

अश्वनी लोहानी  
ASHWANI LOHANI



अध्यक्ष, रेलवे बोर्ड  
एवं  
पदेन प्रमुख सचिव, भारत सरकार  
रेल मंत्रालय

CHAIRMAN, RAILWAY BOARD  
&  
EX-OFFICIO PRINCIPAL SECRETARY  
GOVERNMENT OF INDIA  
MINISTRY OF RAILWAYS

Dated: February 26, 2018

D.O. No. : 2017/Trans/01/Policy/Pt-I

**My dear GMs, DGs, CAOs, PHoDs & DRMs**

**Sub : Priority to Deliverance**

The complexities that have engulfed even simple activities, including those of the commercial variety continue to baffle most of us. Many of the circulars, policies and guidelines issued by various directorates of the Board, albeit with good intentions, therefore often act as disablers, thereby going against the very intent of delivery that all of us need to aspire for. It is also experienced that references made to the Railway Board on a variety of issues often go round in circles and the response thereof, most of the times is neither timely nor adequate. The prevailing mindset of having a plethora of rules and processes for every single activity needs to change, especially if we desire to run the organisation professionally, that we must if we need to survive and also achieve our full potential.

2. That we have to improve deliverance and in the process service to our clients is a thought that needs to be uppermost in our minds always, and artificial restrictions should not be allowed to come in the way. It is fairly obvious that we need course correction and officials should be encouraged to think and also act out of the box and take decisions directed at delivery, delivery that would lead to better productivity, enhanced earnings, improved infrastructure, a satisfied workforce and ultimately improved service delivery.

3. It is, therefore, necessary that officers in senior management positions (as above) always work with the best interest of the organisation in mind, even if that at times entails going beyond the provisions, **generally process related**, that are mentioned in the various circulars/policies issued by Board from time to time. Care would however, need to be taken to record cogent reasons for the deviation duly maintaining the sanctity of rules relating to canons of financial propriety, principles of natural justice, limits set by judicial pronouncements, GFR and other directives of MoF, law of the land,

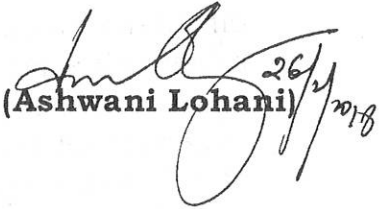
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ownership of land/assets, establishment rules and any specific directives of the Railway Board. This may be followed up with a suitable reference to PED/Transformation, Railway Board suggesting appropriate changes, wherever necessary.

4. It needs to be understood that delivery is sacrosanct and processes to achieve the same need to adapt, and are not meant to remain cast in stone at all times. I expect your proactive and bold indulgence on various issues in the overall interest of the organization.

With best wishes,

Yours sincerely

  
(Ashwani Lohani) 26/1/2018

Copy to:

**FC, ME, MRS, MS, MT, MTR**

**DG/P, DG/RHS, DG/RPF, DG/S&T, DG/RS**

**PS to MR for kind information of Hon'ble MR**