



COMPARATIVE WORK STUDY
OF
PERSONNEL DEPTT STAFF OF FIROZPUR (FZR) DIVISION OF NR
HAVING LOWEST BENCHMARK MPR
WITH
PERSONNEL DEPTT STAFF OF CHAKRADHARPUR (CKP) DIVISION OF SER
HAVING HIGHEST BENCHMARK MPR
FY 2018-19

WORK STUDY TEAM

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Northern Railway
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EXECUTIVE SUMMARY

This work study was allotted to Central Planning Cell, HQ Office by Rly Board vide letter No 2017/E&R/2(1)/1 dt 10.05.2018 to compare activities centers having highest and lowest benchmark MPR of Personnel deptt staff of FZR division of N Rly and Personnel deptt staff of CKP division of SE Rly

STAFF POSITION

The total sanctioned and on roll strength of Personnel deptt staff of FZR division of N Rly and Personnel deptt staff of CKP division of SE Rly staff is as under:-

PERSONNEL STAFF:	FZR division	CKP division
Sanction Strength	142	274
On Roll	114	199
Vacancy	27	75

The total sanctioned and on roll strength of Entire staff of FZR division of N Rly and CKP division of SE Rly staff is as under:-

ENTIRE STAFF including Personnel staff:	FZR division	CKP division
Sanction Strength	24711	27249
On Roll	21124	22616
Vacancy	3587	4633

SYNOPSIS

Indian Railway is one of the biggest organization which employs about 1.308 Million employees (March 2017) in different capacities. The personnel department of the Indian Railway is one of the biggest departments *among* other personnel departments of the Government under-taking. This personnel department is functioning at three tiers, viz., the Railway Board, which is an apex body, secondly, the Headquarters Officers of Zonal Railways, thirdly, the Divisional/Workshop level. The Chief controlling authority of this department is Member of Staff Railway Board assisted by the Director, Advisor, Joint Director, Additional Member of Staff and Deputy Director of different establishments of the Railway services.

At the Zonal Headquarters offices, the Principal Chief Personnel Officer plays the highest role from the higher authority to the lower management and is assisted by Personnel Officers. At the Divisional level Sr. Divisional Personnel Officer is all-in-all. He is also assisted by a Divisional and Assistant Personnel Officer. The Chief Personnel Officer is in the rank of a General Manager but in some cases he assists the General Manager. He functions as the head of the Department and deals with all personnel matters including recruitment, selection, training, promotion, employee-discipline matters, general welfare and labour relations. If a matter does not fall within his jurisdiction, he refers it directly to the Railway Board. Sometimes, he may take some advice from the Board when a decision is to be taken. The main role of the personnel department is to advise, guide, and serve in matters connected with personnel Management, e.g., techniques of forecasting and budgeting for manpower needs, methods of improving the use of manpower and reducing labour turnover, procedure for preparing Job specifications. It is also the responsibility of Personnel Department to decide the training procedures for identifying and meeting needs and the training techniques used in courses. It also plays an important role in management development procedures for identifying managerial potential and for career planning and programme appraisal procedures for assessing levels of performance and potential. This department also deals with employee-pay-system for fixing and adjusting rates of pay, job evaluation and salary administration procedures. The personnel department also provides for sufficient social and financial security to staff of railways after retirement i.e. pension, provident fund, gratuity, family pension and increase in the emoluments with increase in dearness allowances.

The work study was allotted to compare activities centers having lowest and highest benchmark MPR of Personnel deptt staff of FZR division of N Rly. and Personnel deptt staff of CKP division of SE Rly. to Central Planning Cell, HQ Office, N Rly. by Rly. Board vide letter No 217/E&R/2 (1)/1 dt 10.05.2018.

The work study team visited FZR & CKP division and critically examined the working of personnel department. The team has taken into consideration the computerization, modifications being incorporated, streamlining and monitoring of the work, monitoring geographical conditions, and existing working conditions.

ACKNOWLEDGEMENT

The work study team is highly grateful to Sh. Sukhvinder Singh, ADRM/Admin FZR, Sh. Yusuf Kabir Sr. DPO/C/FZR, Sh. Manik Shankar Sr. DPO/CKP, Sh. Jai Singh DPO-II/FZR, Sh. Raja APO-I/CKP for giving their valuable guidance during the conduct of the study. The team is also thankful to other functionaries for providing relevant data/information and extending their full co-operation during the conduct of study.

1.0.0 INTRODUCTION

1.1.0 This work study is confined to compare activity centers of Personnel deptt staff of FZR division of N Rly and Personnel deptt staff of CKP division of SE Rly having lowest and highest benchmark MPR respectively.

