

Personnel Management

Lesson 1

1. INTRODUCTION

In this lesson we will discuss:

- What is personnel Management;
- Its importance, scope and objectives;
- Role of Personnel Management on Indian Railways, its organization, and how it works; and

Some of the vital functions of personnel Management on Indian Railways viz. Recruitment, Training, Seniority, Promotion, Reservation and concessions to scheduled castes and scheduled tribes in railway services, Pay scales and Allowances admissible to railway employees, Leave etc.

2. What is Personnel Management

Personnel Management is that part of management which is concerned with people at work and their relationships within an enterprise. Its aim is to bring together and develop into an effective organisation the men and women who make up an enterprise and having regard to the well being of an individual and of working groups, to enable them to make their best contribution to its success.

Personnel Management is concerned with employees both as individuals and also as a group. Personnel Management is a function or activity aiding and directing workmen, bringing their personal contribution and satisfaction in employment, bringing them an equitable, just and human treatment and adequate security of employment.

3. ROLE AND SCOPE OF PERSONNEL MANAGEMENT

In the modern industrial system production is the result of joint effort of all the factors of production i.e. land, labour, material, money, machine etc. Labour unlike other factors of production is an active and dynamic factor and coordinates them to get the maximum out put at the minimum cost. It is, therefore, very necessary to seek cooperation of the human force to get the maximum benefits out of the effort put in.

Thus the science which deals with the problems of the development of human resources in all directions i.e. economic, social, behavioural and political may be called 'Personnel Management'. It is a branch of general management which deals with the people at work. It is the science of managing the human resources in an organization.

The scope of personnel management is extremely wide. The subject matter of personnel management is human beings and therefore, all such functions, duties, responsibilities and powers are included in the scope of personnel management, which help the management in getting the work done with the help of people.

The understanding of human behaviour has now assumed great significance. A Personnel Manager must possess the requisite skills to deal with human behaviour at work. Labour needs motivation, direction and proper guidance from the side of the management to give the desired results.

Role of the personnel management can not therefore be under estimated. It is the key to the whole organization and is inter linked with all other activities of management. In the present day there is no choice but to set up the personnel department exclusively.

Personnel management attends to various matters like recruitment, training, career development, wage administration, job analysis, disciplinary matters, industrial peace, welfare of workers, residential accommodation, incentive and financial aids, payment of settlement dues and pension on retirement or death etc.

4. Objectives of Personnel Management

The objectives of Personnel Management are:-

1. To achieve effective utilization of human resources for the achievement of organizational goals.
2. To establish and maintain adequate organizational structure and desirable relationship amongst all members and various groups in an organisation.
3. To secure integration of individual goals with organizational goals in such a manner that the employees feel a sense of involvement, commitment and loyalty towards it.
4. To develop individuals/groups by providing opportunities for advancement, training, job rotation, job enrichment etc.
5. To recognize and satisfy individual/group needs by offering adequate and equitable remuneration, economic and social security, welfare measures, monetary compensation etc.
6. To maintain high morals and better human relations and improved working conditions and tension free environment in the organization so that employees may feel happy while on work and may stick to their job for a longer period.

5. Personnel Management on Indian Railways

5.1 Size and complexities of Indian Railway system

Indian Railways as of now is one of the largest railway systems in the world. The railway network is a multi-gauge system i.e. Broad, Meter and Narrow Gauges totaling 66,687 route kms and 92,081 track kms as on 31.3.2016. During 2015-16, the Indian Railways carried a record freight traffic of 1108.6 million tonnes and the number of passengers carried by them during that year was 8107 millions. The progress achieved by the Indian Railways is really astonishing when the above figures are compared with the figures of 1950-51 when they carried only 73 million tonnes of freight traffic and 1284 millions of passenger traffic.

Indian Railways are the nation's largest undertaking having a capital-at-charge to the tune of Rs. 2,75,135 crores (as on 31.03.2016). Gross earnings during 2015-16 were 1,68,369.6 crores and total working expenses were 1,49,151.13 crores.

Indian Railways are the largest employer in the country employing as on 31.3.16 around 13.31 lacs of regular employees out of which 14,770 were in Group A and B; 13.15 lacs in Group C. The Indian Railways employ all categories of Personnel; they have fitters, chargemen, train examiners, machinists, tradesmen, lightmen, electricians, signallers, drivers, guards, station masters, Teachers, Clerks, Personnel Managers, Accountants, Finance Managers., Engineers in all disciplines, Chemists and Metallurgists, Printing Personnel, Computer knowing personnel, doctors, pharmacists, compounders, nurses, cooks, waiters etc. One cannot imagine even a single category of employees who are not employed on Railways.

Indian Railways in order to achieve its objective of carrying transport; both freight and passengers, has organized itself in the following departments:-

- (1) **Civil Engineering**-which is concerned with bridges, track, building, land etc.
- (2) **Mechanical Engineering**-which is concerned with rolling stock, traction, coaches and wagons.
- (3) **Electrical Engineering**-which is concerned with electricity, its applications, electric traction, lighting and air conditioning.
- (4) **Traffic and Commercial department**-which is concerned with running of freight and passenger trains and operations, marketing, booking and delivery, pricing, claims, safety etc.
- (5) **Signal and Telecommunication Engineering**-which is concerned with signaling, block working and Interlocking, Telecommunications etc.
- (6) **Finance**-which is concerned with accounts and finance management.
- (7) **Personnel**-which is concerned with Personnel Management.
- (8) **Stores**-which is concerned with maintenance of inventory, purchase and supply of required equipment and stores to various user departments.
- (9) **Medical**-which is concerned with providing health services to railway employees and their families.
- (10) **RPF**-which is concerned with security of railway property and travelling public.

In addition to above, there are other minor departments like printing, chemist and metallurgist, research, secretariat etc.

Each zonal Railway has a number of Divisions which are the basic field units responsible for railway operations in their respective jurisdiction. In all there are 68 divisions.

In addition, Railways have their own very big state of art factories producing Electric Locomotives, Diesel Locomotives, coaches, wheel and axle sets etc., construction units, Electrification organization. Research organization, workshops etc.

Besides, there is Workshop Project Organisation, Hazipur which has four units under it viz. Wheel Plant, Chhapra, Coach POH Workshop, Harnaut and Diesel Locomotive Workshop, Marhowra.

There are 2 research units in the Railways viz. Research Designs & Standards Organisation, Lucknow and Central Organisation for Modernisation of Workshops, New Delhi.

For the purpose of electrification of track, Central Organisation for Railway Electrification with headquarter at Allahabad has been established.

The Organisation structure of Indian Railways is shown in **fig 1.1**

From the above description, the enormous size of Railways and the complexities in conducting smooth railway operations at a very huge scale can easily be understood.

6. Role of personnel Management on Railways.

In view of the enormous size and diverse disciplines of the workforce employed by the Indian Railways, which is allocated in about a dozen different departments, and the need of maintaining a cordial coordination amongst the individuals as well as group of employees so as to achieve the organizational objective, the responsibility and the challenge faced by those who are entrusted with the job of managing railwaymen is immense and daunting. The tasks and activities which the Personnel Managers on Indian Railways are called to perform are:-

Functional areas of Personnel Management:-

I. Organizational planning & development

- Determination of the needs of organization in terms of short, medium and long term objectives.
- Planning, development and designing of an organizational structure through fixing the duties, responsibility and authority of the employees so that goals may be effectively achieved.
- Development of interpersonal relationship through division of positions, jobs, tasks.
- Inspections

II. Staffing and Employment

- Manpower Planning - Creation, abolition, transfer of posts, cadre review, redesignation, merging of posts, assessment of vacancies, requirement, deployment, redeployment.
- Recruitment.
- Selection, suitability, trade test.
- Placement of an employee.
- Induction and orientation - Introducing employee to the org. giving him all possible information about organization's objectives, philosophy, policies.
- Seniority, transfer, promotion, reversion.
- Separation process (retirement, voluntary retirement, removal, dismissal, resignation, medical ground retirement, death etc.)

III. Training and development

- Initial training.
- Refresher training.
- Promotional training.
- Special professional training.

IV. Compensation, wages and salary administration

- Job evaluation.
- Payroll-Wage, salary, annual increment, pay fixation, allowances, recovery.
- Incentive, including non-monetary like certificate cum trophy awards.
- Motivation

V. Employee services and benefits

- Safety provision in sheds, workshops.
- Employee's counselling.
- Medical services.
- Staff benefit fund.
- Fringe benefits:
 - Leave, Passes, PTOs.
 - Workers compensation benefit.
 - Pensionary benefit.
 - Bonus, allowances

VI. Employee records

- Service sheet, personal case, leaves account, seniority list, nominations, and performance appraisal reports.

VII. Labour relation / Industrial relation

- HOER.
- Grievance handling.
- Rules and regulations - DAR, Vigilance.
- Rewards.
- Dealing with labour commissioner (CIRM).
- Dealing with trade unions as collective bargaining - PNM, joint consultation, PREM.
- Court cases.

VIII. Employee welfare

a) Conditions of work environment

- Working condition.
- Allotment of railway quarters.
- Sanitation and cleanliness.
- Drinking water.
- Canteen, Creches, Rest rooms

b) Health services

- First aid facility in all offices.
- Medical examination of employees.
- Periodical medical examination.
- Medical facility to employee & his family members.
- Recreational and other welfare facilities, clubs, cooperative stores, sports, schools, Balmandir, holiday home, canteens, community hall etc.
- Education, Balmandir.
- Factory act, minimum wages act, wages act, workmen compensation act etc.
- Social work - family planning, blood donation

IX. Personnel research and personnel audit

- Utilization of human resource.
- Implementation procedures and policies.
- Data relating to important aspects to analyse.
- Morale and attitude survey.
- Change scope of Personnel administration.
- Emerging role of personnel management.

