

ROLE OF MECHANICAL WORKSHOPS

ROLE OF THE WORKSHOP IN RAILWAYS

- Should tackle all rolling stock maintenance schedules requiring more than a week of stabling. (Governed by the transit time to & fro from the nearest workshop) or more than 10% of the total manpower strength of the open line maintenance unit.
- Should be a provider of quality spares (sub-assemblies & components) and should be able to deliver on time, always.
- All interaction with the open-line should be on door-to-door basis, i.e. workshops collect from site and deliver to site.
- Should create a system of zero defects and zero deficiencies on rolling stock / sub-assemblies and components to alleviate the problems of the open line working
- Should provide a support structure to assist open line at site.
- Should function as a centre for technical excellence and knowledge dissemination.
- Should provide and run a system for scrap material recycling for assisting open line.

FITTING INTO THE ROLE

- Managerial Requirements
 - Cohesive and independent control of the Workshop I/C over all departments with the aim that workshops should not be dependent upon any external unit. The workshop should function as problem solver and not problem creator.
 - Comprehensive implementation of Quality Management Systems with strict follow up.
 - Development of a real-time costing system
- Infrastructure Requirements
 - Development of comprehensive road / rail termination facilities for handling large road vehicles and all types of rail vehicles.
 - Development of captive / outsourced fleet of transport vehicles (rail / road) with nation wide tracking system
 - Development of better material handling facilities for intra shop movements.
 - Development of a system of knowledge management.
 - Development of quality infrastructure for creating an environment for excellence. These include:
 - Better flooring. All of the workshop should be at one level
 - Better roofing and protection of work areas
 - White lighting the work areas
 - Environment conditioning of critical work areas as per requirement
 - Comprehensive automated management systems for electrical / other power sources
 - Automated water management systems
 - Water recycling systems

- Comprehensive material recycling system
 - Replacement of old plants and equipment with modern technology based systems purchased / leased with comprehensive maintenance agreements.
 - Development of site service support groups equipped with mobile mini-workshops equipped with tools and teaching & training aids to attend sites and impart training at site.
- Better Human Resource Management
 - Development of automated attendance systems
 - Development of a system for flexible working hours (FLEXI-TIME)
 - Development of better training modules / systems for making training effective and a pleasurable experience
 - Creation of a comprehensive and automated system of payment by results to create an atmosphere for encouraging excellence
 - Delegation of authority to workshop in charges for employee welfare.
 - Creation of employee settlement areas with comprehensive facilities of schools / markets / medical. Can be provided by public private partnerships with real estate developers.
 - Comprehensive medical coverage and quality medical support. Can be based upon the lines taken by the Defense Services ECHS (Ex-Servicemen's Contributory Health Scheme)
- Independent Quality Assurance and Audit
 - Independent quality assurance and audit groups should be set up reporting directly to HQ. These groups will analyze productivity, quality of product and quality management systems of workshops for keeping checks and quality control.
- Independent Financial Accounting and Audit
 - Independent financial accounting and audit groups to be set reporting to the HQ. These should regularly audit the accounts of the workshops along the norms of audit and accounting followed by chartered accountants.