1.2.0 FZR division of N Rly has 24711 sanctioned & 21124 on roll staff and CKP division of SE Rly. has 24249 sanctioned & 22616 on roll staff including personnel staff.

1.3.0 This work study was allotted to Central Planning Cell, HQ Office by Rly Board vide letter No 217/E&R/2 (1)/1 dt 10.05.2018 to compare activities centers having lowest and highest benchmark MPR of Personnel deptt staff of FZR division of N Rly and Personnel deptt staff of CKP division of SE Rly.

1.4.0 TERMS OF REFERENCE

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

- i) To review staff strength vis-à-vis workload.
- ii) To suggest ways and means to identify redundant/unproductive activities to eliminate wasteful expenditure.
- iii) To suggest ways and means to improve the efficiency and productivity of the system.

1.5.0 METHODOLOGY ADOPTED

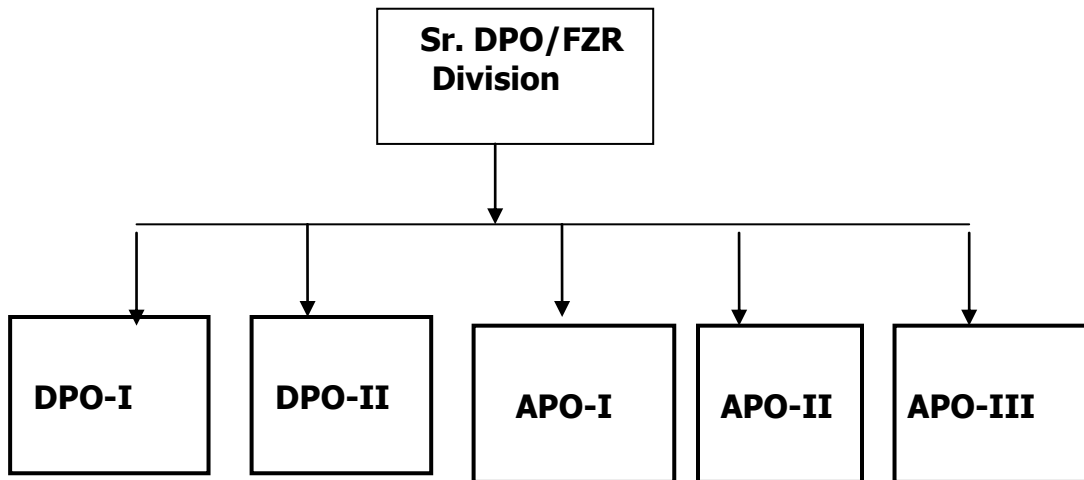
The following method study and work measurement techniques were adopted to conduct the study: -

- i) Data collection and its critical analysis.
- ii) Work sampling, analytical estimation, spot observations, physical checks and yardstick in vogue, if any, to assess the performance of staff.
- iii) Held discussions at various levels.

2.0.0 STAFF POSITION OF PERSONNEL DEPARTMENT:

The team collected detailed staff position of Group 'C' & 'D' of Personnel staff from Personnel Branch FZR division and Personnel Branch CKP division, the summarized staff position is tabulated as under:-

