

Chapter VI

CONCLUSIONS AND RECOMMENDATIONS

Indian Railways started in the year 1853 in India. The introduction of steam locomotive for hauling was a great leap from the erstwhile transport of carriage drawn by horses and bullock carts. For next 100 years many changes took place in Railways but it were not fundamentally different from what it used to be in its initial days. The technological changes were gradual and incremental in the beginning but it got very fast in the middle and last quarter of the 20th century and since then its speed and intensity is increasing with each passing year and decade and Railways strove to keep its pace of growth in tune with the changes in modern technology. While many changes took place in railways with changes in technology like from steam to diesel to electric locomotives and speed and hauling capacity greatly increased but it did not gave the desired focus it needed on manpower. Availability of manpower has never been a problem in the country because of its abundance and cheapness. In the beginning, the staff cost was very little in comparison to the operating cost but after the independence of India the focus was shifted from mere wage payment to all encompassing staff welfare and consequently staff cost greatly increased and at some point of time it reached above half of the earning and after serving other liabilities hardly any penny left for investment and up gradation.

From time to time there is a serious realization in Railways about manpower recruitment and enhancement of their productivity but still it has not taken a shape and place in core corporate thinking and planning. It has not yet been given the resources and priority what has been given to other departments. As a result, efforts on manpower planning management and improvement and productivity are sketchy.

While other departments particularly the technical one have occasionally changed their recruitments rules and staff are recruited according to qualifications and skills required for the post but in personnel and other non technical department like commercial ,accounts, stores and even operating recruitments are not based on the requirements. Due to lowest importance attached to the personnel department, the manpower working under this department is in perpetual state of de-motivation and there no incentives to work and its demotivation0 have wide ranging impact on all other department of Railways.

There are discrepancies in the appointments of the top level officers in the railways. The concept of right person at right job has hardly taken into considerations while appointing a top level officer at railway board who heads the whole department for the whole country. Another serious problem is the short tenure of officials who can really bring the change. Lastly the most important of all is the change is neither forced nor felt.

The existing system of recruitment in railways should be changed or at least modified. Existing discrepancies in recruitment and actual requirements should be identified. Gaps between the recruiting agencies and the actual demands of the departments should be bridged. Research and development should be instituted. Organizational reforms in terms of coordination and control should be brought in. Recognition of Personnel Department within the system be given. Reforms on the principles of the modern human resource management should be brought in the Personnel Department. Shift the focus from mere filling of vacancies to right persons for future requirements. Mental matching should be brought. Miss match between job requirements and workers' capabilities provide the potential for human error for safety. Close interaction with private sector is needed for training.

The personnel agencies should not fall into the tricky deliberations of core and non core issues, technical versus non technical, and safety non-safety issues in

selection. Rather recruitment agencies, especially personnel department, should seek more involvement of those departments where these personnel are sent for working. The advertisement of RRB should contain what the job they are going to take. What remuneration they will get. What will be their career advancement. The mismatch between qualification and job they are supposed to perform should be reduced. A person has to work in the same job for his whole career that cause of dissatisfaction. A provision in Recruitment Rules should be made to place them to other departments for a considerable period of time. Greater number of more sophisticated methods should be used when the complexity of the work has increased and technique applied in private sector successful organisation can be tried.

The whole fabric of the organization should be closely woven so that there would be no gap appear in it. While drafting any recruitment policy the objective should be to answer the questions such as what are the requirements of the organization in terms of numbers and skill.

Earlier the job of employment officer or personnel department was to simply add one person in place of the outgoing person, the job of personnel agencies were limited to fill this gap as there was hardly any question of technology and cost. But with the change in technology and hefty bill on staff expenditure the entire personnel functions needs a fresh look.