

Review of Redundant/Non Operative & Outsourced posts in Operating Department over BSL Division.

Work Study No. :- WSCR/OPTG/BSL/03/18-19

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Synopsis Of The Study

Study Number	WSCR/OPTG/BSL/03/18-19
Name of Study	Review of Redundant/Non Operative & Outsourced posts in Operating Department over BSL Division.
Approved by	AGM
Department	Operating
Division	Bhusawal
Date of Commencement	05.02.2019
Date of Completion	08.04.2019
Date of Submission	08.04.2019
No. of Recommendations	03
Men Studied	SS- 2618, MOR – 2222, Vac- 396
No. of posts identified surplus	17
Financial implications	Rs. 88, 17, 336/- per annum.

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Acknowledgement

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The team is also thankful to Shri G.D. Sharma, AOM (Cog.), Shri S. M. Topare, MVI (Cadre), & other staff, for providing all assistance and furnishing necessary information required for conducting the study.

Terms of Reference

This work-study on **“Review of Redundant/Non Operative & Outsourced posts in Operating Department BSL Division”** has been included as a programme study with No. WSCR/OPTG/BSL/03/18-19 for the year 2018-19 with the approval of AGM. The terms of reference for the study may be to assess the Staff requirement to deal with present work load at Operating Department Bhusawal Division.

Base for Study

Chapter 1 Due to change in working pattern and technical advancement in recent years certain activities of Operating Department have been reduced or have been eliminated completely.

Chapter 2 Certain activities of Operating Department are outsourced in recent years.

Chapter 3 The workload of existing manpower has been reduced due to above two factors.

Chapter 4 This Work Study report intends to identify the quantum of workload reduced due to above reasons, to suggest best methods/ practices and innovations in the relevant fields and right sizing the existing manpower thereof by analyzing cost effectiveness of different methods of working.

Methodology

Chapter 5 Identification of Redundant/ Non Operative posts due to change in working pattern and technical advancement.

Chapter 6 Identification of Surplus posts due to outsourcing of certain Departmental activities.

