GOVERNMENT OF INDIA (भारत सरकार)
MINISTRY OF RAILWAYS (रेल मंत्रालय)
RAILWAY BOARD (रेलवे बोर्ड)

No. 2018/SP/MPS/1 New Delhi, Date : 09.05.2018

The General Managers,
All Indian Railways and Production Units.

Sub: Manpower management strategy for Indian Railways.

There is a compelling need for General Managers to adopt a concerted Manpower Management Strategy for sustainable growth of Indian Railway. In this context, a Manpower Strategy Note (copy enclosed as Annexure-I) has been prepared in the Board. Drawing from the note, Board(MS,CRB) have decided to formulate the following action plan to serve as guidelines to General Managers for manpower management in their respective jurisdictions.

The Action Plan is as under :-

i) Yardsticks of O&M activities of all departments be revised taking into account :-

a) Technology upgradation over past two decades.
b) 'Outsourcing experiences' among different activities in various Railways (A copy of the collated list of activities from the 68 Divisions is attached in Annexure 2).
c) 'Benchmarking' standards set by different Railways

ii) General Managers of each Zonal Railway to conduct, individually, a Zero Based Review of yardsticks of O&M activities listed against each as per table furnished below.

Yard Stick Activity	Zonal Railways
P-Way Maintenance	CR, SECR
Other Civil Engineering Activities except P-Way Maintenance	ECR, NWR
Electrical – TRD	NR, NFR
Electrical – TRS	SCR, SER
Electrical – Coach Maintenance including AC	SWR, WCR
Electrical – General and Others	ECoR, WCR
Mechanical – Coach Maintenance	SR, ER
Mechanical – Locomotives	WR, NCR
Mechanical – Others	NER, NCR
Environment and House Keeping	NCR, NER
Signalling	ER, WR
Telecom	SR, SCR
Operating	SER, ECoR
Commercial	NFR, SWR
Personnel	SECR, NR
Accounts and Stores	NWR, CR
Engineering Workshops	CR, SCR
S&T Workshops	SR, CR

This exercise should be completed in a comprehensive manner **by July 10th, 2018** and presentation to be made to the Board thereon. General Managers may conduct a weekly review of the progress of this exercise within their jurisdiction, to adhere to the said time-line.

i) Each Railway and Production Unit should conduct a Zero Based review of activities of non-safety categories and explore possibilities of redeployment in light of some categories having lost relevance in the current context. Also each Railway and Production Unit should review Manpower requirements, Datums and Incentives in their respective units, wherever applicable.

ii) Each Railway and Production Unit should aggressively pursue multi-skilling.

iii) In the event, where there is a dire need for creation of posts each Railway and Production Unit should focus on creation of posts of 'Artisans' rather than unskilled labour.

iv) All essential safety category staff deployed in administrative units in Railway Board, Zonal Railway Headquarters, Divisional Railway Headquarters, to be repatriated immediately to their respective field units. Any exception should have the personal approval of PHODs for Zonal Railway Units and DRMs for Divisional Railway Units. General Managers to periodically review such exceptions given.

v) A quarterly review of the extent of implementation of these guidelines shall be made by Railway Board.

10/5/18

(G.V.L. Satya Kumar)
Executive Director(Strategic Planning)
email: edpp.railwayboard@gmail.com
Telefax : 23389101
Mob : 9717647687

ANNEXURE -I

Strategy Note for Manning New Infrastructure

A. Background :

Manpower Costs ~ 65% of IR's earnings

Manpower costs on Indian Railway have a direct implication on the future sustainability of the organisation. In the FY 2016-17, staff costs at ₹65,779 crores, constituted 55.36% of Indian Railway's ordinary working expenses(OWE) and 39.8% of the Gross Traffic receipts(GTR). Alongwith the pension outgo of ₹ 40463 crores in 2016-17, the total staff cost including pension was ₹ 1,06,242 crores at **64.28%** of IR's Gross Traffic Receipts. With the annualized decadal growth in staff cost (without pension) being 13.9% and pension outflow being 17.8% during the decade (2007-08 to 2018-19(BE), there is a need to formulate a sustainable 'Manpower Strategy' for IR.

