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The Rail Supervisor

Indian Railways Foremen Assn. & Indian Railways Techl. Supervisors Assn.

Vol. I No. 1

MONTHLY JOURNAL

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January, '69

Inaugural Issue

Annual Subscription Rs. 3/-

WORK TO RULE *(From Aug. 1,)*

IRFA & IR.T.S.A "OBSERVE PROTEST WEEK"

by wearing Black Badges Mass Fast & Mass Deputation
to Railway Minister Planned in March, 1969.

Regret Stagnation and Disparity

of

Pay Scales with Govt. Undertakings

To high light the frustration of their category, 7000 Technical Supervisors all over the Indian Railways, observed protest week from 21th to 27th November, 69, by wearing black badges and holding mass meetings all over the country. Joint memorandums were sent to the Hon'ble Railway Minister
(Contd. on Page 4)

Happy New Year !

Indian Railways Foreman Association and Indian Railways Technical Supervisors Association wish you a very happy and prosperous NEW YEAR.

At this occasion we proudly present to all our members and well wishers, the **Inaugural Issue**, of 'The Rail Supervisor'—the monthly journal of IRFA and IRSTA, which we are starting with a manifold objective, and intend to achieve the same with your kind cooperation and good wishes.

The main purpose of the journal is to strive for the betterment of the Technical Supervisors on the Railways. and we intend to achieve this in the following ways :—

(Contd. on page 4)



VICE-PRESIDENT
INDIA

NEW DELHI

25th November, 1968.

I send my best wishes
for the success of your monthly
journal "Rail Supervisor".

Yours sincerely,

(V. V. Giri)

READ

In This Issue

- ON 'LEADERSHIP' Page—9,
(An article on better management and supervision)
- MAINTENANCE OF INJECTORS Page—11
Summery of loco important letter no. 74
- STATEMENT OF RAILWAY MINISTER Page 5 to 7
On responsibilities & emoluments of supervisors.
- RAILWAY VS. GOVT. UNDERTAKING

Letters to the Editor

We heartily congratulate the Central Bodies of the IRFA & IRTSA, for their decision to publish a monthly journal of the Association. It is a welcome move, and we earnestly hope that the journal will go a long way to help us in highlighting our problems, besides keeping the members well informed about the activities of the Associations, latest technical advancements and orders of the Railway Board.

We wish the journal a great success.

Members,
IRFA/IRTSA

IMPORTANT LETTERS

(Contd. From Page 11)

(v) Removing the ovality—These defects can be rectified by using a tapered plug of the proper size and pressing the dents out and by carefully squeezing the oval orifice to make it perfectly round.

3 Apart from the repair operations outlined above, attention is also given to other potential causes of failures of injectors and of auxiliary fittings. Such as leakage of steam from injectors and auxiliary steam cocks as well as leakage from top clack valves. It is important that all steam cocks be in perfect working order and to ensure this proper grinding of steam cocks during schedules must be ensured.

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Sd/- Krishna Sindhi
Signature of Publisher.

The Rail Supervisor

Vol. 1 No. 1

January, '69

The Rail Supervisor

Sitting in the comforts of an air conditioned coach or in a crowded 3rd class compartment of a train, one hardly thinks of the army of men who run it or those who make it fit to run. The big fleet of locomotives, carriages and wagons, on the Indian Railways, is kept on the move because of the untiring efforts of these men. But the persons actually responsible for the smooth and efficient execution of the whole complex are the technical Supervisors. These 7000 or odd Foremen and Chargemen in the Railway Workshops, locomotive sheds and on open line, look after the production, repair and maintenance of the Locomotives, Rolling stock, electrical appliances, allied machinery and plants.

They are the most important link in the whole system and shoulder such a great responsibility in its safe and efficient working, that any neglect on their part can cause a disaster. A single loose pin, nut or bolt may cost many a lives, and more than 2000 such parts go into the making of a locomotive, carriage or wagon, and each one of these parts is a problem by itself.

The credit, though not generally appreciated, goes to these men that there has been a very low percentage of accidents due to mechanical defects. This is due to the fact that hard work has become a matter of habit with these men and such is the compelling force of their responsibility, that it keeps them tied to their jobs sincerely and efficiently, inspite of all odds.

Although there is a universal recognition of the role of supervisors in the efficient working of any system, the lot of the Technical Supervisors, on the Railways, get just half the wages than those of their counterparts in the Government Undertakings in India. Their present emoluments are less than their emoluments of 1931. Their chances of promotion are so limited that a majority of them are stagnated for years together without any promotion or increment. They are overworked and over loaded with responsibilities. They have been unrepresented and unheard. Even the recognized Trade Unions, traditionally being more concerned with the labour problems, have not been able to give due consideration to their problems. Though considered

a part of the administration at one time, the feeling now is only one sided. Working away from the public gaze, they don't get the attention of anybody. Even the Pay Commissions did not give them their due share, as they did not get a chance to represent their case. As a result the matters have been going from bad to worse.