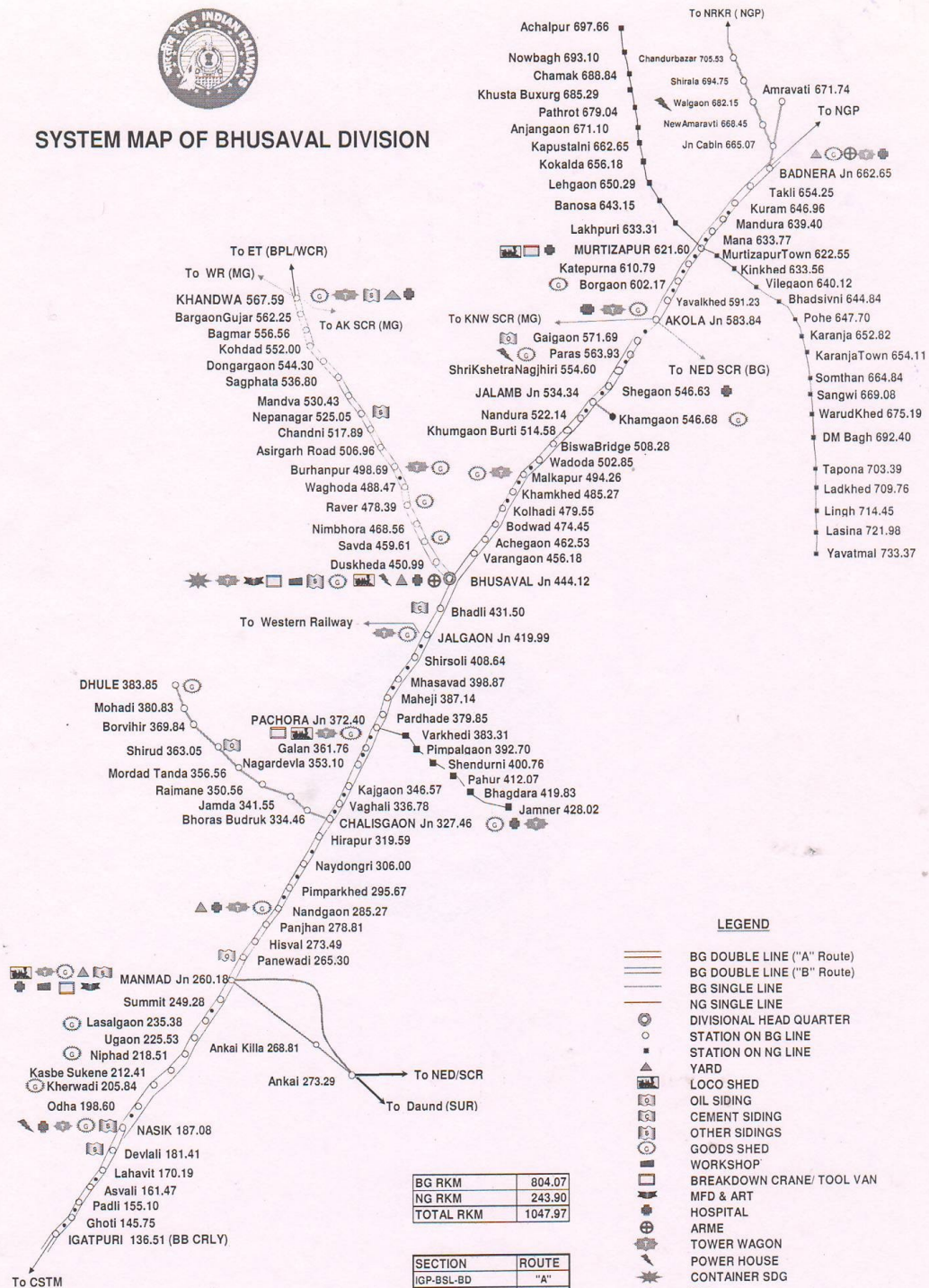
Chapter 7 Right Sizing of existing manpower, in view of above identified areas of reduction in workload.

Summary Of Recommendations

Sr. No.	RECOMMENDATION
1.	<p><u>Recommendation 1 :</u> The activity of Box- Boy is being carried out through Imprest money. It is proposed to outsource the Box- Boy as already successfully done in TRO Side. After this, out sourcing fifteen (15) posts of Box-boy (Level-1) will be surplus and can be surrendered.</p>
2.	<p><u>Recommendation 2 :</u> Two posts of Rest House Attendant (RHA), (Level- 1) is lying vacant for more than 03 years and also there is no requirement of this post to the Department. Hence, it is recommended to surrender 02 vacant posts of RHA.</p>
3.	<p><u>Recommendation 3 :</u> One post of Field Telephone Hamal (FTH) (Level- 1) is lying vacant for long time hence proposed for surrendering.</p>



SYSTEM MAP OF BHUSAVAL DIVISION



Not to Scale.

