economic liability and unproductive. Society
must be an educated one today - to progress, to grow, even to survive" - Peter Ferdinand Drucker. It is very valid for the Railway system. In the earlier management style, requisite departments like Engineering, Mech., Operating, could be to some extent managed by uneducated staff at lower levels and by experience they gained loyalty of the system and became lower level managers. In today's context of modernisation taking place, we need a fully qualified individual for manning any asset. Or in other words we have to define the system requirement fully having strategic look for two decades ahead.

In view of the emerging trends, one can safely predict that during the nineties and beyond, there will clearly be an increasing need for a flexible, innovative and rational approach to the management of personnel. There will be refinement in the recruitment process by increased application of modern techniques and the area of attention will be focussed on the individual capacity for the betterment of the system and the selection process will be a mere exercise to fill up the posts. We must also create an organisational environment that will help to make work more satisfying. Managing personnel would require sensitivity to the complex and changing values, aspirations and attitudes that the people will bring to the work place.
Of late we find there has been gradually a greater understanding that the manager is a member of a team, rather than an isolated individual with limited and selfish ends. Unfortunately this has led some people to underestimate the manager's contribution with his personal leadership. In such a situation his personal contribution can be educational, in generating purposefulness, creativity and with the aim of achieving the best for the system.

With many forces working to keep it alive, the people who run it can readily escape the task of defining its purpose. This evasion stems partly from the hard intellectual labour involved, a labour that seems but to increase the burden of already onerous daily operations. In part also, there is the wish to avoid conflicts with those in and out of the organisation who would be threatened by a sharp definition of purpose, with its attendant claims and responsibilities.

Above all, the real key to success in business is the more effective use of human resource; the talent and drive are there if only we release them. Railways, an organisation with immense potential and vested with a vast human resource at its disposal can find the system like MBO easily adaptable for the overall efficiency.
Development

The then Railway Minister shri C.K. Jaffer Sharief addressing a conference on July 1, 1992, said "that Railway Personnel Administration should become more open and responsive to the needs of staff. For this, attention must be paid to the effects of environment on the performance of workers. It was upto the Railway administration to take care of the health and the welfare of Railway employees, so that they could give their best, he said.

He directed the CPOs to visit Railway colonies to enquire into the problems faced by Railwaymen and families. He also stressed that there is a need for the officials to change their outlook in welfare area.

Development means, to grow gradually, to be more mature and more advanced. Here development is concerned to Railways employees, welfare or Railways staff welfare.

Staff welfare is desirable for increased welfare of the Railways employees and for maintaining the operational efficiency of railways. Railways are essential services and no agitation, strike or go slow tactics should be restored to or adopted by the employees. Indian Railways have paid a greater attention towards its staff's welfare during recent past years. Several schemes are in operation for the well-being of Railways staff. Among the important amenities are the provision of housing and medical facilities, holiday homes at hill stations and schools and hostels.
The welfare schemes cover a wide spectrum of activities, viz. educational facilities and assistance to the children of Railway employees, handicrafts centres for augmenting family income, financial assistance in sickness, subsidised housing and canteen facilities at work places and medical cover for employees and their families during services and after retirement.15

Medicare and Family Welfare

One of the first essentials of life is health which has received appropriate attention of Government of India as a prerequisite for the national upliftment. Indian Railways which are committed to keep up country's life line through round the clock services lay adequate emphasis on their people's physical as well as mental well being. Railways have accepted social obligation of the medical care of Railwaymen and their families. It is free of charge during their service life, and after retirement on normal contributory basis. Indian Railways spend about 2 per cent of its budget on health and medical services.16

The Health Department of Indian Railways had an insignificant beginning. First of all medical officers were appointed at construction sites only to provide necessary treatment to the employees and casual labours. At other places, the Railways used to change civil surgeon or civil assistant surgeons to look after the railwaymen. The standard of care was insufficient and the railwaymen
depended for their needs mostly on non-railway institutions and doctors.

Till the independence of the country in 1947, the Health Department made hardly any leeway as the railway rules provided for only such treatment free to the railwaymen as might be available in a particular hospital/dispensary. After independence, the railway gradually took over the responsibility of providing treatment to the employees along with their family members and some dependents. The railways thereafter gradually developed their own institutions. And now the Indian Railways have established a network of medical services for the welfare of Railways employees throughout the length and breadth of the country. Between 1951 and 1981 there were 103 hospital and 562 health units which have been increased upto 122 hospitals and 672 health units by 1992-93, and further raised to 135 and 790 by 1997-98.