Reduced freight prices – a business imperative Vs. Skewed yield in passenger and freight segments

Freight earnings contribute 61% of the estimated Gross Traffic Receipts of ₹1,17,400 crores(RE) estimate of 2016-17. Given the cross-subsidized skewness of the yield in unit cost ratio of 49.3% for coaching service and 164.1% for freight service in (2016-17) and with future growth segments – intermodal segments of container, parcel, automobile, Ro-Ro- warranting considerable reduction in freight prices to compete with road, it is imperative that long-term sustainability of IR is intricately linked with reduction of Unit Costs of Operation. Given the disproportionate proportion of manpower costs to IR's working expenses, it is thus mandatory that a clear strategy map be formulated, especially in the light of massive infrastructure infusion ongoing on IR.

Infrastructure infusion – The Growth Imperative for IR

While the annualized capital expenditure during the five year period between FY 2010 to FY 2015 – stood, at over ₹49000 crores, the yearly capital expenditure during FY 2015-16, FY 2016-17, FY 2017-18(RE) was ₹ 93,500 crores; ₹10935 crores and ₹1,20,000 crores(RE) and the BE for 2018-19 is estimated at ₹1,46,500 crores. Such massive capital investments in new lines, doubling, gauge conversion, rolling stock, terminals, etc – are a business imperative for IR and the manning of such created capital assets needs to be strategized in the light of the above discussion on the growth segments and the skewed nature of cross-subsidization. A robust Manpower Strategy is thus the core strategy for future sustainability of Indian Railways.

B. Methodology adopted

To address the issue, the following approach was adopted, among other things :-

i) **Data of manpower** and its **age profile** was sourced from CRIS.

ii) Extent of **outsourcing** in various Departments across Railways, was collated through an exercise of interaction with 67 ADRMs of the 68 Divisions.
iii) Level of vacancies across different **segments** (safety/non-safety; Zonal Railways/Pus) was studied along with,
iv) **the currency of the yardsticks** of critical activities and variations in benchmarks across Railways.
v) Proposals received/under consideration in Board for creation of posts to estimate the magnitude of the issue.
vi) Study of the yardsticks of other organization like Konkan Railway, DMRC, DFCCIL, etc.

C. Observations :

Based on the above, the following observations are made :-

I. Staff Strength :

The total staff strength on Indian Railways as on 01.10.2017 is **12,65,599**. Manpower strength of the Zonal Railways is 12,01,548 as on 01.01.2018 with safety category being 6,41,737 numbers and non-safety being 55,98,11 respectively. The vacancies in the safety category stood at 18.3% while non-safety category vacancies were 15.2%. The overall vacancy on Zonal Railways is **16.93%.**

Category	Sanction	On Roll	Vacancy	% vacancy
Safety	786229	641737	144492	18.3%
Non-safety	660138	559811	100327	15.2%
Total	1446367	1201548	244819	16.93%

(Source : as furnished by MPP Dte.)

While filling up vacancies is a continual process, the policy of the Government is to fill up vacancies as per operational requirement. It needs to be mentioned herein that the sanctioned strength in different categories includes an element of Leave Reserve and Rest Givers. The **Leave Reserve is as high as 30% in Safety Categories, while the minimum leave reserve is 12.5%.**

Also there exists numerous posts/bodies other than the "medically decategorized" staff, which are being operated at various levels on Indian Railways – Railway Board, Zonal Railways and Divisions. With vacancies in safety and non-safety categories at above levels, it is unsustainable to have such sub-optimal utilization of staff. As a first step, **ALL** essential category staff, viz. running staff, station master cadre, rolling stock and p-way related staff, etc, who are working in stationary posts in the Railway Board, Zonal Railways and Divisions, should be immediately repatriated back to their respective Railways and field units.

It is also, imperative that **Human Resource Management System (HRMS)**, be institutionalized at the earliest.

II. Yardsticks :

Moreover, the sanctioned strength is calculated by every department based on the official 'Yard Sticks'. A review of these yardsticks received from some of the Directorates by E(MPP) branch attached (shown in Annexure I) reveals a startling fact that most of these yardsticks are outdated. While Circular on Coaching maintenance of Mechanical department is of 2001 genre, that of Electrical department for coaching maintenance was of 2004/2006 genre.

For example, there was proposal vide Np 2 by RE Directorate for creation of 11,000 posts consequent on planned/ongoing electrification project. However, these projections were based on outdated yardstick and not as per the latest revision.

The Circulars on Track maintenance yardstick are of 2006 genre, while as per the data furnished, Signaling circulars on maintenance was of 2010 genre and Electric loco maintenance yardsticks were of 2006/2015 genre.