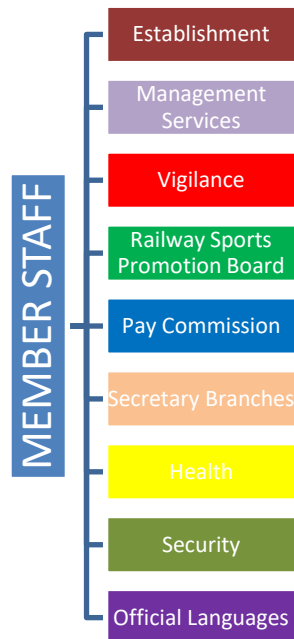
- Role of the personnel managers of tomorrow.
- Modernization of 'P' branch PMIS

7. Organisation of Personnel Department on Railways

Prior to 1975, there was no separate organised Group A Personnel Service on Indian Railways. The posts in Personnel department at higher levels were manned by officers drawn from other railway services. Now there is a full fledged Personnel department and Personnel Service on railways which has since become developed and mature.

The Personnel Department in the Railways is headed by the Member Staff in the Railway Board, who is of the rank of a Secretary to the Govt. of India. He is responsible for Personnel Policy formulation and ensuring its administration. He is assisted by Secretary (Railway Board) and two Additional Members viz. Additional Member (Management Services), & Additional Member (Staff). They are assisted by a team of officers i.e. Executive Directors, Directors, Joint directors, Deputy Directors, Joint Secretaries, Deputy Secretaries, Under Secretaries etc.

There are following directorates under Member Staff.



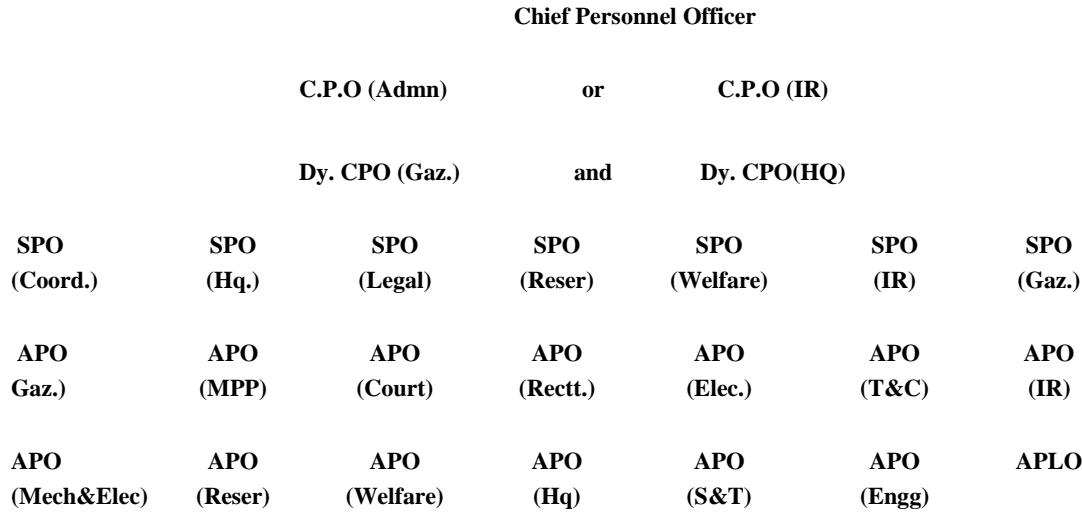
At the level of Zonal Railways there is the team of Personnel Officers headed by the Chief Personnel Officer to deal with day to day management of personnel matters.

At the Divisional Level there are Senior Divisional Personnel Officer, Divisional Personnel Officers and Assistant Personnel Officers to look after the activities relating to Personnel management.

Personnel Officers are responsible for maintaining all records on personnel matters. They are also responsible for proper observance of different labour laws relating to payment of wages, hours of employment, health, safety and welfare of workers. Finally they also ensure that the staff, or in the event of their death while in service, their families may get all the payments promptly.

The organizational chart of the Personnel department on Zonal Railway is given below to give an idea about its functioning.

Organisational Chart of the Personnel Department at Headquarters Office



8. Recruitment and Promotion on Railways.

The Railway Servants have been categorized into four classes viz. Group ‘A’ (Class-I), Group ‘B’ (Class-II), Group ‘C’ (Class-III) and Group ‘D’ (Class-IV). Group ‘A’ and Group ‘B’ are gazetted and Group ‘C’ and Group ‘D’ are nongazetted.

8.1 Recruitment of Group ‘A’:

Recruitment to Group ‘A’ posts in the following services of the Railways is made on All India basis through UPSC.

- (i) Indian Railway Service of Engineers (IRSE).
- (ii) Indian Railway Service of Mechanical Engineers (IRSME).
- (iii) Indian Railway Service of Electrical Engineers (IRSEE).
- (iv) Indian Railway Service of Signal Engineers (IRSSE).
- (v) Indian Railway Stores Service (IRSS).
- (vi) Indian Railway Traffic Service (IRTS).
- (vii) Indian Railway Accounts Service (IRAS).
- (viii) Indian Railway Personnel Service (IRPS).
- (ix) Indian Railway Medical Service (IRMS).
- (x) Indian Railway Security Service (RPF).

Probationers of all services except Medical Service (IRMS) are to undergo Eighteen Months probationary training on line and at various Railway Institutes and Institutes of repute outside the Railways. In case of probationers of Medical service, the period of training is 6 months only.

On successful completion of the probationary period, they are appointed to Junior Scale of Group ‘A’ service. They are promoted to the higher positions in accordance with the rules as framed for this purpose.

Group ‘A’ posts in the fixed proportions are also filled by promotion of Group ‘B’ employees with approval of UPSC.

8.2 Recruitment of Group ‘B’:

Posts in Group ‘B’ in various organised cadres on Indian Railways are not filled by Direct Recruitment. All vacancies in Group ‘B’ are filled by Promotion of eligible Group ‘C’ employees on the basis of:

- (i) Selection by a D.P.C. to the extent of 75% of vacancies, and
- (ii) On the basis of limited departmental competitive examination to the extent of 25% of vacancies.

The process of selection consists of a written test followed by viva-voce. Candidates, who get a minimum of 60% marks in written test are eligible to be called for viva-voce. Candidates who secure at least 60% marks in professional ability and also in aggregate are placed on the panel in order of their seniority irrespective of marks obtained by them.

The number of candidates to be placed on the panel is restricted to the number of vacancies for which selection is held. The assessment of vacancies includes the element of anticipated/unforeseen vacancies.

The scheme of Limited Departmental Competitive Examination aims at a comprehensive assessment of knowledge of the candidates and has essentially to be in the nature of rigorous test of professional ability. The examination consists of (i) a written examination of a substantially higher standard and (ii) viva-voce. The names of the candidates are arranged in order of merit on the basis of total marks obtained by each of them.

8.3 Recruitment of Group ‘C’

Railway Employees in different grades of group ‘C’ are appointed either by direct recruitment or by promotion of the serving Group ‘C’ or Group ‘D’ employees.

Direct recruitment to group ‘C’ posts is normally made through respective Railway Recruitment Boards. Indents for the vacancies indicating the vacancies reserved for certain class of persons are placed on the Railway Recruitment Boards by the Zonal Railways. After the due process of selection, panels of selected candidates are supplied by the Railway Recruitment Board.

General Managers are empowered to make appointment in Group ‘C’ categories on compassionate grounds and of outstanding sports persons against sports quota.

As for promotion in promotional grades of Group ‘C’, all posts have been classified as “Selection” or “Non-Selection” posts.

Promotion to “Non-Selection” posts is made on seniority cum-suitability basis, which means the seniormost employee in the grade below is promoted provided he is considered suitable for the job. Suitability of an employee may be adjudged either from the past performance, confidential reports or by holding a written suitability test.

Posts, which are classified as “Selection” posts, are filled through the positive act of selection. Vacancies for holding the selection are assessed, taking into account the existing vacancies as well as the vacancies likely to occur during the next one year including the element of unforeseen vacancies. Seniormost employees equal to 3 times the number of vacancies (separately for SC/ST and general vacancies) working in the grade immediately below the grade for which selection is being held are considered in the selection, which may consist of a written test followed by viva-voce. Candidate securing at least 60% marks in the written test qualify for being called in the viva-voce.

The Selection Committee allots the marks to the candidates taking the following factors into account:

		Maximum Marks
(i)	Professional ability	50
(ii)	Personality, address, leadership and qualifications	20
(iii)	Record of service	15
(iv)	Seniority	15
Total		100

Names of the employees securing a minimum of 60% marks in professional ability and also in aggregate are arranged in order of their seniority, irrespective of the marks obtained, except those who obtain 80% or more marks and are declared outstanding. Such outstanding candidates are placed at the top in the panel.

8.4 Recruitment of Group ‘D’:

Recruitment to posts in Group 'D' was hitherto being made locally through employment exchange and by issue of a notification. Some posts in skilled categories are filled by Act apprentices as permissible.

Recently, however, it has been decided to fill the posts of khalasis in Group 'D' by direct recruitment to be conducted by Railway Recruitment Centres. General Managers are empowered to appoint eligible sports persons against sports quota and also of physically handicapped persons against the prescribed quota.

9. TRAINING OF RAILWAY EMPLOYEES:

Personnel development of the employee is one of the most important functions of the personal management. This is achieved by increasing their skills and cultivating appropriate behaviour and attitude towards work and people through training programmes.

Indian Railways have over the years developed very good facilities for training of their officers and staff.

There are following training institutes with excellent reputation where probationers of Group 'A' services are given training.

- (i) Indian Railway Institute of Mechanical Engineering, (**IRIMEE**)Jamalpur
- (ii) Indian Railway Institute of Civil Engineering, (**IRICEN**) Pune.
- (iii) Indian Railway Institute of Signal Engineering & Telecommunications, (**IRISET**) Secunderabad.
- (iv) Indian Railway Institute of Electrical Engineering, (**IRIEEN**) Nasik.
- (v) Indian Railway Institute of Transport Management, (IRITM) Lucknow.
- (v) National Academy of Indian Railways, (NAIR) formerly Railway Staff College (RSC), Vadodara.

