

सुनीत शर्मा  
SUNEET SHARMA



अध्यक्ष एवं मुख्य कार्यकारी अधिकारी,  
रेलवे बोर्ड  
पदेन प्रमुख सचिव, भारत सरकार  
रेल मंत्रालय  
CHAIRMAN & CHIEF EXECUTIVE OFFICER,  
RAILWAY BOARD  
EX OFFICIO PRINCIPAL SECRETARY  
GOVERNMENT OF INDIA  
MINISTRY OF RAILWAYS

No. E(W)2021/PCPO Conf/1(pt)

Dated 19<sup>th</sup> July, 2021

**My dear General Managers/DGs,**

**Sub: Monitoring of HR Practice over Indian Railways**

We need to remind ourselves about the need for higher order Human Resource Management in Indian Railways and the role of leadership in fulfilling this objective. Our Human resources are the **greatest renewable energy** that we can have. The intensity of this energy grows when each employee gives his best **performance** (i.e. when he voluntarily performs, and does so without waiting to be directed and supervised) because of their **high engagement** with the organization. So, the best form of leadership demonstration will be for us to be able to **encourage each and every employee** to bring forth his extra effort to their everyday work.

As you may recall, I had highlighted certain areas of concern such as **request transfers, selections, compassionate appointments** etc during my first review of establishment matters with all of you in April, 2021. There was an expectation that Railways would have made progress in resolving these, in the 3 months that have elapsed since the last meeting. However, it was disheartening to note in our last meeting in July 2021 that not only had there been little progress, concerned officials were also largely unprepared in the meeting.

It needs to be re-emphasized here, that human resource in the Indian Railways is a technically skilled and competent workforce. There is a need to devote time to developing this resource to meet the future challenges. Though some of the issues taken up in the MIS appear routine, these contribute significantly to overall satisfaction levels in the organization, affecting employee morale, productivity and organizational efficiency. I would thus urge you to pay adequate attention to these issues and monitor their progress periodically over your railway.

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Most of all, special attention needs to be paid to finalizing **settlement and compassionate appointment cases of employees, lost to covid pandemic**. While the loss due to demise of a loved one is irreplaceable, I urge all members of the Railway family to stand by and support family members of those deceased and mitigate their hardship and distress to the extent feasible. It is necessary that concerned managers take ownership of cases of such employees and ensure that these are resolved in the most expeditious manner.

I would therefore urge General Managers to include areas that were recently reviewed such as **vaccination, settlement and compassionate appointment in covid death cases, mutual transfers, absenteeism, selections and other promotions of staff** in their dashboard and focus exclusive attention to these issues during review meetings with PCPOs and other PHODs every week.

I look forward to discussing these issues with you in the next review.

With best wishes,

Yours sincerely,



(Suneet Sharma)

To,

**All General Managers  
(Open Line & PUs)  
DG/RDSO, DGs/CTIs**