The mounting sense of frustration and dissatisfaction among the class gave birth to the Indian Railways Foremen Association and Indian Railways Technical Supervisors Association. It was largely felt that their problems had reached a stage that they were bound to adversely affect the efficiency of these men. But inspite of the depth and genuineness of their grievances, their sense of responsibility and discipline have kept them to a peaceful and constitutional approach in the airing of their grievances. Through memorandums, appeals and personal representations, the category has made all possible efforts to better their lot. It is a matter of surprise and regret that though most of the high ups have sympathised with their demands, fruitful results have yet to come in. We fervently hope that these peaceful but hard working men will not be allowed to slide into unwanted attitudes, born out of frustration. The country can ill afford the loss of their initiative which is bound to come in, if no early solution to their problems, is found. Their demands are very modest and reasonable and it will be cheaper to grant them their due, rather than have the safety and efficiency of the Railways affected.

Railway Minister's Gift to Officers

We welcome the generosity of the Railway Minister to be so considerate to the Railwaymen as to offer them a 'Gift' on the New Year, eve, costing Rs. 8 Crores to the public exchequer. But ironical part of it, as appears from the news item in certain papers, is that the Railway Minister has been extremely partial in making this 'Gift'.

The so called 'gift' is in the form of enmass upgradation of a large number of posts of Railway Officers. But the generous advancement, howsoever well deserved to the privileged class of officers, has been cloaked under the misnomer of 'A Gift to the Railwaymen' in general. This is an ingenuity of which only the Government of India is capable. The only other class of railwaymen to benefit from this generosity of the Railway Minister, is the one which has proved its nuisance value, by paralysing the Railways through strikes and agitational means. Those who did not forsake their loyalty and faithfulness and have made only peaceful and constitu-

(Contd. on page 4)

Work to Rule

(Contd. from page 1)

tional and Chairman Railway Board stating the main demands, which included parity of pay scales with Government undertakings, adequate chances of promotion, better service conditions, confirmation of staff and full payment of overtime allowance on the basis of actual hours put in. Through the resolutions passed in the mass meetings in the various sub-units, the supervisors resented the continuous disregard of their genuine demands by the Railway administration inspite of repeated representations through peaceful and constitutional means. They called upon the Railway Administration to take the necessary steps to improve their lot before their frustration starts effecting their efficiency and that of the Railways.

The Central General Bodies of Indian Railways Foremen Association and Indian Railways Technical Supervisors Association jointly called upon the members to get prepared for a continuous struggle as long as Railways don't accept their demands. The Associations have planned to launch the second phase of their three stage programme in March, 69 when all the 7000 supervisors on the Indian Railways would go on Mass fast for 24 hours and a mass deputation of the category will meet the Railway Minister, at Delhi, to impress upon him the genuineness of their demands and gravity of their frustration. They would request him to intervene before their disciplined and faithful class also starts thinking in terms of agitation and direct action.

Finally, in case the authorities fail to "show any sympathy for the genuine demands" the central body has decided to launch a work to rule campaign on the Indian Railways from 1st August, 69 after meeting the Prime Minister in July. In case the category is compelled to do that, it may adversely effect the normal running of the trains throughout the country.

3rd Annual Conference

The Central Body has decided to coordinate the Mass Fast and Mass deputation to the Railway Minister, with the 3rd Annual Conference of I. R. F. A and IRTSA and it has been decided to hold the same at Delhi in March, 69, when the whole situation will be reviewed, and a final decision will be taken on the effective implementation of the phased programme.

(Contd. from page 1)

Happy New year

Objectives of the Rail Supervisor

1. Highlighting the problems of the Supervisors and offering the probable solutions for the same.
2. Offering technical write ups and articles for improved supervision and Technical know-how.
3. Keeping the members informed about the Establishment rules and other orders of the Railway Board.
4. Keeping the members informed about the activities of IRFA and IRTSA.

The category of the technical supervisors (i. e. the Foremen, Chargemen and Draftsmen) play an important part in the safe and efficient working of the Railways. In their welfare, lies the welfare of the Railways and that of the nation at large. "The Rail Supervisor" is expected to go a long way in achieving this end.

Ist All India

Loco Shed Supervisors Conference.

It is a lucky coincidence that the Inauguration of "the Rail Supervisor," is coinciding with the Ist All India Loco Shed Supervisors Conference, because a supervisor of the Loco Shed is a typical representative of the Railwaymen in general, and Technical Supervisor (on the Railways) in particular. He is the person mainly responsible for keeping the wheels running. He makes the locomotive fit to run, which by no means is a small job. He has to work against all odds, day in and day out.

It is a pity that his is a neglected lot inspite of a universal acceptance of the importance of good supervision in all jobs. This conference and the publication of this journal, are just a part of the efforts of IRFA and IRTSA to improve their lot and that of their counterparts employed in the workshops and elsewhere on the Railways.