SALIENT FEATURES

- **BHUSAVAL** division has a Route Kilometer of **803.16 Kms.** on B.G. & **243.90 Kms** on N.G. (**Total 1047.06 Kms**) and is at the heart of Railway operations of Central Railway due to its location. The division is connected with Western Railway at Jalgaon, with South Central Railway at Akola, Khandwa and Manmad and with W.C.Rly at Khandwa.
- The Division is divided into three main sections viz. Bhusaval-Igatpuri, Bhusaval- Khandwa and Bhusaval-Badnera sections. All the trains are worked with AC/Diesel traction.
- BHUSAVAL Division deals with through traffic and originating revenue traffic of agricultural produce mostly apart from Cement and POL and has to function as a buffer division as it is required to regulate the traffic as per the needs of adjoining divisions in the event of any operational problems. Bhusaval Division has to undertake the job of speedy movement of BOXN, Jumbo and Oil Tank rakes for timely feeding to Power Plants, Goods Sheds and Oil Depots.
- The Division falls in the jurisdiction of two states namely, Maharashtra and Madhya Pradesh. It serves the Civil Districts of Nasik, Dhule, Jalgaon, Buldhana (Malkapur), Akola, Amravati and Yeotmal in Maharashtra. In Madhya Pradesh it serves Khandwa and Burhanpur Districts. The Divisional Commissioners are located at Nasik and Amravati.
- Three Major Powerhouses over the division - at **NASIK** (5 units with total Capacity 910 MW having Coal Consumption of 12,000 MT/day), **BHUSAVAL** (4 units: 2 of 500 MW & 2 of 210 MW, having Coal Consumption of 15,000 MT/day) and **PARAS** (2 units with Capacity 250 MW having Coal Consumption of 8,500 MT/day) are situated within the Division. Consistent flow of coal rakes has to be maintained for the powerhouses. Coal traffic for some powerhouses in Gujarat also passes through BHUSAVAL Division.
- Private Power House of M/s Rattan India at Walgaon (Total 5 units of 270 MW with coal consumption of 15,000 MT/day) has been fully commissioned on 13th March, 2015.
- The Division deals with outward traffic of POL, Onions, Cement, Food grains, De-Oiled Cakes, Grains & Pulses. The revenue earning traffic of Coaching rated Grape traffic, White goods traffic ex Jalgaon and Military / Ordnance traffic from Devlali, Nasik and Bhusaval are also

handled. The important Goods Sheds on the division are Nasik, Manmad, Nandgaon, Dhule, Jalgaon, Akola, Khamgaon, Badnera and Khandwa.



BHUSAVAL Division has undulating gradient in all the three sections. Loaded stock of 42 BCN with WAG-5 and 58/59 BOXN with WAG-7 locomotive requires banking as under:

Section	Direction	Stations	Length of Section	Ruling Gradient
BSL-KNW	DN	NPNR-DGN	19.33 Kms	1:110
KNW-BSL	UP	KNW-DGN	23.21 Kms	1:150
BSL-BD	DN	VNA-BDWD	18.27 Kms	1:132
BSL-IGP	UP	NGN-SUM	36.00 Kms	1:150
	UP	KJ-SUM	97.00 Kms	1:150



Banking is exceptional, if train is not run through at KJ, VGL, CSN, HPR, NI and PKE stations –

Section	Direction	Stations	Length of Section	Ruling Gradient
IGP-BSL	DN	IGP-AV	24.96 Kms	1:150
MMR-ANK*	UP	MMR-Anki Kila- ANK (via 'A' Cabin)	13.11 Kms	1:100
MMR-ANK*	UP	MMR-ANK (via 'C' Cabin)	16.00 Kms	1:133

* Loaded stock of 42 BCN/BCX with single WDM-2 and 59 BOXN with Multiple WDM-2 locomotive requires banking.

1. SECTION-WISE KILOMETERS

MAIN LINES (ELECTRIFIED DOUBLE LINE)

- | | | | | |
|------|---------------------|--------|--------|-------------------|
| i) | BHUSAVAL – IGATPURI | (BG) : | 305.12 | |
| ii) | BHUSAVAL – BADNERA | (BG) : | 220.88 | 651.13 Kms |
| iii) | BHUSAVAL – KHANDWA | (BG) : | 125.13 | |

BRANCH LINES (SINGLE LINE)

- | | | | | |
|-----|--------------------|--------|-------|------------------|
| iv) | CHALISGAON – DHULE | (BG) : | 56.39 | 56.39 Kms |
|-----|--------------------|--------|-------|------------------|

v)	BADNERA Jn CABIN-CHANDUR (BG) : BAZAR	41.52	(Non-Elect)
vi)	JALAMB – KHAMGAON (BG) :	12.34	96.55 Kms
vii)	BADNERA – AMRAVATI (BG) :	10.00	
viii)	MANMAD–ANKAI KILLA-ANKAI (BG):	13.11	
ix)	MANMAD-ANKAI (via 'C' cabin) (BG) :	15.28	
x)	JL towards ST (BG) :	04.30	

NARROW GAUGE (SINGLE LINE)

