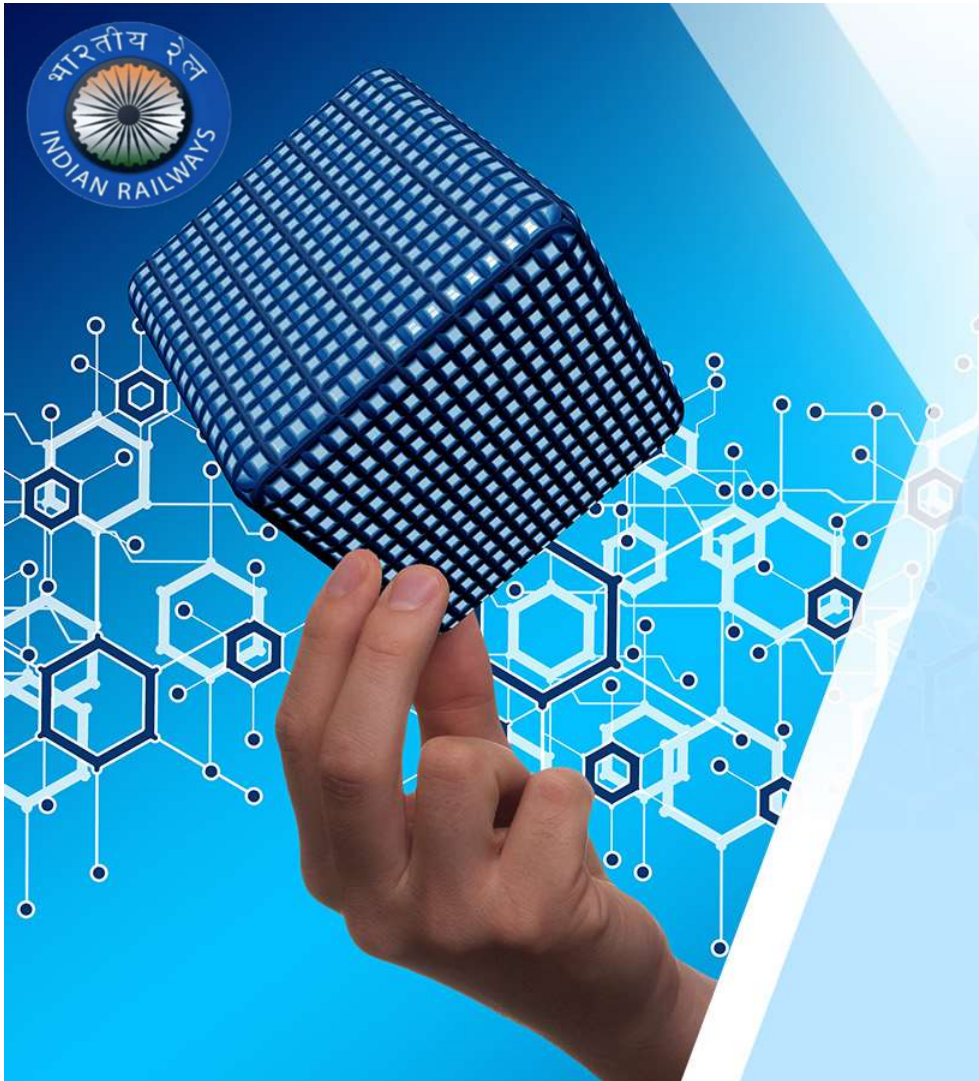


# INDIAN RAILWAY MANPOWER PLANNING



**MPP/Pune Division/CR**





## MANPOWER PLANNING

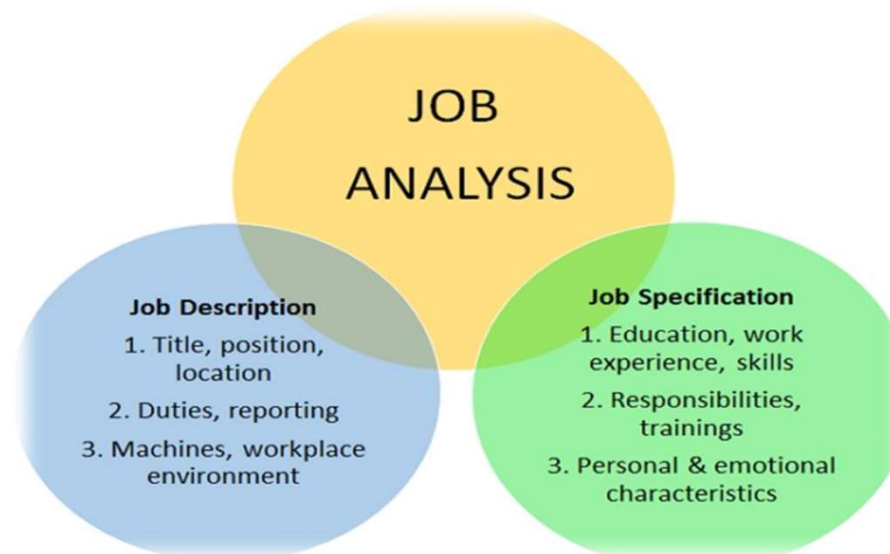
- ✓ Manpower planning is a strategy for the acquisition, utilization, improvement and presentation of manpower of an enterprise. Its objective is to ensure optimum use of manpower currently employed and to provide for the future manpower needs of enterprise in terms of skills, number and age i.e. to provide the right number of employees, with right level of talents and skills, in the right jobs, at the right time performing the right activities to achieve the right objectives to fulfill the corporate enterprises.
- ✓ Railway is a Government concern having commercial value, run on commercial basis as it sells transport and earn profit. For the efficient and effective management of a gigantic organization like Railways in a smooth
- ✓ Efficient and economic way, one of the prime requirements is large number of personnel with requisite qualifications and training in various disciplines.
- ✓ The cost of staff on railways amounts to approximately 60-% of the total working expenses. Therefore, it would be necessary to plan its manpower in such a way that adequate staffs are made available for the new assets without incurring any additional expenditure. This is being achieved by locating the excess manpower in the existing system and making available for additional assets after giving necessary training.
- ✓ Recently, in this huge organization, due to rapid increase in traffic and also change in system, in introducing essential mechanization, modernization and computerization, it has become essential on the part of Railways to plan its manpower suitably, in order to cope up with the increased volume of workload competently, efficiently and economically. More so, a large section of Railways has been electrified and is under progress, requiring skilled staff has also added/contributed for the assessment of qualified and skilled staff to manage the operation of railways efficiently, so as to satisfy its accountability to the public for whose comfort the management has to ensure.
- ✓ Manpower planning means establishment of job specifications or the qualitative requirements of jobs to determine the number of people required and to find supply source.
