

Chapter V Monitoring Freight trains operations in Indian Railways

Audit Objective 4

Monitoring mechanism existed to oversee the smooth and efficient freight trains operations

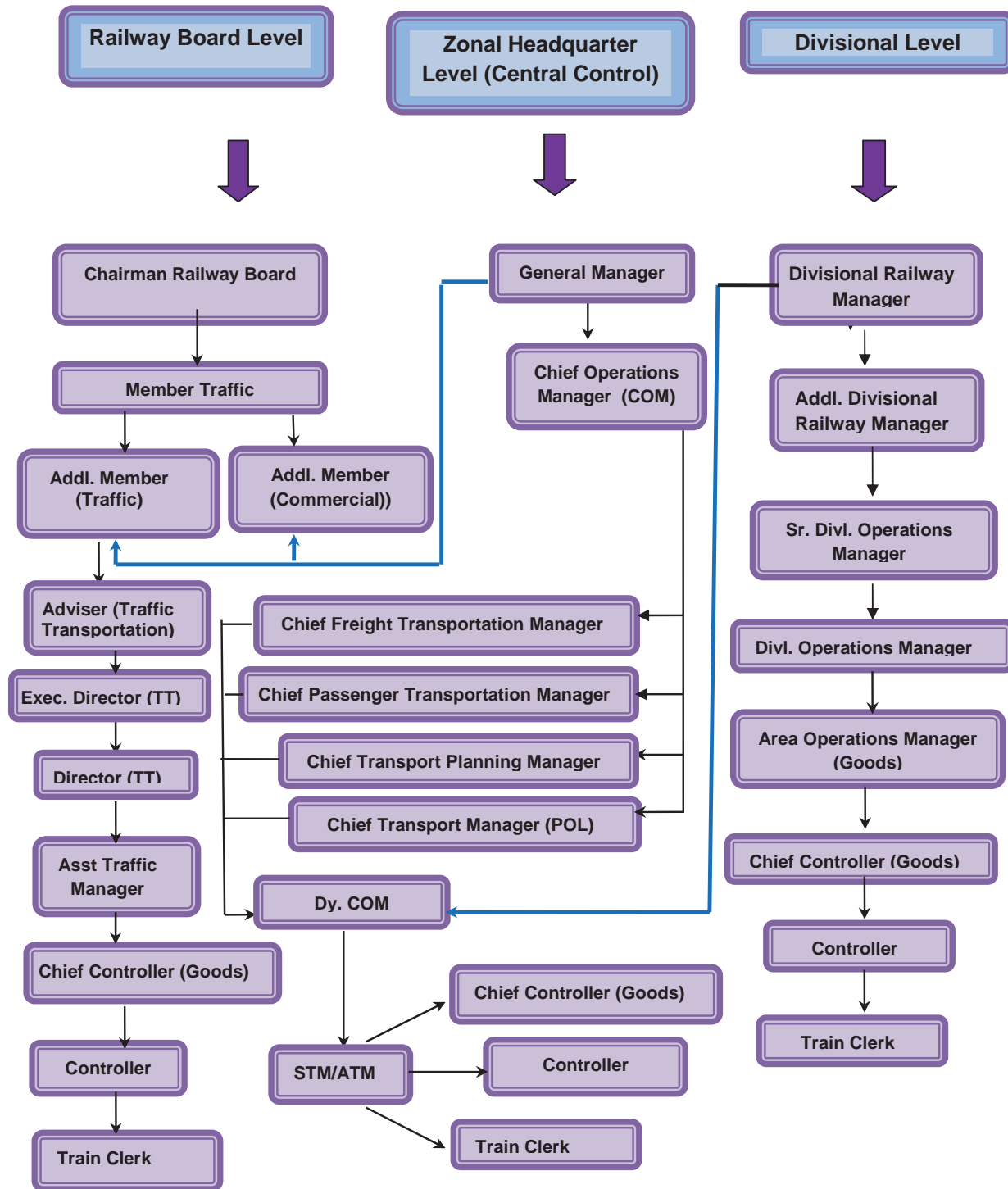
5.1 Monitoring

The Control Organization of Indian Railways is the nerve centre of train operations. It controls the asset management of the Railways, in a dynamic situation, round the clock incessantly moving trains on its entire network. This basic structure of Operating Control on Indian Railways exists at the Divisional Level, which has also been extended to Area Control levels. In addition, Central Control Office is situated in the headquarters office and one at Railway Board. Main objectives of the control organization are as follows:-

