



Empowerment of GMs, DRMs & Field Officials

A step towards steady and systemic transformation of Indian Railways



Empowerment of frontline officials through enhanced delegation of powers

- Hon'ble Minister of Railways directed Railway Board on 29.09.2017, to **empower GMs, DRMs, & field officials, to fast track decision making, execution & overall Railways working**
- Mammoth exercise **completed in a record time in consultation with stakeholders**
- **Comprehensive delegation based on 10 principles for steady and systemic transformation** across commercial, engineering works, track maintenance, mechanical, financial, establishment, procurement and medical matters

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|---|--------------------------|----|-------------------------------------|
| 1 | Decisive Leadership | 6 | Innovative Financing |
| 2 | Outcome Oriented Action | 7 | Technology Focus |
| 3 | Root Cause Analysis | 8 | Accountability and Close Monitoring |
| 4 | Prioritization of Issues | 9 | Partnership with Stakeholders |
| 5 | Time Bound Execution | 10 | Rule of Law and Transparency |



Impact of enhanced delegation and empowerment (1/3)

Improved safety

- GMs given **full power to sanction out of turn safety related works** without any ceiling, within the financial limit set by Ministry of Finance
- DRMs/CWM given powers to **re-engage retired railway employees upto 62 years** of age against vacancies
- **Enhanced powers for repairs of track machines** given to field officers for faster track safety works
- **Procedures substantially simplified** for procurement of material like spare parts for locomotives, coaches etc.

Faster access to work/breakdown sites

- Junior field officers and supervisor in charges **provided with multi-utility vehicles and may hire vehicles upto INR 5,000 per case** for reaching sites without loss of time. This will improve punctuality/safety of trains

Improved stations and passenger interfaces

- Power of DRM to **sanction amenities and works** (like lifts/escalators, waiting halls, digital chart displays etc.) **increased to INR 2.5 Cr. per case from INR 1 Cr.**
- Powers given to DRMs for **repair of computers/printers etc. for unreserved ticketing system (UTS) / Passenger Reservation system (PRS)** upto INR 50 Lakh per case
 - **Full empowerment for space hiring for UTS/PRS** at non rail head terminals. This will hugely benefit passengers in remote areas
- **Station Directors in large stations given powers of the Branch Officers** to enable them to take decisions for smoother operations



Impact of enhanced delegation and empowerment (2/3)

Ease of procurement by user departments

- Demand signing in the division/ workshop upto Rs 45 Lakh
- Departments empowered for procurement through **Government E-Market Place (GeM) directly for low value items**

Innovative financing and efficient execution of projects

- DRMs given **full powers to undertake projects on BOOT basis** (e.g. like setting up of laundry for linen cleaning) which will reduce setup time of essential amenities

Improved upkeep of equipment

- Divisional officers **empowered to enter into AMC of critical equipment** with OEMs to ensure uninterrupted service

Swachh Bharat: Improve cleanliness and hygiene at station and in trains

- DRMs empowered to **enter into long-term service contracts** (e.g. cleaning of stations and trains) **up to Rs 100 Cr** from earlier Rs 20 Cr.
- DRMs given full powers to **sanction environment related works** like solar panels, rain water harvesting, rainy wells, water recycling



Impact of enhanced delegation and empowerment (3/3)

Enhanced revenue earning

- DRMs given **full powers to enter into earning contracts** like leasing of parcel space, brake van, parking, publicity, etc.
- DRMs given **land licensing powers** to help in early commissioning of private sidings

Improved security

- GMs can **sanction 2 wheelers for all RPF chowki-in-charges** to improve their mobility and response for better safety and security

Move towards Digital India

- GMs given powers for **software development upto Rs 2.5 Cr per case and DRMs upto Rs 10 Lakh per case**. This will improve technology adoption at operational level while enhancing efficiency

Enhanced training and capacity building of staff

- DRMs power for training of staff in new technologies quadrupled to **Rs 40,000 per trainee per course from Rs 10,000**. This will improve efficiency and productivity of staff



Way Forward

- **Safety of track workers** – Committee of senior officers constituted to suggest measures for making substantial improvement in work-site safety (mainly tracks) over all IR for trackmen
 - Committee among other things will come out with **recommendations to reduce unsafe incidents**
 - **Recommendations to be implemented in two phases** – 3 months & 1 year period
- **Model Schedule of Power (SOP) covering best practices of all zonal railways is under preparation** and would be released shortly
 - **Model SOP to serve as guiding document and minimum benchmark** for delegations of powers by GMs to DRMs and field units
 - **The Model SOP will be non-restrictive:** Model SOP would not restrict GMs from further delegating powers and in fact, would encourage them to adapt as per local requirements