- ✓ Manpower recruitment is related to matching the personal qualities of employees with the job requirements.

MPP/Pune Division/CR



## Job analysis and Job description

- ✓ **Job analysis means** analyzing the corporate plans, objectives, finance, investments, products, marketing etc. with the trend of turnover, promotion patterns, transfers, qualifications, training, experience, performance standards and performance actual.
- ✓ **Job description** includes job design, job specifications, job enlargement, job enrichment, job responsibilities etc. When these elements are co-related, the job demand is known. Job analysis, job specification and job design are the important factors involved in human resource development and manpower planning.





## Assessment of Manpower in Railways

- ✓ In open line, factors like normal wastage, death, deputation, dismissal, creation of assets and posts, leave reserve, rest givers, yardsticks etc., influences the assessment of manpower.
- ✓ In construction projects, performance evaluation and review technique, phasing of work etc., are used to assess the manpower.
- ✓ There have been dynamic change in the technology and modernization, electrification, computerization, mechanization of track maintenance etc. are taking place at fast rate to meet the challenges of traffic requirements in Indian Railways. To meet the challenges of the changing environment, systematic manpower planning is essential.
- ✓ Therefore a category-wise analysis of staff should be carried out, to identify surplus and to arrange manpower in the areas of need. This adjusts the surplus in one category to other categories, where there is demand. Manpower planning ensures that the existing manpower is utilized to the maximum possible extent.
- ✓ Manpower planning emphasis on training to different categories of staff to improve the skill and to increase productivity. This step reduces the availability of unskilled staff, increase productivity and maximize manpower utilization. Regular conversion training programmers reduce the wastage of manpower due to changeover. The staffs are also deputed for refresher course, conversion course, promotional course etc. with the aim to develop organizationally effective personnel with pride in their work and faith in management.