(Contd from page 3)

approach for the redressal of their grievances have again been left out. It is a disappointing situation and an indicative to the loyal workers to become dishonest and adopt the same tactics which have proved their effectiveness with the Railway administration. But the country can ill-afford this loss, and we sincerely hope that the Hon'ble Minister of Railways will not let down this middle rung of staff who are even now, doing their best for the Railways and are really suffering and badly stagnated.

M. Ps Write to the Railway Minister

FOR

Pay Parity to Rail Supervisors

WITH GOVERNMENT UNDERTAKINGS

Railway Minister's Statement in Lok Sabha

Confirms Less Pay and Higher Responsibilities

OF

Foremen and Chagemen on Railways

Number of M. Ps both from Congress and opposition benches have sent joint and individual letters to the Railway Minister, asking for removal of disparity between supervisors on the Railways and those on the Government undertakings.

Through a question in the Parliament, the Hon'ble Railway Minister was asked to specify the reasons for the disparity of pay scales between Government undertakings and the Railways. The Railway minister in his reply justified the disparity on the grounds that there was difference of nature of work and responsibilities of the supervisors on the Railways and those in the public undertakings. When asked about the specific responsibilities and nature of work of the Supervisors in the Railways and those in Heavy Electrical, Fertilizers Corporation and Heavy Engineering Corporation etc, the Railway Minister asked for more time to collect the information, and later on gave a detailed statement in Lok Sabha on the matter. (Please see page 6 & 7 of this issue)

Responsibilities of Rail Supervisors More.

Raising the issue once again the Swatantra M. P. Shri Y. G. Gawd and others have pointed out that while the Railway Minister, had justified the pay disparity on the grounds that there was a difference of responsibilities and work load etc., his recent statement clearly shows that the the responsibilities and work load of the supervisors on the Railways are more than those of their counterparts in Government undertakings. According to the Statement of the Railway Minister, Foremen in the Government undertakings look after a small section of the shop—a job that is done by the junior Supervisor or chageman on the Railways. Besides whereas a diploma holder, in the Government undertakings, after 2 to 3 years of experience or training, is absorbed as a Chageman, in a grade of 350-600 or even more, according to the same statement, a diploma holder on the Railways, after 3 years of training, or an apprentice mechanic, after 5 years of practical and theoretical training, is absorbed as Chageman in the grade of 205-280, which is far less than the former. The avenues of promotion are also understood to be better in the Government undertakings.

Highlighting these facts, the memorandums by the M. Ps, stressed the need of natural and social justice and regretted the dual standards, maintained by the Government. It further suggested that the frustration caused as a result of this disparity

is bound to affect the efficiency of the men to an extent that the resultant losses may be much more than the financial implications involed in the revision of their pay scales.

The memoranda further pointed out that just the fact that the pay commission had fixed the emoluments of the Foremen and chagemen along with those of the other Central Government employees, was no reason for not considering their case on its own merits. The Railway Ministry was competent to take decision as regard to emoluments of the various categories, over and above the recommendations of the Pay commission and the Ministry was understood to have done that in the past in case of other categories.

It was further emphasized that if the Government could afford proper emoluments, suitable conditions of service and proper avenues of promotion, for the supervisors in the Government unuertakings, it should be able to afford the same for those in the Railways.

Besides asking for the parity of pay scales with Government undertakings, the memorandum also supported the demand of the Rail supervisors for reduction in number of grades, Superintendent allowance to the Foremen, improved service conditions and better avenues of promotion for the supervisory category on the Railways.

SEND YOUR SUGGESTIONS AND ARTICLES

for

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Statement of the Railway Minister in Lok Sabha On Emoluments and Responsibilities of Supervisors, in Govt. Undertakings & Railways

Organi- zation	Category	Duties.	Qualifications and methods of recruitment.	Avenue of promotion.	Responsibility and type of work.	Workshop facilities
1	2	3	4	5	6	7
Railways.	<u>Shops</u> Foreman.	He is in overall charge of his shop and responsible for the proper utilisation of the men machine and materials under his charge.	Posts of Chargemen in the lowest grade of Rs 205-280 are partly filled by promotion from ranks and partly by direct recruitment. No minimum qualification is prescribed for those coming from ranks. In the case of direct recruitment, posts are filled by recruitment, of Apprentice Mechanics. The period of training is 5 years in the case of Matriculates (with Science as subject) and 3 years in the case of Diploma Holders	Chargemen 'C' (205-280) Chargemen 'B' (250-380) Chargemen 'A', Asstt. Foremen Foremen 'C', (335-425) Foremen 'B' (370-475) Foremen 'A' (450-575) In production units (C.L.W. & I.C.F.) only Shop Supdt (450-575 + Special pay 1,150). Class II posts.	The type of work discharged by the Foremen and chargemen is of supervisory nature.	No separate special facilities are provided
	<u>Chargemen</u>	He assists the Foreman in the discharge of his responsibility by himself undertaking the responsibility similar to that of Foremen in respect of the section under his charge.				
	<u>Sheds.</u> Foremen	He is in overall charge of shed and responsible for proper maintenance and upkeep of Locomotives, whilst in service between overhaul in workshops. He has executive control of all staff posted to the shed both for maintenance and operation of the locomotives. He is also responsible for the store and maintenance of plant machinery and ancillary equipment allotted to the shed.	A limited number of posts in the grade Rs 335-425 are also filled by direct recruitment of Engineering Graduates.	Sheds Chargemen 'C' (205-280) Chargemen 'B' (250-380) Chargemen 'A', Asstt. Loco, Foreman, (335-425) Loco Foreman, Loco Inspector 'B' (370-475) Loco Foreman 'A', Loco Inspector 'A' (450-575) Class II Posts.		
	<u>Sheds</u> Chargemen	He assists the Loco Foreman in the discharge of his responsibility so far as it pertains to Locomotive maintenance and upkeep, by himself undertaking the responsibility similar to that of Loco Foreman in respect of the Locomotive or ancillary equipment under his charge.				

