



Indian Railways

Ist
HR
Round
Table
Conference

June 8, 2017
Vigyan Bhawan
New Delhi



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HR in IR

*Experiences, Initiatives and Achievements
of
The biggest civilian employer in India*

Looking beyond today

Adapting best practices

**A ROUND TABLE
With
RAILWAY AND NON RAILWAY STAKEHOLDERS**

**JUNE 8, 2017
NEW DELHI**

OVERVIEW

We are

Indian Railways is the biggest civilian employer in the country. It is also one of the oldest- with the first train having run on Indian soil on April 16, 1853 – a date commemorated with the celebration of Railway Week every year at various levels all over the Indian Railway system. Meritorious employees receive awards on the occasion– the highest being the National Rail awards.

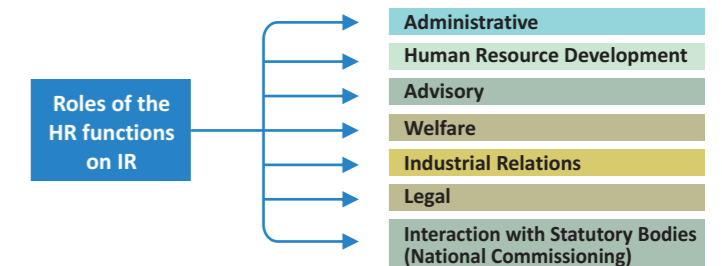
Railways initially started differently. It was a company incorporated in London and also served as famine relief works by the princely states. The big change organizationally as well as for HR came in 1951. This is the year when the different Railways were taken over by the Government of India. The railway employees thus became government employees and all came to be governed by rules and pay structures in line with the rest of the Central Government. Of course, being in Government employment, brought in job stability.

ORGANISATION

- i. Zonal Railways : These are 17 in number, having about 12.40 lakh employees
- ii. Production Units : These are 7 in number, having about 43,000 employees
- iii. Other Units : Like RDSO etc. having about 16,000 employees

Thus the total manpower on the Indian Railways is about 13 lakhs. In addition there are approximately 19,000 officers.

The staff and officers are distributed across different departments, with their own channels of promotion and career advancement but essentially same pay structures.



HUMAN RESOURCES on IR

It can broadly be classified under 2 broad groups – Gazetted (who can roughly be termed as Management) and the Non Gazetted (which includes Supervisory and other staff). Over a period of 50 years, the mix has changed towards more gazetted staff as the nature of work has also changed, including interaction with outside bodies and contract management.

The Gazetted Cadre of Indian Railways comprises 10 Group 'A' services with a total strength of 17,158 officers. Following is a snapshot of Group A Gazetted Cadre on Indian Railways is given in the next page.

In addition, there are several Miscellaneous cadres, viz., Stenographer (PS), Cash & Pay, EDP, Hindi, Law, Public Relations, Headmasters, Physiotherapy, Nursing Psychotech, CMT and Printing mainly filled through departmental promotions.

S. No.	Service	Mode of Recruitment	Cadre Strength
1.	Indian Railway Service of Engineers (IRSE)	ESE	3,719
2.	Indian Railway Service of Mechanical Engineers (IRSME)	ESE	2,014
3.	Indian Railway Service of Electrical Engineers (IRSEE)	ESE	1,758
4.	Indian Railway Service of Signal Engineers (IRSSE)	ESE	1,655
5.	Indian Railway Stores Service (IRSS)	ESE	1,015
6.	Indian Railway Accounts Service (IRAS)	CSE	1,373
7.	Indian Railway Personnel Service (IRPS)	CSE	829
8.	Indian Railway Traffic Service (IRTS)	CSE	1,728
9.	Railway Protection Force (RPF)	CSE	477
10.	Indian Railway Medical Service (IRMS)	CMSE	2,590
Total			17,158

Trends in Manpower Productivity over IR				
Year	Traffic carried (MT)	Total Staff (Lakhs)	Wage Bill (Rs. Million)	Average Wage / Employee
1980-81	195.9	15.72	13,167	8,435
1990-91	318.4	16.51	51,663	31,864
2000-01	473.5	15.45	188,414	121,281
2010-11	921.7	13.28	537,070	407,448
2012-13	1008.09	13.07	670,047	527,259
2015-16	1101.51	13.31	930,159	718,147

(Source: Indian Railways Yearbook)

INCREASED MANPOWER PRODUCTIVITY

Manpower needs for new activities have consciously been met internally from existing staff sanctions and by identifying surpluses through work studies and bench marking. An innovative system of the 'Vacancy bank', has resulted in a more productive utilization of manpower as the table below shows. This is all the more relevant because of the high wage bill.

The above table shall dispel two common perceptions- that the staff is not productive, and that the numbers have not come down over the years.