ORGANIZATION CHART OF FZR DIVISION

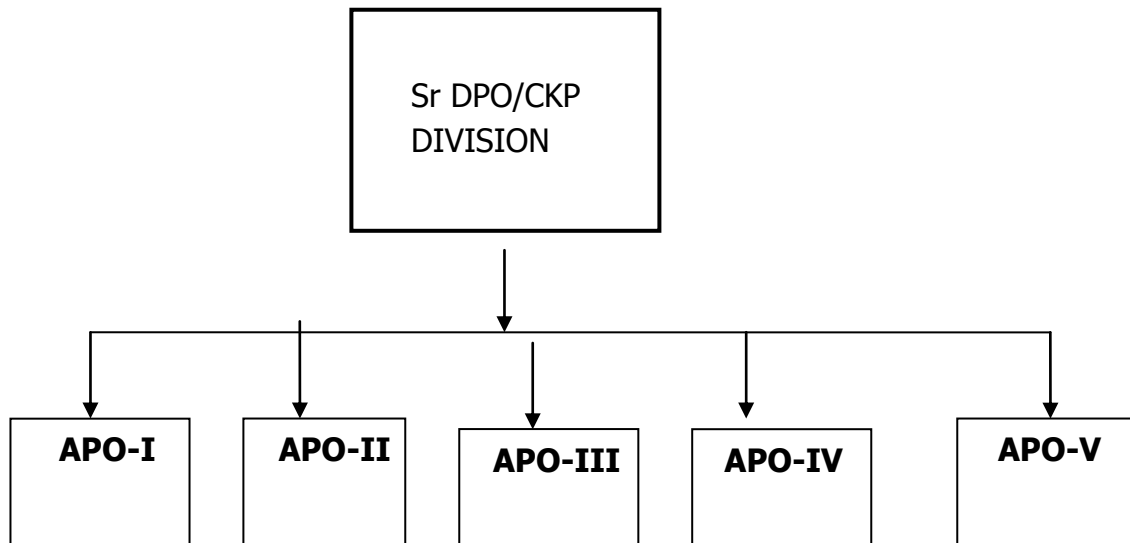


2.1.0 Firozpur (FZR) :

S.N	Section	S/S	O/R	Vac
1	P-I	142	08	28
2	P-II		09	
3	P-III		07	
4	P-IV		06	
5	Settlement		10	
6	P-VI		04	
7	Pass Section		02	
8	Dispatch/Receipt		02	
8	Bill Section		07	
9	EDP Section		02	
10	Confdl cell		03	
11	Union Cell/NRMU		01	
12	Union Cell/URMU		01	
13	DRM’s Cell		01	
14	Recruitment Cell		02	
15	Legal Cell		02	
16	Revision Cell		02	
Other Personnel staff on line section:			--	
17	ASR		05	
18	JUC		04	
19	PTK		03	
20	BDGM		02	
21	JAT		03	
22	LDH		05	
23	CMS/FZR	01		
24	WLI	22		
Total		142	114	28

The above table reveals that the on roll strength of Gr 'C' & 'D' Personnel staff of FZR is **114** against the sanctioned strength **142** and **28** posts are lying vacant.

ORGANIZATION CHART OF CKP DIVISION



2.2.0 Chakradharpur (CKP) :

S. N	Section	S/S	O/R		Vac
1	Ch. OS/P	274	01		
2	MPP		4		
3	Central recpt/dispatch		4		
4	Industrial relation missionary		2		
5	Welfare		2		
6	Settlement		7		
7	Review		3		
8	IPAS Section		5		
8	D&AR Ruling		3		
9	Court cell		03		
10	Wing-I		02		
11	Wing-II		03		
12	Transfer cell		6		
13	Cadre Management cell		17		
14	Pass Section		04		
15	Confidential Cell		01		
16	RTI Cell		01		
17	Grievance cell		02		
18	Store Section		02		
Bill sections					
19	OPTG Bills		11	Total 41 Staff	
20	Commercial Bill		03		
21	Elect (TRD/TRS)Bill		12		
22	Elect (G)Bill		02		
23	Mechanical Bills		02		
24	Engg. Bills		03		
25	Medical Bills		02		
26	Gazetted Bills		02		
27	Personnel Bills		01		
28	Education Bills		01		
29	S&T Bills		02		

Other units				
30	APO (W) TATA		17	
31	APO (W/S) SINY		05	
32	TRS/TATA		05	
33	TRS/BNDM		03	
34	DLS/BNDM		03	
35	ELCT/TATA		01	
36	Zonal Trg Institute/SINY		04	
37	Area Manager/TATA		01	
38	Area Manager/BNDM		01	
39	DRM Secretariat		02	
40	CDO/TATA		14	
41	RRB/KOL		01	
42	Construction/VSKP(Visakhapatnam)		01	
43	C&W/Jharsuguda (JSG)		01	
44	Mixed Higher S S/BNDM		01	
45	Peon		18	
46	Helper		02	
47	TADK		01	
Total		274	199	75

The above table reveals that the on roll strength of Gr 'C' & 'D' Personnel staff of CKP is 199 against the sanctioned strength 274 and **75** posts are lying vacant.