Contd. on page 7

Statement of the Railway Minister (Contd.)

1	2	3	4	5	6	7
Heavy Electrical Industries Ltd. Bhopal.	Foremen	Incharge of a small section engaged in manufacture, production or maintenance. Distribute the work, ensure that it is carried out in time. maintain discipline and cleanliness of the section, ensure that safety procedures have been taken care of, attend to minor administrative matters. Foremen in the lower grades assist the Foremen in higher grades.	For highest grade. A Good diploma in Elec. Mech. Engineering with at least 3 years experience in handling skilled labour with extensive knowledge of manufacturing technique etc. For Jr. Supervisory staff Trainees A good diploma in Mech/Elec. Engineering with at least 2 years experience in Production manufacturing department of a large workshop or factory. Lower grade posts in scale Rs. 250-380 are filled by suitable departmental candidates.	Asstt. Foremen Grade II (250-380) Asstt. Foremen Grade I (335-425) Foremen (400-680) Manufacturing Engineer.	Supervisory	No separate special facilities are provided.
Fertilizer Corporation of India Ltd.	Foremen Chargemen	The duties are of supervisory nature. They have to guide their subordinates and supervise their work as well. Also they have to work with their own hands.	For appointment to the post of chargemen persons are first recruited as Chargemen trainees. After 2 Years training these trainees are appointed as chargemen in scale Rs. 320-470. The minimum qualifications prescribed for appointment as Chargemen trainee is B.Sc. or Diploma holders 3 years in Mech/Elec/Chemical etc. posts of Chargemen are also filled up by Technician Grade I (Scale Rs. 05-300). The method of promotion from Chargemen to Asstt. Foremen, Foremen etc. is made by departmental promotion committee on the basis of merits.	Chargemen (320-470) Asstt. Foremen (350-680) Foremen (590-740) Genral Foremen (750-950) Plant Engineer (1100-1400)		No special facilities are provided
Bharat Heavy Electrical Ltd. Hardwar.	Foremen 400-680	Supervision of a work unit, allocation of work to Asstt. Foremen/Chargemen, control of labour, their attendance and authorisation of issue of material.	Graduate or Diploma holder in Mech. Elec. Engineering with 4 years experience in the respective grade. Initial stages of the Factory by direct recruitment. Later by means of promotion.	Forman with over 2 years service are considered for promotion to the post of AEE in grade Rs. 400-950 for 25% of the vacancies.	Mostly field/workshop site work, partly office work. Responsible for Workshop/work unit, operations, output, workers and their discipline.	No special facilities are provided
	Asstt. Foremen Rs. 335-425 Chargemen (250-380)	Direct supervision of work with a gang of workers.	Diploma in Mech/Elec. Engg. with atleast 3 years experience or LTI or Matriulates with experience ranging from 5 to 10 years in a large workshop of repute according to the recruitments of job. In the initial stages by direct recruitment. Later, 25 % of posts are filled by promotion and 75% from open market of Diploma holders who are trained for 18 months.	Chargemen who have put in minimum of 2 years of service are considered for promotion to the post of Asstt. Foremen in the grade of 335-425	Field work/site work. carry out assigned work with a group of workers,, responsible to Asstt. Foremen/ Foremen	

Contd. on Page 8

What is Wrong WITH OUR LOCO SHEDS ?

By A Loco Shed Supervisor

"What is wrong with our Loco Sheds?" was the question we were discussing.

"Nothing," said Dada, "except that we are overworked, and underpaid, there is some shortage of material based on certain values of economy, and our service conditions are not satisfactory. That is besides the labour troubles that we have sometimes. Ofcourse, life in a loco shed is a real drudgery.

There was a big laughter in the room. Dada had said it in such a casual manner that for a moment, we forgot all our problems, but when we gave it a second thought we found that he had told the stark truth.