In addition to receiving training at these institutes, Railway Officers are also sent for training in other institutes in India and abroad to enhance their managerial capabilities.

Besides these institutes Indian Railways has 59 Main and 236 Other Training Centres at various locations across India.

There are Zonal training Schools and System Training Schools on each Railway, where staff from different departments is given training. Zonal training schools are as following.

1. Zonal Railway Training Institute, Bhusawal, Central Railway
2. Zonal Railway Training Institute, Bhuli, Eastern Railway
3. Zonal Railway Training Institute, Chandausi, Northern Railway
4. Zonal Railway Training Institute, Muzaffarpur, East Central Railway
5. Zonal Railway Training Institute, Alipurduar JN., NF Railway
6. Zonal Railway Training Institute, Trichy, Southern Railway
7. Zonal Railway Training Institute, Maula Ali, South Central Railway
8. Zonal Railway Training Institute, Sini, South Eastern Railway
9. Zonal Railway Training Institute, Udaipur, North Western Railway

Non-gazetted staff of certain categories is required to undergo training for specified periods in Training Schools. The training for such staff is of three types

- a) Initial training which is imparted immediately after appointment.
- b) Refresher Courses and.
- c) Promotional courses.

The period for different course varies according to the functional requirement. Successful completion of initial training is compulsory before a candidate is appointed to railway service. Refresher Courses are prescribed for staff deployed in train operation duties to update their knowledge about new rules and regulations. Promotional Courses have been prescribed for promotion to certain posts. Passing of such courses is prerequisite for promotion to such posts.

10. RESERVATION AND CONCESSIONS FOR SCHEDULED CASTE/SCHEDULED TRIBE CANDIDATES:

In compliance with the Directive Principles of the Constitution, significant measures have been taken by the Govt. for the upliftment of members of the Scheduled Caste and Scheduled Tribes socially, economically and educationally. Government has issued orders and instructions to encourage their employment in the civil services and to safeguard their interests while in service. These instructions equally apply in Railway Services. The concessions allowed to them largely are:

1. Reservation:
 - a. Reservation of vacancies for recruitment and promotion: 15% and 7 ½ % posts are reserved for Scheduled Caste and Scheduled Tribe candidates, respectively in case of direct recruitment by open competition, as well as in promotions.
 - b. 27% of posts are reserved in direct recruitment for candidates belonging to Other Backward Classes (OBC).
2. Age Relaxation: The upper age limit prescribed for direct recruitment is increased by 5 years.
3. Relaxation in minimum standards: In case adequate number of SC and ST candidates, who satisfy the minimum standard are not available, the minimum standard may be relaxed to make good the shortfall.
4. Relaxation in the period of experience: The requisite period of experience may be relaxed in case of SC/ST candidates at the discretion of the competent authority with a view to ensure that the reserved vacancies are filled.
5. Relaxation in qualifying marks in departmental examination for promotion and provision of adhoc promotion: There is no relaxation in the qualifying marks for SC/ST in departmental examination for promotion to the safety posts. However in case of examination/selection for promotion to non-safety categories the list of candidates including SC/ST will first be drawn by applying normal standard.

In case the list of successful candidates does not contain requisite number of SC/ST employees the deficiency is made good by relaxing the qualifying marks to 50%. The candidates passing with relaxed standard are placed below those who have qualified with normal standard.

When it is found that the requisite number of SC/ST employees are still not available for being placed on the panel despite various concessions/relaxations, the SC/ST candidates who secure the highest marks (but not less than 20% marks) may be promoted on adhoc basis for a period of 6 months. During this period of 6 months they may be provided all possible facilities for improving their knowledge and coming to the requisite standard. At the end of 6 months period, if they are found fit, their names will be placed on the panel below all those who are already on the panel.
6. Pre-selection training: SC/ST candidates are given pre-selection/pre-promotion training enabling them to come to the requisite standard.
7. Allotment of quarter: In order to give relief to SC/ST employees in non-essential categories, 10% of quarters of Type I and Type II are set apart for allotment in their favour.
8. Candidates belonging to SC and ST are fully exempted from payment of fee for admission to any examination for recruitment/selection.
9. Whenever Scheduled Caste/Scheduled Tribe candidates are called for interview/written test for appointment in Railway Services, the recruiting authority may reimburse second class railway fare or bus fare from the place of their residence to the place of interview/written test and back to the same station by shortest route.

10. Reservation has been provided in the direct recruitment to Group 'A' posts and promotion posts in all grades upto Gr. 'A'. However, there is no reservation in promotion within Group 'A' services.

11. PAY AND ALLOWANCES OF RAILWAY STAFF:

Present pay scales for the Railway servants have been introduced on the recommendations of the seventh Pay Commission applicable w.e.f. 1.1.2016

The Pay Matrix is as below:

Pay Band	5200-20200					9300-34800				15600-39100			37400-67000			67000-79000	75500-80000	80000	90000
Grade Pay	1800	1900	2000	2400	2800	4200	4600	4800	5400	5400	6600	7600	8700	8900	10000				
Entry Pay (EP)	7000	7730	8460	9910	11360	13500	17140	18150	20280	21000	25350	29500	46100	49100	53000	67000	75500	80000	90000
Level	1	2	3	4	5	6	7	8	9	10	11	12	13	13A	14	15	16	17	18
Index	2.57	2.57	2.57	2.57	2.57	2.62	2.62	2.62	2.62	2.67	2.67	2.67	2.57	2.67	2.72	2.72	2.72	2.81	2.78
1	18000	19900	21700	25500	29200	35400	44900	47600	53100	56100	67700	78800	118500	131100	144200	182200	205400	225000	250000
2	18500	20500	22400	26300	30100	36500	46200	49000	54700	57800	69700	81200	122100	135000	148500	187700	211600		
3	19100	21100	23100	27100	31000	37600	47600	50500	56300	59500	71800	83600	125800	139100	153000	193300	217900		
4	19700	21700	23800	27900	31900	38700	49000	52000	58000	61300	74000	86100	129600	143300	157600	199100	224400		
5	20300	22400	24500	28700	32900	39900	50500	53600	59700	63100	76200	88700	133500	147600	162300	205100			
6	20900	23100	25200	29600	33900	41100	52000	55200	61500	65000	78500	91400	137500	152000	167200	211300			
7	21500	23800	26000	30500	34900	42300	53600	56900	63300	67000	80900	94100	141600	156600	172200	217600			
8	22100	24500	26800	31400	35900	43600	55200	58600	65200	69000	83300	96900	145800	161300	177400	224100			
9	22800	25200	27600	32300	37000	44900	56900	60400	67200	71100	85800	99800	150200	166100	182700				
10	23500	26000	28400	33300	38100	46200	58600	62200	69200	73200	88400	102800	154700	171100	188200				
11	24200	26800	29300	34300	39200	47600	60400	64100	71300	75400	91100	105900	159300	176200	193800				
12	24900	27600	30200	35300	40400	49000	62200	66000	73400	77700	93800	109100	164100	181500	199600				
13	25600	28400	31100	36400	41600	50500	64100	68000	75600	80000	96600	112400	169000	186900	205600				
14	26400	29300	32000	37500	42800	52000	66000	70000	77900	82400	99500	115800	174100	192500	211800				
15	27200	30200	33000	38600	44100	53600	68000	72100	80200	84900	102500	119300	179300	198300	218200				
16	28000	31100	34000	39800	45400	55200	70000	74300	82600	87400	105600	122900	184700	204200					
17	28800	32000	35000	41000	46800	56900	72100	76500	85100	90000	108800	126600	190200	210300					
18	29700	33000	36100	42200	48200	58600	74300	78800	87700	92700	112100	130400	195900	216600					
19	30600	34000	37200	43500	49600	60400	76500	81200	90300	95500	115500	134300	201800						
20	31500	35000	38300	44800	51100	62200	78800	83600	93000	98400	119000	138300	207900						
21	32400	36100	39400	46100	52600	64100	81200	86100	95800	101400	122600	142400	214100						
22	33400	37200	40600	47500	54200	66000	83600	88700	98700	104400	126300	146700							
23	34400	38300	41800	48900	55800	68000	86100	91400	101700	107500	130100	151100							
24	35400	39400	43100	50400	57500	70000	88700	94100	104800	110700	134000	155600							
25	36500	40600	44400	51900	59200	72100	91400	96900	107900	114000	138000	160300							
26	37600	41800	45700	53500	61000	74300	94100	99800	111100	117400	142100	165100							
27	38700	43100	47100	55100	62800	76500	96900	102800	114400	120900	146400	170100							
28	39900	44400	48500	56800	64700	78800	99800	105900	117800	124500	150800	175200							
29	41100	45700	50000	58500	66600	81200	102800	109100	121300	128200	155300	180500							
30	42300	47100	51500	60300	68600	83600	105900	112400	124900	132000	160000	185900							
31	43600	48500	53000	62100	70700	86100	109100	115800	128600	136000	164800	191500							
32	44900	50000	54600	64000	72800	88700	112400	119300	132500	140100	169700	197200							
33	46200	51500	56200	65900	75000	91400	115800	122900	136500	144300	174800	203100							
34	47600	53000	57900	67900	77300	94100	119300	126600	140600	148600	180000	209200							
35	49000	54600	59600	69900	79600	96900	122900	130400	144800	153100	185400								
36	50500	56200	61400	72000	82000	99800	126600	134300	149100	157700	191000								
37	52000	57900	63200	74200	84500	102800	130400	138300	153600	162400	196700								
38	53600	59600	65100	76400	87000	105900	134300	142400	158200	167300	202600								
39	55200	61400	67100	78700	89600	109100	138300	146700	162900	172300	208700								
40	56900	63200	69100	81100	92300	112400	142400	151100	167800	177500									

The employees have been categorized under different Levels and are paid as per above table.