These yardsticks are outdated and do not reflect :

i) The upgradation of technology that has taken place in both O&M of fixed infrastructure and rolling assets over the past two decades and .

ii) The level of outsourcing that had taken place in different activities.

iii) The degree of redeployment/multi-skilling

For example, gangstrength of Engineering department is based on a formula, which had been formulated in an era of pre-dominant manual maintenance. With the advent of track machines and with considerable machines being operated, as on date and with massive procurement on the anvil, it is imperative that these outdated formulae need to be revisited. Moreover, many of the activites of maintenance have been outsourced and there is no apparent locus-standi for usage of such outdated formulae anymore..Similarly the "Konkan Railway Pattern of Maintenance" should be institutionalized at the earliest.

Thus, there is an urgent need across all departments in the realm of operations, maintenance and administration aspects to normalize the yardsticks w.r.t the parameters viz. **technology, outsourcing and multi-skilling/redeployment**.

To estimate the depth and breadth of outsourcing across various activities and departments, Planning Directorate had extensive discussion with 67 of the 68 ADRMs and collated the same. The letter issued and the responses are placed in **Annexure 2 and Annexure 3** respectively.

III. Outsourcing :

The summarized position of department wise activities which have been outsourced in one or more Divisions is in **Annexure 4.**

The table in Annexure 4 indicates the various activities that have been outsourced by at least one or more Divisions on the Railways. While capabilities need to be built in-house, for managing such contracts, it is strongly recommended that every Division explore the possibilities of proliferating both the **scale and scope of outsourcing**, based on the experiences of other Divisions.

The **Implementation plan for such revision of yardsticks** is making individual General Manager's responsible for formulating such yard sticks in the light of the above three parameters – technology, outsourcing and multi-skilling/redeployment. The time frame for completion of the work is suggested as **90 days from the date of commencement** – 60 days for the General Managers to formulate the yardsticks and 30 days for presentation and internal deliberation by the Board before issue of the same on Pan-India basis.The suggested list of Railway and activities for which they undertake this exercise of formulation of yardsticks is drawn in the table below :

Table 1 : Table of Allocation of work of revision of Yard Sticks – Zonal Railway wise

Yard Stick Activity	Zonal Railways
P-Way Maintenance	CR, SECR
Other Civil Engineering Activities except P-Way Maintenance	ECR, NWR
Electrical – TRD	NR, NFR
Electrical – TRS	SCR, SER
Electrical – Coach Maintenance including AC	SWR, WCR
Electrical – General and Others	ECoR, WCR
Mechanical – Coach Maintenance	SR, ER
Mechanical – Locomotives	WR, NCR
Mechanical – Others	NER, NCR
Environment and House Keeping	NCR, NER
Signalling	ER, WR
Telecom	SR, SCR
Operating	SER, ECoR
Commercial	NFR, SWR
Personnel	SECR, NR
Accounts and Stores	NWR, CR
Engineering Workshops	CR, SCR
S&T Workshops	SR, CR

IV. Benchmarking :

Moreover, there exist huge variations across Railways in the current 'manning' scales. The list of activities and the variations across different Railways/Units is placed as Annexure – 5.

The respective Railways need to draw lessons from the Railways which have set the benchmarks in various activities.

V. Redeployment and Multi-skilling :

Also, Railways has made considerable strides in various spheres of works of administrative nature in non-safety category through streamlining process, infusion of IT, etc. over the past few decades.

In this context, there have been many redundant categories and tremendous scope for redeployment and multi-skilling.

In this context, there have been many redundant categories and tremendous scope for redeployment and multi-skilling.

Board has also constituted a Committee for revision of existing designation of Group 'C' staff. The order in this regard is placed at S.No. 27. Thus, the General Manager/DRMs need to explore possibilities of redeployment and multi-skilling in identified areas.

Also with the spread of IT in various administrative, operations and maintenance activity, there is a need to re-assess the requirement of such extensive manual machinery handling offices like – Statistical Offices, Traffic Accounts Offices, etc. Categories viz. Sarang, Shroff, etc need to be withdrawn....

VI. Production Units:

The General Managers of all the Pus, should undertake a Zero-Based requirement of staff, with the level of outsourcing being done and conduct a "Time, Resource and Activity Study" of all their activities by engaging reputed Industrial Engineering Firms, like NPC, etc. The outcome of such a study should finally result in revision of Manning Scales, Datums and Incentives. The experiences of related Transport sectors like Major Ports be leveraged in this context, if required(Attached in Annexure-5, is a brief note on action taken in the Major Port Sector in this context). Leveraging on PPP with DBFOT models even in core activities could be considered.