For a layman the train runs all by itself. Ofcourse, he knows about the Driver, the ticket checker, the guard or even about the Station Master and the Booking Clerk. But how the train runs and who makes it fit to run, who maintains the locomotives carriages and wagons and keeps them running is no body's affair, except our in the loco sheds and in the repair workshops. How many problems are involved in the job, is any body's guess. People want comfort and safe and efficient running of trains. And for that, we work day and night, in cold weather and in hot, with good engines and with bad, with all sorts of men and against all odds, we have to "keep the wheels running."

This is a big task, though we do it smilingly, as far as possible. We have our problems, and the greatest of them is that no body cares to solve them. We are supervisors, and are supposed to be responsible men. So we can't speak. We have to look after our jobs silently and we are soely responsible for that. What ever goes wrong, whether due to mechanic's fault or that of the instructions from the top, we are answerable and punishable and these punishments are usually unlimited.

Underpaid and Over Worked

We work from 12 to 16 hours a day, but inspite of working round the clock, we are not paid adeqate overtime or the night duty allowance. We are not allowed any

holidays, and we hardly get any leave. Up on the work all the 365 days of the year, we don't have any rest givers to relieve us on Sundays or for weekly rest. "Not humanly possible?" Oh, yes, it is. Come and have a look at us, we are working and we are human beings, though sometimes we ourselves doubt it.

In our shed, we have a fleet of 100 Locomotives and about 1200 men under the charge of a Loco Foreman, getting Rs. 575/- P.M. Isn't it fantastic?. It is, particularly so if you know all the duties of a loco Foreman and those of the men working under him. At an other place, a man doing the same job, with similar responsibilities and nature of work, would be getting atleast three times the wages, based entirely on Indian Standards, of course.

But where as, we are over worked and underpaid, our avenues of promotion are low and service conditions are extremely bad.

Excluded Staff

The most interesting part of the thing is that we have been classified as "Excluded staff" according to the definitions of the Railways and Hours of employment Regulations. Which means, that we are not entitled for over time and other benefits. Working in the most hazardous conditions of service. We are not entitled for any hazardous duty allowance. Our job is so very demanding that we do not have any social or family life. Chances of promotion are so bleak that most of us are stagnated for years together on a grade, without any promotion or increment.

Having talked about the passive side, one may feel tempted to know something about the good points. Those ofcourse have to be there. But if You mean the security of service, that is there. Of course, but at half the wages with r prospects of promotion. Or do you mean the free pass and PTOs? Well, I have not been granted a day's leave durit the last three years to avail them and even otherwise I wor have had the money enough to meet the other expenses of journey.

Contd. from page 7

National Small
Industries
Corporation
Ltd.

The National Small Industris Corporation is operating schemes for promotion ar development of small scale industries in the country & no industrial production is undertaken by the Corporation except at its three prototype production and training centres which, whi imparting training to artisans drawn from small scale industries, also produce certa machine tools. The category of Foremen has since been abolished at these centres where the category of chargemen exists only at the prototype production and training centres Okhla and Rajkot. The scale of pay of Chargemen is Rs. 325-475.

TECHNICAL FORUM

ON LEADERSHIP

By

Mr. M. K. Rustomji

Financial Controller, Tata Locomotive and Engineering Co. Ltd.

Training in Leadership

A good deal of time is spent in training men in their own specialised subjects such as Chemistry, Engineering, Accountancy, Physics, Law, Journalism, Aeronautics. But perhaps the most important aspect of their training is forgotten—and that is how to be good leaders.

A Leader Must Know His Men

A leader must know his men. How does he do it? Through the little touches that make all the difference. If he knows that one of his men has a sick daughter he should make it a point to enquire after her—an awareness of such personal information is very necessary. It is important to have frequent face to face contacts with the men—there is no real substitute for this. A leader should know his men as men who have a personal life of their own, with worries, anxieties, joys and sorrows and not merely as a part of a working machine. If a leader receives a leave application from a man whose wife is ill, he must realise how much his leave application means to the man who is making it. Or if one of his men is ill in hospital, a visit will make all the difference.

A wonderful example for us, of course, is the Army. That's where you get really first class leadership and that is why the men unhesitatingly follow their officers and N.C.O.'s to death if necessary. The main reason why discipline is so good in the Army is that an officer or an N.C.O. makes it his job to know his men. He sees that the men write letters to their homes, he sees that their pants fit, he ensures that their boots don't pinch: little details about his men. And the result of all this is very good discipline. The same principles certainly apply to a factory and that's why it is so important that one should get to know one's men.

Treatment of Grievances.

The next important thing to remember is to treat grievances properly. Normally one is so busy with one's own day-to-day work that one tends to treat the numerous applications from one's men with a certain amount of irritation—one tends to brush them aside. But this is the worst possible thing to do. One must remember that a grievance—for the man making it—is the most important thing in the world as far as that man is concerned. For that reason alone you should treat grievances as being important, no matter how trifling they may appear to you. If the grievance is in the form of

a letter you should reply to it properly. If it is a verbal one you must make sure that you give a patient hearing to the man making it. This is a fundamental matter and one of the essentials of a good supervisor. It is easier said than done, but if you follow this you will get very good results from your men.