- xi) PACHORA – JAMNER (NG) : 55.62
- xii) MURTAJAPUR –YAVATMAL (NG) : 112.77 **243.90 Kms**
- xiii) MURTAJAPUR – ACHALPUR (NG) : 76.56

G/TOTAL 1047.06 Kms

2. NUMBER OF STATIONS :

- ❖ Block stations 84 74 BG Main line, 8 BG Branch line and 2 NG line.
 - ❖ Non-Block stations 39 03 BG Main line, 11 BG Branch line and 25 NG line.
- TOTAL 124**

1. INFRASTRUCTURE MAINTENANCE FACILITIES IN THE DIVISION:

1. Electric Loco Shed at BHUSAVAL.
2. AC Loco Trip Shed at BHUSAVAL & Igatpuri.
3. Coaching Maintenance Depot at BHUSAVAL.
4. Coaching Maintenance Depot at Manmad.
5. ROH Depot for Wagon Maintenance at BHUSAVAL.
6. NG Diesel Loco Shed at Murtizapur & Pachora.
7. C&W Depot at Murtizapur (for NG section).
8. C&W Depot at BHUSAVAL.

2. BRIDGES:

Important Bridges	10
Major Bridges	232
Minor Bridges	2183

3. ROAD CROSSINGS:

Type	BG	NG	Total
Manned L-Xings	140 (on Main line) 47 (on Branch Lines)	41 9 on PC-JMNR, 22 on MZR-YTL & 10 on MZR-ELP	228
Un-manned	5 (on Sidings in	137 35 on PC-JMNR	142

L-Xings	BSL-IGP sections)	(Gate Counselor available at all 35 L-xing), 48 on MZR-YTL & 54 on MZR-ELP (Gate Counselor available at 17 L-xing)	
ROB	43	-	43
RUB	28	-	28

Chapter 1

Introduction

To pace with the need of time as well as to cater with the ever-growing transport need of country, advance technology and improved methods are adopted in Indian Railways with the replacement of conventional or old-fashioned system. Identifying areas of redundancies and surpluses keeping in view the need for enhanced productivity due to technological upgradation and modernization through work studies / system studies and reviews of the existing work practices, apart from providing inputs for areas where new assets / lines/ activities have come up.

In the field of train operation, the working of Box - Boy plays vital role but this category has been listed as redundant category. After going through the existing work culture, it revealed that most of Box- Boy working over Bhusawal Division, got superannuated or else and the dropping/ picking of Line Boxes has been done through Imprest Cash allotted to that station/ depot. It had also been reviewed that other Departments such as Traction Rolling Operation(TRO), the Box- Boy have already out sourced and the redundant posts of Box -Boy cadre were surrendered around 4 - 5 years ago. The activity carried out by Box Boy staff in guard lobbies managed by traffic department the services of this category has become as surplus. In order to eliminate wasteful expenditure of imprest Cash, Box Boy activities may be outsourced.

Since the functioning of Box- Boy has been ceased due to introduction of modernization and compactness of line boxes and no further requirement for the post of Box- Boy is made and as a matter of fact, South Central Railway had distributed trolley bags in lieu of conventional and heavy Line Boxes. Hence, subject study has been undertaken in line with one of the items of work studies. Also the posts of Running Room Attendant and Field Telephone Hamal are proposed for surrendering.

Keeping above in view Competent Authority has duly approved this study with the proposed objective of assessing the requirement of optimal manpower needed to satisfactorily perform the activities related to operations of trains to be operated with central panel. The detail of study based on an in-depth analysis of available data been placed in the foregoing chapter together with recommendation for streamlining the system as well as estimating the optimum staff strength.