*Note: **41** staff has been deployed in Bill sections out of On Roll 199 personnel staff.*

3.0.0 TOTAL STAFF POSITION OF FZR(NR) & CKP(SER) DIVISION INCLUDING PERSONNEL DEPARTMENT STAFF:

The team collected detailed staff position of entire divisional staff including Personnel department staff of Group 'C' & 'D' of FZR division and CKP division, the summarized staff position is tabulated as under:-

FIROZPUR (FZR) DIVISION

S N	Department	FZR division		
		S/S	O/Roll	Vacancy
1	GEN ADMN	124	108	16
2	ACCOUNTS	123	101	22
3	CIVIL ENGG	7780	6687	1093
4	MECH ENGG	5899	5139	760
5	OPTG	2807	2774	33
6	COMMERCIAL	1883	1491	392
7	S&T	1061	986	75
8	ELECT	2657	2092	565
9	MEDICAL	541	488	53
10	PERSONNEL	142	114	28
11	STORES	27	11	16
12	RPF	1667	1433	234
TOTAL		24711	21124	3587

CHAKRADHARPUR (CKP) DIVISION

S N	Department	CKP division		
		S/S	O/Roll	Vacancy
1	GEN ADMN	11	11	--
2	PERSONNEL	274	199	75
3	EDUCATION	210	174	36
4	MEDICAL	706	611	95
5	OPERATING	4042	3164	878
6	COMMERCIAL	1021	933	88
7	CIVIL ENGG	7202	6012	1190
8	S&T	1090	910	180
9	MECH (C&W)	2806	2343	463
10	MECH (P)	312	373	+61
11	MECH (DIESEL) BNDM	877	757	120
12	ELECT (G)	1068	1007	61
13	ELECT (OP)	3773	3123	650
14	ELECT (TRD)	618	600	18
15	ELECT (TATA)	60	36	24
16	ELECT (BNDM)	690	605	85
17	ELS (TATA)	1142	764	378
18	STORES	60	26	34
19	CANTEEN	11	09	02
20	ACCOUNT	247	145	102
21	SECURITY	1029	814	215
TOTAL		27249	22616	4633

The above tables reveal that total sanctioned and on roll staff including Personnel department staff of Group 'C' & 'D' of FZR division is 24711 and 21124 and of CKP division is 27249 & 22616 respectively.

4.0. ACTIVITIES OF PERSONNEL DEPARTMENT STAFF:

The activities of Personnel department staff is as follow:

1. Redressal/Disposal of staff grievances representations received in different portals like Single Window Cell, CP-GRAM, Nivaran (निवारण) (Including cases of RE-Fixation, seniority, MACP, Arrears, Promotion etc.)
 2. Personal Interview with DRM
 3. Compassionate Appointment
 4. Payment of Settlement Dues.
 5. Preparation of salary bills
 6. Promotion through Selection and Suitability
 7. NOC for own request transfer including mutual transfer
 8. Sending call letters to candidates selected through RRB & RRC including verification of panel from RRB/RRC
 9. Approval of various types of advances/loans
 10. Disbursal of Advances/loans & Arrears after approval PF Withdrawal
 11. Issue of PF Statement
 12. Viewing of service record
 13. NOC for higher Education, Property Transaction, Passport, Deputation etc.
 14. Disposal of D&AR cases
 15. Issue of Pass/ PTO
 16. Sanction & payment of CTG/OT/TA
 17. Provision of Essential Amenities for staff.
 18. Disposal of Leave applications
 19. Issue of Seniority List
 20. Redressal/Disposal of Legal matters/ RTI Cases
 21. Correspondence of Union matters
 22. Manpower planning, staff training etc
-
- a) There are 114 no. personnel staff have been deployed to cope up all the personnel matters of 21124 on roll staff of entire FZR Division.
 - b) There are 199 no. personnel staff have been deployed to cope up all the personnel matters of 22616 on roll staff of entire CKP Division.

5.0.0 CONTRACTUAL ACTIVITIES AND STAFF DEPLOYED:

i) FIROZPUR DIVISION:

Presently 16 nos. staff have been hired on contract basis in personnel deptt at FZR division as below:

S N	Location	No. of contractual staff deployed	Remarks
1	Single window	01	To assist the Personnel Deptt. Staff for different activities.
2	EDP Center	01	
3	ACR	04	
4	Over Time	02	
5	Digitalization of Service Records	04	
6	Record maintenance	01	
7	P-Branch section	03	
Total		16	

ii) CHAKRADHARPUR DIVISION:

At present no contractual staff is deployed in personnel deptt at CKP division.

iii) RE-ENGAGEMENT OF RETIRED PERSONNEL STAFF:

At present no re-engagement of retired personnel staff is deployed in personnel deptt. at FZR and CKP division.