Informal Get-togethers

Another thing which is very useful is an occasional get-together outside the Office or Workshop. A picnic with the men is an excellent thing. The extraordinary thing about Office or Workshop picnics is that when you go to them you do so with the idea of doing your duty, but you will usually find that you end up by having a very good time yourself. You will be surprised how enjoyable a Shop Picnic can be. And a picnic does any amount of good for boosting morale. Informal get-togethers are thoroughly recommended. Call some of your boys to your house and have a cup of tea with them. Such things, you will find, have excellent results.

A Leader is One of a Team— Delegation of Work

Another important thing about good leadership is that a supervisor must remember that he is just ONE man. The men under him may be 7,70 or 700 people; but no matter how hard the supervisor works, he cannot do much more than ONE man's work. So a leader's primary function is to ensure that the work of all his men is properly organised. When a supervisor goes to his Office or Workshop in the morning, he must not think so much of what he himself is going to do for that day; it's far more important thing for him to think of what the various men under him are going to do. This is not at all easy, because there is always the temptation for a supervisor to try to do everything himself. But this is wrong. A leader must learn to delegate his work. The more a leader delegates, the better will he be able to lead his men. Delegation of work also ensures that in the case of illness or death or resignation, the work of a Department still goes on. The more one delegates, the better will a supervisor be able to plan his work; the more will he be able to teach his men. And there is also the point, if work is properly delegated, a supervisor does not become indispensable in a particular job. This means that if there is a vacancy higher up, the supervisor can be spared to fill that vacancy, as he has properly trained people to do his own work.

'The Rail Supervisor' is grateful to the National Productivity Council and TELCO, for this useful article, On Better Management and Supervision.

(Please turn to page 10)

(*Contd. from page 9*)

All Supervisors Are Part of Management

The thing one notices very much among supervisors and officers in our country is that they don't feel themselves part and parcel of the Management of a Company. It must be made clear to all officers and supervisors that they are very much part of the Management. One way of doing this is to ensure that all the Company's policies and actions are properly explained and passed down. It is difficult for a supervisor to feel that he is part of the Management when he does not know the reasons for the Company's actions. It is also difficult for a supervisor to explain Management's actions to his men unless he knows the reasons himself. Here again this is a thing which is easier said than done, as it is not always easy to ensure that supervisors and officers know all about the Company's actions. This is something which requires a considerable amount of effort and patience. Information usually gets clogged up somewhere and one should be constantly at it to ensure that policies and communications move right down the line so that all the officers and supervisors know what is happening.

The Importance of Flow of Communication

Inevitably in a Company you get vague rumours floating about. You get this everywhere. And it is mainly due to the fact that people are not aware of the facts of Company actions and this results in people saying: this is wrong, that is wrong, the Company is inefficient and so on. It is up to the officers and supervisors to put this right and to explain the reasons for Company actions. More than half the rumours that get around and which lead to misunderstandings and discontent are due to the facts not being properly known.

You often get cases of supervisors criticising the Company. Criticism often leads to discontent and uneasiness. But ninety per cent of the misunderstanding would disappear if the supervisors were kept properly informed of Company actions.

Just as officers and supervisors should always be kept fully informed of Company policies and actions, so should they keep their men informed about the Company and about the Jobs they are doing. This will not only give the men a pride in the organisation in which they are working, but it will also give them an interest in their Job. And, if they are interested in their Job, they will do it much better. Time and time again you will come across cases in our country where a man working on a machine tool has no idea whatever of the job he is doing and what it's all about. You will find that if a workman is told what he is doing and what part his job is playing in the whole organisation, he will do his job far better because he will become interested in his job. Our workmen might not all be Matriculates—some of them might not even be literate—but they respond wonderfully if you take an interest in them and make them interested in their jobs.

Every Man Has His Importance in an Organisation

Another thing which is most important is to make every worker feel that the job he is doing—no matter what it is—may be cleaning lavatories or machining a bolt or sweeping the floor—is very important and that without this job the factory just could not go on.

Very often in the rush of work officers and supervisors tend to forget this—it's not usually anything very conscious—but brushing aside anyone has a terrible effect on a worker's self-esteem, and it should never be done.

The Occasional pat on the Back

It is surprising how often one forgets to give appreciation when a job is well done. More often one is inclined to criticise and find fault. Here again is something which a supervisor should watch. Psychologically it's far easier to criticise and find fault than it is to give a pat on the back. Many of us have an idea that if we appreciate people and give a word of encouragement now and then they will take advantage of it and will tend to be lazy and idle. This is not correct. You will find that a pat on the back acts as a spur and an inspiration and makes everything better all round; this is a thing well worth remembering.

When Not to Scold

A thing which is difficult to avoid is the tendency to dress down a man in the presence of his subordinates. This is a thing which should never be done. To a workman his immediate supervisor is the representative of the Management and if the workman sees his supervisor being reprimanded in his presence, then instinctively the workman loses his respect for him.