- To ensure punctuality of the mail trains
- To ensure maximum utilization of the rolling stock
- To ensure maximum utilization of the section capacity
- To increase the speed of the goods trains
- Maximum utilization of the train crew

The entire organization works round the clock, all days of the year without any interruption to monitor actual movement of trains on the entire rail network. Regular conference with yards, terminals, and the adjoining Division is held by the Control and for exchange of information regarding forecast of trains in yards; completion of loading/unloading at sidings etc. and interchange with adjoining Divisions. The organizational structure of the Control Office is as follows:-

Organisational Chart (Control office)



5.2 Control Office (Railway Board)

Control office at Railway Board is termed as Emergency Control. Chief Controller looks after the activities in Emergency Control. Daily position of loading, rake movement etc as maintained manually as well as in FOIS is exchanged amongst the Divisional/Central control as well control office in Railway Board. In respect of goods traffic movement, Chief Controller reports to officers in Traffic Transportation Directorate headed by Adviser/Traffic. Daily conferences are held between Executive Director level officers in traffic directorate in Railway Board and Chief Operations Managers in Zonal Railways as well Divisional Operations Managers in Zones on the issues relating to monitoring the goods trains movement.

5.3 Central Control Office (Zonal Hdqrs.)

Responsibility of the traffic throughout the Zonal Railway lies with Chief operations Manager (COM) assisted by Chief Passenger Transportation Manager and Chief Freight Transportation Manager (CFTM). COM advises all divisions regarding traffic and ensure that objectives are fulfilled as per planning. Chief Controller is the head of the central control. All the functions are done on his direct supervision. He is responsible to COM. His duties include-

- A review of previous day's performance to confirm that all forecasts made have been fully met.
- Prepare current forecast indicating assistance needed from Headquarters, adjoining Divisions, railways these will generally relate to interchange, loading and locomotive utilization, Checking control charts and bringing to the notice of the Senior Divisional Operations Manager/Divisional Operations Manger all avoidable detention to trains.
- Watching detention to stock at stations and terminals
- Maintaining liaison with neighboring Divisions
- Checking duty hours of running staff and balancing of crews.
- Granting engineering blocks, power blocks etc.,

A Review of record of Central Control Office in 16 Zonal Headquarters revealed that necessary information⁵⁴ were being received daily from divisional control to Zonal Hdqrs. In six Zonal Railways (CR, ECoR, NER, NFR, SECR & WR) information like Yard Balances, Train running position and Inter change position was not being received at control office in Zonal Hdqrs. All other information were being received telephonically or through FOIS. Thus, in the absence of required information on Yard Balances, Train running position and Inter change position in these six Zonal Railways, wagon availability and timely movement of trains could

⁵⁴ showing the stock records such as stock position in wagons, particulars of old outstanding, loading/unloading position, yard balances, total trains and interchange position with foreign railway

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not be monitored. Non-maintenance of requisite register by the Control Office will affect day to day control of goods operation regarding forecasting of trains to be run section wise including pilots and clearance of stabled wagons, forecasting of supply of empties for bulk loading points, planning for placement and removal, planning for engineering blocks etc. This will also affect day to day operation in two important ways i.e. guidance & assistance and future planning.

5.4 Divisional Control Office

Divisional Control Office is located in the divisional headquarters and connected to the stations and yards through various means of communication system. Chief Controller is the head of the control at divisional level and he is responsible to Divisional Operations Manager (DOM). Duties of the control office at Divisional level are same as those at Central control level (Zonal Headquarter).

Audit reviewed the position of maintenance of important register at selected 32 divisional control offices over 16 ZRs and noticed that only seven divisional control offices over five zones (Izzatnagar – NER, Lumding & Katihar – NFR, Chennai and Trivendrum – SR, Hubli and Bangalore city – SWR and Kota – WCR) maintained all the required registers. Scrutiny in Audit revealed that the required registers/record were not being maintained at all in some of the Zonal Railways as indicated below: (**Annexure 11**)