## Primary objective of the MPP-1

The primary objective of the manpower planning is to ensure the availability of the required skill and to reduce wastage. When the manpower availability is clearly known arrangements can be easily made to cater to the additional needs of manpower as indicated in the forecasts. Normally, the field officers responsible for executing the job are responsible for the manpower planning.

In order to achieve these objectives, to arrest the bottlenecks and to ensure smooth working of Railways, the Ministry of Railways (Railway Board) have planned its manpower suitably as under:

- a) Recruitment of staff with proper and suitable educational and technical qualification by upgrading the limit of educational and technical qualifications for most of the categories;
- b) Arranging training, frequent refresher courses, promotional courses, technical courses and catering orientation courses in Government and Non-Government institutions.
- c) Plan filling of vacancies, advance indents to RRBs, Ordering departmental selections, Absorption of surplus staff, Screening of CLs in advance. Manpower also helps to reduce the problems associated with sudden surpluses and over sight surrenders.

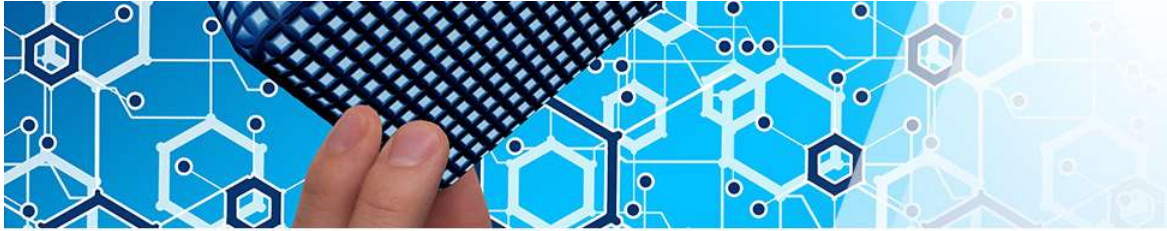
**Continue -2**



## Primary objective of the MPP-2

- ✓ In regard to (a) above, technology and modernization of Railways, has warranted improvements in manpower with the changing needs of operations in field for various categories of staff.
- ✓ Likewise Financial Planning, it also requires long term planning manpower resulting in up-gradation of educational and technical qualifications for recruitment.
- ✓ Thus, the educational qualification of even Group D staff have been upgraded, as they have to operate their working with changed modern technology specifically in S&T Workshops, Loco Sheds, Diesel/Electric, Engineering and Mechanical Workshops.
- ✓ For recruitment of such staff, the minimum educational qualification is matric or equivalent with IIT or completion course under Apprentice Act.
- ✓ Railway Board have considered the upgradation of qualification for recruitment of casual labour, who have to be absorbed under the rules, in the time scale, in the near future. Similarly such changes have been made in the most of the categories.





## Management training to gazetted officers

**Regard to (b) above, initial and management training to gazetted officers is catered in the following institutions-**

1. Railway staff College, Vadodara.
2. Indian Railway Institute of Civil Engineering, Pune.
3. Institute of Signal & Telecommunication, Secunderabad.
4. Institute of Mechanical & Electrical Engineering, Jamalpur.
5. Institute of Electrical Engineering, Nasik Road.
6. Workshop & Technical School, Kharagpur.



## Quality and Quantity

In order to develop quality and quantity, refresher courses on management and technical subjects, are being catered in these institutions as well as in other private institutions.

Training of non-gazetted staff is arranged for initial courses, refresher courses, and promotional courses in Zonal Training Schools/Basic Training Schools, System of Technical Institutes, as well as in other private institutions in order to gain sufficient knowledge of technical capability on personnel subjects and on financial matters.





# Surplus Bank & Money Value

## Surplus Bank

- (a) Operative from 1989 at HQ Office
- (b) Accountal maintained by CPO's Office.
- d) Money value can be retained only of surrendered permanent and temporary revenue posts
- (e) Maintained department-wise and grade-wise
- (f) Matching surrenders can be drawn from this bank irrespective of the department to which they pertains

## Money value

Eg. Scale Rs. 5200-20200 + 1800(GP)

$5200 + 20200 / 2$

= 12700 (Mean Pay)

= 12700 + 1800 (GP)

= 14500

= 14500 + 7395(51% prevalent DA)

= 21895

= 21895 X 12

= 262740 (Per annum)



## Creating Post

Creation  
is  
required  
when

- (a) new technology is introduced
- **(b) Increase in workload**
- (c) improvement in the existing works like gauge conversion, laying additional tracks etc.