Pay

At the time of appointment the pay of an employee is normally fixed at the minimum of the scale of pay at which he is recruited. However, under special circumstances, it may be fixed at a higher stage or even at the maximum of the scale. Pay of an employee may have to be refixed on the following occasions:

- i. on promotion to a higher post.
- ii. On transfer to a lower post.
- iii. On absorption or appointment to another post carrying different scale of pay.
- iv. On re-employment.

Wage Bill

Total expenditure in 2015-16 on pay and allowances including pension of employees was 93,015.97 crores of rupees. The average annual wages per employee was Rs. 7,18,147.

11.1 Dearness Allowance

The real pay in government is protected by providing Dearness Allowance (DA), which is that percentage of pay by which the CPI (IW) increases over a fixed base value.

The rates of Dearness Allowance sanctioned from time to time are given below:

<i>Date from which payable</i>	<i>Rate of D.A per month</i>
From 1.7.16	2%
From 1.1.17	4 %

11.2 House Rent Allowance (HRA)

This allowance is paid to the Railway servants in view of higher rent they have to pay for private accommodation due to non-availability of Railway quarters in certain large cities. For the purpose of grant of House Rent Allowance, the country has been divided into three categories viz. X, Y and Z. **House Rent Allowance is admissible @ 30 %, 20% and 10%, respectively of Basic Pay (presently as per salary of 6th PC).**

11.3 Transport Allowance (TPTA)

In order to suitably compensate them for the cost incurred on account of commuting between the place of residence and place of work, all Railway employees are granted Transport Allowance at the following rates. It is partly taxable.

Employees Drawing	A1/A Class City (₹ pm)	Other Places (₹ pm)
GP 5400 and above	3200 + DA	1600 + DA
GP 4200 to GP 4800 and other employees drawing GP < 4200 but pay in the pay band equivalent to ₹7440 and above	1600 + DA	800 + DA
GP < 4200 and pay in the pay band below ₹7440	600 + DA	300 + DA

Moreover, officers drawing GP 10000 and higher, who are entitled to the use of official car, have the option to avail themselves of the existing facility or to draw the TPTA at the rate of ₹7,000+DA pm. Differently abled employees are granted this allowance at double the rate, subject to a minimum amount of ₹1,000 plus DA.

Pay Level	Higher TPTA Cities (₹ pm)	Other Places (₹ pm)
9 and above	7200+DA	3600+DA
3 to 8	3600+DA	1800+DA
1 and 2	1350+DA	900+DA

Officers in Pay Level 14 and higher, who are entitled to the use of official car, will have the option to avail themselves of the existing facility or to draw the TPTA at the rate of ₹15,750+DA pm. Differently abled employees will continue to be paid at double rate, subject to a minimum of ₹2,250 plus DA.

11.4 There are various other allowances payable to Railway employees under special circumstances or for specific purposes. Some of them are enumerated below:

- (i) Hill compensatory allowance
- (ii) Construction allowance.
- (iii) Nursing staff allowance.
- (iv) Washing allowance.

- (v) Non-Practising allowance.
- (vi) Overtime allowance.
- (vii) Daily allowance.
- (viii) National Holiday Allowance.
- (ix) Night duty allowance.
- (x) Running allowance.
- (xi) News paper allowance (Non-Taxable)

12. SENIORITY OF RAILWAY STAFF

Seniority of an employee is one of the important conditions of service. Determination of one's seniority is of utmost importance for determining relative position of the employee vis-a-vis others for various purposes viz. consideration for promotion, confirmation etc. Following are the occasions for fixation of seniority of a Railway servant:

(i) On appointment:

Seniority of an individual on his appointment is reckoned according to the order of merit in recruitment Panel. But in cases where candidates are appointed after initial training courses, seniority is reckoned according to either the merit obtained in the examination after completion of the training or a composite position after adding both as per published weightage.

(ii) On promotion:

- (a) Seniority of an employee in case of Selection post is determined according to his panel position.
- (b) Where passing the departmental suitability test is essential for promotion to a Non-Selection post, the employee passing such test earlier will be senior to those passing the test at a later date. Seniority of Staff passing in the same test will be determined with reference to their seniority position in the existing post.

(iii) On Transfer:

- (a) Seniority of staff transferred on administrative reasons from one department/unit/division/Railway to another department/unit/Railway is reckoned according to the date of his appointment or promotion to that post.
- (b) Staff transferred from one unit/division/Railway to another on request reckons his seniority below those already working in the relevant grade in that unit on the date of his joining the new unit.
- (c) Staff transferred from one unit/division/Railway to another, on mutual exchange may retain his seniority according to his date of appointment/promotion to that post/ grade or take the seniority of the person with whom he has exchanged, whichever of the two may be lower.

13. LEAVE TO RAILWAY STAFF

Railway Servants are entitled to various kinds of leave as indicated below; but the leave can not be claimed as a matter of right. In the exigency of service, it can be refused.

(i) Earned Leave: Thirty days Earned Leave is credited to one's leave account every year. This is done in 2 instalments i.e 15 days on 1st January and 15 days on 1st July every year. Employees joining in the mid of the year will get 2-1/2 days' leave for each completed month. Maximum leave that can be accumulated at any time is 300 days. Encashment of unutilised leave is permissible on retirement/death of an employee. In normal circumstances, maximum leave of 120 days can be granted at a time. After implementation of the recommendations of the Sixth Pay Commission, encashment of leave during service has also been allowed for 10 days in two years for a total of six occasions during the service life..

(ii) Leave on Half Pay: It is earned at the rate of 20 days for each calendar year. Leave on Half pay can be converted into full pay on medical grounds and also for approved course of study. The leave so converted is called 'Commutated Leave'. In case of grant of Commuted Leave twice the amount of such leave is debited against the half pay leave due. There is no limit to the grant of Commuted Leave subject to availability. Maximum of 24 months of half pay leave can be granted at a time.

(ii) (a) Leave not due : A permanent Railway Servant may be granted "Leave not due" on half average pay for a period not exceeding 360 days in all, out of which not more than 90 days at a time and 180 days in all otherwise than on medical grounds. This leave is granted in advance to be adjusted against leave on half pay to be earned by the employee when he resumes duty.

(b) Extraordinary Leave: This leave is granted when no other leave is due. No leave salary is admissible for such leave and this leave is not debited to any leave account. Maximum period of extraordinary leave that can be granted at a time is 5 years including other leave, if any.

(iii) (a) Maternity Leave: It may be granted to female Railway employees for a period of 180 days on full pay provided they do not have more than one child. This is also admissible in case of abortion/miscarriage to the extent of 45 days in the entire service. This leave will not be debited to any kind of leave.

(b) Paternity Leave: A male Railway servant with less than two living children may be granted Paternity Leave for a period of 15 days during the confinement of his wife. This can be availed 15 days in advance or 6 months after the birth of child. This leave will not be debited to any kind of leave.

(iv) Hospital Leave: It is granted to the non-gazetted Railway Servants when they are under medical treatment for illness or injuries directly due to risks involved with their duties (Also called IOD : Injured On Duty). For the first 120 days, the employee will get full pay and thereafter half pay. Maximum amount of Hospital Leave admissible is 28 months.

(v) Special disability Leave: This leave is granted to a Railway servant who is disabled by injury caused or inflicted during the course of performance of his official duties. This is not debited to leave account. Maximum admissible leave of this kind is 120 days.

(vi) Study Leave: Study leave upto a maximum period of 24 months in the entire service may be granted to a Railway Servant for undergoing higher studies or specialized training in a professional or technical subject having a direct and close connection with the sphere of his duties or being capable of widening his mind and improving his ability as a Railway Servant. Leave salary of prescribed rates is admissible. Period spent on Study Leave shall count as service for the purpose of seniority, pension and promotion.

(vii) Casual Leave: Casual leave is not a recognized form of leave. This is allowed to meet unforeseen situations at short notice. Casual leave can be taken for ½ day also. It can not be combined with any other kind of leave. Holiday, Saturday, Sunday falling within the spell of casual leave do not count as casual leave.

(viii) Special Casual Leave: Special casual leave is admissible to Railway Employees for a variety of reasons including Scout & Guide activities, Sports, Attendance in Courts, meditation, yoga and spiritual/other related programs, for blood donation (one day), for attending meeting of Unions etc.

(ix) Child Care Leave

Female Govt. Employees having minor children are eligible for Child Care Leave (CCL), for a maximum period of two years (i.e. 730 days) during their entire service period for taking care of upto two children upto 18 years of their age whether for rearing or to look after any of their needs like examination, sickness etc. subject to the following conditions:

(i) During the period of such leave, the female employees shall be paid leave salary equal to the pay drawn immediately before proceeding on leave.

(ii) It may not be granted in more than 3 (three) spells in a calendar year.

(iii) It may not be granted for less than 15 days in a spell.

(iv) Child Care Leave shall not be debited against the leave account.

(v) It may be combined with leave of the kind due and admissible.

(vi) Child Care Leave shall not ordinarily be granted during the probation period except in case of certain extreme situation where the leave sanctioning authority is fully satisfied about.

Railway servants, who are entitled to avail all public holidays, are entitled to 8 days Casual Leave in a Calendar year. The staff who is not permitted to enjoy all holidays are entitled to 11 casual leave. Casual leave, if not availed during a calendar year, will lapse.

Personnel Management

Lesson 2

1. INTRODUCTION

Personnel management in the Railways has some other important function viz. staff Welfare, Social Security, Industrial Relations, observance of Labour laws, Conduct and Disciplinary rules, which will be discussed in this lesson.

2. STAFF WELFARE

Staff welfare means any thing done for intellectual, physical, moral or economic betterment of the workers by the employer over and above what is laid down by Law or what is normally expected as part of any contractual benefit. Welfare measures are designed to effect an all round improvement in the employee's working and living conditions.