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Source: Indian Railway Journals.
The Medical services are handled by 2400 doctors and 50,000 para-medical staff, which constitute a major cadre in the Railways. Railways doctors are recruited through the combined Medical Services Examination conducted annually by U.P.S.C.

During 1992-93, some of the important additions made to existing medical facilities were:

i) Introduction of laser surgery and IOL implantation at Central Hospitals on Northern and Southern Railways, Ultrasonography investigation at Central Hospital Gorakhpur, and Gastroentrology unit at J.R. Hospital, Bombay.

ii) Latest sophisticated equipments like ultrasound, computerised stress testing machine, retroperfusion, holtor monitor contact laser, fibreaptic endoscopes and latemetry system provided in various Railway hospitals.

iii) Provision made for 205 additional beds in Railway Hospitals.

iv) 4 New hospitals and 2 Health units started. During 1992-93, Indian Railways achieved targets to the tune of 96.83% in sterilisation 87.87% in IUD, 96.20% Oral Pill users and 92.12% in Conventional Contraceptive users.

Maternity and Child Health Services are also rendered for protection of children and mothers.
Marching Ahead in Family Welfare

The Railways recorded a marked improvement in family welfare and expanded programme of immunisation during 1991-92.

The coverage in sterilisation was 27075 (0.75%) in UD 13751 won (91.97 percent) in oral pills 4680 (276.49 percent) and in conventional contraceptive users 3,40,907 (83.27 per cent). Similarly the Railways protected 61695 (94.19 per cent) children against diptheria and whooping cough, 62,077 (94.77 per cent) children against polio and 60,831 (90.79 per cent) pregnant women against tetanus.

To combat malnutrition 230619 (184.49 per cent) pregnant women were provided iron and folic acid in addition to 3,08,362 children (145.45 per cent) already provided the same. Besides 721469 (170.15 per cent) children were administered vitamin 'A', for prevention of blindness during the year.

The national targets fixed by the Ministry of Health and Family Welfare for the Railways in 1991-92 financial year in family welfare and immunisation were 36,600 sterilisation, 17,325 IUD, 5000 oral pills users, 3,50,700 conventional contraceptive users, 65,500 immunisation of children against diptheria, 65,500 immunisation of children against polio and 67000 immunisation to pregnant women against tetanus.
To combat malnutrition 125000 women are to be covered by iron and folic acid as well as 2,17,000 children. In addition 212,000 children will also be administered vitamin 'A', for prevention of blindness during the year 1991-92, 42 medical personnel were trained in logistic management and laparoscopic operation and as many paramedical personnel trained in universal immunisation programme.

For attainment of real demographic impact major stress was laid on younger couples with low parity, motivation of specified railwaysmen through progress oriented publicity and message dissemination through volunteers of field groups.

The Railways have provided (1991-92) a comprehensive health care services through its extensive network of 114 hospitals 670 health units 62 family welfare centres, 38 sub-centres, 2633 Nirodh Depots, 122 oral pills distribution centres and 75 MTP centres.

Prestigious Units

Indian Railways have established some prestigious units in the field of medical which are given below:

1) Heart Surgery Unit at Perambur
2) Plastic surgery unit at Bombay.
3) Traumatic and Re-constructive surgery unit at Howrah.

They have not only drawn the administration of suffering humanity on the Railways, but also from
non-Railway people. Cancer Institute at Varanasi and Micro and vascular unit at Delhi join this great group. There is a continuous expansion of medical services both in quality and quantity. More sophisticated, diagnostic and therapeutic facilities have also been developed.

Hospital on Wheels

The Ministry of Railways in association with impact India Foundation, a voluntary organisation have launched a unique project "Jeevan Rekha" for free health care in rural and backward areas through "Hospital on Wheels". This functions with three special railway coaches fully equipped with diagnostic medical and surgical facilities at selected railway stations of Bihar.

These hospitals run with the help of skilled doctors, tecnicians and other paramedical staff and offer free diagnostic and surgical treatment for the diseased and disability pertaining to sight, hearing and mobility. The hospital will also take up child immunisation and other health care programmes during its stay at each centre.

This is very much useful when any accident takes place. Then this mobile hospital reaches to the place for treatment of Railways passengers.

Health and Family Welfare are the two major components of 20 point programme of Government of India which will always receive the highest priority in the
Railway functioning, so that the country's goal of 'Health for all by 2000 A.D. is achieved and the major communication link of the nation remains unaffected. It is hopeful of receiving everybody's cooperation in the matter and to keep up Railways tradition in the field of Health care services too.

Staff Welfare

The welfare schemes of Indian Railways include several amenities such as education, housing, medical facilities, sports and recreation, canteens and staff benefit Fund.