Besides the simple index of traffic carried, there are other changes that have taken place- the number of passenger trains are over 13,000 today including suburban. The number of locomotives has increased as have the tracks and maintenance sheds. Mechanical signalling has been replaced by Electronic Signalling, Passenger reservation has moved from manual to computerised to internet based and major changes in train operation systems at railway stations have taken place, amongst others.

PART - I

We Plan

1. RECRUITMENT

1.1 OFFICERS:

Recruitment remains one of the major HR functions in Indian Railways. Direct Recruitment to Group 'A' Services is done through Civil Services Examination (CSE), Engineering Services Examination (ESE) and Combined Medical Services Examination (CMSE). Approximately 160 officers through Civil Services Examination, 250 officers through Engineering Services Examination and 130 officers through Combined Medical Services Examination of year 2014 joined in 2016-17.

Department of Personnel & Training (DOPT) is the Nodal Department for the Civil Services Examination. Ministry of Health is the Nodal Ministry for Combined Medical Services Examination and Ministry of Railways is the Nodal Ministry for the Engineering Services Examination.

1.2 STAFF:

Railway Recruitment Boards (17) all over the country conduct examination for Non-Gazetted posts while



Online exam in Progress



Member Staff presenting a Memento on the occasion of probationers interaction with the Hon. President of India

Railway Recruitment Cell (RRCs) conduct examinations for the lowest grade posts (earlier called Gr 'D') Since May 2014, 7 major examinations have been conducted by Indian Railways for 163.5 lakh candidates against about 66,781 vacancies in 352 categories of posts. In August-September of 2015, the first online examination was conducted. Since then online examinations have been conducted successfully in multi-sessions handling about 114 lakh candidates.

Railways recently conducted the world's largest computer based recruitment exam for a staggering number of about 92 lakh candidates spread over 71 shifts in 25 days, in more than 1100 centres in 351 cities across India.

In a transformational move, a leap has been made from Paper Applications and OMR based examinations to On-line Applications and Computer Based Examinations.

Candidate : Vacancy ratio now stands at 490. This Green Initiative in the replacement of Paper Applications, duplicate OMR sheets and bulky multilingual Question Booklets with On-line

Applications and Computer Based Exams has led to tremendous contribution towards betterment of environment. It has saved 310 crore A4 size sheets, which means a saving of about 4 lakh trees from cutting, in last three examinations alone.

In a bid to promote transparency in all recruitments, interviews have been eliminated from all recruitments in non-gazetted posts on Indian Railways.

2. PROMOTIONS AND RETIREMENT

Group 'B' posts are at the base of the Managerial cadre. Indian Railways has a very well defined structure for promotion of its large contingent of Group 'C' staff, both technical as well as non technical, to Group 'B' gazetted posts. These Group 'B' Gazetted posts are filled up with positive act of Selection (LGS) and also on the basis of Limited Departmental Competitive Examination (LDCE) wherever applicable, from amongst the eligible non gazetted employees. Whereas the limited groups selection (LGS) procedure while assessing the merit of the candidates also gives credence to their seniority, LDCEs are purely merit based. Both the processes consist of Written Exam, Viva Voce and assessment of Record of Service to adjudge the professional capability and proficiency of the candidates.

Technological interventions have been made at the divisional and workshop level across different units in the case of promotions and selections. There has been a trend across different railways to call online applications for engagement of Act Apprentices. This was done recently by Central Railways.

Central Railway started a module called GOAL for the online registration of LDCE applications for Group B selection. This has proven beneficial for all stakeholders viz dealing staff as well as applicants as it reduces human error and makes the process more efficient. South Western Railways followed a similar practice of calling online applications for selection under GDCE quota.

3. MAN POWER PLANNING

In a changing mix of world and work patterns with expansion of network and train services, there is a need for manpower for new activities. There is simultaneously a need to identify areas of 'fat' and bring them down by way of right sizing. This is done by regular work studies / job analysis / benchmarking, location of surplus posts and creation of a 'Vacancy Bank' from where the posts for new activities can be made available. This ensures that the overall manpower sanction do not increase and its productive utilisation of existing manpower.

Table 1: Pay Structure

Central Pay Commission (CPC)	Minimum Salary (R)	Maximum Salary (R)	Compression Ratio	Number of Pay Scales
I CPC (1946-47)	55	2000	1: 36.4	150 → 30
II CPC (1957-59)	80	3000	1: 37.5	500 → 140
II CPC (1972-73)	196	3500	1: 17.9	500 → 80
IV CPC (1983-86)	750	8000	1: 10.6	153 → 36
V CPC (1994-97)	2550	26000	1: 10.2	51 → 34
VI CPC (2006-08)	7000	80000	1: 11.4	35 → 19 [4 PBs with 15 GPs + 4 distinct scales]



