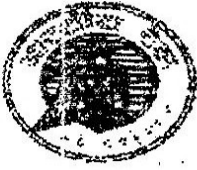


Severing

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54/2017

पूर्वोत्तर रेलवे

कार्यालय
महाप्रबन्धक (कार्मिक)
गोरखपुर।

ई०पी०न०-50-05

क्रमांक-54/2017

सं० का/310/भाग-छ./चार

दिनांक 4-04-2017
19

सचिव/महाप्रबन्धक
सचिव/अपर महाप्रबन्धक
सभी विभागाध्यक्ष
सभी मण्डल रेल प्रबन्धक
सभी कार्मिक अधिकारी
सभी मुख्य कारखाना प्रबन्धक
सभी अतिरिक्त मण्डलाधिकारी/स्थापना
पूर्वोत्तर रेलवे।

प्रति
3/19/का

विषय:- परिवर्तन रेल की भूमिका, उत्तरदायित्वों एवं कार्यों के सम्बन्ध में-
निर्णय निर्धारण हेतु प्रक्रिया।

रेलवे बोर्ड का कार्यालय आदेश संख्या 2017 का 19 पत्रांक 2017/प्र.एण्ड
एम/6/1 दिनांक 09.03.2017 की अंग्रेजी प्रतिलिपि सूचना, मार्गदर्शन एवं आवश्यक
कार्यवाही हेतु संलग्न कर प्रेषित की जा रही है।

संलग्नक/यथोपरि

Diya
04.04.17

(ए० के० सिंह)

उपमुकाधि/अराज

कृते महाप्रबन्धक/कार्मिक

प्रतिलिपि निम्न को सूचनार्थ एवं आवश्यक कार्यवाही हेतु प्रेषित :-

- 1- महामंत्री/एन.ई.रेलवे मजदूर यूनियन/गोरखपुर - 40 प्रतियों में।
- 2- महामंत्री/प्रमोटी अधिकारी संघ/पूतरे/गोरखपुर - 02 प्रतियों में।
- 3- महामंत्री/रेसुब एशोसियेशन/पूतरे/गोरखपुर - 02 प्रतियों में।
- 4- महामंत्री/एससी/एसटी एवं ओबीसी एशोसियेशन/गोरखपुर - 02 प्रतियों में।
- 5- मुकाय्याधी/एमपीपी को वेबसाइट पर अपलोड हेतु - 01 प्रति में।

Handwritten signature

Diya
04.04.17
कृते महाप्रबन्धक/कार्मिक

2
31/2017

भारत सरकार Government Of India

रेल मंत्रालय Ministry Of Railways

15 MAR 2017

(रेलवे बोर्ड) Railway Board

Office Order No. 19 of 2017

Pl. circulate.

2013/12

Sub: Roles, Responsibilities and Functioning of Transformation Cell - procedure for decision making.

Attention is invited to Office Order No. 5 of 2017 regarding creation of Transformation Cell for implementing ideas and big strategic shifts as decided during 'Rail Vikas Shivir'. The issue of its functioning, roles, responsibilities, approval process and strategic initiatives to be implemented in the first phase by Transformation cell was recently considered by full Board in its meeting on 21/2/2017 and following has been approved for implementation/necessary action:-

- i) Transformation Cell will work as a self-contained multidisciplinary cell comprising Executive Director (ED)/Director level officers of Traffic, Engineering, Electrical, Mechanical, S&T, Personnel & Accounts and headed by an Adviser reporting to CRB. A Director level officer from Stores Department will also be posted in the Cell along with the post.
- ii) Transformation Cell will implement new strategic initiatives emerging from Rail Vikas Shivir and also other new innovative ideas. For the first phase, the cell would implement Fifty-five (55) priority strategic initiatives as indicated in Annexure-I. More initiatives may be identified and implemented in due course by Transformation Cell with approval of respective Board Member.
- iii) Proposals for implementing strategic initiatives will be initiated by Transformation Cell and discussed through meetings/presentations with respective Board Member which may be attended by concerned Domain Executive Directors. Observations of officers and decisions would be recorded as Minutes of the Meeting. The proposal may normally be finalized in two or three meetings including finance concurrence. Thereafter, the firmed-up proposal approved by the respective Board Member would be put up by Adviser/Transformation for approval of CRB through FC. The proposals from Transformation Cell will not be routed in a routine manner on files through various Directorates.
- iv) ED (Accounts)/Trf. will act as the associate Finance for all proposals initiated and executed by the Transformation Cell including its day to day functioning. If required, ED(Accounts)/Trf may be strengthened in consultation with FC in future.

