भारत सरकार Government Of India
रेल मंत्रालय Ministry Of Railways
(रेलवे बोर्ड) (Railway Board)

No. 2013/CE-I/Trg./7/IRICEN New Delhi, Dated 5th November, 2014

The Principal Chief Engineers and
Chief Administrative Officers (Const.),
All Indian Railways.

Sub : Address by Shri V.K. Gupta, Member Engineering, Railway Board at IRICEN/Pune on 1st November, 2014.

Please find enclosed herewith a copy of the address by Shri V.K. Gupta, Member Engineering, Railway Board on the occasion of IRICEN Day Celebration at IRICEN/Pune on 1st November, 2014.

It is desired by Board that a copy of the same may be circulated on your Railway and advice/guidance/instructions contained therein may please be followed and implemented.

This issues with the approval of Board (ME).

Kindly acknowledge receipt of the letter.

संलग्नक / उपरोक्तानुसार

5/11/14

(आलोक कुमार)
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Copy to The Director, IRICEN, Pune for information and necessary action.

IRICEN Day Celebration

Address By Shri V.K. Gupta, Member Engineering, Railway Board

Pune : Saturday, The 1st November 2014

Shri Vishwesh Chaubey, Director/IRICEN, Shri M.K. Gupta, CAO(C)/CR, Shri Phadke, Shri Vinod Kumar, Shri Ekbote, Shri Limaye, Mrs. Awasthi and other dignitaries, Faculty of IRICEN, Officers of 1988 Exam Silver Jubilee batch, IRSE Probationers, Officers of Central Railway, Ladies and Gentlemen.

It gives me great pleasure to be amongst you at this institute on the 57th IRICEN Day and I extend hearty greetings to all of you; also, the greetings for the IRSE Day today.

I also congratulate all the young Probationers on choosing Civil Engineering as a profession, which to my mind is the most challenging and noble engineering profession of the lot. It is the Civil Engineer who raises a dwelling, constructs a road, builds a dam and creates the infrastructure which leads to other developments. Not only that; you are the people, who leave permanent land marks for the generations to cherish. You can always take pride in the fact that I constructed this road, I constructed this bridge, I constructed this railway line. Locomotives, coaches & wagons may come and go; but those monuments, they remain forever. So that place of pride only belongs to the Civil Engineers.

In the Railway also, the construction which you will be doing, will be there for all the time. This power of creating permanent structures also imposes a heavy responsibility on you. You have the responsibility of thinking properly, planning properly & diligently and creating assets which are durable and which can be maintained easily without much effort.

Unfortunately, historically in the Civil Engineering Department of Indian Railways, we have followed a policy wherein we give least importance to planning & survey. We do not give much attention to construction and then we put our best talent to maintain an asset which has been poorly planned and badly constructed. This mindset has to undergo a change and in this regard, I look up to IRICEN to inculcate in the Probationers the good practices of the profession. I would like that such practices become part & parcel of your curriculum. Our young officers are taught to plan properly and construct good assets, which do not need any maintenance.

After coming out of IRICEN, the young Probationers will be ready to climb the first step in the leadership ladder. Today's Probationers are going to be tomorrow's PCEs, CAO(C)s, GMs & Board Members. They will hold the future of railway in their hand and, in turn, their future is in the hands of this institute, the faculty over here. So, the

responsibility on the IRICEN and the faculty is tremendous. It is very important that the Probationers are imparted training which is relevant, up-to-date and which will make them face the challenges of a worthy post with confidence and competence.

Today early in the morning, we had a detailed discussion with the faculty. I hope that whatever was discussed regarding the future course of action, as regards the curriculum and the other things, it is put in place urgently & quickly.

A few more points which are important especially for Civil Engineering Probationers are that they do face the issues of industrial relations in far flung places where they do not have the backing of seniors with them. Also, advanced construction techniques regarding tunnelling, geology and geo-physical investigations. These also must form part of the curriculum.

Here, I would like to share one small incident with you. A while ago while I was working as GM, a JAG officer of a particular department came to me for what is called a courtesy call. When he came to me, he introduced himself. I asked him a question what do you do. He again repeated his designation. I asked him two more times and he again repeated his designation all the three times. When cornered, he says that I do what my boss tells me. Gentlemen, this is a problem, rather a very serious problem which is plaguing the organisation today. Our officers generally do not know what they are supposed to do.

My endeavour is that we will try to do our best at the level of Railway Board by defining the duty list; but please do one thing – whenever you go to a new post, a new position; try to learn yourself what you are supposed to do and then equip yourself to do that. You may have to refresh your knowledge, you may have to read, you may have to consult your colleagues; but it is very important, otherwise it is a great dis-service we are doing to the organisation.

Whenever the young officers who are going to be AENs very soon or the senior officers whenever they go on inspections or they have to pass a material, especially in the case of young officers, again refresh your knowledge, consult the codes and manuals; so that when you go to the site, you are able to contribute and you are able to improve things. Say that this has been my contribution today and such contributions must be shared amongst your colleagues and superiors.

Recently, I suggested that on one of the social media called WhatsApp, we should have a chatting forum for the CAO(C)s and the PCEs. I am very happy to say that it has caught the imagination of all the senior officers and there is a great exchange of ideas, the new things which they are doing on a day-to-day basis, they are exchanging that. Normally, such media is used for sharing photographs and jokes; but I think you can use

this media to exchange professional information also and it lifts the organisation's as well as your professional knowledge.

I will say that wherever you work, find solutions. We have developed a tendency of saying something cannot be done. This is a problem. You go to your boss and ask for a solution. That is not the correct mindset. Find solutions. Be like the driver of a locomotive and not like a coach or a wagon with brake binding. Find solutions. I was told just now that yesterday, there was a conference in which certain items were discussed and one was empowerment. Yes, I am all for delegation of powers and empowerment.

I found something very interesting that people who ask for the maximum empowerment, they use the power the least. This is my personal experience. Recently, I was interacting with a GM, who is the most vociferous proponent of the theory of delegation of power, but he doesn't want to take any decision. I find that normally this demand for empowerment has become an excuse for non-performance and in my life, I have found that you have as much power as you want to exercise. Yes, you do require certain empowerment; but let it not be an excuse for non-performance.

Friends, future is going to be very exciting. We are going to have lot many high speed corridors. We have Dedicated Freight Corridors with lot of emphasis on timely delivery of the projects. I am very confident that all of us will rise to the occasion and will meet with all the challenges.

Yesterday, there was a cultural union over here and I saw that there was a lot of enthusiasm as far as the Probationers are concerned, in the performance of the cultural activities. I hope that the same enthusiasm and the passion will continue in their professional life also.

One thing very important – whatever you do, do it with passion. And the building in which we are standing; I find it to be a wonderful building. It is a result of the passion, especially of Mr. M.K. Gupta, the CAO(C). Whenever we discuss anything, that passion comes out and that passion has to be there. Great structures & great achievements are result of only passion and not of day-to-day routine jobs.

Here, I will once again like to congratulate the award winners of today and I hope that they will keep it up and they will further excel in their working. They will also inspire their juniors and their colleagues in achieving similar success.

I also wish best of luck to the 1988 batch officers and I hope, they will provide the leadership which will propel us for our future targets and goals. Wishing you a very happy 57th IRICEN Day and the IRSE Day.

Thank you very much.