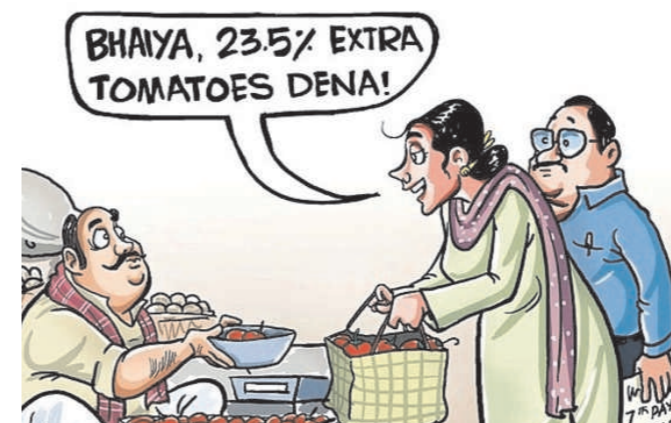
Powers have been given to Divisional Railway Managers to create posts by identification of surplus at their own level. This decentralisation will effectively increase productivity.

Eastern Railway reviewed its workload and manpower requirement and by their exercise of rationalization of manpower around 4000 posts were reduced in this financial year. Other zones have also taken such initiatives to meet their requirements from within their own resources.

4. PAY COMMISSION :

Estimated annual impact on Indian Railways of the 7th CPC on Pay alone - excluding allowances is around Rs. 11300 crores with Pensions accounting for another Rs. 9500 crores. Allowances such as HRA are estimated to come to over Rs. 4000 crores.

Each Pay Commission brings its own philosophy to bear on the complex issues determining Pay and



cadre structures of millions of government employees.

The Pay Commission Directorate has to be nimble-footed in ensuring implementation of the whole-scale revisions each time across the vast length and breadth of India that the Railways serve - and this is done virtually overnight. Alongside the old pay structures and anomalies, Court cases arising out of them also have to be given due attention. Representations and litigation out of the implementation of the Fourth and Fifth Pay Commissions still continue.

The Seventh Pay Commission recommendations have attempted simplification and rationalisation of Pay Structures. A majority of the 91 allowances admissible to Railway employees are common to all government employees. There are some allowances specific to the Railways. Overall the 7th CPC has recommended retention of 57 and abolition of 20 of these allowances while making no recommendation on 14. Each allowance has to be examined in painstaking detail for a decision on its continuance regarding its abolition or rationalisation.

5. CADRE REVIEWS :

The Railways does its own periodic cadre review for most Group-C category of posts. These are keenly looked forward to for enhanced promotional prospects of staff. Balancing sky-high expectations & demands with the need to maintain a reasonable pyramidal cadre structure for effective command & control is a delicate task-more so when the entire exercise has to be financially neutral. It is necessary to mention that the Cadre Reviews exercise on Railways has been 'expenditure-neutral' and additional expenditure on higher grade posts is met by corresponding rightsizing.

PART - II

We Listen

1. NIVARAN

Nivaran is a web enabled grievance redressal machinery which has been recently put in place where any serving or retired railway employee can register his/her grievance directly. The disposal of his/her grievance is informed to him/her alongwith a provision for filing an appeal in case he/she is not satisfied with the reply.

This is one of the many measures where Railways has seamlessly managed to integrate technology with its ongoing practices. The idea of Nivaran is to reduce the hassles of registering complaints and tracking the status of its redressal. Gone are the days where employees have to travel long distances to personally serve reminders and inquire into the status of their complaints.

Railways is one of the Ministries that have utilized Social Media to its full potential. A centralized Social Media cell exists at Railway Board where the complaints from staff and customer alike are acknowledged and tracked to its completion. In fact,

the Minister himself has been known to be very tech savy and is famous for direct interaction with staff and customers through facebook and twitter.

2. STAFF CONTACT PROGRAMMES

Indian Railways is unique in that it has a dedicated cadre for staff welfare by the name of Welfare Inspectors. The main idea is to have a group of mobile inspectors who will approach the staff directly and establish a direct connect with them. It is envisioned on the belief that being a labour intensive and safety driven organization, a number of the staff are posted at far flung area. Direct contact by Welfare Inspector with staff away from division headquarter will minimize their need to travel to the divisions or head quarters to register their complaints ensuring that their attention shall not shift from performing their duty to problems at hand.

Infact, it is a regular feature to have Officers holding grievance camps at off locations to directly meet staff and sort out their problems.