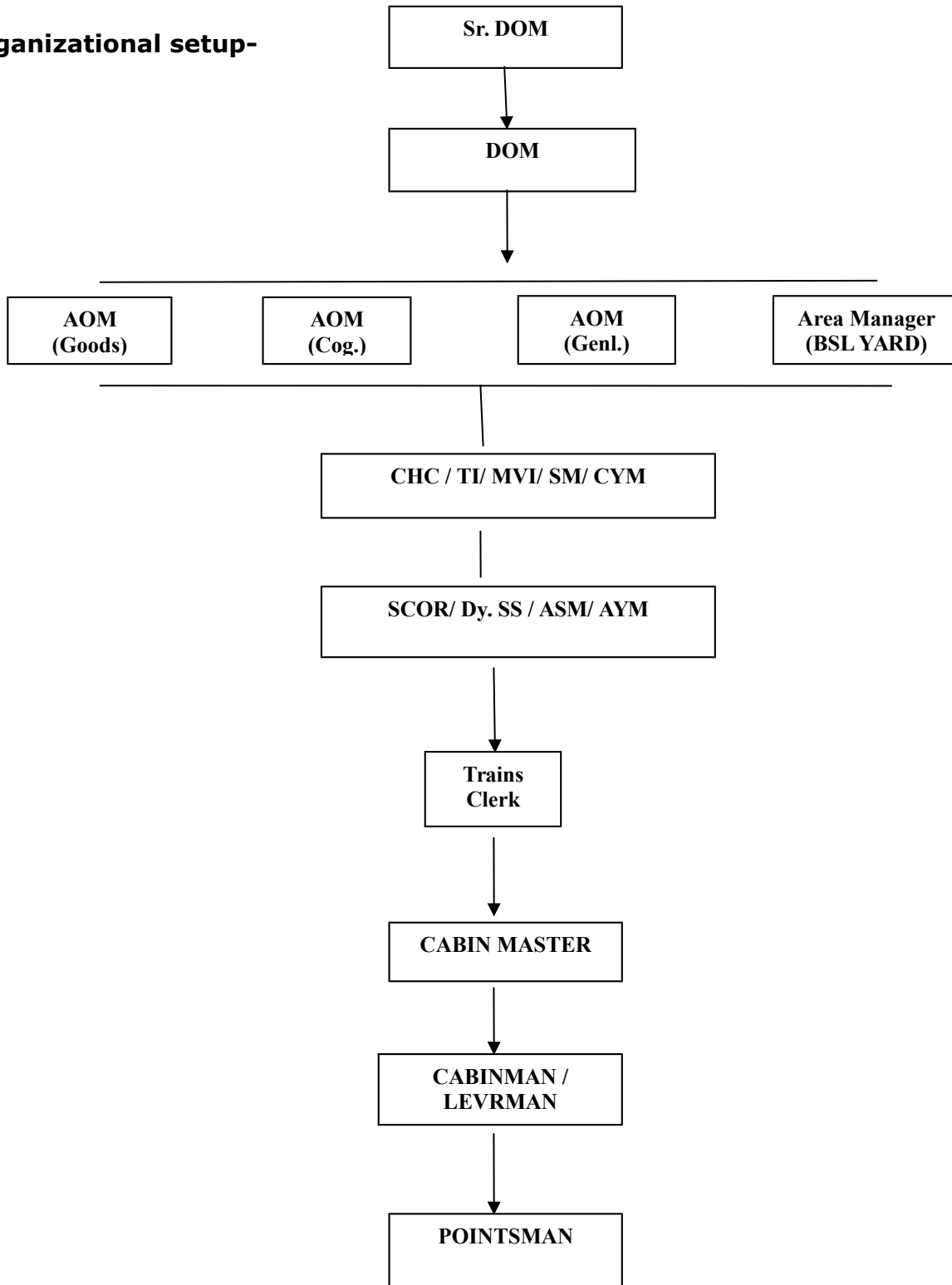
In this review 15 posts of Box Boy staff have been identified as surplus. After implementation of all the recommendations made in the report in toto, the railway administration will achieve a net recurring annual saving to the tune of Rs. 73,47,780 lacs per annum will be achieved.