VII. Liberalization of powers for creation of posts :

In fact, recently Railway Board vide Circular No. E(MPP)2018/1/1 dated 14.04.2018 had delegated considerable powers to General Managers and DRMs w.r.t creation of Posts. While hitherto creation of posts in non-gazetted cadre was permitted only for Safety Category posts and that too for new assets, herein the above referred circular, powers have been liberalized by extension of the powers to both non-safety categories as well as for existing assets.

The policy highlights are as under :-

a) DRMs may create safety as well as other than safety category posts from the 'Pool of Surrendered Posts' on a 1:1 basis only for new assets.

b) GMs may create safety as well as other than safety category posts even for existing assets by utilizing the 'Vacancy Bank', if posts had not been created for such assets earlier.
c) Proposals for creations from Board's Vacancy Bank should be sent to Board with a clear certificate that the Railway/PU does not have any money value in its Vacancy Bank.
d) Proposals for creation from Board's vacancy Bank sent to Board should have due justification, with certification of the money value in the Vacancy Bank of the concerned Railway/PU and a certificate that there is no feasibility of surrendering any post on a 1:1 basis also.

The above delegation will be reviewed after one year keeping in view the actual creation of posts done by the Railways. The above powers vested with GMs/DRMs shall not be re-delegated.

D. Recommendations :

In the light of the above circular which almost eliminates the need for the Zonal Railways to be dependent on the Railway Board for creation of Posts, the following guidelines be considered :

i) All essential category staff(Station Master cadre, Running Staff cadre, Maintenance cadre, etc.) deployed in the stationary administrative units – Railway Board, Zonal Railway Headquarters, Divisional Railway Head Quarters to be repatriated immediately to their respective field units.

ii) HRMS to be implemented and institutionalized at the earliest to derive benefits of optimal utilization of staff.

iii) Revision of yard sticks of all departments taking into account

   a) **Technology upgradation** over past two decades.
   b) **'Outsourcing experiences'** among different activities.
   c) **'Benchmarking'** standards set by different Railways.

iv) Individual Zonal Railways as indicated in Table 1 to conduct a ZBR of yardsticks within 90 days.

v) Conduct a Zero based Review of activities of non-safety categories and explore possibilities of redeployment in light of some categories having lost relevance in the current context.

vi) Railways should aggressively pursue multi-skilling.

vii) Focus should be on creation of posts of 'Artisans' rather than unskilled labour.

viii) A Standing Committee be constituted in the Railway Board to review quarterly, the extent of implementation of the above recommendations.

*****

Annexure-I-Pg 2

Mech.(Coach)	Non-core activity of coach cleaning at terminating/enroute stations
	Setting up of water treatment and recycling plant in coaching depot Bikaner including operation and maintenance of plant
	Pantry car maintenance
	Transportation of coach wheel sets from Bhusawal to Matunga/ Parel workshops and back by road contract for a period of Three years.
	Wheel lathe
	Housekeeping of depot premises
	Leasing of welding works
	Mechanized cleaning of Primary/Secondary maintained coaches.
	Provision of supply. lying & commissioning of new 50mm High Pressure watering pipe line with accessories of washing pit line at depot
	Mechanized cleaning of coaches. supply of Toiletries in AC coaches. On Board House Keeping Services (OBHS) Mail/Express trains and Mechanized cleaning of Coaching Depot Premises & Garbage disposal
	ACCA Attendant in train
	Maintenance of Gas pipe line at coaching Depots: Comprehensive supply of centralized gas pipe lines in pantry cars at coaching depots and workshops.
	Buffing of stainless steel items in coaches based at coaching depots
	Pest control in primary maintained trains at depots.
	Rodent control treatment in depots
	Turn round trains maintenance (OEM) of Exp/Passenger trains
Mech.(Wagon)	Complete renewal of roof and body repair of 500 nos. of BCN wagons at BCN depot
	Work of fixing of rubber fittings on BTPN wagons at Tank wagon Depot Baad
	Attention of 'C' category unloadable wagons
Mech.(Ops.)	Comprehensive Annual Maintenance Contract(AMC) for Hytech Safe load indicating system (SLI) for new 140 ton diesel Gottwald design crane of ART
	Collection of garbage. scrap and deweeding
	Comprehensive Annual Maintenance Contract for Digital make electronic in motion weighbridge
	Outsourcing of box porter for Transporting Boxes of Diesel Crew
	Data entry in CMS system
	Hiring of diesel operated AC/non AC motor vehicle
	Bed roll distribution services
	Annual maintenance contract for mechanised laundry
	Stitching for woolen blankets
	Maintenance of fire extinguishers of all the branches in Division.
	Mechanized cleaning of curtains. Inspection carriages
	Dry Shampoo cleaning of carpets and upholstery in inspection carriages
	Management of transportation of line boxes of loco pilot and guard
	Hiring of vehicles for transportation of officers/crew and guard
	Maintenance of Running room.
	Maintenance of rest room
	Activities of Crew Lobbies: Activities of BET & CMS operation. CTR feeding at crew lobbies
Mech.(Gen.)	Attention of non-core activities
Mech.(TRS)	Loco cleaning/Loco painting
	Annual maintenance contract for cummins diesel engine
Mech.(Shed)	Annual Maintenance contract for micro processor based LED type Destination Boards with GPS for coaches
Mech.(Bio-Toilet)	AMOC Bio-toilet system of coaches

