



WORK STUDY REPORT
ON
REVIEW OF MISC. GROUP 'D' STAFF
WORKING IN ENGINEERING (WORKS)
OVER
MORADABAD DIVISION
2018-19
WORK STUDY TEAM

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No. 16-CP/32/WS/18-19

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EXECUTIVE SUMMARY

This study was allotted to the Central Planning Cell, HQ Office, with a view to identify redundant/unproductive activities in the working of Misc. Group 'D' staff working in Engineering (Works) department over Moradabad division. The improved methods of working have also been suggested with a view to eliminate the wasteful expenditure of the railways.

STAFF POSITION

The total sanctioned and on roll strength of maintenance staff under SSE/SE(W) mentioned above is as under: -

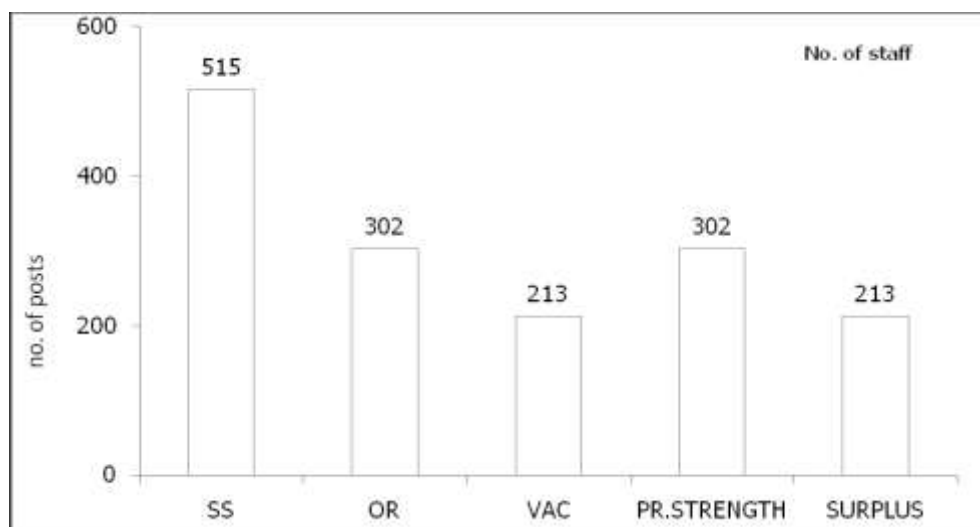
S.N.	Category	S/S	O/R	Var.
1	Helper Khallasi	494	292	202
2	Chowkidar	21	10	11
Total		515	302	213

No. of posts identified as surplus and recommended for surrender: -

Group 'C' = Nil posts
 Group 'D' = 213 posts
Total = 213 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = 1024.24 lakhs per annum
Capital savings = Nil
Total savings = 1024.24 lakhs per annum



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SYNOPSIS

Indian Railways is the cheapest mode of transport in the country. It is biggest organization of government with huge manpower engaged in its safe working. Several departments are functioning as a team to keep the wheels moving and achieve the goal by transporting passengers and freight from one place to another. The Civil Engineering department plays twin role in providing public utility services. The P.Way department provides good quality of track fitness. On the other hand the works department provides maintenance the infrastructure like residential and service buildings, water supply system, rest houses and public amenities to rail users.

In Railways, the process of absorption of modernization has been started and still in progress in every sphere of system. These technological upgradations have shown considerable improvement in the efficiency and manpower productivity in Railways.

In view of technological developments in every sphere of railway working, the Engg. Works department has also adopted the pattern of working by multiskilling in trades, closing down of redundant activities and outsourcing of major works to contractors. The departmental labour is attending minor/petty repair work, which shows reduced workload. Although the Engineering department (Works side) has executed construction work, wooden/steel work on contractual basis, yet the manpower is being engaged in excess.

Keeping above in view, SDGM/NR assigned this work study to Central Planning Cell, HQ Office with a view to optimize utilization of manpower. After review of existing workload in SSE/SE units over MB division, the team identified 213 posts of Misc. Gr 'D' staff as surplus and recommended for surrender. After implementation of all the recommendations made in the report, a net recurring annual saving to the tune of Rs. 1024.24 lacs per annum will be achieved.