2.1 INTRODUCTION :

- Bhusawal Division with its geographic location is one of the important divisions of Central railway and is described as the heart of Central Railway. The division spreads over 803.16 Kms on B. G. and 243.90 kms on N. G. (Total 1047.06 kms).
- BSL division is one of the most critically located division in Central Railway, whose performance make a decisive impact on the loading of adjacent divisions and helps them to fulfill their loading targets and interchange forecast made to adjoining railways.
- BSL division has slowly & steadily established itself as a loading division for onion, cement, DOC, food grain & sugar commodities apart from the main traffic of POL. The division also handles coaching rated traffic of raw plantain loaded in jumbo rakes. BSL division acts as a feeding point for empty N-Boxes to Collieries situated in NGP and South Eastern railways as well as empty jumbos required in Mumbai division of Central railway, Bhopal and Jabalpur division of WCRLY and Mumbai division of Western Railway. Besides meeting its own demands of Oil tanks at Panevadi oil siding and Jumbos for Raw plantain, perishables and other outward traffic.
- BSL division has to function as a buffer division requiring holding the traffic not accepted by the adjoining divisions in eventually of any operational constraints & bottlenecks.
- The traffic from all four directions meets i.e. from Mumbai via MMR, Surat (W.Rly) via Jalgaon, WCR via ET and Nagpur. The bulk of Passenger / goods traffic received from different directions is required to be handled, Processed operationally in the division at different stations / yards as per extent Procedure & station working rules for onward dispatch & receipt.
- BSL division is complemented with 124 stations of different categories (B' Class- 66 + spl.class -04, C' class – 15 & D' Class – 39) for handling the above rail traffic. Operationally BSL division is divided into 03 main sections Viz. Igatpuri – Bhusawal, Bhusawal – Khandwa and Bhusawal -- Badnera and the rail traffic over this section are controlled through 04 sectional boards located at Control office BSL i.e. BSL – NGN, NGN – IGP, BSL – BD & BSL – KNW.
- The main trunk route is almost 100% provided with Panel / Route Relay interlocking system except Bhusawal yard. The work of commissioning of Panel interlocking of BSL YARD has sanctioned in WP 10-11 & will be taken with yard remodeling shortly. All trains are worked with AC /Diesel traction.

2.2 Authority of control: - Sr. DOM is the over all in charge of the department. The authority of control chart is shown below:-

Organizational setup-



2.3 SCALE CHECK OF THE DIVISION : (Month March-2019)

CENTRAL RAILWAY/ BHUSAWAL DIVISION					
STATEMENT SHOWING THE VACANCY POSITION DURING THE MONTH OF MARCH 2019					
CATEGORY	PAY BAND	GP	SS	MOR	VAC
STATION SUPDTT	9300-34800	4600	273	247	26
SS [ex-cadre post]	9300-34800	4600	4	1	3
SAFETY COUNCELLER	9300-34800	4600	1	1	0
STATION MASTER	9300-34800	4200	417	425	-8
CASM/ASM	5200-20200	2800	0	0	0
		TOTAL	695	674	21
Ch COR	9300-34800	4600	33	27	6
SCOR	9300-34800	4200	4	6	-2
		TOTAL	37	33	4
CTNC	9300-34800	4200	91	74	17
SR.TNC	5200-20200	2400	15	23	-8
JR.TNC	5200-20200	1900	14	14	0
		TOTAL	120	111	9
SHTG.MASTER	9300-34800	4200	35	23	12
SHTG.MASTER	5200-20200	2400	20	17	3
		TOTAL	55	40	15
CABIN MASTER	5200-20200	2400	57	34	23
		TOTAL	57	34	23
BOXBOY	5200-20200	1800	15	5	10
OFFICE PORTER	5200-20200	1800	21	18	3
TELEPEON	5200-20200	1800	18	17	1
FTH	5200-20200	1800	1	0	1
RHA	5200-20200	1800	2	1	1
CABINMAN	5200-20200	2400	33	20	13
CABINMAN	5200-20200	1900	16	16	0
P/MAN-'A'	5200-20200	1900	762	616	146
GATEMAN GP 1900	5200-20200	1900	105	105	0
		TOTAL	916	757	159