Annexure 4 : Activity outsourced department wise in one or mor

Department	Activity outsourced
Electrical(Coach)	Maintenance of batteries. lights. fans and their cleaning in TL Coaches
	O&M of cummins and greaves make 450 to 500 KVA. 750 volts DG sets fitted in power cars of garib rath/duronto/AC express trains.
	Coach and its equipmentsCleaning
	Comprehensive Maintenance Contract for RMPU's fitted in AC coaches at Primary Depots
	CMC of 25KVA invertors provided in RMPU AC coaches
	Outsourcing of AC coach attendant
	Misc Repairs and preventive maintenance of Air conditioning units and water coolers of various capacities in and around stations
	Maintenance of MEMU coaches
	Welding work
	Cleaning of MMTS rakes
Electrical(Gen.)	House keeping.
	Annual Maintenance Contract for solar street light & solar home lighting systems provided at various level crossing gates
	Manning/upkeeping of escalators/Lifts in station
	Maintenance of Electrical assets
Electrical(TRD)	Annual maintenance Contract(AMC) for RTU (Remote terminal unit) of the PC based SCADA system
	Testing of PSI installations. Supply & erection of traction bonds. Supply & application of bird gel
	Manning of OHE depots.
	Manning of Traction sub stations.
	OHE Schedule maintenance
Electrical(TRS)	Shed cleaning/House Keeping , Loco body Cleaning
	Supply of sand and feeding in locos
	Maintenance of Electrical assets at Electric Loco Shed.
	Cleaning & Washing of Electric Locomotive at Electric Loco Shed
	Cleaning of Bogie items Electric locos.
	Cleaning of radiators and filters in 3- phase locos
	Management of Locomax System
	Painting of locos with PU paint
	Annual overhauling of Flexi-coil bogies
	Overhauling of CO-CO High adhesion bogie of WAP-7 Locomotives
	Repair/ reconditioning / AMC of model TRC 1000MN compressors of conventional locos.
	Cleaning of traction motor parts and end shields
Electrical(Ops.)	Outsourcing of data entry work in CMS
	Messing RR
	Maintenance and management of Running Rooms
	Transportation of Crew boxes. Hiring of vehicles for crew movement
	Manning of crew lobby
DLS	House keeping of shed permises.
	House keeping of DTTC Hostel.
	External and Internal Loco cleaning
	Supply of sand filling in Locos
	Out sourcing of welders
	Out sourcing of canteen