Minister Railways Shri Suresh Prabhakar Prabhu at the Inauguration of Nivaran



Divisional Personnel Officer Ambala with Welfare Inspectors

Karmachari Darshan Shivir was organized in Dhanbad Division from 28.11.16 to 21.12.16 to have one on one contact with the staff. This mass staff contact initiative with employees at their work place by higher divisional authority went a long way in boosting staff morale. It also served the added purpose of connecting missing links in employee records like PF/GIS nomination form, updation of family declaration, and collection of AADHAR/PAN etc. Employee grievances were collected and targeted for redressal as a special drive. Active participation of recognized union/association representatives was apparent, thereby conveying a



Karmachari Darshan Shivir



Railway Employees Camp at Nanded Division 2017



PNM at SECR

Delhi Division maintains an inspection calendar whereby Personnel Department conducts grievance camps and staff contact programmes. Recently a drive was undertaken whereby each railway employee was provided a photocopy of their own service record. A similar measure was undertaken by RDSO/Lucknow under the scheme of "Service Record Pakhwara"

3. INDUSTRIAL RELATIONS

Industrial Relations in Railways have always been excellent due to constant interaction with labour representatives at all levels. A number of formal systems of continuous communication with unions and other staff associations exists. A unique system known as Permanent Negotiating Machinery (PNM) is instrumental in this process. This pro-active approach nips future conflicts in the bud. This robust system of maintaining industrial relations has been instrumental in avoiding any major strike from 1974 onwards. PNM exists as a three tier system under which meetings are held at the Divisional level, Zonal level and at the level of the Railway Board.



Pension Adalat at Nagpur, SECR

A Joint consultative Machinery also exists where meetings are held constituting both the recognized staff federations i.e All India Railwaymen Federation (AIRF) and National Federation of Indian Railwaymen (NFIR).

There exists a third formal mechanism known as the Participation of Railway Employees in Management (PREM) where items other than policy matters are discussed. This also has the same three tiers as PNM. All Unions, Authorities including management sit together in PREM meetings to address issues of productivity, punctuality, safety etc.

In compliance with Court's directives, since the year 2007, recognition of unions on Zonal Railways are being made through secret Ballot Elections. Two such secret ballots have been held in 2007 & 2013 all over Zonal Railways and divisions.

Secret Ballot for Union Recognition		
2007	No. of Presiding Officers	137
	No. of Booths	1505
	No. of Railways	16
2013	No. of Presiding Officers	141
	No. of Booths	1581
	No. of Railways	17

4. PENSION ADALAT

Pension Adalats examine the grievances of pensioners and attempt to redress them. On the spot decisions are taken to obviate delays, if any, in the settlement of their dues. This has instilled a sense of being cared for and attended to in the minds of pensioners and thus dispel their feeling of neglect and isolation.

Pension Adalats are held on Railways/ Production Units on 15th December each year or the first working day after that date in case 15th is a holiday. Wide and adequate publicity through print and visual



Staff Grievance and Aadhar Camp at Moradabad Division

media is given in advance to enable the pensioners to send their cases in time for consideration in such Adalats. This is necessary, as reference to various records is very often essential before a grievance can be redressed.

4. USE OF IT

A number of divisions have utilized existing social media platforms to easily disseminate information and increase communication with staff. Many railways load all transfer, promotion and other policy circulars onto its official facebook page.

A special software has been developed by East Coast Railways for issue of railway passes through computers. The internet based software allows registered users to apply online.



Senior Divisional Personnel Officer, Solapur with a completely digital chamber



Inauguration of e-muster and Payroll in Solapur Division

IT interventions have also been used to solve the age old problem of increased Over Time payments in Western Railways. There was a sharp fall in over time payment from 12.18 crores in the month of July 2016 to 4.41 crores in January 2017 as a result of the analysis of payroll information.

Integral Coach Factory (ICF) has infused technology to introduce their "Go Green" initiative and speed up HR processes by accepting online applications for a number of things including APAR, leave encashment, NOC for passport etc.

They have also made available online leave account, salary, career and award details as well as seniority, PF balance, Pass/PTO as well as loans and advances.

ICF has also developed an SMS - based information system which allows for automatic generation and sending of personalized SMS to employees. On a similar note, Rail Coach Factory has developed a system called TAMES for preparation of salary by directly linking it with the attendance that has been captured.

IT enabled HRM in IR: A Paradigm Shift for Personnel Department Solapur Division

Personnel Department has been experiencing a major transitional phase. RIMS Online (electronic indenting System for recruitment under single platform), Computer Based Test for Recruitment (RRC and RRB), Cadre Management in IPAS; SPARROW (for APAR online appraisal) and the advocacy of 'IR-OneICT' by Honourable Minister of Railways are the latest signals for envisioning of this new paradigm to build an integrated HR-IT module by congregating a singular database.

Initiatives in Solapur Division:

I. e-Governance Initiatives:

e-Pension Booklet:

With the help of some simple gadgets including finger print scanner, electronic signature pad and web cam integrated with web based application, and two extended modules i.e Mobile Kit for e pension booklet and e pension library along with a database of about 21840 Aadhar numbers of Pensioners, a compact package of Pension System perhaps, the only of its kind in the entire government sector is being successfully implemented.

e-APAR:

A new web based application to facilitate paperless dealing of APARs with regard to selections, suitability, review of service etc

e-Service Record:

Service Registers of employees are digitized by actual data entry of contents in SR into web based application, under different headings of Bio-data particulars, Career particulars, Pay and Fixation particulars etc.