6.0.0 BEST PRACTICES

FIROZPUR DIVISION

1. *Appointment on Compassionate Ground:* At present appointments on CG is done by only one welfare inspector, where as earlier 10-15 clerks of different sections were involved for a CG appointment cases.
2. A Centralized recruitment cell has been established for all the recruitments i.e. RRB/RRC/Sports quota etc. except CG and the this cell is manned by one staff only.
3. A centralized confidential cell has been established for all type of departmental selections suitability and the cell is manned by one CWLI.
4. There are 84 computers available in P- Branch, out of which 08 computers are connected with internet to facilitate the work of personnel branch.
5. There is no pendency of settlement cases because of close monitoring and streamlining of the system. Three months advance vetting is sought from Accounts department for timely settlement of dues of retiring employees.

CHAKRADHARPUR DIVISION

1. There is no pendency of settlement cases because of close monitoring and streamlining of the system. Three months advance vetting is sought from Accounts department for timely settlement of dues of retiring employees.
2. A new section '*Transfer management section*' has been established which manages all types of transfers i.e. inter Railway own request transfer, inter division own request transfer, mutual transfer, periodic transfer within division, maintenance of priority register, request for change of category, maintenance of station-wise pinpointing of posts within division etc.
3. A new section '*Cadre management section*' has been established which manages manpower planning and statistics, maintenance of BOS, creation and surrender of posts, PCDO, MCDO, all kind of statistics reports, pool of surrender, AVC and promotion of staff, maintenance of all roster register, incumbency register, lien, deputation, ex cadre posting, MACP & restructuring etc.
4. There are 33 computers available in P- Branch, out of which 24 computers are connected with internet to facilitate the work of personnel branch.

7.0.0 CALCULATION OF MAN POWER RATIO (MPR)

Description	FZR division	CKP division
On Roll Personnel Staff	114	199
Total On Roll staff of entire division including Personnel Staff	21124	22616
MPR: (Total on roll Personnel staff /Total On Roll staff of entire division including Personnel Staff *1000)	$\frac{114 \times 1000}{21124} = 5.39/000$	$\frac{199 \times 1000}{22616} = 8.79/000$
MPR as Per Rly. Board bench Mark	5.51/000	20.76/000

Observations: - The above table reveals that the MPR of FZR division & CKP division comes to 5.39 and 8.79 /000 respectively. Where as in Board's letter MPR has been mentioned as 5.51 & 20.76/000 respectively.

During discussion with Sr. DPO/CKP it has come to notice that MPR figure furnished by Zonal HQ Office to Railway Board is comprised with education staff deployed in seven no. Rly. Schools as the cadre of these staff comes under P Branch and these staff doesn't play any role in the P Branch activities.

While calculating Benchmark MPR of CKP division, the work study team has only considered the (Group 'C' and Group 'D') on roll staff working in Personnel deptt(Excluding education staff).

1. MPR of CKP division is 63.08 % higher (excluding Education Deptt.) as compare to FZR division as per work study observations.
2. It is observed from the table No. 2.1.0 that salary Bill etc. of 21124 staff of FZR division is dealt by 7 no. staff of Bill section.
3. Table No. 2.2.0 shows that the salary Bill etc. of 22616 staff of CKP division is dealt by 41 personnel staff.
4. From the above it is a matter of concern as observed that 1 no. staff of Bill section of Personnel Deptt is handling salary bill of 3018 employees of FZR Division of Northern Railway where as in CKP Division of SE Railway one staff of bill section is handling 552 no. employees.
5. During the conduct of work study of CKP division it is observed that 174 staff of Education department has been included with the 199 staff of Personnel Department while calculating the MPR of the personnel department i.e. $174+199=373$ staff and the MPR is calculated as $373 \times 1000 / 22616 = 16.49/000$

6. If MPR of FZR division is considered as base benchmark then staff strength of Personnel Deptt. of CKP division will come to 122 ($5.39/1000 \times 22616 = 121.9$ say 122) instead of 199 staff resulting 77 personnel staff as surplus. If 77 surplus posts are surrendered the MPR will be improved.

CONCLUSION:

1. Education Deptt. Staff of CKP Division is included in the calculation of MPR benchmark of CKP Divn. this should be excluded in MPR calculation.
2. As per work study, MPR of FZR Divn. is 5.39 and of CKP division is 8.79 (excluding Education Deptt. Staff) which is 63.08 % higher as compare to FZR division.
3. Bill section staff of CKP Division of SE Railway is underutilized and it is one of the causes of higher MPR.
4. After application of lowest benchmark MPR 5.39 (of FZR division) on CKP Divn. 77 staff of Personnel Deptt. will become surplus .
5. Single window system for redressal of staff grievances at FZR Division is working efficiently, may be introduced in Personnel Deptt. of CKP division.
6. Outsourcing of some non core activities as per trend of FZR division should be encouraged in Personnel Department of CKP division.