Railway is the biggest employer in the country, having about 13.31 lakh employees. Railway Administration has been doing a lot for the welfare of its employees. A welfare organization is functioning on each Zonal Railway to implement the various welfare schemes. Chief Personnel Officer is the head of the welfare organisation on each Zonal Railway. He is assisted by a team of Personnel Officers and Welfare Inspectors. Welfare Inspectors remain in close contact with the employees to know their problems and to take all possible remedial measures to mitigate their problems, to educate them about the various welfare activities available and to assist them in getting the benefits and facilities.

Some of the welfare schemes available to Railway employees are briefly enumerated below:

(i) Staff Benefit Fund:

Each Zonal Railway maintains a fund known as "Staff Benefit Fund" mainly for the benefit of non-gazetted Railway employees. Money from this fund is spent for the following purposes:

- (a) Education of staff/their family members including scholarship for technical education.
- (b) Sports, recreation and other cultural activities.
- (c) Relief in distress and sickness.
- (d) Other miscellaneous items like libraries, Scouting, Handicraft Centres etc.

The fund is managed by a Committee headed by C.P.O. at Zonal level consisting of the representatives of Administration as well as of the employees. Regional Sub-Committees are formed in the divisions and workshops to administer the fund at that level.

(ii) Medical Facilities:

There is a comprehensive health care facility given to all employees. Railways have one of the best Doctors on roll and a full fledged medical department to take care of its health care needs. Following functions are catered by medical department.

1. Indian Railway Health Care delivery System has to perform following two important functions:

a. Functions related to Industrial Medicine.

- i. Functions related to Medical treatment to Railway beneficiaries.
- ii. To attend Railway accident & other untoward incidences. On average about 360 such incidences/year are attended.
- iii. To provide emergency medical treatment to traveling sick passengers.
- iv. Pre employment Medical examination to allow only fit & suitable candidates to join the service. On average 50000 candidates are examined every year.
- v. PME (Periodical Medical Examination) of serving employees to allow fit person to continue in those jobs which are related to safe running of the train. On average 1,20,000 employees are examined per year.
- vi. Medical Boards & other medical certification of serving employees.
- vii. Control on loss of mandays on account of sickness (both normal & HOD).

- viii. It is kept under control by medical officers. At present loss of mandayson sickness is only 2%.
- ix. Safe water supply at Railway Station: A constant vigil is maintained to check on quality of drinking water made available at Railway Stations. About 60,000 water samples from Railway stations are tested for bacteriological purity every year. About 600,000 water samples from Railway stations are tested for residual chlorine. There is a well laid down system of reporting and to take corrective measures for unsatisfactory reports.
- x. Safe food supply at Railway stations: Following activities are undertaken to ensure safe food supply at Railway station.
 - 1. Regular inspection of kitchen & food stalls.
 - 2. Regular health checkup of food handlers.
 - 3. Collection of food samples under PFA Act.
 - 4. Collection of food samples under quality control system.
- xi. Ensuring Factory Act: Medical first aid posts are provided to all factories of Indian Railways (there are 84 such factories) as per Factory Act.
- xii. Workman Compensation Act: Activities related to WCA is under taken on regular basis.
- xiii. Certification of dead bodies at Railway Station, Railway Yards, Railway line, etc. is being done on regular basis.
- xiv. Certification of perishable good in Railway Station about their disposal is done as and when required.

b. Functions related to Medical treatment to Railway beneficiaries:

Total comprehensive Medical treatment is provided by Indian Railway Medical Department.

- A. Curative health care.
 - a. Primary level.
 - b. Secondary level.
 - c. Tertiary level.
- B. Preventive health care.
- C. Promotive health care

2. Number of Railway beneficiaries:

Serving employees	13.31 lakhs x 4	= 53.24 lakhs
Retired employees with RELHS Scheme	2.8 lakhs x 2	= 5.6 lakhs
	Total	= 63.6 lakhs

3. Infrastructure available:

- a. Railways own infrastructure

Total No. of Railway Hospitals	=	121
Total No. of indoor beds	=	13770
Total No. of Railway Health Units	=	586

- b. Other Hospitals approved:
 - i. All Govt Hospitals are approved.
 - ii. Private Hospitals: About 133 private hospitals has been approved.

4. System of providing medical treatment.

- a. Primary level health care is provided 100% by in house system.
- b. Secondary level health care is provided 80% by in house system and 20% by Govt Hospital & other private Hospital recognized by Railway.
- c. Tertiary level health care is provided 5% by In house system Balance 95% by Govt Hospital & other private Hospital recognized by Railways.

Once a railway beneficiary comes to Railway Hospital for medical treatment, he/she is provided all types of Medical treatment as per the need of the patient. The medical treatment is either provided by available Railway hospital or Govt Hospital or recognized private Hospital.

In extreme emergency situation when there is no time for a railway beneficiary to come to Railway hospital then he/she may avail treatment in a private hospital/Govt Hospital in the locality and can claim through reimbursement claim system.

(iii) Education:

- (a) As on 31.3.2009, Railways were running 1 degree college and 316 schools, including nearly 100 Secondary/High schools for the benefit of the wards of Railway employees. Railways also support 68 Kendriya Vidyalayas.
- (b) Assistance in the form of children education allowance, Hostel subsidy and reimbursement of tuition fee is available.
- (c) There are Technical Training Centres where family members of a Railway Employee are imparted training.

(iv) Mahila Samitis are functioning for the social well being of the families of Railway employees.

(v) Holiday Homes have been provided at various places where the employees and their families can stay by paying nominal charges. Some of the places where Holiday Homes have been provided are Shimla, Mussoori, Manali, Nainital, Mumbai, Darjeeling, Matheran, Lonavala, Mysore, Tirupathi, Madgaon, Kanyakumari, Haridwar, Shillong, Varanasi & Puri.

(vi) Housing: Over 42% (i.e. nearly 6 lacs) staff have been provided the facility of subsidized housing. As a welfare programme more and more new quarters are being constructed for railwaymen.

(vii) Cooperative Societies are also encouraged as a part of welfare programme to run housing schemes, thrift and credit societies, etc. 170 registered Railwaymen's Consumer Cooperative Societies, 6 Railwaymen Cooperative Housing Societies and 28 Labour Contract Cooperative Societies were functioning on Indian Railways in 2008-2009.

(viii) Passes and PTOs: Railway employees are getting the privilege of free passes according to their entitlement for themselves and their families enabling them to travel by train for any station on Indian Railways.

The number of sets of privilege passes admissible to the Railway Servants is as under:

(a) Gazetted Officers -6 sets a year

(b) Non-gazetted staff upto 5th year of service one set a year and from 6th year onward 3 sets a year.

In addition, railway employee is entitled to get 4 sets of Privilege Ticket Order every year. It can be exchanged for an ordinary ticket on payment of one third of the actual fare.

- (ix) **Railway Minister's Welfare and Relief Fund:** The fund provides financial assistance and relief to the Railway employees and their families in the time of distress. Voluntary contributions from the employees and Railway Women's organizations constitute the primary source of the Fund.
- (x) **Sports:** Talented sports persons are offered employment in Group 'C and Group 'D' posts according to their achievements. Railway employees taking part in various sports activities are given cash incentives, advance increments and out of turn promotions for their outstanding performances. In the year 2008-09 Indian Railways clinched 30 National titles in various events viz. athletics, wrestling, body building, basket ball, cycling, volley ball, gymnastic, badminton, hockey, kabaddi, water polo, cricket etc. A number of sports persons are the recipients of the coveted Arjun award and Dronacharya Award. Shri Sushil Kumar, wrestler was awarded 'Rajiv Gandhi Khel Ratna', the highest individual sports award in the country. Several Indian Railways' sport persons are the members of Indian teams participating at international levels.

3. SOCIAL SECURITY

Social Security means the security as provided by the society to its members against certain risks and contingencies to which its members are exposed. Social security is a very comprehensive term. Ours is developing country. Many schemes have been introduced by the Government.

Indian Railways, as an employer, has adopted several schemes, some of which are briefly explained as under:

(i) **Provident fund:**

It is a fund in which monthly subscription of 8.33% of the pay of an employee is received and held in his account with interest accruing on that amount. Subscription to the fund is compulsory. The amount standing at the credit of the subscriber is payable on the termination of his service or on his death while in service.

An employee is permitted to take advances/withdrawals from his Provident Fund account on certain grounds like marriages, sickness, higher education, purchase of conveyance, construction of a house etc.

(ii) **Deposit Linked Insurance Scheme:**

Under this scheme, the family of a railway servant who dies while in service after completion of 5 years of service, get an amount equal to average balance in his Provident Fund Account during the 3 years immediately preceding the death of the employee subject to a maximum of Rs. 30,000/ provided all other conditions as prescribed are fulfilled.

(iii) **Pension**

a) **Monthly Pension including Family Pension:** Railway employees (who joined upto 31st December, 2003) on their retirement get monthly pension throughout their life-time and therefore, pass the remaining period of their life peacefully and gracefully. Pension shall be calculated at 50% of average pay. In the event of their death either while in service or after their retirement, their spouse gets monthly family pension.

b) **NPS:** The Central Government had introduced the National Pension System (NPS) with effect from January 1, 2004 (except for armed forces). In NPS, a Railway employee contributes towards pension from monthly salary along with matching contribution from the employer. The funds are then invested in earmarked investment schemes through Pension Fund Managers.

A NPS subscriber is provided with an individual pension account identified by Permanent Retirement Account Number (PRAN) which is unique & portable across locations and employments. The Card provided contains member's name, PRAN no., Father's name, date of birth, Photograph and Signature/ Thumb impression.

Benefits of NPS: Dual benefit of Low Cost & Power of Compounding, Tax Benefits On Employee's and Employer's contribution, Safety, Transparency and Portability.