II. System Improvement Measures:

Tatkal PF:

PF Module in IPAS customized for better service

deliver. Sanctioning procedure and the workflow of processing PF withdrawal applications has been simplified and a Single Window Cell formed.

III. Database Management:

A huge employee database is being generated enabling a multitude of possibilities for using the data like auto generation of seniority lists. When the employee retires, the information flows automatically to enrich Pensioners database in e-Pension Library.

With history of employees' pay particulars, career particulars (related to cadre), performance particulars (APAR), DAR, transfers, family composition (SR) etc. being available in digital format, innumerable possibilities open up for data mining. Cross-Unit and cross-category comparative analysis of manpower; performance patterns vis-à-vis productivity or outcomes; Aging Profiles, pensioners profile and patterns etc. are the further analytics that drive the planning and strategy of IR for its growth.

IV. Enabling Infrastructure:

Special focus has been made on training of staff for computer literacy. Divyang Facilitation Centre has been initiated in Solapur Division with special hardware and personalized software. Advanced Examination cum Training Centre with sophisticated features such as wifi enabled digital display projector, CCTV cameras with IP based DVR, independent public announcement system, for conducting departmental examination, etc. has also been established.

Digital Chamber of SrDPO has been equipped with full functional interface with Steno (for schedule and notes management), DBA (with network access to the exception reports and special reports on daily basis), CCTVs streaming to TV Screen through dedicated line from examination hall and a projector to conduct paperless meetings.

PART - III

We Train

1. TRAINING OF NON GAZETTED STAFF

An organization working 24 X 7 with a pan-India presence directly involved in the safe running of trains needs a wide and varied training network. Fresh recruits do not come pre-trained in Railways. They are trained through a wide spectrum of 299 training centres for different kinds of employees.

Under Skill India Initiative, Ministry of Railways have agreed to make available, spare-able locations for starting Skill India initiatives. An MOU was entered into on July 14, 2015 with the Ministry of Skill Development and Entrepreneurship (MSDE) at the Secretaries' level for setting up Skill Development Centres in railway premises. Out of 53 locations

identified by the MSDE, skill training has started at 13 locations.

Training of Trade Apprentices is done in locations all across our workshops and locomotive sheds which have Basic Training Centres that impart training under the Apprentices Act in trades like Fitter, Turner, Machinist, Welder, Painter, Carpenter, Electrician, Refrigerator and AC Mechanic, Mechanic (Motor Vehicle/Diesel) etc. Apart from this, slots for training of Graduate/Diploma holders are also available and are filled through open advertisements by concerned Zonal Railways/Production Units inviting applications and specifying the norms.

Summer Training and Internship opportunities are also available for the students of the Engineering and Management disciplines in our Workshops, Production Units and Divisions. Each year over 5000 students take benefit of such exposure to the railway working.

Railway employees selected for various technical posts by virtue of promotion are also imparted training in-house in our nominated training schools before they can be put to work on their new assignments. A large number of Khalasis and other

Course wise break up of training imparted in Indian Railways				
	2015-16	2014-15	2013-14	2012-13
Initial	75,756	70,178	89,282	63,506
Promotional	28,828	41,106	29,577	43,783
Refresher	1,32,399	1,06,849	1,01,806	1,12,489
Specialised	1,24,246	1,05,872	92,094	1,23,194
TOTAL	3,61,229	3,24,005	3,12,759	3,42,972



Training in soft skills conducted for frontline staff of Bangalore division that commenced on 17/3/2017



National Academy of Indian Railways, Vadodara

Group D staff promoted as artisans against departmental quota are trained in various trades in this manner. The infrastructure in the bigger schools consists of Model rooms and simulators where hands-on training is imparted. This has ensured that the technical capabilities of the employees are continuously enhanced.

2. TRAINING OF GAZETTED STAFF

Centralised training institutions for officers are National Academy of Indian Railways at Vadodara, Indian Railway Institute of Mechanical & Electrical Engineering (IRMEE) at Jamalpur, Indian Railway Institute of Civil Engineering (IRICEN) at Pune, Indian Railway Institute of Electrical Engineering (IREEN) at Nashik, Indian Railway Institute of Signal Engineering & Telecommunications (IRISET) at Secunderabad, Indian Railway Institute of Transport Management (IRITEM) at Lucknow and Jagjivan Ram RPF Academy at Lucknow

3. INTERNATIONAL CORPORATION

The Government of Japan has offered technical scholarships, known as MEXT scholarships, in their premier Universities, for M.Tech in Railway related



DG (Personnel) at the fourth India-China Strategic Economic Dialogue

subjects. Last year, six students were selected from amongst the railway officers who applied. Applications have been received for the next session also which will be scrutinized by the various Japanese universities before selection.