As far education is concerned Indian Railways have 685 educational institutions comprising schools and colleges including 1 Residential school at Jharipani (Mussoorie).

Reimbursement of tuition fees, scholarship and free uniforms are some of the amenities provided to the employee's children by Indian Railway. Indian Railways have created a staff benefit Fund whose aim is to provide extra benefits to the staff and their families in the area of medical, recreation, sports, education scouting and cultural activities. The scouts and guides movement is extensively encouraged in Indian Railways educational institutions. Indian Railways have paid its kind attention to the importance of recreation for their employees. It has provided excellent facilities through institutes/club
having sports and library services and holding homes so that employees and their families can stay in holiday and health resorts at nominal expense.

267 canteens serve subsidised meals and refreshments to employees at their work places. About 40% of staff enjoy the benefit of subsidised housing. More than 6 lakh employees have been housed. During 1992-93, 8,909 staff quarters were electrified, raising the total number of electrified quarters to 8,75,300.

Railway Ministers Welfare and Relief Fund

The aim of this fund is to give monetary assistance to Railway employees and their families at the time of distress. The source of fund is voluntary contribution from the Indian Railway employees and women's organisation of Railway. A sum of Rs. 1.2 lakhs was sanctioned from the fund as relief in 1992-93.

Pension Adalats

Long standing disputes or delays in the settlement of dues of superannuated employees are decided on the spot in pension Adalats organised at Zonal Railways.

Service matters

The rates of Dearness Allowance were enhanced from July 1, 1992 and January 1, 1993 to compensate for the rise in the cost of living. The rates of Dearness Relief to
Railway Pensioners and Family Pensioners were also enhanced simultaneously.

Cadre reviews of various Group C and Group D staff were also undertaken. This will provide benefit of promotion to a large number of employees. Railwaymen (excluding RPF/RPSF Personnel) were sanctioned PLB equivalent to 49 days wages for 1992-93. The wage ceiling limit for 1992-93 was raised to Rs. 4,500. About 16 lakh employees and Casual Labour were benefitted. RPF/RPSF personnel were sanctioned 29 days wages as adhoc Bonus.22

Promotion

Promotion is a reward to the employees on behalf of their employers for their past performance.

Every concern gives promotion to its employees in order to make high their morale and reduce the grievances. The main aim of promotion is that the employees should work efficiently with zeal and confidence.

As we know that the Indian Railway is the biggest public sector in India and second largest in the world. It gives promotion to its employees in different ways such as promotion against clear vacancies, recommendatory, decisive, regulatory etc.

Promotion Against Clear Vacancies

When a post falls vacant due to death, resignation, removal retirement or new posts are created etc. and the
new staff are not available due to various causes then these posts are filled by the next lower regular staff. This type of promotion is called as promotion against clear vacancies.

**Recommendatory Promotion**

Sometimes the promotion is made on recommendation of the cabinet committee appointed by the Government. For example, promotion to the post of General manager must have the approval of the cabinet committee. Before the list goes to the appointment committee, the Railway Board has to prepare a panel of names based on service or performance records.

Promotion is also made to the senior scale from the junior administrative grade and is done by the Board through the selection process. In this case the officer's reports of a confidential nature are considered by the Railway Board and member of the staff constituting a Selection Committee. However, cases with adverse reports, may be by-passed and referred to the U.P.S.C. for consultation before a decision is taken.

Government of India has issued a cadre on June 17, 1946. According to this cadre every department of Government has to grant promotion from the lower to the higher one. For this purpose Indian Railway was constituted a Departmental Promotion Committee to give promotion of
class II officers to class I, and this is extent to 1/3 of the vacancies from II to I class.

This promotion committee includes three persons, one who works as the chairman of the committee is representative of the U.P.S.C. and of the other two persons, one is the functional director of the Railway Board and the other is the Director, Establishment of the Railway Board. This Departmental Promotion Committee meet at least once in a year and considers the seniority list of the employees, department wise. The committee studies confidential reports for the last three years, and if wishes to check all the records of an employee, they have the right to do so. The list of officers recommended by committee is forwarded to the U.P.S.C. for its consideration and approval. After that this list is transferred to the Additional Member of staff to check the procedures and at last this list is presented to the Railway Board for approval. If there is difference among the functional member of the staff then this list is taken to a full Board meeting.

Penalties

As the promotion is awarded to the employees for their better past performance in the same way penalty is also imposed to the employees for their negligence. In a case a railway employee is found guilty of causing an accident, destruction of Railway property or collision, may
be penalised. This penalty may be removal from post or suspension. He may be penalised in the form of minor penalties as well as part from the major penalty for the gravest negligence or dereliction of duty.

