

Chapter – 6

Recommendations

Based on the analysis and conclusions in the preceding chapters, following viable remedial measures are recommended to improve the motivation levels of the loco running staff.

1. Railway administration should try to increase the number of Railway quarters for the running staff at each crew lobby station. Efforts should be made to accommodate maximum number of the running staff in such Railway accommodations.
2. The Railway administration should focus on more effective utilization of features of Freight Operations Information System (FOIS) and Coaching Operations Information System (COIS) for improved forecasting of the movement of the trains.

The level of communications between the divisional control room & the stations and among the adjoining stations about the forecasting of the movement of the trains needs to be improved. If required, the communication technology in use may be upgraded.

Use of GPS (Global Positioning System) enabled devices may be provided in the locomotives or the guard cabins of the trains for faster and more accurate assessment of their locations enroute. It will help in improving the forecasting of the movement of the trains. It will help in reducing the anxiety levels of the waiting crews and the related stress actuated fatigue.

3. The Railway administration should expeditiously implement the CMS over all the divisions of IR. The booking of the crew should be mandatorily and exclusively done on the CMS.
4. The Railway administration should expeditiously implement the CMS over all the divisions of IR. The calculations of the running staff allowances, including the kilometrage allowance, should be mandatorily and exclusively done on the CMS.
5. The Railway administration should undertake an exhaustive audit of all the types of the cabs and seating arrangements therein for all types of the locomotives/ EMUs/ MEMUs/ DEMUs, in use as well as in production line, from an ergonomic point of view. Based on the above audit, the cabs may be redesigned. The existing cabs may also be modified accordingly in a time bound manner.
6. The Railway administration should make conscious efforts to minimize the long duty hours of the crew. Judicious and planned change of crew enroute, along with the improved forecasting of the movement of the trains, may help in minimizing the long duty hours of the running staff to a very large extent.
7. The Railway administration should develop an IT based system for continuous monitoring and tracking the running staff working the trains outsidess their HQs. It will facilitate better planned action for bringing them back to their HQs, without wastage of precious crew man hours. Preferably, such system should be incorporated in the CMS itself to promote integrative system of working.

8. The Railway administration should make concerted efforts for significant improvements in the infrastructure and management of running rooms all over the IR.

9. Railway should invest in regular technological improvements in the signalling and the allied system, especially with the increasing traffic densities and increasing focus on increasing the train speeds.

Adoption of the state of art technologies like "Train Protection and Warning System (TPWS)" and collision avoiding system on pan India basis will be immensely helpful to the running staff in the train working and improving their motivation levels further.

10. The intrinsic nature of the round the clock train operations generates irregular duty cycle for the train crew. Accordingly, nothing much can be done on this front.

However, a thorough review of the current IR norms for minimum rest requirements at the outstations, continuous night workings and periodical rest may alleviate the current misery to some extent. However, some of the above proposed measures may entail increased requirement of the running staff, involving substantial financial repercussion on the organization.

11. The Railway administration should follow a mission approach for regular and periodical filling up of the running staff vacancies; and regular and periodical review of the sanctioned strength of the running staff vis-a-vis the evolving traffic volume.

12. Senior Crew Controllers need to be sensitized about being impartial and objective when handling leave applications of the running staff.

This aspect needs to be closely monitored at officers' level for strict compliance. Regular interaction with the running staff, at the officers' level, may help in this monitoring.

13. The supervisors and the staff working at the crew lobbies and the divisional staff dealing with the running staff matters should be trained periodically to handle the issues and the grievances of the running staff compassionately and proactively.
14. The Railway should develop a mobile app-based IT system for remote registration and tracking of the grievances by the running staff and their effective monitoring and disposal by the Railway administration.
15. The Railway administration may develop a uniform IT based comprehensive and transparent system for registration and tracking of for the requests of the running staff for inter-divisional and intra-divisional "own request" transfers.
16. The Railway administration should evolve an institutionalised mechanism for increased regular and periodical interactions between the running staff and the officers, in addition to their controlling officers and especially with officers from personnel, accounts, operating, engineering and signal & telecommunication departments. These are the departments which affect the professional and personal interests of the running staff.