Normally the following posts can be created

Permanent

Temporary

Supernumerary

Work-charged

Private sidings

Six monthly review.



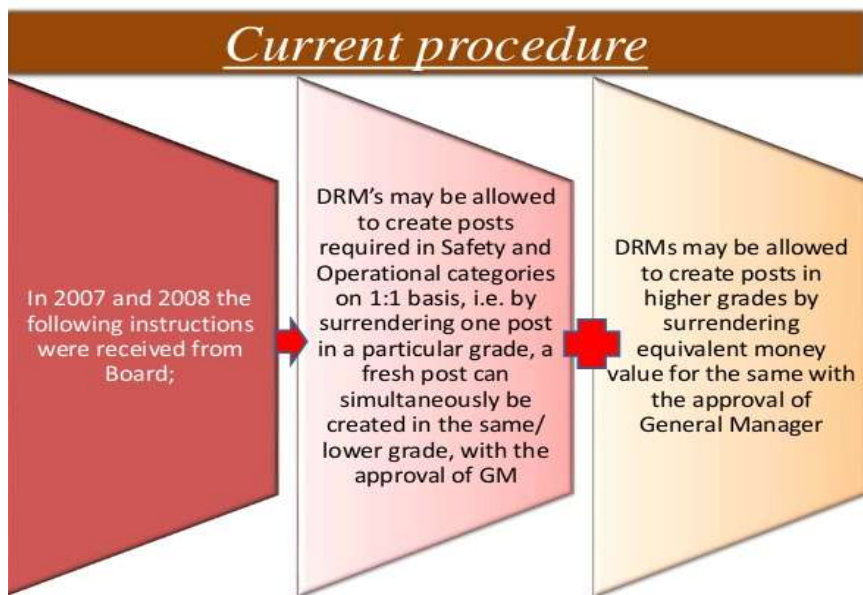
## Previous Procedure

### *Previous procedure*

- DGM(G)'s note No. G.176/25 dt. 7/8/1992.  
Powers as per SOP Part "A" i.e. regarding creation of posts, delegated to AGM.
- Letter No. EP 261/0 Vol. VII dt. 13/10/98.  
General Manager delegated powers to the DRMs
  - (i) for creation of non-gazetted Gr."C" and "D" posts required for maintenance and operation of new assets
  - (ii) with matching surrender of posts of equivalent money value
  - (iii) by operating a vacancy bank in which division may retain 25 % of the money value of surrendered post
- DGM(G)'s note No. G.176/3 Item No. 1 dt. 27/4/2009.  
All creations of Non-Gazetted posts including six monthly review shall henceforth be done with the personal approval of the General Manager

MPP/Pune Division/CR

# Current Procedure



Letter No. E/HRD/Creation procedures  
dt. 18/11/2009

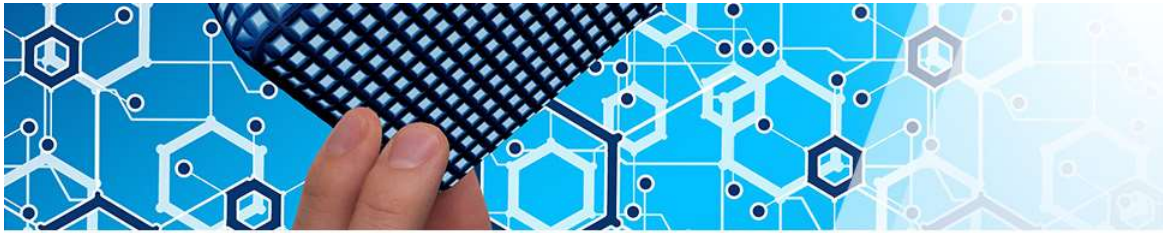
- (a) Powers for creation of NG posts, required in Safety and Operational categories and those for operation and maintenance of new assets delegated to DRMs
- (b) DRMs are to operate a Vacancy Bank wherein they were permitted to retain 50% of the money value of posts surrender by them
- (c) Matching surrenders on 1:1 basis from divisional vacancy bank
- (d) Associate Divisional Finance concurrence
- (e) 'in principle' approval of the General Manager