POINTSMAN 'A' [CCRC/IGP]+BSL	5200-20200	1900	6	4	2
POINTSMAN 'A' Mech.	5200-20200	1900	4	2	2
GROUP 'D'					
POINTSMAN-B	5200-20200	1800	77	87	-10
G/MAN [safety]	5200-20200	1800	13	11	2
		TOTAL	90	98	-8
POINTSMAN [CCRC/ BSL]	5200-20200	1800	4	1	3
POINTSMAN Mech.	5200-20200	1800	4	5	-1
APM [MOH]	5200-20200	1800	8	7	1
DEPTT:- TRAFFIC RG.					
M/E GUARD	9300-34800	4200	192	154	38
PASS GUARD	9300-34800	4200	54	87	-33
SR.GOODS GUARD	9300-34800	4200	173	152	21
GOODS GUARD	5200-20200	2800	172	107	65
		TOTAL	591	500	91

2.4 DUTY LIST OF THE STAFF: -

The Box Boy staff load/unload the Line Boxes of Guards of the incoming and outgoing trains. Box Boy loads/unload boxes of incoming and outgoing guards of all types of trains from yards/platforms.

The Box Boy staff plays a vital role in the punctual running of passenger and goods trains. The work of Box Boy has been successfully outsourced in TRO side (Loco Running). The activity of Box- Boy has been already outsourced in BB Division (IGP Depot).

During the course of Work- Study, the team has collected the staff position of Box Boy from Divisional HQ Office as well as from Station In charge, which is tabulated as under:-

Box- Boy over Operating Department 5200-20200 (1800) GP (NS)

Sr No.	SS	MOR	Vac
BSL Stn	08	01	07
NGN	05	03	02
KNW	00	00	00
BD	00	00	00
MMR	05	00	00

The above study reveals that the sanctioned strength of Box Boy staff working in Traffic department is 15 with 09 vacant posts.

Sanctioned Strength: The sanctioned Strength of Operating Department is given as under :

Overall Total Strength of Operating Department is as under,

Sr.	S/S	MoR	Vac.
1	2618	2222	396

Overall Total Strength of Traffic Running Department is as under,

Sr.	S/S	MoR	Vac.
1	591	506	85

**SCALE CHECK OF THE STAFF IN OPERATING STAFF OVER
BHUSAWAL DIVISION**

Sr.	Designation	ML	S/S	MoR	Vac.
1	Station Superintendent	07	273	247	26
2	Station Master	06	417	425	+8 **
3	Movement Inspector (Ex Cadre)	06	04	01	03
4	Safety Councilor	07	01	01	00

**** Merger of ML- 5 to ML-6.**

1. EXISTING DEPLOYMENT OF THE STAFF DEPOT-WISE : NIL.

2. ANY NON- OPERATIVE POST IN DIVISION:

At present, the whole work of carrying Line Boxes is done through Imprest money, hence it is recommended either to outsource the redundant activity of Box- Boy or provide the trolleys bags to the Guards.

In this way, 15 posts of Box Boy will be surplus and may be surrendered. At present 02 posts of RHA and 01 post of FTH are found as non- operative since they are lying vacant.

3. ANY OUT SOURCING IN THE DEPARTMENT :

The work of Box- Boy is carried out at local level by payment through imprest money. It is strongly recommended that Box- Boy must be either outsourced or the existing posts be surrendered.

4. ANY FUTURE PLANNING / SUGGESTIONS :

Bhusawal Division may also adopt the same methodology as South Central Railway which took another step forward in its journey of progressive transformation with the introduction of modern technology for the comfort of train guards who play a key role in train operations.

The informative material provided in the Tablet PCs which are loaded with Working Time Table, General and Subsidiary Rules, Accident Manual, Operating Manual etc., are very user friendly and facilitate the staff from refereeing to big bundle of books carried every time. The Trolley bags will be easy to carry, light weight and also now Guards will save lot of time as they need to wait for their

Line box to be delivered by Box boys. The main contents of the kit will be easy to carry in place of earlier cumbersome line boxes. The Tablet PCs containing informative material will be definitely useful for ready reference while train working, the introduction of Tablet PC and Trolley Bag will unburden the Guards and help them for smooth working. It will be drastically reduction in waiting time as such Guards need to wait for Line boxes to be brought by Box boys earlier.