1. Minor penalties
   i) Censure
   ii) Withholding of promotion for a specified period.
   iii) Recovery from pay of the whole or part of any loss caused by him of the Government or Railway administration by negligence or breach of orders.
   iv) Withholding the privilege of passes or privilege ticket orders or both.
   v) Withholding of increments of pay for a specified period with further directions as to whether on the expiry of such period, this will or will not have the effect of postponing increments of his pay.26

Process for Imposing Minor Penalties

When an employee is about to be penalised for his negligence, first of all, he has to prepare standard form in which charges should be specified and should contain all relevant details. The standard form will be signed by the Disciplinary Authority himself and will be served through the employee's superior and the employee will be asked to return the acknowledgement immediately on the receipt of the standard form.
The Disciplinary Authority gives him reasonable opportunity to make such representation as he may wish against the charge levelled in the Standard Form. His reply to it will be examined by the Disciplinary Authority. In case, the employee is not found guilty, the charges will be withdrawn and the employee will be informed of the decision.  

In case of an employee found guilty of the charges, necessary orders would be given to impose penalty specifying reasons for arriving at a decision. The notice of imposing penalty would be signed by the Disciplinary Authority himself and the employee will be asked to acknowledge receipt. The notice also indicates the authority to whom appeal can be made.

Item of Major Penalties

i) Reduction to a lower stage in the time scale of pay for a specified period, with or without effect on the future increments of his pay.

ii) Reduction to a lower time scale of pay grade post or service with or without effect on his seniority and pay on his restoration to that grade post.

iii) Compulsory Retirement

iv) Removal from service

v) Dismissal from service.
Procedure for Imposing Major Penalties

As for the imposition of major penalties is concerned the following steps have to be adopted.

The first step in this regard is to go through the charges which are imposed on the employees they should be specified, clear and based on facts. The charge sheet should not be given orally, the standard form has to be prepared in the following manner:

i) Article of charges: This will contain the substance of the imputation of misconduct or misbehaviour.

ii) A statement of imputation of misconduct or misbehaviour shall contain.

(a) A statement of relevant facts including any admission or confusion made by the Railway employee.

(b) A list of documents and a list of witnesses by whom the articles of charges are proposed to be sustained.  

This standard form is transferred to the convicted employee through his immediate supervisor, and he is given opportunity to submit his defence papers within 10 days. The Disciplinary Authority may appointed a Board of Enquiry, and the decision of the Board should be passed by the majority of votes.

With the submission of the findings of the Enquiry Committee the Disciplinary Authority, if it decides to
impose the penalty or reduction in rank, removal or dismissal from service it has to issue a show cause notice, giving a further opportunity to the defaulting employee to submit his explanation.30

In case of appeal, the Railway Board may receive a copy of appeal directly from the employees and another appeal copy comes through proper channel with comments of the concerning officers alongwith relevant records. The Railway Board as an appellate authority goes through the records and comments, and if there is any injustice, it tries to look into the case again for meeting out better justice, or suggest the relevant points of omission and commission. If an appeal is not in its jurisdiction, it may refer this case to the President of India as the supreme appellate authority.31

Summary:

The human resources in Indian Railways are divided into four groups, i.e. Group A, Group B, Group C and Group D. Under Group A and B gazetted officers are recruited and in Group C and D non-gazetted employees are recruited through various techniques.

Recruitment is the first step in the employment of labour, and naturally the methods and organisations by means of which labour is brought into industry has a lot to do with ultimate success or failure of such employment.
After recruitment and selection, the training is given to them, so that they can do their job in the better way. Actually training enables an individual to do a job in a correct, effective and efficient manner. Therefore, employees must be systematically and scientifically trained to handle the job. For providing training to the employees, Indian Railways have established specialised training institutions under the command of Railway Board within the country.

Almost every aspect of employees' life is being catered to by the Indian Railways. Indian Railways have recognised that the first essential of life is health, which has received appropriate attention as a prerequisite for the national upliftment. Indian Railways spend about 2 per cent of its budget on health and medical services. Not only medical services are provided by the railways but others too. Indian railways provide promotion to their employees for their past performance. Contrary to these promotions, penalties are also imposed to employees for their fault and negligence.
References:

4. Railway Board, letter No. E(N.G.) III-12 Rec./160 of 2.2.74 and 22.6.76.
7. Ibid., p. 7.
10. S.M. Imamul Haque, op.cit., p. 87.


22. Ibid., p. 37.


25. Ibid., pp. 88-89.


29. Ibid., p. 104.