SUMMARY OF RECOMMENDATIONS

S.No.	Recommendations	Ref.Para No.	Accepting/ Implementing authority
1	It is proposed that 202 posts of Helper Khallasi staff are identified as surplus and recommended for surrender. Helper Khallasi Grade Rs. 5200-20200-1800=202 posts	2.8	ADRM/MB SR.DEN/C/MB SR.DPO/MB
2	It is proposed that 11 posts of Chowkidar staff are identified as surplus and recommended for surrender. Chokidar Grade Rs.5200-20200-1800=11 posts	2.8	ADRM/MB SR.DEN/C/MB SR.DPO/MB

ACKNOWLEDGEMENT

The work study team is highly grateful to Shri Sharad Shrivastava, ADRM/MB, Shri R.P.Singh, Sr.DEN/C/MB, Sh. Vipul Goel, Sr.DPO/MB and other functionaries for giving their valuable guidance and extending their full cooperation in providing relevant data/information during the conduct of the study.

1.0 INTRODUCTION

- 1.1 Indian railway provides transportation services at a desired level of safety to its users. Being a public utility service it also provides various passenger amenities like drinking water, waiting rooms, clean platform environment within railway premises
- 1.2 It is the Civil Engineering department, which maintains track fitness and maintenance of infrastructures. But as this study is related to (works) side of engineering department, it is necessary to say that entire maintenance (works) of service/residential buildings, bridges, foot over bridges, water system, approach roads etc. is supervised by Sr. Section Engineer (Works) in his jurisdiction.
- 1.3 In works department, a huge manpower has been engaged to meet with the day to day maintenance activities, with heavy amount incurred by railways to meet out their high wages. It is true that Engg. Department is highly expenditure orientated so more attention is required towards its economical approach of men and materials.
- 1.4 The modernization and technological up-gradation in railway system has brought a lot of change in policies, the maintenance work is being outsourced by Engineering (works) department. All the major works are being outsourced. This has resulted in improved quality of maintenance and reduction in workload of works department. Keeping in view above, SDGM/NR assigned the work study to Central Planning Cell HQ Office with a view to review the works maintenance staff in relation to existing workload.

1.5 TERMS OF REFERENCE

The work study has been conducted under the following terms of references: -

1. To review staff strength vis-à-vis existing workload.
2. To identify redundant/unproductive/obsolete activities with a view to eliminate wasteful expenditure.
3. To suggest ways and means to improve the efficiency and productivity of the system.

1.6 METHODOLOGY ADOPTED

The work study is based on the following method study and work measurement techniques: -

1. Data collection and its critical analysis.
2. Physical observations, spot-checks of various activities done by maintenance staff, analytical estimation, and application of yardstick in vogue, if any.
3. Held discussions at various levels.

2.0 BRIEF DESCRIPTION, STAFF POSITION, CRITICAL ANALYSIS, REQUIREMENT OF STAFF AND RECOMMENDATIONS

2.1 BRIEF DESCRIPTION

Moradabad division is an important division of Northern Railway and famous for its brass metallic works. The lay out of MB division is from Alamnagar station (Excl) which is adjacent to LKO Jn. at one end and up to Balliakheri station adjacent to Saharanpur Jn.(Excl) on double line section. The sectional layout of MB division is as under: -

- i) LKO-BE-MB-SRE (Excl'dg LKO & SRE)
- ii) ON-BLM-SPC (Excl'dg. ON)
- iii) BE- CH-ALJN (Excl. ALJN)
- iv) BE-CH-MB
- v) MB-HPU-GZB (Excl'dg. GZB)
- vi) GJL-MZM
- vii) NBD-KTW
- viii) LRJ-HW-DDN
- ix) HW-RKSH
- x) MTC-HPU-KRJ(Excl'dg MTC & KRJ)

The MB division interchanges traffic with NER, NCR, LKO division, UMB division & DLI division for goods and coaching traffic.

- 2.2 Sr.DEN/C is the administrative head of Engg. Deptt. There are total 17 sub sectional offices of works branch under the control of SSE/SE/Works over the division.

2.3 STAFF POSITION

The team collected the maintenance staff position of Misc. Gr 'D' staff working in 17 SSE/SE (W) units for the conduct of review, which is placed as annexure-I in the report. The summarized position of staff of these units is given as under: -

Table-I

SN	Works unit	Chowkidar			Helper khallasi staff		
		S/S	O/R	Vacancy	S/S	O/R	Vacancy
1	NBD	1	1	-	30	13	17
2	CPS	-	-	-	10	03	07
3	LRJ	1	-	1	24	13	11
4	HW	1	1	-	24	14	10
5	DDN(including JP)	2	1	1	30	15	15

6	HRI	1	1	-	17	15	02
7	SPC	2	1	1	10	09	01
8	BLM	1	1	-	31	20	11
9	SPN	1	1	-	23	22	01
10	RAC	1	-	1	31	14	17
11	MB/HQ	2	-	2	70	25	45
12	HRH	1	-	1	26	18	08
13	DRC/MB	2	-	2	20	10	10
14	BE	2	1	1	37	37	-
15	CH	1	1	-	63	30	33
16	HPU	2	1	1	30	20	10
17	GJL	-	-	-	18	14	02
Total		21	10	11	494	292	202

The above table reveals that the sanctioned strength of Chokidar staff is 21 and on roll is 10 with 11 vacant posts. The sanctioned strength Helper khallasi staff is 494 while 292 are on roll with 202 vacant posts under 17 SSE/SE (Works) offices.