Annexure 2 Pg 3

S&T	AMC of Data logger. maintenance/repair/replacement of software and hardware of datalogger system.
	Comprehensive Annual Maintenance contract of Digital Axle Counter system
	Maintenance of DG sets
	Repairing and Annual Maintenance of Coach guidance display board and Train indication board Display Board and Digital Announcement system at station
	Comprehensive Annual Maintenance Contract Electronic Interlocking
	Comprehensive Annual Maintenance contract of IPS system
Operating	House Keeping & Maintenance of Guard Running Room
	Station Cleaning
	Complete maintenance and management of RR
Security	Hirinig of private security guards
EnHM	Station Housekeeping
	OBHS
Civil	Track maintenance
	Operation and maintenance of water recycling plant at Station
	Picking of all types of garbage including waste paper, cloth, polythene, aluminium foil leaves, dead animal/birds etc along railway track .
	Maintenance of QTR.Office building, Road.Water Supply Works BY valve man. Maintenance of Horticulture colony & offices
	Maintenance of existing gardens/lawns/land scapes at station and yard
	Housekeeping of Sanchalan Bhavan, circulating area and other allied offices
	Proposed safety related track work & misc work
	Deploying Road safety councellor at unmanned LCs in night and day time
	Hiring of vehicles
Medical	Pharmacist
	HI
	Doctor
	Hiring of Ambulance
	Comprehensive Cleaning contract Railway Colony
	Comprehensive Mechanised Cleaning contract of Railway station.
Comml.	Semi Mechanised Cleaning of Station premises
	Face to Face and telephonic enquiry and updation of train charts at 12 stations in three groups (separate contracts)
	Handling of parcels (inward and outward) to & from platforms to parcel office at Railway Station with the help of Battery operated trucks
	Operation & Maintenance of AC Waiting Halls at stations
	Operation & Maintenance of Pay and Use toilets
	Hiring of Vehicle
	Hiring of Data Entry Operator for uploading data to GST Web portal
	Washing of linen of TTEs' Rest House and Retiring Rooms
Accounts	Hiring of steno
Personnel	Teacher

Annexure - 5

Manpower Strategy : *A fore-runner* - Case of Major Ports and a commentary on Indian Railway

We can take cues from what had happened in the "Major Port" sector. Even in the Port sector, the salaries and wages, constitute 45% of revenues, as on date, a figure which stood above 65% nearly two decades ago. While capacity at these Government Ports had doubled from 550 million tons, to nearly 1100 million tons, in past two decades. Operating ratios improved from 75 per cent to less than 60 per cent, traffic handled had doubled from 325 million tons to 650 million tons, but employee strength had reduced by over 50 per cent.

Even ports swarming with manpower, like Kolkata and Mumbai, with 15000 and 25000 men on rolls, had managed to reduce their strengths by nearly a third on past two decades to levels of 5000 and 9500 respectively, even while growing themselves in traffic by 100 per cent and 75 per cent respectively. Today we have a scenario, that a 30 million ton new PSU port of Ennore, is managed by 100 permanent employees, while a 16 million ton port of Kolkata is managed by 3500 employees.

The Major Ports, much like, the Indian Railways, have the same environment – unionized - perhaps more than us! Perhaps, it is the competition, from private Ports, which has driven the Major Ports to act, for it was their question of survival. Reduction in Unit Cost of Operation, was key for these Ports! Unions too had seen reason and it was a tough and winding process of negotiations and reasoning.

The following steps were taken by the Government Ports to handle their issue of manpower :

1. Revise manning norms, in tune with technological advances in both O&M activities

2. Large scale mechanization in a time bound manner, of both Sea-side activities and Land-side activities(road and rail) to improve efficiency

3. Migrating to PPP model – Land Lord Model – for Core activities, where Capital Infusion was warranted. This was done for both Brownfield projects and for Greenfield projects.

4. Wet leasing of Assets, including core machinery like Tugs, Locomotives, etc.

5. Outsourcing of activities and revising yardsticks for manning.

6. Redeployment of staff from Surplus activities into other areas.

7. Some ports have even deployed the Special Voluntary Retirement Schemes – an example, where one Port in essence of the scheme, giving a package deal of 1.5 times of the basic salary for the remaining period of service or completed years, whichever is lower.

8. Revising Datums for Incentives, using Industrial Engineering techniques, rather than the conventional work study mode. All these steps were undertaken in a "Government" Environment and continuing!

In this context, the serious questions we need to pose are :-

1. Have we revised our yardsticks and manning norms in Engineering, TRD, S&T, Train Examination areas, etc. in tune with the infusion of technology – machine maintenance, advances in signaling etc. in both O&M activities?

2. Have we revised our manning norms in tune with the level of outsourcing done in various activities across various functions?

3. Have we learnt from the various initiatives done by various departments in various Divisions of the country and formed a Superset of those activities, which can be outsourced or are already outsourced and can such learning be translated both in breadth and depth of outsourcing across various departments and across various departments and across all 67 Divisions?

4. When have we last revised our Datums for our Pus and Workshops, and allied Units?

5. What about our Incentive Schemes. Are they scientific enough?

*****