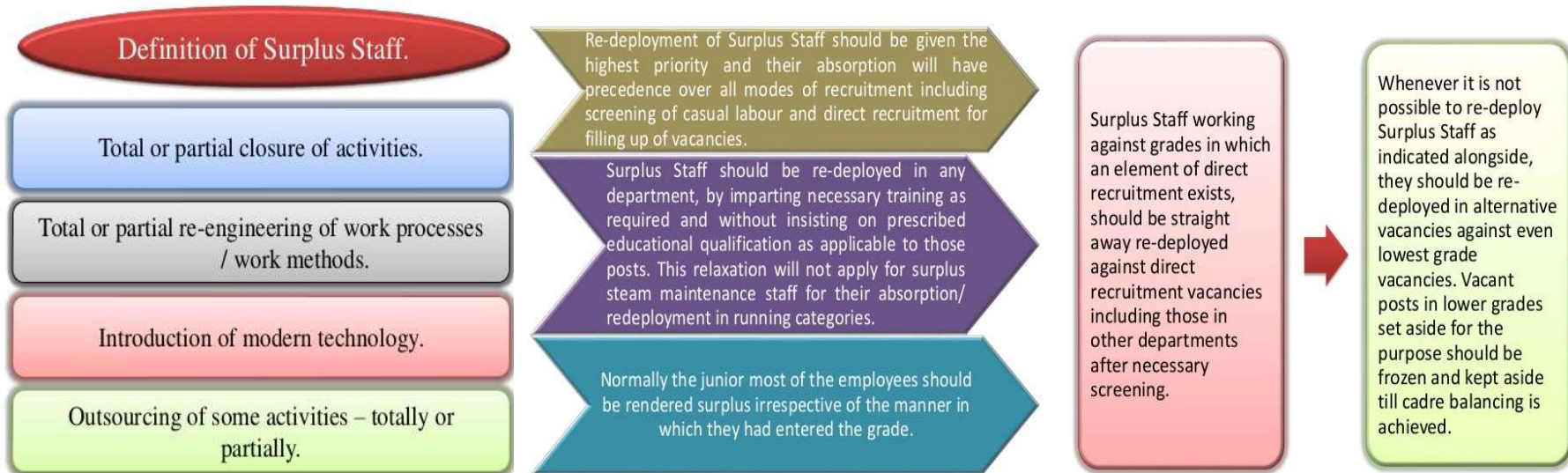
## Footnote

### Footnote

*“All creation proposals forwarded to HQ office for ‘in principle’ approval of the General Manager will henceforth be dealt by Dy.CPO(HRD)”.*



# Re- Deployment of Surplus Staff-1





# Re-Deployment of Surplus Staff -2

Board's instructions circulated vide PS No. 226/2000 dt. 14/12/2000.

Surplus staff in intermediate grades should be transferred/ re-deployed in the accepting department along with the post, after training as necessary, on establishment/ acceptance of the need for additional manpower.

While issuing orders as above, an equal number of vacant posts of the accepting department in the immediate lower direct recruitment grade should be frozen temporarily, to be restored on vacation of the higher grade posts by the re-deployed staff due to any reason.

In case vacant posts in immediate lower direct recruitment grade are not available in the accepting department, even next to next direct recruitment grade vacant posts may be located and frozen.

If no vacant posts are available in any of the lower direct recruitment grades, the transferred/ re-deployed posts shall be surrendered as and when they are vacated by the re-deployed staff due to any reason in due course

The process of re-deployment of surplus staff working against intermediate grade posts should be finalised preferably within six months from the date an incumbent is declared surplus.

A team of officers (JS/ SS or JAG) should be deputed for an on the spot assessment of options from the surplus staff and suitable transfer orders be issued after this.

In case where large number of Surplus Staff are involved, and where promotional prospects are likely to be affected in any way, recognized unions are to be consulted for expeditious re-deployment.

Seniority on being rendered surplus  
P S No. 111/2004 dt. 7/6/2004

The surplus employees are not entitled for benefit of the past service rendered in the previous unit/ department for the purpose of their seniority in the new unit / department.

Such employees are to be treated as fresh entrants in the matter of their seniority, promotions etc.

When surplus staff are redeployed in a post carrying a lower scale of pay, the surplus employee shall be permitted to carry his current pay scale along with him to the alternative post in which he is so redeployed.



MPP/Pune Division/CR