- 2-
- 34/2017
- v) Required Techno/Economic/Financial Feasibility Studies, impact assessment, cost-benefit analysis, bid document preparation and tendering etc as required for implementing the initiative may be undertaken by Transformation Cell through Experts/Consultants/Transaction Advisers hired for this purpose. The engagement may be done through RITES/RVNL or directly by the Cell itself.
 - vi) Zonal Railways will be actively involved in transformation initiatives. Transformation Initiatives identified to be implemented at Zonal levels would be driven by General Managers and at Divisional levels by DRMs and they may evolve suitable mechanisms to execute these initiatives.
 - vii) Manpower and other logistical assistance required for proper functioning of the Cell officers would be as indicated in Annexure-II.
 - viii) The Cell would also collaborate and tie up with global and national think-tanks, Ministries, Institutions, Academia, Technology and Knowledge partners, Expert Bodies & Domain experts as required for driving the Strategic Initiatives.

2. The Cell will not deal with routine matters and will not handle Parliamentary Questions/Assurances, Standing Committees, CA (iii) references, RTI, Complaints etc. unless it pertains directly to Transformation Cell. It will only provide inputs wherever needed.

DA: Annexure-I & II

No 2017/O&M/6/1

Dated: 09/03/2017

V. Vaidehi
(V.Vaidehi)

Joint Secretary/Railway Board

All Officers and Branches in Board's Office & Metro Bhawan Pragati Maidan

Copy for information & necessary action:

- G.M. INER*
Gorakhpur
- i) General Managers,
All Indian Railways/PUs
 - ii) DGs of RDSO & NAIR
 - iii) Directors of all Training Institutes
 - iv) CMD/RVNL & CMD/RITES for information and
necessary action for items at Annexure-II and sub-
para (v) above.
 - v) CMDs of all other PSUs

19

Strategic Initiatives to be implemented by Transformation Cell		
SN	Board Member	Initiative
1	MT	Upgradation of goods sheds with end to end logistic solutions through PPP initiatives
2		Develop a real time intelligent system to tabulate potential delay of late running trains and inform passenger in advance
3		Develop Inflation indexed pricing model for various segments /train products for passenger services
4		Redefine freight pricing model to incorporate route utilization, transit time assurances, type of service offering, market dynamics etc. including long term agreement with freight customers for assured freight revenue
5		Trials for new service models e.g. Dwarf containers to capture domestic cargo market
6		Revise catering contracts for meal preparation and meal disbursement through PPP
7		Proliferation of e-catering service on trains
8		Implement policy framework for vinyl wrapping of trains; Develop a liberalized policy framework to encourage participation of bigger professional players in advertising
9		Integrated App to provide all Railways affiliated services including ticketing, taxi etc.
10		Set up 2 lakh screens across 2,175 stations, to build a dedicated platform for not only advertisements but also passenger information
11		Develop Integrated dashboard for receiving and processing complaints from various channels including online
12		Develop a roll out plan to offer time tabled freight services
13		Implement access control systems across all A1 and A class of stations
14	ME	Eliminate all unmanned level crossings on the broad gauge network over next 3 years and provide alternative paths (e.g., RUBs/ROBs)
15		Shortlist the technology for Broken Rail detection and then plan for implementation across the high density network over next 3 years
16		Improve Railway Colonies through PPP (NBCC model)
17		Improve rate of construction by review of contract structure to enable EPC; eligibility criteria; package size; mechanization; DPR preparation; Implementation support agreement between executive agency and zonal railway
18		Shifting of Goods Sheds from City Municipal Areas and Use of Released Prime Land for Real Estate Development : developed into a modern commercial / hospitality complex
19	MS	Redesign performance management system to be outcome-based and encouraging initiative taking by employees e.g., KRAs for key posts. Requisite changes in APAR format to be done for Gazetted and Non-Gazetted officers/staff by Concerned Directorates.
20		Earmark 25% posts above Junior Administrative Grade in each department for a job rotation scheme to be manned by officers from other departments & mandate cross-departmental exposure as a condition for promotion above Senior Administrative Grade
21		Design and development of training modules through Massive Open Online Courses (MOOCs) for officers, supervisors and staff
22		Plan upgradation of training infrastructure to cater to all levels
23		Design and organise capability building programmes for officers to enable them to excel and rise to higher levels of productivity, creativity and quality and deliver cutting edge performance