Table 36-Maintenance of records in Control Offices

Particulars	Record/register to be maintained	Record not maintained in Divisions/ Zonal Railways	
Sectional Controller	Sick Wagon Register	10 DNs in 9 ZRs	
	Yard Report Register	11 DNs in 7 ZRs	
	Load Register	5 DNs in 4 ZRs	
	Yard Balance Register	12 DNs in 9 ZRs	
Dy. Chief Controller	Yard running balance register	14 DNs in 10 ZRs	
	Forecast and acceptance book	06 DNs in 4 ZRs	
	Train ordering book	05 DNs in 03 ZRs	
	Goods Trains Performance Register	09 DNs in 08 ZRs	
	Over Dimensional Charges Register	10 DNs in 7 ZRs	
	Power Controller	Engine Link	09 DNs in 7 ZRs
		Crew position Register	04 DNs in 3 ZRs
Register showing abnormal detention		4 DNs in 4 ZRs	
Fuel Balance Register		7 DNs in 5 ZRs	

Source:-Record collected from control offices in Zones by field audit units in Zonal Railways

The non maintenance of necessary registers at control offices reflects poor monitoring on the part of divisional control authorities in these Zonal Railways.

In four Zonal Railways⁵⁵, the necessary registers were being maintained in Yard/Depot instead of divisional control office deviating from the uniform procedure.

Efficient functioning of the control office at Division as well as Zonal level gets translated in to achieving the objectives of control organization as brought out in the table below.

Table 37-Utility of the record maintained in control offices

Objectives of the Control Organization	Name of the record that helps to achieve the desired objective
To ensure Punctuality of the mail/express and passenger trains	Goods train performance register
	Engine link and crew position
	Fuel balance register
	Punctuality register
To ensure maximum utilisation of the rolling stock	Register showing abnormal detention
	Sick wagon register
	Yard report/Balance register
	Forecasting of supply of empties for bulk loading points
	Clearance of stable wagons register
	Yard running balance register and Engine Book
To ensure maximum utilisation of the section capacity	Forecast and acceptance book
	Section controller's diary and charge book
To increase the speed of goods trains	Fuel balance register
	HQ's Conference register
	Guidance & assistance and future planning
	Goods train performance register
Maximum utilisation of the train crew	Control failure register
	Train Advise Book
	Interchange register
	Engine link and crew position

Source:-Operating Manual of Indian Railways

Further, abnormal detentions to wagons at various activity centres like loading/unloading points, wagon examination points and in workshops during POH as discussed in Chapter III and IV is a clear indication of the in-effective monitoring despite IR having a set up of Control office right from the Railway Board level to Divisional level. Hence, non maintenance of certain registers as specified in the Operating Manual of IR affected the monitoring and resulted in adverse impact on managing the Goods trains like excessive detentions affecting

⁵⁵ ECoR (WAT division), NR (DLI & UMB), NCR (ALD) & SER (ADRA & CKP).

the availability of wagons, non availability of locomotives and deterioration in average speed of goods trains.

MoR replied (September 2014) that Zonal Control Office has its own specified monitoring work which monitors on macro level as compared to micro level monitoring by the Divisional Control Office. MoR has further stated that with the use of FOIS, a lot of data earlier recorded in registers can be easily be retrieved and hence the absence of records from the registers cannot be construed as lack of monitoring. MoR's reply is not valid as are contradictory as on the issue of analysis of FOIS data MoR have themselves stated that though lot of efforts has been put for its successful implementation, FOIS is still an evolving system. FOIS data is manually fed in to the system and the trained manpower may not be available all the time, the use of record maintained in the registers hence is of immense significance for the control offices in their decision making till the utility of FOIS is established and it gets integrated by the Control Office Applications.

5.5 Monitoring the maintenance operations in workshops and co-ordination between the Operating Department and the Workshop Authorities

In Workshops, the entire monitoring rests with the Workshop Authorities headed by Chief Works Manager. No mechanism to oversee the co-ordination arrangements between operating and the workshop authorities was found on record. This fact is more evident from the comments included in Chapter IV that wagons suffered detentions in yards before and after the POH. Once the wagon/loco is moved in to workshop, the role of operating is over. Operating department comes in to picture again after the wagon/loco is turned out of the workshop for putting back in service. Further, delays in repairs in POH of wagons in workshops and the excessive waiting time observed in undertaking POH as commented in Para 4.4.3 and 4.4.4 clearly indicates the lack of monitoring mechanism in workshop.

Cases of excessive detentions of wagons at various activity centres affecting the availability, non availability of locomotives for running the goods trains and deterioration in average speed of goods trains amply points towards a monitoring mechanism that warrants stream lining for increased effectiveness.