Don't By-Pass Supervisors

Remember that, except in extreme cases, one should never by-pass officers and supervisors. One is often tempted to go direct to the man doing the job, but this should be avoided wherever possible. The reason is obvious. If an officer bypasses a supervisor, it tends to lessen the authority of the supervisor in the eyes of his men; moreover, the supervisor's effectiveness is lessened as he is not aware of what his men have been ordered to do. Even though one is emphatically against red-tape yet, wherever possible, one should go through the proper channels and should not by-pass supervisors.

Be A "Can" Supervisor

All of you in your time must have met the CAN'T type of supervisor. If you suggest a new thing or a new method he will straightaway say it CAN'T be done or that he wants additional staff. Put a new idea to the man and he will say it is impossible. Unfortunately you get this type of supervisor all over the place, and he is probably one of the biggest drags on our industrial progress. Sometimes one gets into a rut and unconsciously one develops a CAN'T mentality. Watch out for this. Don't be a CAN'T supervisor. Be a CAN supervisor. Anyone can criticise and pour cold water on a new idea. But it is the supervisor who is willing to try new ideas in his job who is the one that is going to get on in the long run.

Anticipate a Crisis

In the course of one's work, crises inevitably crop up from time to time. But very often a crisis can be anticipated and counter-action taken in advance. A good supervisor is the man that warns his officers well in advance—he anticipates a crisis and makes a fuss about it until action is taken. But unfortunately you often get the supervisor who utters one or two feeble warnings. Then if nothing happens he just sits down and waits for the crisis to develop. Time and

(*Contd. on page 12*)

Summary of Important Letters

Maintenance of Injectors

(Based on Loco Important letter No. 74)

1. The main causes of defective injectors and their auxiliary fittings are as follows :—

- (a) Tender strainers choked.
- (b) Dirty injector cones.
- (c) Bursting of joints.
- (d) Stripping of threads.
- (e) Injector cones slack.
- (f) Breakage of auxiliary steam cock spindles.
- (g) Sticking of top feed clack valve.
- (h) Defective ash pan drencher pipes.
- (i) Injector cones oval, distorted or damaged.

2. The following action is taken to minimise injector failures—

(a) Tender feed strainers choked.

After completion of wash out, the feed pipes and strainers are thoroughly examined as specified in 'B' schedule. Strainers are provided to arrest any foreign material getting into the injector cone area and are therefore potential spots for accumulation of jute, coal dust etc. It is, therefore, necessary to ensure that the strainers are properly cleaned at the 'B' schedule.

(b) Dirty Injector Cones.

This trouble generally occurs due to either dirt or mud being present in the feed water or from building up of soft scale on the injector cones and the injector body. Unsatisfactory washouts of boilers contribute to building up of scales, as in a dirty boiler a considerable quantity of water can be carried over with the steam into manifold passages and through injector pipes into the injector. Cleaning of cones is specified in 'A' schedule. When cleaning cones, it is not sufficient to remove only the delivery and automatic cones, but the entire cone assembly should be removed. All scale accumulated on the injector shell should be scraped off, taking care to see that the threads are not damaged. When cleaning cones in the acid bath, care is to be taken to avoid damage to the orifices, tapered surfaces, and threads.

(c) Bursting of Joints.

The main causes of bursting of joints are as follows :—

- (i) Bad alignment of pipes.
- (ii) Uneven tightening of flange bolts.
- (iii) Mating surfaces badly bedded during major schedules.
- (iv) Injector steam and delivery pipes not tightly clamped down to minimise stresses set up through vibration.
- (v) Defective brazing of flanges and spherical joints.

Attention to pipes and joints is given in 'D' schedule.

All pipes must be removed on commencement of major schedules. The pipes should be cleaned thoroughly and annealed. When refitting pipes they should be correctly aligned so that the need for forcing them on to mating joints on injectors, top clacks and steam manifolds with consequent prestressing is avoided. Bedding of joints should be carried out with the pipes in their correct position. After this has been completed, flange bolts must be evenly tightened in order to ensure a good joint. All pipes should be firmly held in position by tightening the clamps.

The stripping of threads is mainly due to bad alignment of pipes. All threaded portions of injectors, top clacks, auxiliary steam cocks, steam manifold and tender feed cock should be subjected to the closest examination during major schedules.

(d) Injector Cones Slack.

This type of failure is due to the fact that injector cones are not tightened home in their correct position after removal for examination and cleaning.

(e) Breakage of auxiliary steam cock spindles.

This is due to seizing of spindle on account of the formation of scales. It is necessary to avoid formation of scales, which can be done by ensuring that wash outs are carried out regularly and effectively and frequent blow down of boiler in sheds and on the run are enforced. This type of failure could be minimised if proper examination of all operating components of auxiliary steam cock are minutely examined and repaired, during major schedules.

(f) Top Clack Valves Sticking.

Sticking of clack valves will occur if adequate clearance in the valve bodies is not allowed. This clearance should be sufficient to permit the valve free movement,

(g) Injector cones worn oval, distorted or damaged by hammering or using a chisel.