(iv) **Death Cum Retirement Gratuity (DCRG):**

Death-cum-Retirement Gratuity is paid to Central Government employees whether under New Pension System (NPS) or the old pension scheme. A minimum of 5 years' qualifying service and eligibility to receive service gratuity is essential to get this one time lump sum benefit. Retirement gratuity is calculated @ 1/4th of a month's Basic Pay plus Dearness Allowance drawn before retirement for each completed six monthly period of qualifying service. The maximum retirement gratuity payable is 16½ times the Basic Pay, subject to a maximum of Rs. 20 lakh. If the Government Servant dies while in service, the death gratuity shall be paid to his family at rates furnished in the table below:

Sl. No.	Length of Qualifying Service	Rate of Death Gratuity
1.	Less than one year	2 times of emoluments
2.	One year or more but less than 5 years	6 times of emoluments
3.	5 years or more but less than 20 years	12 times of emoluments
4.	20 years or more	Half of emoluments for every completed six monthly period of qualifying service subject to a maximum of 33 times of emoluments.

(v) Encashment of Earned Leave:

The employees or in the event of their death during service their families are entitled to get the leave salary for the earned leave standing on their credit on the date of retirement/death, subject to a maximum of 300 days, as the case may be. With the implementation of recommendations of 6th Pay Commission, encashment of earned leave has been permitted during service also for 10 days in every two years subject to maximum 6 occasions in service.

(vi) Group Insurance Scheme:

This Scheme, which is compulsory to all Railway employees is provided at a low cost and on contributory and self-financing basis, the benefit of an insurance cover to help their families in the event of death in service.

A portion of the subscription is credited to the Insurance Fund and the other portion to the Saving Fund in the ration of 30:70. The amount of saying Fund with interest is payable to the employee on termination of his service, or to his family in the even of his death, in addition to the amount of insurance cover.

The rate of contribution and the amount of insurance vary for different class of employees as indicated below:

Group to which Employee belongs	Rate of monthly subscription (Rs.)	Amount of insurance cover (Rs.)
A	120	1,20,000
B	60	60,000
C	30	30,000
D	15	15,000

(vii) Compassionate appointment:

One member of Railway Employee's family viz. wife/son/daughter may be appointed on compassionate ground in relaxation of the normal recruitment rules to a Group 'C' or group 'D' post, when an employee dies in service, or on his being medically invalidated, leaving family in distress.

(viii) Complementary Passes:

The Railway employees after their retirement are entitled to the facility of post retirement complementary passes of the same class as they were entitled at the time of their retirement. Such passes are issued on the following scale:-

#	Qualifying Service	Gazetted Officer	Group 'C'	Group 'D'
1	With Service Of 20 years and above but less than 25 years	2 sets per year	One set per year	--
2	With service of 25 years or more	3 sets per year	2 sets per year	One set per year

In the event of their death either in service or after retirement their spouse and dependent family members get passes subject to a minimum of one pass every alternate year. The facility of this scheme to a widow shall cease after she remarries or becomes entitled for railway pass facilities on other grounds.

(ix) Retired Employees Liberalised Health Scheme:

Medical facilities at par with the serving employees are available for all retired Railway employees, their spouses and dependent family members. A one-time payment equal to one month's basic pay at the time of retirement is required to be made for availing facilities under this scheme.

4. LOANS AND ADVANCES

In order to meet with his financial requirement for certain specific purpose, a Railway employee may get loan/advances either interest free or on interest at a very nominal rate. Some of the purposes for which loan/advance may be granted are given below indicating the eligibility, conditions as the amount of Loan/Advance.

#	Purpose	Eligibility Condition	Maximum Amount of loan/Advance
Interest-free (These advances are for non-gazetted employees)			
1	Festival Advance	Grade Pay upto Rs. 4800/-	Rs. 3,000/-
2	Natural Calamity Advance (e.g. Flood Advance)	Non-gaz. Employees whose movable/ immovable property has been damaged/lost in an area affected by natural calamity	Upto Rs.5,000/-
3	Bi-cycle advance	Grade Pay upto 2800/-	RS 3,000/- or anticipated cost whichever is less.
4	Warm clothing advance	All non gazetted employees posted at hill stations	Maximum Rs 3,000/-
Interest Bearing			
1	HBA (For construction of a house or purchase of a new flat)	Permanent employees with 10 years continuous service	50 month's basic pay or Rs 7.5 Lakh or cost of the house/construction or repaying capacity whichever is least.
2	Personal Computer Advance	Pay Rs 8560/- or more	Rs 80,000/- or the anticipated cost whichever is less
3	Car Advance	Pay Rs 19,530/- or more	11 month's basic pay or anticipated cost or Rs 1,80,000/- whichever is less.
4	Motor Cycle / Scooter Advance	Pay Rs 8,560/- or more	Rs 30,000/- or the anticipated cost whichever is less.

5. INDUSTRIAL RELATIONS

Industrial Relations have assumed a great importance because of its far reaching consequences on production, productivity and economy of the country. Indian Railways are a labour intensive industry having a work force of nearly 13.86 lakh employees. The out put of this large work force depends directly on the degree of industrial peace prevailing. Thus to optimize the output of the work force, industrial peace is very essential.

In order to achieve optimum productivity, every organization has to avoid any dispute with its employees or resolve it as early as possible.

Two Federations comprising different unions viz, All Indian Railwaymen's Federation (AIRF) and National Federation of Indian Railwaymen (NFIR) have been recognised by the Ministry of Railways. Railway unions affiliated to these two Federations have also been given recognition at railway level.

5.1 With a view to maintain contact with the labour to resolve disputes and difference between labour and management and to maintain healthy industrial relations, the Railway Board have set up Machinery to have a periodical dialogue with both the recognized Federations which is called 'Permanent Negotiating Machinery'.

The machinery functions in three tiers as under:

(i) The Railway Level or Zonal Level: At this level, the meetings between the recognized union and Administration are held at Divisional level/workshop level and Zonal level. The cases which are not decided at Divisional/workshop level are referred at zonal level. PNM meetings with each recognized union at divisional level is held once in two months, while at Headquarters level, it is once in a quarter.

(ii) The Railway Board level: The items connected with the policy matters e.g. grant of certain allowance, improvement in service conditions, etc. which cannot be decided at Zonal level, are taken up by the federation for discussion at Board's level in this forum. PNM meetings at Board's level are held twice with each Federation i.e. 4 meetings in a year.

(iii) The Tribunal level: Cases, in which agreement is not reached between the federation and the Railway Board and the matters are of sufficient importance, are referred to an adhoc Railway Tribunal composed of representatives from the Railway administration and labour presided over by a neutral Chairman.

5.2 Joint Consultative Machinery:

With a view to have harmonious relations between the Government (employer) and its employees in the matter of common concern, a machinery has been established which is known as "Joint Consultative Machinery (JCM). It may discuss matters relating to conditions of service, welfare of the employees, and improvement of efficiency and standard of work. JCM works in three tiers, viz. National Council, Departmental Council and the Regional Council.

(i) National Council: National Council deals with matters affecting all Central Government employees (including railwaymen) such as remuneration, dearness allowance and pay of certain common categories. National Council is headed by the Cabinet secretary and consists of members from official side as well as from staff side.

(ii) Departmental Council: Departmental Council deals with matters affecting the staff in a particular Ministry. Departmental Council on Railways is headed by Member Staff consisting of members from official side as well as members from both the Federations together. Two such meetings are held in a year.

Matters which remain unsolved at the National Council or the departmental Council are referred to Compulsory Arbitration from each Council independently. Recommendations of the Board of Arbitration are binding on both sides.

6. LABOUR LAWS

6.1 Workmen's Compensation Act, 1923:

This is an act to provide for the payment of compensation by the employer to their workmen (or in case of his death to his dependents) if a personal injury is caused to such workman by accidents arising

out and in the course of his employment as a result of which he dies, or becomes disabled. The employer is not liable in respect of any injury, not resulting in death, caused by the accident due to the following reasons:-

- (i) Willful disobedience of an order given or framed for securing safety of workmen, or
- (ii) Willful removal or disregard of any safety device specifically provided for the purpose of securing the safety of workmen.

The amount of compensation varies depending upon the nature of disablement, i.e. whether it is partial or total disablement and whether it is of permanent nature or temporary nature.

6.2 Industrial Disputes Act, 1947:

This Act has been enacted with a view to maintain industrial peace. It provides for investigation and settlement of industrial disputes by means of conciliation, mediation or adjudication. The act aims to promote the growth of industry and protect the interests of workers.

Salient features of this Act are:

- i. Promotion of measures for security, amity and good relations between the employer and workers
- ii. Investigation and settlement of industrial dispute.
- iii. Prevention of illegal strikes and lock outs.
- iv. Relief to workmen in case of lay off, retrenchment and closure.
- v. Collective bargaining

Railway is an industry but Railway Schools and Railway training Schools are not covered under the provisions of Industrial Disputes Act. The disputes are referred to Labour Court for adjudication.

6.3 Factories Act, 1948:

Factories Act was introduced w.e.f. 1.4.49 to cover the labour employed in factories. It regulates the various obligations that an employer has to fulfill with regard to health, safety, medical care and welfare of his workers working in a Factory. The act also regulates the hours of work, minimum periods of rest and leave, and makes provision of extra wages in case of their employment beyond the prescribed duty hours.

Railway workshops and Production Units are covered by this act, but it does not extend to Loco sheds and Carriage & Wagon Depots.

6.4 Payment of Wages Act:

This Act aims at securing prompt and regular payment of wages without any arbitrary deductions to certain class of employees of Industrial establishment including Railways. It applies to the employees whose wages are less than Rs. 15000/ per month. Its main features are :-

- i. Payment of wages promptly and at regular intervals.
- ii. Payment of wages without any unauthorised deductions.
- iii. Deduction that can be made out of the wages e.g. loss incurred by him to the establishment, insurance paid on his behalf, loan/advance taken by him, accommodation, payment to the co-operative societies etc.
- iv. Fixation of wage period. It cannot exceed one month.
- v. Remedy for wages earned and not paid.