Such institutionalised interactions will help the officers in improving their understandings and consequent redressal of the problems faced by the running staff as well as increasing the faith of the running staff in the

Railway administration. It will also help in restoring the feeling of professional pride in the running staff.

17. The Railway administration should promote increased interactions among different grades of the running staff and between the running staff and the officers on institutional basis, like short term training courses and periodical social interactions. It will help in removing their misconceptions and apprehensions on account of their status vis-a-vis their other Railway colleagues.
18. The Railway administration may look for a tactical tie up with the central school organization and other good educational institutions at senior secondary level for making quality education available to the wards of the Railway employees, with the running staff in particular, at least up to the senior secondary level. This will go a long way in assuaging the anxieties of the running staff to a substantial extent.
19. Continuous upgradation of the technical knowledge and the driving & trouble shooting skills, due to a very organised system of periodical trainings, has made the running staff professionally competent and confident to take extra responsibilities and meet the professional challenges successfully.

However, upgradation of training infrastructure and training methodologies, including use of driving simulator systems and computerised trouble shooting training systems, and regular review of training curricula will further help in improving the professional competence and motivation levels of the running staff. It will also help

the running staff in faster and smoother assimilation of the newer technologies.

20. The qualities of quick decision making and self-initiative of the running staff have been helping the Railway organization in improving its operational and safety performance. The Railway administration should promote further inculcation of these qualities in the running staff. All training courses for the Railway employees, especially the running staff, should include modules on decision making and self-initiative.
21. The Railway administration should ensure that the running staff retains the clarity about their roles and responsibilities in the train operation. All the training courses for the running staff should include specific modules on this aspect.
22. The Railway administration should introduce, uniformly over all divisions of the IR, an institutionalized system of need based short duration and focused professional training courses on technical and operational safety matters, in addition to the existing structured formal training courses of medium to long durations. Such courses may be organised within divisions itself, utilising existing infrastructure and manpower.

Due to short duration of say two days, larger number of the running staff may undergo such training without adversely affecting the overall availability of the running staff for the train operations. If need is felt, they may be sent for the repeat courses.

The Railway administration should try to maximize nomination of ALPs and LPSs for such training courses. It will not only improve professional

capabilities of a larger portion of the running staff but also will improve their motivation levels.

23. The Railway administration should focus on improving the efficacy of the CLIs in providing quality support to the running staff in the professional matters. They should be mandatorily sent for periodical training courses for regular updation of their technical and professional capabilities.

24. The CLIs should be periodically trained at specialized HR training institutes for improving the efficacy of their inter-personal interactions with the running staff.

A good connect of the CLIs with the running staff under their mentorship and faith of the running staff in their mentor CLIs helps the running staff in better sharing of their worries with the CLIs and release of their stresses on different accounts.

25. The Railway administration should effectively and intensively use the tool of downloading and analysis of loco speedograph reports over all the divisions of IR. It will go a long way in improving the driving skills of the running staff and their compliance of the speed limits. It will also help in identification of the errant running staff and initiation of suitable corrective actions

26. However, norms of the punishment of the running staff for the serious accidents like SPAD are too harsh. Possibility of the above norms affecting the motivation levels of the running staff quite adversely, in near future, cannot be ruled out. The Railway administration, therefore, should review these norms seriously and make them more rational.

27. The Railway administration should promote a culture of recognition, felicitation and awarding the running staff with good technical expertise and remarkable performance on operational and safety matters. The offices and the supervisors should be sensitised for giving due regard to the seniority of the individual running staff while interacting with them. An extra effort, on the part of the Railway administration, in becoming proactive in acknowledging and appreciating the good work done by the running staff will go a long way in improving their motivation levels and consequently, their performance.
28. The Railway administration, in Delhi division, has been successfully using an IT based system for recording and monitoring action on the abnormalities reported by the running staff. Feed back to the reporting staff on the action taken is also tracked through the above system. The Railway administration may consider adopting the above or a similar IT based system for the recording and monitoring action on the abnormalities reported by the running staff and feed back to the reporting official. It will go a long way in restoring the faith of the running staff in the Railway administration and thereby, improving their motivation levels.
29. The Railway administration should continue focus on the welfare policies for the running staff to retain the trust of the running staff in IR and their high organisational pride.