Ministry of Railways has also extended Railway related training facilities to the BIMSTEC countries (Bangladesh, Myanmar, Sri Lanka, Thailand, Bhutan & Nepal), Mekong-Ganga Treaty countries (Myanmar, Cambodia, Laos, Thailand & Vietnam), SAARC countries (Bangladesh, Bhutan, Maldives, Nepal, Pakistan, Sri Lanka & Afghanistan) and Indonesia, Malaysia and Philippines. These are held at National Academy of Indian Railways, Vadodara and arranged through Asian Institute of Transport Development (AITD), New Delhi. DRMs are sent for 10 days training in SDA, Bocconi Italy, GMs & HODs to Carnegie Mellon University for a 5 day course.

All these initiatives will enable the entire railway sector, and not the Indian railways alone, to meet the requirements of technology in the emerging fields within the country and abroad, including high speed rail travel and heavy haul technology.



Probationers of Indian Railways Personnel Service and other services call on the Hon'ble President

Snapshots of divisions

Stream-Lining Processes For Increased Employee Satisfaction: A Delhi Division Initiative

Delhi Division is one of its largest divisions with a sanctioned strength of about 45000 spread across a large geographical area. These employees play a pivotal role in running about 582 mail, express and passenger trains which include Rajdhani, Duronto, Shatabdi, Yuva, Jan Shatabdi, Sampark Kranti, Garib Kranti, etc which connect all the states of the country with the national capital.

NEED FOR STREAMLINING CHANGE:

It is widely believed that HR should be concerned with managing people by focussing on policies and systems with an aim of increasing their productivity. It was seen that a large number of manpower hours were wasted with staff travelling to divisional headquarter and navigating through the complex administrative set up to try and get their grievances registered and subsequently to track the status of these grievances. A number of these employees work at posts directly related to train safety and are posted at field units that are far away from the main administrative office.

SINGLE WINDOW CELL:

To simplify this, a unified Electronic Grievance Redressal System was established. The main aim behind this is to have a centralised single window where every type of application, grievance or query can be submitted and a unique electronic registration number allotted. The same application is then forwarded to the concerned person in-house.

This application is then tracked through its registration I.D. via an automated system where three lists are then generated every week:

- The first list is an officerwise summary sheet of every item pending with them
- The second list is a clerkwise position of the number of applications pending with the clerk under the officer
- The third list has the name and mobile number of the person whose grievance has been registered with a one line summary of the same. The I.D. shows up every week till the finalization of the request/grievance. No interim replies are accepted

The idea behind this is to increase transparency by having an authentic registration I.D. with a date to ensure that there is no confusion and delay and consequently to increase accountability. An online portal for registering grievances was also established.

EXPANSION OF SINGLE WINDOW CELL:

Once the system was established, other existing schemes were included like legal cases, MP/MLA/VIP references, etc.

Today, cases of financial upgradation union items, selections and RTI cases have also been incorporated. A weekly single page data of the output is generated with which performance can be appraised. It also serves to analyze and track performance measures and ratios of different sections.

Since its inception in 2013 a total of 83599 items were revised and 82139 finalized. It is believed that once policies and systems are designed keeping in mind ease of access, the rest will take care of itself.

PART - IV

We Empower

1. Gender Sensitization and Empowerment

Railways prides itself on being one of the foremost welfare organizations. Being so, it recognizes the need to have comprehensive schemes focused on catering to the necessity of gender sensitization and empowerment.

Several initiatives have been taken at different divisions across the country.

Scholarships for higher/technical education are available to the wards of gazetted/non-employees (mainly applied sciences). Separate girl child scholarship is also available to the wards of railway employees.

A number of camps have been conducted with the aim of improving employee morale for female staff.

In Western Railways an amount of 50,000/- is given to an employee who has adopted a girl child under "Beti Bachao" initiative. Hostel grant of 1000/- is given to the girl child pursuing higher studies under the scheme of "Beti Padhao".

Being a government organization, there exists Sexual Harassment Committees constituted across all levels. It is also mandatory to have one non Government Committee member in these committees.



Computer Training for female employees at ECoR



Mountaineer and Arjun Awardee Santosh Yadav giving a talk to female staff at Delhi Division

Female railway employees also have benefit of availing Child Care Leave. Child Care Leave can be granted to women employees having minor children below the age of 18 years, for a maximum period of 2 years (i.e. 730 days) during their entire service, for taking care of up to two children.

Creches in divisions have been opened in order to ease the burden of the working mother and get keep the children mother their easy reach during working hours.

2. Special Provisions for Persons With Disability (PWD)

In order to motivate differently challenged staff special funds are set aside. Camps are conducted by different divisions for differently abled employees to different tourist locations. Talks and Workshops are conducted at different levels for these employees. SCR has also brought out a compendium of initiatives and benefits for these differently abled employees.