6.5 Minimum wages Act

This Act regulates the minimum rates of wages in order to prevent exploitation of unorganized labour. It lays down the procedure for regulating the hours of work, payment of wages including overtime promptly.

This act applies to the unorganized industries where the number of workers is very small. In so far as Railways is concerned the Act applies to the workers who are employed either departmentally or through contractors for construction maintenance and repair of the roads, construction and maintenance of buildings etc. The rates of wages are reviewed periodically.

6.6 Hours of employment Rules 1961

Hours of Employment Rules 1961 have been framed to regulate the hours of work and period of rest of Railway servants. "Hours of Employment" means the time during which an employee is at the disposal of the employer.

Hours of Employment Regulations apply to all non-gazetted Railway Servants including casual labour and substitutes except those governed under the Factories act, the Mines act, Minimum Wages Act and the Merchant shipping Act.

The Railway employees have been classified as under depending on the requirement of the job:-

- (i) Intensive
- (ii) Essentially Intermittent
- (iii) Excluded; and
- (iv) Continuous

(i) **Intensive:** The employment of a railway servant is said to be intensive when it has been declared to be so on the ground that it is of a strenuous nature involving sustained attention or hard manual labour with little or no period of relaxation. Standard hours of duty for this category are 42 hours a week but not more than 45 hours.

(ii) **Essentially Intermittent:** The staff whose daily hours of duty includes periods of inaction aggregating to 6 hours or more during which although they are required to be on duty but are not called to display either physical or sustained attention are declared as Essentially Intermittent Staff such as waiting room bearers, sweepers, caretakers of rest houses and reservoirs, saloon attendants and Bungalow peons etc. Standard hours of duty for this category are 48 hours but not more than 75 hours.

(iii) **Excluded:** Employment of a railway servant is said to be "excluded", if he belongs to any one of the following categories of staff.

- (a) Staff employed in a confidential capacity or supervisory staff.
- (b) Armed Guard or staff of RPF
- (c) Teaching Staff of Railway Schools
- (d) Certain para-medical Staff.

There is no statutory maximum limit for hours of employment of such staff.

Staff: Stenos, PWI, IOW, Foremen, TXRs, RPF staff, Midwives, Health Visitors, School teachers etc.

(iv) **Continuous staff:** Staff who have not been classified as Intensive", Essentially Intermittent" or "Excluded" are continuous workers. Standard hours of duty for this category are 48 hours but maximum are 54 hours.

Staff: Office staff, Parcel clerks, Reservation Office staff, Guards, Drivers, Train Clerks etc.

7. EMPLOYEE DISCIPLINE

No organisation, industry or enterprise can achieve its objectives, and be productive unless its employees are disciplined and observe the norms of conduct. Railways are a vast organisation having a large workforce of diverse duties, belonging to different departments, who interact with each other to achieve a common objective. To maintain order and discipline amongst its employees and to motivate them, two important regulatory means available with Railways are:- (i) Railway Services Conduct Rules 1966, and (ii) Railway Servants (Discipline & Appeal) Rules, 1968.

7.1 CONDUCT RULES:

All Railway employees are governed by the Railway Services Conduct Rules, 1966.

These conduct rules briefly are:-

1. **General:** Every Railway servant shall at all time
 - (i) maintain absolute integrity;
 - (ii) maintain devotion to duty, and

- (iii) do nothing which is unbecoming of a railway servant.
2. (i) Every railway servant holding a supervisory post shall take all possible steps to ensure the integrity and devotion to duty of all railway servants working under him.
(ii) No Railway servant shall, in the performance of his official duties, or in the exercise of powers conferred on him, act otherwise than as per his best judgement except when he is acting under the direction of his official supervisor.
(iii) The direction of the official superior shall ordinarily be in writing and where the issue of oral direction becomes unavoidable, the official superior shall confirm it in writing immediately thereafter; and
(iv) A railway servant who has received oral direction from his official superior, shall seek confirmation of the same in writing as early as possible, whereupon it shall be the duty of the official superior to confirm the direction in writing.
 3. **Promptness and Courtesy:** No railway servant shall in the performance of his official duties act in a discourteous manner while dealing with the public or otherwise adopt dilatory tactics or willfully cause delays in disposal of work assigned to him.
 4. **Observance of Government's Policies:** Every railway servant shall, at all times, act in accordance with the Government policies regarding age of marriage, preservation of environment, protection of wildlife and cultural heritage, and shall observe Government's policies regarding prevention of crime against women.
 5. **Prohibition of sexual harassment of working women:** No railway servant shall indulge in any act of sexual harassment of any woman. Every railway servant who is in-charge of a workplace shall take appropriate steps of prevent sexual harassment to any women at such workplace.
 6. **Employment of near relatives:** No railway servant shall use his position or influence directly or indirectly to secure employment for any member of his family in any company or firm. No Group 'A' Officer, except with prior sanction of Government, shall permit his son, daughter, or any member of his family to take up employment in any company or firm with which he has official dealings or in any other company or firm having official dealings with the Government.
 7. **Taking part in politics and elections:** No railway servant shall be a member of, or associated with any political party. Railway Servant shall prevent any member of his family from taking part in any activity which is subversive of the Government. A Railway servant can, however, take part in the duty assigned for conduct of election and can vote in such election.
 8. **Joining of Associations or Union by Railway Servants:** No railway servant shall join or be a member of any association or union, objects and activities of which are prejudicial to the interests of the sovereignty and integrity of India or public order or morality.
 9. **Demonstrations:** No railway servant shall participate in any demonstration prejudicial to sovereignty and integrity of India, security of state, friendly relations with foreign states, public order, decency or morality or which involves contempt of Court defamation or incitement to an offence.
 10. **Connection with Press and Media:** No railway servant shall, except with the previous sanction of Government, or in bona fide discharge of his official duties, conduct, or participate in the editing and management of, or own, any newspaper/periodical. No permission is, however, required if the newspaper/periodical is of purely literary or scientific character.
 11. **Criticism of Government:** No railway servant shall criticise adversely any current or recent policy of action of the Government, through Press, Media or any other means of communication.
 12. **Evidence before a Committee or Authority:** No servant shall, except with previous sanction of government or in the bona fide discharge of his duties, give evidence before any inquiry conducted by a person, committee or authority, and shall not criticise policy or action of Government in such evidence.

13. **Unauthorised communication of information:** No railway servant shall except in accordance with any general or special order of the Government or in the performance in good faith of his duties, communicate directly or indirectly any official document or information to any unauthorised person.
14. **Subscription:** No Railway servant shall except with the previous sanction of Government, ask for or accept contributions or raise funds or associate with activity in pursuance of any object whatsoever.
15. **Gift:** Except as provided in the rules , no railway shall accept or permit any member of his family to accept any gift . He should avoid lavish or frequent hospitality from a person/firm having official with him. On ceremonies such as weddings, anniversaries, a railway servant may accept gifts upto the permissible value. No railway servant shall accept any gift from any foreign firm which is either contracting with the Government of India or with which the railway servant is having or likely to have official dealings.
16. **Dowry:** No railway servant shall give, take or abet in giving or taking, or demand directly or indirectly dowry.
17. **Public demonstration in honour of railway servants:** No railway servant shall except with the previous sanction of Government accept any public reception or testimonial, held in his honour, or shall attend such meeting held in honour of another Government servant. This rule does not apply to a farewell function on retirement/transfer and simple inexpensive entertainment arranged by public bodies or an institution.
18. **Private trade or employment:** No Railway servant shall, without the previous sanction of Government, engage in any trade or business, or undertake any other employment, or hold an elected office, or canvass in support of any business, agency etc. owned or managed by any member of his family. He may, however, undertake honorary work of a social or charitable nature, or undertake occasional work of literary, artistic, scientific, or of sports character.
19. **Sub-letting and vacation of Government accommodation:** No Railway servant shall sub-let, lease or otherwise allow occupation of government accommodation allotted to him, or to any other person. He shall vacate government accommodation within time limit, after cancellation thereof.
20. **Investment, lending and borrowing:** (i) No railway servant shall speculate in any stock, share or other investment. He shall not make or permit any member of his family to make any investment which is likely to embarrass or influence him in the discharge of his official duties.
(ii) No railway servant shall lend or borrow money from and person etc. with whom he is having or likely to have official dealings. He shall not lend money to any person on interest.
21. **Insolvency and Habitual Indebtedness:** A railway servant shall so manage his affairs as to avoid habitual indebtedness or insolvency. If there are any legal proceedings against him in this regard, he shall forthwith report full facts of such proceedings to the government.
22. **Movable, Immovable and Valuable Property:** (i) Every railway servant on his first appointment shall submit to the government a return of his immovable property, shares, debentures, cash, other moveable property, inherited, owned or acquired by him, and held in his own name or in the name of any member of his family. He shall also give details of debts and other liabilities incurred by him. A Group 'A' or 'B' railway servant shall submit annual return of property in the form as prescribed by the Government.
(ii) No railway servant, except with the previous knowledge/sanction of the Government, acquire or dispose of any immovable property in his own name or in the name of any member of his family.
23. **Vindication of Acts and Character or Railway servant:** No railway servant shall except with the previous sanction of the Government, have recourse to any court or to the Press for the vindication of any official act which has been subject matter of adverse criticism or an attack of a defamatory character. This rule does not, however, apply to vindicating his private character or any act done in his private capacity.

24. **Canvassing or bringing influence:** No railway servant shall bring or attempt to bring any political or other influence to further his interests in his service matters.
25. **Restrictions regarding marriage:** No railway servant shall enter into, or contract a marriage with a person having spouse living. Similarly no railway servant having a spouse living shall enter into or contract a marriage with a person. A railway servant who has married a foreigner shall forthwith intimate the fact to the Government.
26. **Consumption of intoxicating drinks and drugs:** A railway servant shall strictly abide by the law relating to intoxicating drinks or drugs while on duty. He should refrain from consuming such drinks/drugs at a public place.
27. **Employment of Children below 14 Years:**No railway servant shall employ to work any child below the age of 14 years.