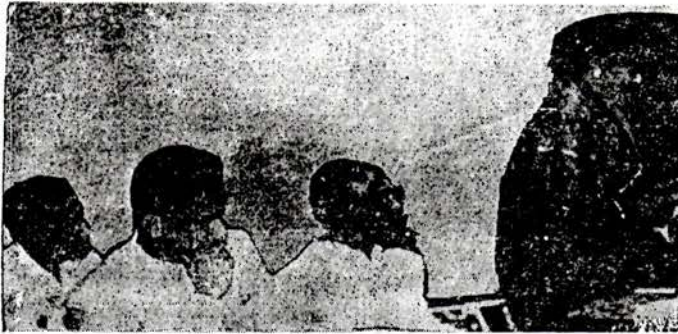
Defective injector cone should be replaced if the defects are such that smooth operation of the injector is affected. Defective injector cones can be repaired by—

- (i) Increasing the taper to take up ovality.
- (ii) Reducing the taper to take up wear.
- (iii) Increasing the diameter of the bore to retain the taper.

These operations can be carried out by using flat spade reamers of the required dimensions manufactured out of old files. It must, be ensured that a smooth and uniform bore is obtained.

(iv) Removing the dents in the orifices caused by mishandling and bad storage arrangements in stores and litters tool boxes.

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Smt. Satayavani Muttu, Minister for Information & Social welfare, Madras, addressing the 3rd Annual Day Conference, S. Rly. & I.C.F. units at Madras. Others in the picture are (from left) Shri S. M. Husaini, President, IRTSA, S. Rly. Unit, Sh. N. A. Sundram, Secretary, IRTSA, S. Rly. Unit and Sh. T. V. Anandan, Member Parliament and Vice President N F I R.

I. R. T. S. A. Celebrates 3rd ANNUAL DAY

All Units and Sub-units of Indian Railways Technical Supervisors Association observed their 3rd Annual Day on 27th November, '68 with a pledge by the members to rededicate themselves to the cause of their category.

Though functions in most of the Units, were simple, Southern Railway and Integral Coach Factory jointly held a Conference on 3rd December to mark the occasion. A number of Railway officers, including the C.M.E., I.C.F., Dy. C.M.E. S. Rly. and D.C.O.S., S. Rly. attended and addressed the gathering, besides Shri T. V. Anandan, Member Parliament and Smt. Satyavani Muttu, Minister for Information and Social Welfare, Madras.

While the organizers highlighted the aims and objects of the Association and the problems of the category, the guests, while sympathising with their problems, asked them to be patient in pursuance of their demands and work hard for the welfare of the country.

Messages of good wishes, received from various quarters, were conveyed to the members.

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ON LEADERSHIP

(Contd. From Page 10)

time again you will find that this has happened and it is most exasperating. Whenever a supervisor anticipates that something is going wrong, he should make a loud noise about it until somebody sits up and does things (that is, of course, if he is not in a position to put matters right himself). He should not give up if no one takes any notice.

Good House-keeping

You will find that invariably the most efficient Companies are those which adopt the best house-keeping practices. Good house-keeping in a factory means keeping everything tidy and clean and spick and span. This is extremely important. One may easily ask: "how does this help in getting out more production?" You'll be surprised, but it does. When you get supervisors who take pride in their shops and keep them neat and tidy, it inevitably follows that these same supervisors and the men under them take a pride in the jobs they are doing and in the work they are turning out. There is a factory in Germany where the workers take so much pride in their machines and workshops that they have placed flower pots near their machine tools to make them look even brighter and more cheery—this workshop is one of the best in Europe. Don't underestimate the importance of clean, attractive surroundings. You can be certain that good house-keeping leads to good work and high production.

Always Ask for Suggestions

Try to get suggestions out of your men. This has a double effect. In the first place one often gets first class ideas which can be put to real use; and secondly, the mere fact that the supervisor asks for suggestions tends to heighten the worker's self-respect and feeling of importance. And this in itself is an excellent thing.

Cost Consciousness

Most people can get a job done. After all if you have a pond to dig, and if you have 1,000 men to help you dig this pond, the pond will be dug, but the fellow that has organised the job can't get any credit for this. Surely the important thing to remember is the cost at which the job has been done. If a job is done with only two men where four men previously did it, then it is something which one can be proud of. At the present time more people cannot buy because costs are high. If you can reduce your costs, there will then be more buying and, therefore, more production and a higher standard of living for everyone. But this will only come about if you can use your men, materials and machines effectively and without waste; in other words if you are all "cost conscious".

Learning from ones mistakes

Everyone makes mistakes but the important thing about mistakes is that when once a mistake has been made, every effort should be made to study the mistake, analyse it, run over it again and again and try to discover why you have made the mistake. Try as hard as you can to learn from your mistake. The thing to do is to keep a little diary and note down the various mistakes you make. And then run over these mistakes from time to time. You will find as the years go on, by virtue of analysing the mistakes you have made, they will become fewer and fewer.