Distribution of motorized wheel chairs at Ambala

Snapshots of divisions

KARMACHARI DARSHAN SHIVIR

A MASS MOVEMENT OF DHANBAD DIVISION FOR EMPLOYEE CONTACT

LITTLE STEPS:

1. Quick disposal of Settlement Payment and Compassionate Ground Appointment

रेलकर्मियों की मौत के पांच दिनों बाद ही आश्रितों को किया गया समापक भुगतान



2. Karmachari Darshan Shivir:

Karmchhari Darshan Shivir is an unique idea to contact each and every employee at their workplace and redress their grievances in targeted time frame. It also envisioned to de-stress employees by organizing talent hunt, health camp and cultural evening for them and their family members. For better reach and to improve industrial relations recognized unions and Staff associations were also actively involved. Scouts & Guides too participated and they organized service Camp during the Shivir. For better safety consciousness Safety camps were also organized at major locations. To organize this Shivir in 128 Stations of Dhanbad Division which is spread in four States and has a difficult terrain of dense forests, mountains, extremism and naxalism was not only very difficult but was also required since employees were unable to come to divisional office from far areas to redeem their grievances. .

3. Service Camp of Scouts and Guides:

A major highlight of the Shivir was Service Camp of Scout & Guides. During the day volunteers of Scout & guide along with the Divisional team and union office bearers did something that could be useful for society and could make some visible difference. The most important activity was construction of pathway in Barkakana for morning walk. Other important activities were construction of Ladies Toilet at computer training center in Daltaonganj and upkeep of books of Library in Barwadih Railway Institute.

4. Talent Hunt for Cultural Activities:

Talent Hunt for cultural activities were organized during the Shivir to recognize and to provide the stage for hidden talent of railway employees & their family members. Hundreds of artists came forward. The selected artists were facilitated and given stage during the cultural evening.



Health Camp

PART - V

We Care

1. Staff Benefit fund

It represents the caring side of Indian Railways. This fund was established on Indian Railways in the year 1931. Over the years, it has grown in stature and a number of welfare activities are financed out of this fund.

This fund, under statutory arrangement, is created from Railway Revenue on per capita basis based on the sanctioned strength of non gazetted railway employees. The present rate of contribution to Staff Benefit Fund is Rs 800/- per non gazetted employee per annum and around 100 crores are spent under this head.

This is an umbrella fund under which many welfare schemes are conducted.

2. Yoga

Other health and related medical benefits have been given by promoting yoga amongst the staff. "International Day of Yoga" was observed across all divisions and offices with mass participation of staff and officers alike.

As an offset of the need to provide medical facilities to its staff, an effort has been made to encourage indigenous systems of medicines like homeopathy, ayurveda, etc. There has been an increased investment to promote AYUSH.



Hospital at Perumbur, SR

3. Hospitals, AYUSH centres etc

Western Railways has identified one of its hospital ie JRH hospital to engage AYUSH doctors under the aegis of SBF. The doctors from all five streams ie Ayurvedic, unani, Siddha and Naturopathy cum Yoga and homeopathy have been recruited and AYUSH dispensary has been fully functional since Nov. 2016.

In Metro Railway, a permanent yoga and meditation centre has been started at Neopara Car shed on June 2016 for imparting yoga training to staff.

Being a safety focused transport system the medical fitness of its employees have always been paramount. In fact, there are systemic checks in the health of the employees, particularly those in safety posts, with mandatory Periodical Medical Examinations.

Southern Railway Headquarters Hospital, also known as the Perambur railway hospital is one of the five hospitals in Indian Railways that have especially been identified for the introduction of AYUSH. Under this, one "Siddha", one "Yoga and Naturopathy" medical practitioner has been engaged from July 2016. During the year 2016-2017, 3349 staff of Southern Railways have been imparted training on yoga skills.

Smart Card System was introduced for the benefit of retired railway employees for cashless treatment from various super specialty hospitals at Kolkata.



Inauguration of AYUSH centre at Central Hospital, New Delhi

PART - VI

We Nurture

1. Railway Schools

They are a chain of educational institutions in India run by the government, under the aegis of Ministry of Railways. These schools cater to the educational needs for the wards of railway and non-railway employees. One of the earliest established schools was Oak Grove School at Jharipani, Mussoorie in India. Oak Grove remains the premier Railway school and serves as a matter of great pride for Indian Railways

In East Coast Railway, a school has been opened for autistic children of railway employees. This was done in view of the ever increasing number of children being diagnosed as autistic. There is a strong need to sensitize people to the needs and challenges of autism and this is one step towards that goal.

In some divisions, there are linkages with other government schools. In RWF, for example, there is a Kendriya Vidhyalaya functioning as a Project School located in the staff colony to provide education to the children of railway employees from the 1st to the 12th standard. Incidentally, the pass percentage for both 10th and 12th standard was a hundred percent for the year 2015-2016. A book bank also exists whereby textbooks meant for pre degree courses, PG courses and other professional courses are available. Currently a total of 2693 books are available at this book bank.



Children taking part in school festivities at Jhansi Division



Principal residence

2. OAK GROVE SCHOOL

Spread over 256 acres of undulating land, the dream campus is dotted with Oaks, Pines and Rhododendrons. Oak Grove school is indeed a unique heritage institution. It is also the first boarding school set up in the public sector.