3
54/2017

Strategic Initiatives to be implemented by Transformation Cell

SN	Board Member	Initiative
24	MTR	Review contract structure to enable EPC in railway electrification; eligibility criteria; package size; mechanization; DPR preparation; implementation support agreement between executive agency and zonal railway, in order to fast track railway electrification works (16,200 RKM in 3 years)
25		Total Fuel Management - RCDs to be managed by Oil Companies
26		Develop policy framework to jointly develop technological solutions for priority areas with private players
27		Develop dedicated Transmission line of Railways to avail low cost of power (to circumvent the issue of open access and reduce tariff)
28		Energy efficiency measures (LED lights, 5 star rated fans, Acs and pumps) at all Railway Stations and service buildings (DRM, GM offices & training institutes) through energy saving ESCO Model
29		Onboard condition monitoring for Motive Power
30		Provision of TRINETRA on diesel and electric locomotives as an aid to drivers to work in foggy weather
31		Provision of End of Train Telemetry (EOTT) system in freight trains to remove brake van
32		Develop decision support system to optimize crew and locomotive links through CRIS
33		Development of Motive Power to run at 200 kmph
34		Upgrade crew training infrastructure - provide motion based Simulators on all Divisions and Desktop Simulators in all lobbies through various financing models including PPP (Improve train handling, enhance safety and reducing training time)
35	MRS	Propagate 25 Ton axle load and low tare freight wagons
36		Implement onboard condition monitoring and online monitoring for rolling stock
37		Standardization of rakes - moving to only air-cooled / temperature controlled coaches
38		Replace slow moving passenger trains by MEMU/DEMU
39		Retrofitment of 40,000 coaches with better interior and aesthetics
40		Expedite procurement of rolling stock technology to run at 200 kmph on existing network
41		Redesign Service Contracts
42	FC	Develop open loop (for transit and generic payment) smart cards with outsourced fare collection
43		Create mechanism to get the best utilization out of CSR funding
44		Pool all available resources from budgetary support and internal surplus for funding capex including replacements
45	CRB	Set up Railway Planning and investment Organisation (RPIO) and Special Unit for Transportation Research and Analytics (SUTRA)
46		Set up SHRESTHA
47		Design and launch structured communication programme to dispel perception of fear of vigilance (educative role of vigilance)
48	DG/S&T	Develop Ultra high speed wireless corridor along IR's network

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Strategic Initiatives to be implemented by Transformation Cell

SN	Board Member	Initiative
49		Implement TCAS/TPWS technology across the high density network in the next 3 years.
50		Develop a comprehensive program to improve asset reliability by 10%. Expedite provision of (i) Distributed EI with ring cabling (ii) Reliable track circuits with inbuilt redundancy (iii) Relay Room air-conditioning (iv) Maintenance free earthing (v) Lightning and surge protectors (vi) Earth leakage detectors
51		Introduce Communication Based Train Control (CBTC) for suburban section - Harbour line at Mumbai (CR)
52	DG/Store	Design and develop scheme for entering into long term contracts for high value items
53		Introduce reverse auctioning for selected commodities
54		Target 10% reduction in total stores procurement through Mission Procurement and Cost Efficiency (PACE) at Production Units
55		Vendor Interface Management System (VIMS) to serve as single front end solution for all vendor interaction including online payment of EMD, SD, contract monitoring, refunds etc.

**Details of Manpower Requirement/Deployment and other
Logistical assistance required for proper functioning of
Transformation Cell.**

1. Transformation Cell would be assisted by Young Professional (YPs) with suitable qualifications engaged on the lines of existing Procedure and Guidelines for engagement of YPs in NITI Aayog. Hiring of YPs would be done through RVNL.
2. The Cell officers would be assisted by Executive Assistants (EAs) and Multi-Tasking Staff (MTS) to be hired through RVNL in accordance with the practice already existing in Railway Board.
3. With regard to Ministerial staff/office, Transformation Cell will function with a common Secretariat comprising a Section Officer, 1(one) PS, 1(one) PA, 2(two) ASOs and one MTS.
4. A temporary pre-fabricated office will be provided to the Cell in Rail Bhawan to ensure its proximity to Board Members for fast track decision making.

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