2.4 ACTIVITIES PERFORMED BY MISC. CATEGORY GR 'D' STAFF (WORKS)

The Chowkidar and helper khallasi staff working under control of SSE/SE (Works) and carry out the following activities under their jurisdiction.

1. The helper khallasi staff is provided in Engg.(Works) to assist the artisan staff i.e. Mason, fitter, Black Smith, carpenter and painter.
2. The helper khallasi staff also assists in the working which is deputed by the SSE/SE works.
3. The chokidar staff is deployed to look after the store of Works department. But these days the work of chokidar is being replaced by the multi skilled staff.

2.5 CRITICAL ANALYSIS

2.5.1 Since manpower is the biggest component of the expenditure of Indian Railways, rightsizing of manpower to reduce unit costs is an effective way to increase efficiency of Indian Railway.

2.5.2 The study is confined to provide the actual requirement of helper khallasi staff is view of existing workload. In Engineering Deptt.(Works side) the major works are outsourced. Similarly road construction, replacement of wooden/iron doors and windows is being carried out by contractors. Certain annual maintenance and repairs like white washing and painting of staff quarters/service buildings, remodeling of quarters etc. are carried out under zonal contract.

- 2.5.3 The one of biggest advantage of outsourcing is cost savings. The lower cost of labour provided by outsourcing is very economical to the system. In the Engineering (works) department the helper khallasi staff is a big force. This staff is deployed to assist the artisan staff. This staff falls in unskilled and non safety category. The departmental labour cost much higher than the contractual labour. The activities of helper khallasi staff may be outsourced as this is non safety category. There should be a labour contract on the basis of day to day requirement.
- 2.5.4 The chokidar staff falls in the non safety category and has also been declared redundant by the Railway Board and as per directives issued by GM/NR Letter no. 807-E/surrender of posts/, MPP*2017 dt/ 08/02/2017 and are on reducing trend. The work of this category can be replaced by the multiskilled staff.

2.6.0 REQUIREMENT OF MISC. GR 'D' STAFF AND RECOMMENDATIONS

- 2.6.1 The Helper khallasi staff is unskilled and falls in the non safety category. The activities of this unskilled staff may be outsourced through a labour contract. The safety is not infringes by the outsourcing the activities of Helper Khallasi. This will be cost saving too the Railways. For calculation of manpower required, the team discussed the matter at various level and applied on need basis.

SUMMARY OF EXISING AND PROPOSED Helper Khallasi STAFF

S.No.	Works Unit	S/S	O/R	Proposed strength	Identified surplus
1	NBD	30	13	13	17
2	CPS	10	03	03	07
3	LRJ	24	13	13	11
4	HW	24	14	14	10
5	DDN(including JP)	30	15	15	15
6	HRI	17	15	15	02
7	SPC	10	09	09	01
8	BLM	31	20	20	11
9	SPN	23	22	22	01
10	RAC	31	14	14	17
11	MB/HQ	70	25	25	45
12	HRH	26	18	18	08
13	DRC/MB	20	10	10	10
14	BE	37	37	37	-
15	CH	63	30	30	33
16	HPU	30	20	20	10
17	GJL	18	14	14	02
Total		494	292	292	202

RECOMMENDATION NO.1

It is proposed that 202 posts of Helper Khallasi staff are identified as surplus and recommended for surrender.

Helper Khallasi Gr.Rs. 5200-20200-1800 = 202 posts.

2.6.2 The chowkidar staff is a diminishing category. The Railway Board has also declared this category as a redundant. The work of this category has been replaced by the multi skilled staff.

SN	Works unit	CHokidar			
		S/S	O/R	Proposed staff	Identified as surplus
1	NBD	1	1	1	-
2	CPS	-	-	-	-
3	LRJ	1	-	-	1
4	HW	1	1	1	-
5	DDN(including JP)	2	1	1	1
6	HRI	1	1	1	-
7	SPC	2	1	1	1
8	BLM	1	1	1	-
9	SPN	1	1	1	-
10	RAC	1	-	-	1
11	MB/HQ	2	-	-	2
12	HRH	1	-	-	1
13	DRC/MB	2	-	-	2
14	BE	2	1	1	1
15	CH	1	1	1	-
16	HPU	2	1	1	1
17	GJL	-	-	-	-
Total		21	10	10	11

RECOMMENDATION NO.2

It is proposed that 11 posts of Chowkidar staff are identified as surplus and recommended for surrender.

