

1.2 Statement of Problem

Indian Railway is a labour intensive organisation employing around 13 lac regular employees it has to meet the challenges posed by Liberalisation, Globalisation and tough competition from roadways, airways as well as higher expectation of expectation of rail users for better quality of services & safety operations, it also has to maintain a proper balance between public service profit generating and commercial viable organisation.

The railways are unique in the sense that on one hand they constitute a Ministry of the Government and on the other they perform a commercial function. In order to combine both these facets, the railways have to maintain as very delicate balance between public service and a profit generating commercial organization. The number of staff have increased a lot in past fifty years and staff cost has been very sharp over the past few years.

It can be done either by cutting down the man power cost or by generation more surplus revenue from traffic. The focus of this study will be to reduce and rationalise the cost of manpower and increasing the efficiency of workforce through HRM.

1.3 Objectives

This dissertation is an attempt to study the Human Resource Management in the Indian Railways. It looks at the feasibility of reducing, restructuring and rationalisation of the manpower in the railways to make it more efficient and competitive organisation. It also looks at the Human Resource Policies which are in place to rationalise the manpower

With the current trend of Globalisation, privatisation opening up of economy, rapid use of I.T. sector, the existence of Government run commercial undertakings is being questioned in terms of 'Good Governance' i.e. their ability

to deliver goods and services at the qualitative as well as quantitative level effectively and efficiently.

The objectives of the study are the:

1. To analyse the ways to bring down the cost incurred on staff by constantly reducing the number of staff and
2. To put the human resource available to optimum use in order to enhance the overall efficiency of the organization.

The need at this crucial juncture is to revamp and restructure the whole system to make it more efficient and trimmed and more customer oriented. It is in this backdrop that this dissertation has been thought of.

It is an attempt to analyse the existing human resource structure and to suggest modifications for it to cope up with the demand of changing times.

1.4 Limitation

This study has been undertaken to suggest appropriate Human Resources Management policies to improve the efficiency of the Railways and also suggest some changes in the Organisational set-up of Personnel Department

The study is basically an outcome of the experience and the ideas gathered by the researcher while working in various capacities in the Personnel Department of the Railways in the Northern, North-Eastern Railways and Rail Coach Factory Kapurthala (Production unit). Ideas that emerged during the discussion with seniors and colleagues have also been considered.

It is basically a desk research based on published and unpublished sources. Due to shortage of time field study was not a part of the study but efforts have been made to validate the H.R. policies by the outcome after implementation of the policies.

The object has been to analyse the relevant literature and arrive at a conclusion to understand and recommend policies that can help railways to improve its Human Resource Development policies and programmes.

1.5 Literature Review

Indian Railways is unique in the sense that it is a government organisation which performs commercial functions. Its level of operation in terms of staff strength and geographical area cannot be compared with any other organisation in the country. This itself puts a constraint in making comparative study with other organisations and the availability of literature on the subject is also very restricted.

Railways working have to a large extent being reduced to well defined codes, manuals which serves as very useful guidelines for course of action to be taken in given circumstances. In view of the limitation extensive study have been made of official documents like Indian Railways year books, Report on railways Reforms committee, status paper issued from time to time, railways safety Review committee, Committee on organisational structure, Railways corporate plans and so on.

References have also been taken from various books, written on Indian Railways national and International Journal, Research papers etc.

This issue of re-organisation of personnel department has received its due importance only in recent past, hence there is a paucity of published material in this regards. A large chunk of information have been taken from the policy circulars, guidelines and orders issued for management of human resources from time to time by the Railways Board with specific reference to manpower planning, benchmarking training etc.

1.6 Methodology

To start with the historical perspective of the development and growth of Indian Railways would be examined. The emphasis would be to study the evolution of human resource management, with special reference to structural, functions re-organisation and gradual changes and reforms done in the policies with reference to emerging needs posed by the current challenges.

The rapid changes brought about by the globalisation, liberalisation technological up-gradation and innovations have necessitated Indian Railways to adapt itself with the fast changing technological and economic environment and to re-organise Personal Management. In the words of Wendell L. French "Personal management is a major pervasive subsystem of all organisations. Whatever in the environment affects the organisation as a whole also affects the human resources system."

Peter F. Drucker has rightly observed the significance of human resources as "managers are fond of saying" 'our greatest asset is people' and the real difference between one organisation and another is the performance of the people".

A large chunk of data and information has mainly been derived from several reports of the various, expert committees, Indian Railways, year books, Annual statistical statements and from various unpublished reports. Moreover the information has also been tapped from zonal Railways and other units to ascertain impact of new policies on human resource management.

1.7 Chapterisation Scheme

The whole study has been divided into eight chapters:

Chapter 1: Introductory Part

This chapter is for introducing the subject. At the outset it gives the background of the Indian Railways, brief description of the organisational set-up of the Railways. The evolution of the concepts of human resource management on the Indian railways and its importance in making the railways management system to cope up with the fast pace of external environments i.e. rapid technological up gradation, computerisation etc

The problems at hand and its significance. The objectives of the study are explained in the methodology adopted to execute the study. Finally, the limitations with regards to the scope of study.

Chapter 2:

The second chapter deals with the 'current status challenges and opportunities' in the Indian Railways. Corporate plans of the railways a little bit of history Indian railways.

It also analyse the various components of the policy of Man Power Planning and its impact on the physical and financial health of the organisation.

Chapter 3:

This chapter deals with the 'Challenges of Man Power Planning'. It brings out the facts analysis on Manpower position in Indian Railway. Importance of manpower planning and strategies followed by Man Power Planning.

Chapter 4:

It deals with the 'Benchmarking' recent policy initiatives taken by the Railways in the field of benchmarking as a tool for increasing staff productivity. Its objective

and Impact of benchmarking. The details of benchmarking done on various departments and units of Indian Railways.

difficulties being faced by the existing organisational set-up of Personal Department on zonal railways. It also gives suggestions for proposed hierarchical set up of the department at the H.Q. level and at divisional level.

Chapter 5:

Re-structuring of Personnel Department- It deals with the existing set-up of Personnel Department and proposed set-up of the Department. It deals with specific areas of application of the proposed system in Personal Department. It encompasses activities like recruitment, training, strengthening of training institutes, Industrial Relation Contemporary issues in HRM, simplification of rules and procedures Computerisation and e-HRM.

Chapter 6:

This chapter deals with 'Implementation' of human Resource Policies in different areas'.

Chapter 7:

The subject of 'Training, Development and Quality Improvement' has been taken in this chapter. It covers the Institution in Railways, number of staff trained in one year and how to make training effective.

Chapter 8:

It covers the 'Conclusion and Suggestion' part