7.2. The Railway Servants (Discipline & Appeals) Rules, 1968

The discipline and Appeal Rules which are called "Railway Servants" (Discipline and Appeal) Rules, 1968", apply to all Railway servants except casual labour, members of Railway protection Force.

7.2.1 Under these rules, following penalties can be imposed on a Railway servant by the competent authority for good and sufficient reasons, after following due procedure as prescribed in aforesaid rules.

Minor Penalties:

- i. Censure
- ii. Withholding of promotion for a specified period.
- iii. Recovery from pay of the whole or part of any pecuniary loss caused by Railway servant to govt. or Railway administration by negligence or breach of orders.
- iii.a Withholding of privilege Passes or Privilege Ticket Orders or both.
- iii.b Reduction to a lower stage in the time scale of pay for a period not exceeding 3 years without cumulatively effect and not adversely affecting the pension.
- iv. Withholding of increment 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 the future increments.

Major Penalties:

- v. Save as provided for in clause (iii-b) reduction to a lower stage in the time-scale or pay for a specified period, with further directions as to whether on the expiry of such period, the reduction will or will not have the effect of postponing future increments;
- vi. Reduction to a lower time scale of pay, grade, post or service, with or without further directions regarding conditions of restoration to the grade or post or service from which the Railway servant was reduced and his seniority and pay on such restoration to that grade, post or service.
- vii. Compulsory retirement
- viii. Removal from service which shall not be a disqualification for future employment under the government or Railway Administration.
- ix. Dismissal from service which shall ordinarily be a disqualification for future employment under the Government or Railway Administration;

All these penalties are subject to the constitutional safeguards and, therefore, procedure for their imposition is elaborate. The procedure is basically designed to observe the principles of natural justice and afford a reasonable opportunity to the delinquent railway servant to defend himself against the charges.

7.2.2 Procedure for imposing Minor penalties:

- (i) First step is to frame and communicate specific charges against the employee indicating the misconduct alleged to have been committed.

- (ii) The disciplinary authority will consider the defence of the Railway servant and where considered necessary shall appoint an Inquiry Officer to hold the inquiry in the prescribed manner.
- (iii) After considering the reply of the Railway servant, if it is decided to impose any of the minor penalties without holding the enquiry, the disciplinary authority shall pass appropriate orders regarding imposition of certain minor penalties. However, enquiry is essential in case of imposition of certain minor penalties also.
- (iv) Orders made by the disciplinary authority shall be communicated to the Railway Servant informing him of the brief reasons for the final decision regarding the charge.

7.2.3 Procedure for imposing Major Penalties:

- (i) The Charged Officer (railway servant) should be served with a Memorandum of charges together with a statement of imputations of misconduct or misbehaviour, alongwith a list of documents and a list of witnesses, if any, in support of charges. The Charged Officer shall also be given reasonable time and opportunity to reply to the charges.
- (ii) The Railway Servant, for the purpose of his defence, may ask to inspect the documents referred to in the charge sheet.
- (iii) On receipt of the written statement of defence, the Disciplinary Authority shall consider the same and decide whether the inquiry should be proceeded.
- (iv) Where the Disciplinary Authority decides to proceed with the inquiry it may itself inquire into such of the articles or charges as are not admitted by the charged officer or appoint any other authority for the purpose.
- (v) The Disciplinary Authority may also appoint a railway or any other Government servant as presenting officer to present on its behalf the case in support of the articles of charge before the inquiry authority.
- (vi) The Inquiry Officer, on receipt of all necessary papers, shall fix date for preliminary hearing and intimate the same to charged officer, presenting officer etc. In the Preliminary hearing, the charged official shall be asked if he admits or does not admit the charges. Inquiry shall be held only in respect of the charges as are not admitted. Other modalities about the enquiry shall also be decided in the preliminary hearing.
- (vii) The Charged Officer may represent his case with the assistance of any other railway servant, including a retired railway servant.
- (viii) On the date fixed for inquiry, the evidence in support of the charges shall be produced. The witnesses shall be examined by the Presenting Officer and may be cross examined by the Railway servant. The inquiring authority may also put such questions to witnesses as it thinks fit.
- (ix) When the case for the Disciplinary Authority is closed, the charged officer shall submit his defence, orally or in writing and with the help of documents & witnesses who will be cross examined by Presenting Officer.
- (x) The inquiring authority, may, after completion of the evidence, ask the Presenting Officer and the Charged Officer to file written briefs of their respective cases.
- (xi) On conclusion of the enquiry, the Inquiry Officer shall record his report containing his finding on each article of charge. The Inquiry Officer shall submit the complete report to the Disciplinary Authority.
- (xii) If the Disciplinary Authority after consideration of the enquiry report arrives at the decision to impose any of the major penalties, the Railway servant will be supplied a copy of the enquiry

report together with the brief reasons for its disagreement, if any, giving him an opportunity of making a representation in his defence.

(xiii) Disciplinary Authority will pass final order keeping in view the entire case record including representation from the Railway servant. This shall be communicated to the Charged Officer indicating the designation of the Appellate Authority.

7.2.4 Under the following circumstances the prescribed procedure need not be followed:

- i. Where a penalty is imposed on the ground of the conduct which has led to conviction on criminal charge.
- ii. When it is not reasonably practicable to hold an inquiry in the prescribed manner.
- iii. Where in the interest of the security of the State, it is not expedient to hold an enquiry.

7.2.5 Appeal:

A Railway servant may prefer an appeal against the orders of the disciplinary authority. The appellate authority shall pass appropriate orders on the appeal confirming, enhancing, reducing or setting aside the penalty. Period of limitation for such appeal is 45 days from the date on which the order appealed against is delivered to the appellant.

7.2.6 Revision:

Even after disposal of appeal, or having failed to avail of appeal facility, further departmental remedy is available by way of Revision.

The competent Revising authority may at any time either on its own or on the request of the employee call for the records and pass orders to confirm, reduce, enhance or set aside the penalty already imposed or pass such orders as it may deem fit.

7.2.7 Review: The President may, at any time, either on his own motion or otherwise review any orders passed under these rules, when any new material or evidence, which has the effect of changing the nature of the case, has come or has been brought to his notice.

7.2.8 Suspension:

A Railway Servant is placed under suspension in order to keep him out of duty temporarily pending final action against him for criminal offence misconduct, indiscipline etc. Suspension may be resorted to when disciplinary proceedings are contemplated or pending or when a case in respect of any criminal offence is under investigation or trial, or for engaging in activities prejudicial to the interest of security of state.

A Railway servant is deemed to have been placed under suspension when a railway servant is detained in custody for a period exceeding 48 hours or is sentenced to a term of imprisonment exceeding 48 hours.

The initial period of suspension will be upto 90 days. The period of suspension can be extended by a maximum of 180 days in each spell on the recommendation of a committee constituted by the Appellate Authority for this purpose. The committee shall consist of the authority who placed the railway servant under suspension and two more authorities of equivalent or higher rank.

A suspended official is entitled for the first 3 months of his suspension to subsistence allowance equal to leave salary on half pay. Thereafter, it may be increased upto 50% of the initial amount if suspension is prolonged due to the reasons not attributable to him. On the other hand it may be decreased upto the same extent, if the railway servant is held responsible for the prolongation of suspension period.

8. OFFICIAL LANGUAGE

Article 343 of the Constitution lays down that the official language of the Union shall be Hindi in Devnagari script. Parliament enacted the Official language Act, 1963 permitting use of English language in addition to Hindi for all official purposes of the Union and for transaction of business in Parliament. Official Language Rules, 1976 were issued for carrying out the purpose of the above act.

Regular provisions have been made in the act and the Rules for the progressive use of Hindi for the Official purposes. Based on these provisions, an annual programme to encourage progressive use of Hindi in the ministries is drawn.

It has, therefore, been necessary for all the central Govt. employees to have sufficient knowledge of Hindi. With this aim in view, a scheme of organizing Hindi classes for Central Govt. employees was chalked out. In-service learning of Hindi was made obligatory for all Central Govt. employees, who have no working knowledge in Hindi. They are provided various facilities to learn Hindi upto High School standard so as to facilitate smooth switch over to the use of Hindi for official purposes.

Official Language directorate has been functioning in the Railway Board's office to monitor the progressive use of Hindi on Railways. In keeping with the provisions of the act and the Rules, Railway has been taking keen interest in popularizing use of Hindi.

All the existing Acts and Laws as well as Code books manual etc. have been translated in Hindi. A Railway Hindi Terminology sub-committee was also set up to compile Hindi equivalents of technical terms used in various departments of Indian Railways. It has also been decided that all circulars relating to staff matters as well as administrative instructions and general orders should be issued in English and Hindi simultaneously.

Many individual and group awards and incentive schemes have been instituted to encourage railway employees to acquire proficiency in Hindi Language. Prominent among them are the individual Rajbhasha Cash Awards, Rly. Minister's Hindi Essay Competition, Prem Chand and Maithilsharan Gupta Prizes, and various education and noting/drafting cash prizes.

Incentives are granted to the Railway employees for acquiring proficiency or on passing Hindi examinations (Language, Typewriting and stenography examinations) through one's own effort or by under going training at the centresorganised under the Hindi Teaching Scheme. Following incentives are available for Railway Employees under the above scheme:-

- (i) Cash Awards for passing the examination through training classes under Hindi Teaching Scheme.
- (ii) Lump sum award for passing the examination through own efforts.
- (iii) Grant of personal pay equal to one increment for a period of 12 months for passing Hindi Language/Typewriting/Stenography examination and obtaining the prescribed marks.
- (iv) Grant of advance for payment of fee for acquiring training in Hindi stenography/ Typewriting at private institutions.
- (v) Supply of free text books to candidates for examination under Hindi Teaching scheme
- (vi) Cash awards to officers for giving dictation In Hindi.

As a result of concerted efforts, all the Railway employees have obtained working knowledge of Hindi.

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