Following the legacy of British India's finest institutions, Oak Grove was the result of the simultaneous establishment of the Railways, the Mussoorie hill resort and the public school culture in the 19th century. The first railway hill school was started in the 1870s by Sindh Punjab and Delhi Railway, later known as the North Western Railway, at a bungalow called Fairlawn, part of the Rajah's Palace of Nepal, not too far from where the Oak Grove now stands.

The school is a study in Gothic architecture, the dominant rock form being sedimentary, especially shale and limestone.

While times have changed and the school has grown, it continues to maintain its charm, high standards of education. The school is affiliated to central Board of Secondary education and follows the 10+2 system of education. School has all the state of art facilities required for imparting quality education. 600 seat



Railway Minister at Oak Grove School

capacity auditorium-cum-indoor badminton hall, well equipped assembly hall, smart classrooms, study rooms, separates science and computer laboratories both for boys and girls, Gymnasium, separate library in all three wings, artificial Intelligence based mathematical learning tool, hospital, students- Parents automated communication system, 24 * 7 online surveillance, online monitoring of progress of students are some features of school's wide infrastructural facilities.

Taking advantage of the natural surroundings, adventure sports are promoted in a big way. It is also famous as India's hockey nursery, turning out as many as seven Olympic hockey gold medal winners between 1928 and 1936. Other Games like- football, cricket, basketball, Tennis, table-tennis, badminton, squash, skating etc are promoted amongst students.

Oak Grove School provides quality education to wards of railway employees at a highly affordable cost. Up to 25% seats are also offered to those not working in Railway system at a reasonable fee. Distinguished alumni network spread across the globe is the testimony of deep sense of history and tradition of Oak Grove School.



Principal, Oak Grove school with CPO, Northern Railway



Junior school

3. SCOUTS AND GUIDES

Scouting started in India in the year 1909 when Captain TH Baker started the first scout troop in Bangalore and got it registered with Imperial Headquarters, London.



Cleanliness drive by Scouts and Guides, New Jalpaigiri Station, NFR

An Indian Railways Scout and Guide Trainers Meet was organized at HCTC/PER from 16th to 19th Jan 2017. There were 29 trainers as participants and 16 observers from various railways. An award presentation rally was also held where awards were received by 29 cubs, 15 bulbuls, 44 scouts, 18 guides, 25 rovers and 15 rangers.

PART - VII

We Celebrate

1. Railway Cultural Functions

It was inter alia decided by the Ministry of Railways to introduce inter-Divisional and inter-Railway cultural competitions in Dance, Drama and Music, in order to encourage the latent talent in Railway employees and their family members.



Cultural Activities, Tinsukia Division, NFR

The inter-Divisional competition is held on the dates fixed by the respective Zonal Railways. Subsequently, inter-Railway competition in each item is organised. The Inter-Railway Cultural Competition is held normally in January-February each year at the venues and dates intimated by the host Railway.

During the Railway Week celebrations from 9-16 April every year, a Central Function is organised by the Northern Railway on behalf of the Railway Board where the Winners of each item in the inter-Railway Cultural Competition held earlier present their respective items. On this occasion, the Railway which



Cultural Activities in Nanded



All India Inter Railway Music Competition 2017

has received the maximum marks in aggregate based on performance in the Inter Railway Cultural Competition in different items, is presented the overall rolling trophy, the symbol of supremacy in Railway Cultural events.

2. Railway Clubs and Holiday Homes

Railway Institutes and Clubs are provided for a wide range of staff as a means of providing entertainment and leisure. Membership is generally optional. It usually is attached with a health or fitness unit. In a number of colonies across India they serve as Community Centres where a number of affiliate activities of health and other yoga schemes take place. Besides, Community halls have been constructed at many places to facilitate marriages and family events.



Eastern Railway Holiday Home

PART - VIII

We Play

1. Sports related schemes

Recruitment is generally permitted in the direct recruitment grades only.

As the Sports persons are recruited mainly on the consideration of their achievements in Sports it has to be ensured that the recruits deliver and keep up the performance of Railways in the field of Sports. General Managers at the Zonal level are empowered to grant incentives on Railway Sports Control Board's recommendation by way of additional increments for Sports persons for excellence in sports.



Performance of all Coaches attached to Indian Railways team will be reviewed once in a calendar year. The Coaches who render exemplary service and contribute to the good performances of Indian Railways teams may be granted one additional increment

2. Success Stories

If one were to look for success stories in Railways, one would not have to look very far. From Khel Ratna Awardees to participating in tournaments across India and the world, to winning Olympic medals, railways has had the honour of being a part of it all.



Sakshi Malik won the Bronze medal at the Rio Olympics



Sushil Kumar with his Silver Medal at the London Olympics 2012



Sports Dignitaries of Indian Railways



Officers of Indian Railways Personnel Service - HR Specialists of Indian Railways