

Section - 5

Personnel Management

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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 km 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.

Having so many departments and a very large number of employees in each of them, one can easily understand the complexity and daunting task of keeping coordination amongst them so as to synchronise their efforts to achieve a common objective of carrying transport.

For effective and smooth conduct of railway working, the railway system has been divided into SEVENTEEN zones.

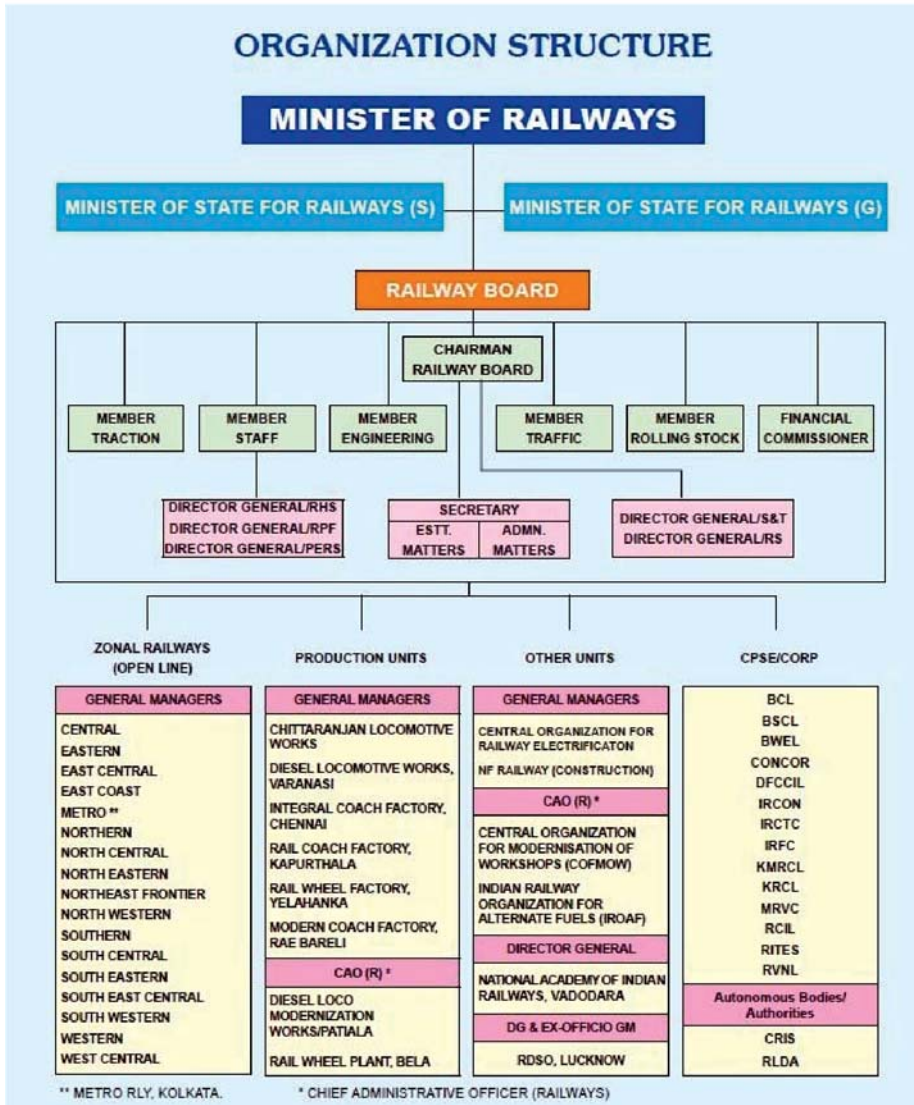


Fig. 1.1 Organisation Structure of Indian Railway

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 at Chhapra, Coach POH Workshop at Harnaut and Diesel Locomotive Workshop at 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 (CORE) th 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:
 - o Leave, Passes, PTOs.
 - o Workers compensation benefit.
 - o Pensionary benefit.
 - o 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.

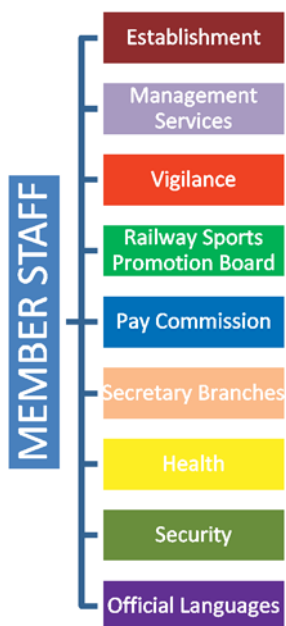
- Emerging role of personnel management.
- Role of the personnel managers of tomorrow.
- Modernization of ‘P’ branch PMIS

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

Chief Personnel Officer						
	C.P.O (Admn)		or	C.P.O (IR)		
	Dy. CPO (Gaz.)		and	Dy. CPO(HQ)		
SPO (Coord.)	SPO (Hq.)	SPO (Legal)	SPO (Reser)	SPO (Welfare)	SPO (IR)	SPO (Gaz.)
APO Gaz.)	APO (MPP)	APO (Court)	APO (Rectt.)	APO (Elec.)	APO (T&C)	APO (IR)
APO (Mech&Elec)	APO (Reser)	APO (Welfare)	APO (Hq)	APO (S&T)	APO (Engg)	APLO

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 70% of vacancies, and
- (ii) On the basis of limited departmental competitive examination to the extent of 31% 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 (RRC) 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	11560	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	18900	21700	25500	28200	35400	44900	47600	53100	56100	67700	78800	118500	131100	144200	182200	205400	225000	250000
2	18500	20500	23400	26300	30100	36500	46200	48000	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	147500	162300	205100			
6	20900	23100	25200	29600	33900	41100	52000	55200	61500	65000	78500	91400	137500	152000	167200	211800			
7	21500	23800	26000	30500	34900	42300	53600	56900	63300	67000	80900	94100	141800	156900	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	71500	75600	91100	105900	159300	176200	193800				
12	24900	27600	30200	35300	40400	49000	62200	66000	73600	77700	93800	109100	164100	181500	199600				
13	25600	28400	31100	36400	41600	50500	64100	68000	75600	80000	96600	112400	169200	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	119900	179900	198300	218200				
16	28000	31100	34000	39800	45400	55200	70000	74300	82600	87400	105600	122900	184700	204200					
17	28800	32000	35000	41000	46600	56900	72100	76500	85100	90000	108800	126600	190200	210300					
18	29700	33000	36100	42200	48200	58600	74300	78800	87700	92700	112100	130400	195900	216500					
19	30600	34000	37200	43500	49600	60400	76500	81200	90300	95500	115500	134300	201800						
20	31500	35000	38300	44800	51200	62200	78800	83600	93000	98400	119000	138900	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	39800	44400	48500	56800	64700	78800	99800	105900	117800	124500	150800	175200							
29	41100	45700	50000	58500	66600	81200	102800	108100	119300	128200	155300	180500							
30	42300	47100	51500	60300	68600	83600	105900	112400	124900	132600	160000	185900							
31	43600	48500	53000	62100	70700	86100	109100	115800	128600	136000	164800	192500							
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	128600	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	92900	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:

- on promotion to a higher post.
- On transfer to a lower post.
- On absorption or appointment to another post carrying different scale of pay.
- 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 %
From 1.7.17	5%

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 @ 24 %, 16% and 08%, respectively of Basic Pay. The rates of HRA will not be less than Rs. 5400/-, 3600/- & 1800/- at x, y & z class cities respectively.

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.

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 Rs. 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 'Commuted 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.