Carrying of conventional line boxes is a tedious activity and expensive as well since it requires deployment of Box Boys. The trolley bag contains one Tablet PC-preloaded with PDF copy of working time table and rules book, one HS Lamp; 2 Red and 1 Green Flags; one Tail Lamp; one Tail Board with pouch; First-aid-Box in plastic pouch; 10 detonators in a tin box with a certificate; 2 pad locks; carriage keys; universal key for opening and closing Guard's compartment of SLR; two plastic sticks are provided for flags and one plastic folder to keep 4 to 5 foils of rough journal, Guards Certificate and Complaint book.

*_*_*_*_*

Critical Analysis :

One of the most valuable resources that any organization may possess is the Manpower. There is always a need of improvement in for achieving the optimum utilization of manpower. In recent times railway has done various technical advancement that has resulted into the reduction of workload.

Due to this technical advancement and other factors some activities earlier being performed in Railway has gone redundant, resulting into redundancy of the cadre performing those activities.

Critical Analysis of impact of existing manpower due to activities where workload is reduced in sizable quantum, activities which have gone totally redundant and activities which have been outsourced partially/ entirely is done in ensuing Paragraphs;

1. Box- Boy :

The Box Boy staff load/unload the boxes of Guards of the incoming and outgoing trains. The Box Boy staff plays a vital role in the punctual running of passenger and goods trains. Box Boy loads/unload boxes of incoming and outgoing guards of all types of trains from yards/platforms. The up gradation in the assets/system of working is introduced by installation of Crew Management System which provides guard booking and call acknowledgement through SMS on CUG phones. Similarly the work of Box Boy has been outsourced at big lobbies.

STAFF POSITION :

During conduct of study, the team has collected the staff position of Box Boy from Divisional HQ Office as well as from Station In charge, which is tabulated as under:-

Box- Boy over Operating Department 5200-20200 (1800) GP (NS)

Sr No.	SS	MOR	Vac
BSL Stn	08	01	07
NGN	05	03	02
KNW	00	00	00
BD	00	00	00
MMR	05	00	05

The above study reveals that the sanctioned strength of Box Boy staff working in Traffic department is 15 with 09 vacant posts.

2. Rest House Attendant :

Rest House Attendant performs all the duties quite similar to that of Caretaker, such as cleanliness of rest houses, toilets etc, arrange to change the bed sheets, pillow covers, mosquito nets etc, arrange meals to the staff, ensuring availability of vacant rooms to off duty staff, etc.

3. Field Telephone Hamal :

As the technological advancements, the Field Telephones that existed on location boxes over division in section that enable loco Pilots and other line staff to communicate with other stations/ supervisors/ control in emergency, were held up, hence the existing posts of Field Telephone Hamal are strongly recommended to be surrendered. Also Railway Administration had supplied CUG SIMSs to line staff as well as supervisors of all the departments; hence, there is no need of FIELD TELEPHONE HAMAL.

Chapter 4**Financial Implications****1.1.1. Sanctioned strength :**

The total annual expenditure on following staff working over the Bhusawal Division is as under :-

Category	Level	Pay Scale	Mean Value	Monthly Money Value	Yearly per post money value	No. of posts	Total Annual saving in Rs.
Box Boy	01	18000-56900	37450	40821	489852	15	73,47,780
Field Telephone Hamal	01	18000-56900	37450	40821	489852	01	04,89,852
Rest House Attendant	01	18000-56900	37450	40821	489852	02	09,79,704
Total Money Value						18	Rs. 88,17,336

* After successful execution of the recommendations of the work study report 18 posts (15 Box Boy +01 Field Telephone Hamal + 01 Rest House Attendant) will be surplus and the recurring saving will be Rs. 88, 17, 336/- per annum.

The above financial implications are subject to actual surrendering of posts.