

PROMOTIONAL PROSPECTS OF TECHNICAL SUPERVISORS ON RAILWAYS - THE MISSING ELEMENT OF MOTIVATION

‘Motivation is the driving force by which humans achieve their goals. Employees in any organization need something to keep them working. Just working for salary is not enough for employees to stay at an organization. An employee must be motivated to work for a company or organization. If no motivation is present in an employee, then that employee’s quality of work or all work in general will deteriorate. Motivation is the force that initiates, guides and maintains goal-oriented behaviors’ - Experts.

Pay, perks and promotion – are the three basic elements of motivation – besides the status and work environment. In India, the first two (i.e. the Pay & Perks) are determined by the Pay Commissions for Central (and State Government) employees – set up once in about ten years. All other elements (i.e. Promotional Policy, Status and Work Environment etc) are determined by the respective Ministries and Departments – even though some guidelines are issued about the same, by the Nodal Ministries of Finance and Personnel.

Sixth Pay Commission provided varied degrees of job satisfaction to the employees – depending upon the relative benefit improvement in their Pay, Perks – which was almost in an ascending order – (especially for those in higher three brackets of PB – 3, PB – 4 and above). But the Senior Technical Supervisors (especially the SSE) – got a very raw deal from Sixth Pay Commission - which has greatly demotivated them all over the Indian Railways.

Worst part of the problem is that the Technical Supervisors (especially the SSE) do not have even the minimal of the promotional prospects. Less than 2% of them are able to rise to the Group B level and only a quarter of them reach the Senior Scale or the Group A. Rest all join in Group C and retire in Group C – getting just one promotion from JE to SSE in case of Diploma Holders and not even a single promotion in case of Engineering Graduates – who join as SSE and will retire as SSE. Similar is the condition with the CMAs & CMS and the DMS & CDMS.

The Railway Board had added insult to injury in a recent meeting of CRC (Cadre Restructuring Committee) – wherein it proposed an upgrading of just 5% of the posts of JEs to SSEs. Just about the same was the proposal for upgrading of posts of CMAs to CMS and those of DMS to CDMS. (See Table below).

This was in spite of the fact that much higher percentage of posts was already existing in the apex Group C grade of some other categories – including the Traffic Controllers and even the non-Safety and non- technical category of Commercial Inspectors.

All this is so demoralizing that many Technical Supervisors – especially the Engineering Graduates are already leaving the Railways or on the verge of doing so

as early as possible. All are so badly demoralized that they are bound to loose their initiative and “extra” efforts to keep the wheels running.

Already there are strong voices to “Work-to-Rule”, if the things do not change early in respect of long-pending demands for improvement of grade pay, avenues of promotion and status of Technical Supervisors, CMAs, CMS, DMS & CDMS.

According to the census of Central Government Employees published by Ministry of Lobour and Employment -The overall ratio of Gazetted to Non-Gazetted employees was as such 1:20. In Ministry of Railways, ratio, however, was 1:114, in spite of higher nature of duties and responsibilities, Safety norms & modernisation.

In Group A & B, large number of Posts have been upgraded over the years to ensure the career planning of the Officers in those cadres, but no such upgrading had been allowed in case of SSE, CMS & CDMS – to improve their promotion prospects or on account of increase in their duties & responsibilities due to the present day requirements of the Railways.

All these are impediments in effective execution policies & plans at grassroots level. This is bound to have an adverse impact on the efficiency and safety on the Railways.

It is, therefore, imperative that combined cadre restructuring be done for Group - A, B and C on Railways - both in order to meet with the present day requirements of higher grade posts as well as to provide adequate promotional incentive especially in the Technical Departments on the Railway.

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