Chokidar Gr.Rs. 5200-20200-1800 = 11 posts.

3.0.0 FINANCIAL IMPLICATIONS

3.1.0 The annual expenditure as per 7th CPC on Engineering (Works) Misc. Gr 'D' staff working under SSE/SE/W over MB division is as under:-

S.No.	Category	Grade Rs.	Montly value per post	S/S	Monthly expenditure	Annual expenditure
1	Helper Khallasi	5200-20200-1800	40072	494	19795568	237546816.00
2	Chowkidar	5200-20200-1800	40072	21	841512	10098144.00
Total				515		247644960.00

The above table reveals that the annual expenditure being incurred on 515 sanctioned strength of Engineering (Works) Misc. Gr 'D' staff working under SSE/SE/W over MB division 247644960.00

3.2.0 Proposed strength: The annual expenditure on the proposed strength of Engineering (Works) Misc. Gr 'D' staff working under SSE/SE/W over MB division as under:-

S.No.	Category	Grade Rs.	Montly value per post	P/S	Monthly expenditure	Annual expenditure
1	Helper Khallasi	5200-20200-1800	40072	292	11701024	140412288.00
2	Chowkidar	5200-20200-1800	40072	10	400720	4808640.00
Total				302		145220928.00

The above table reveals that total annual expenditure on 302 proposed posts of Engineering/Works Helper Khallasi and Chowkidar staff working under SSE/SE/W over MB division will be reduced to ■145220928.00 instead of ■247644960.00 and net recurring saving of ■102424032.00 per annum will be achieved.

4.0 FINANCIAL IMPLICATIONS

SN	Category	Pay scale + Grade pay ■■	No. of posts	Monthly value per post ■■.	Total annual recurring saving■■.
1	Helper Khallasi	5200-20200- 1800	202	40072	97134528.00
2	Chowkidar	5200-20200- 1800	11	40072	5289504.00
Total			213		102424032.00

No. of posts identified as surplus: -

Group 'C' = Nil posts

Group 'D' = 213 posts

Total = 213 posts

Anticipated recurring saving = ■■ 1024.24 lacs per annum

Capital saving = Nil

Total saving = ■■1024.24 lacs per annum

LIST OF ANNEXURE

SN	Contents	Anex.No.
1	Statement showing staff position of SSE/SE(Works) depots over MB division	I
2	Letter of C.P.Cell to initiate the work study No. 16-CP/32/WS/18-19 dt.06.08.2018.	II

Annexure-I

Statement of staff position of Misc. Gr 'D' staff working in Engg. Works depot over MB division.

SN	Works unit	Chowkidar			Helper khallasi staff		
		S/S	O/R	Vacancy	S/S	O/R	Vacancy
1	NBD	1	1	-	30	13	17
2	CPS	-	-	-	10	03	07
3	LRJ	1	-	1	24	13	11
4	HW	1	1	-	24	14	10
5	DDN(including JP)	2	1	1	30	15	15
6	HRI	1	1	-	17	15	02
7	SPC	2	1	1	10	09	01
8	BLM	1	1	-	31	20	11
9	SPN	1	1	-	23	22	01
10	RAC	1	-	1	31	14	17
11	MB/HQ	2	-	2	70	25	45
12	HRH	1	-	1	26	18	08
13	DRC/MB	2	-	2	20	10	10
14	BE	2	1	1	37	37	-
15	CH	1	1	-	63	30	33
16	HPU	2	1	1	30	20	10
17	GJL	-	-	-	18	14	02
Total		21	10	11	494	292	202

WORK STUDY REPORT DETAILED CHART

Department: - Engineering (Works)

Name of study: - Review Misc. Gr 'D' staff working under SSE/SE/works over MB division

Activity Centre: - Over Moradabad division.

S.No	Sub activity	Brief description of workload	Actual staff deployed	Work Study recommendation	
				Proposed requirement of staff	Representative workload
1	Assists the artisan staff in the maintenance and petty repairs of railway assets and chowkidar staff to look after the Stores of works.	Deployed with artisan staff for the maintenance of service/residential buildings, platform surface, water pumping stations, patch repair of roads, maintenance of level crossing gates, bridges and other misc. works under the jurisdiction of works depot.	The works depot wise staff strength is as under: - SS =515 OR =302 Vac.=213	The work study team identified 202 posts of helper khallasi staff as surplus and recommended for surrender.	The workload of helper khallasi staff will be reduced by the execution of labour contract. The work of chowkidar staff is being replaced by multiskilled staff.