

NORTHEAST FRONTIER RAILWAY



**WORK STUDY REPORT ON REVIEW OF STAFF STRENGTH OF
ALIPURDUAR HOSPITAL UNDER CMS/APDJ OF APDJ DIV.**

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STUDY NO. WSNF/02/2018-19

CASE NO. Z/375/10/18-02

CENTRAL PLANNING ORGANISATION

N. F. RAILWAY/MALIGAON

GUWAHATI - 781011.

EXECUTIVE SUMMARY

SUBJECT: Work study on “Review of staff strength of APDJ hospital under CMS/APDJ

STUDY NO: WSNF/02/18-19

CASE NO: Z/375/10/18-02

AUTHORITY: Sr. Dy. General Manager.

CONCERN DIV: ALIPURDUAR

DEPARTMENT: MEDICAL

TERMS OF REFERENCE: To assess the requirements of staff strength of APDJ hospital under CMS/APDJ

NO. OF RECOMMENDATION: 01 (One).

After critical examination of the workload and activities a total 13 Nos. of posts are surplus of different category Viz. **Safaiwala – 03 Nos., MCM driver -01 No. Motor Driver Gr-I- 02 Nos., AV cleaner -02 Nos., Sr Cook - 01 Nos., Asst Cook – 01 No, Lab Technician – 01 Nos, Record shorter – 01 Nos, & Jdr Peon – 01 No.** of APDJ/Hospital under CMS/APDJ, which may be surrendered and the BOS may be corrected accordingly.

Out of 13 Posts, 10 posts are vacant and 03 posts are manned (viz MCM driver-01 & AV cleaner-02) & this manned posts are to be suitably redeployed as the Ambulance van is already condemned.

FINANCIAL ACHIEVEMENT: Projected man power savings 13 Nos.

PROJECTED FINANCIAL SAVING: Rs. 37.55 Lakh per annum.

MONTH AND YEAR OF CIRCULATION: June'2018

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CHAPTER - I

1.0. INTRODUCTION:

- The principal objective of the Railways Health Service is to render comprehensive and integrated health care services to the railway employees and their families. Apart from the above, facilities are also to be extended to retired personnel's and their dependents, vendors, porters, GRP etc. In addition, curative facilities are to be provided for non-railway population at places where curative services do not exist. While about 40% of the Railway population are concentrated at major cities and important big stations, the balance are scattered in a linear fashion along the railway track.
- Unlike other central and public sector organizations, Railways has its own full fledged medical department to take care of the well being of the employees and their dependents. The days are not far off for the railways to have its own Medical College.
- The need to maintain the organisation in a state of constant readiness to keep pace with exigencies of medical relief to passengers in the event of accidents by providing first aid to injured passengers and shift them to a nearby hospital for further treatment. The Railway Medical Department also ensures maintenance of higher order of sanitation in Railway Stations and colonies. It co-ordinates with the health organization of state government with regard to prevention of communicable diseases, family welfare programme etc., and conducts medical examination for candidates and employees so as to give their best output to the Railways. With the rapid advances in medical technology in the curative field, it has become necessary to update with advancement and ensures that the services rendered at Rly hospital are second to none of their kind. In fact railway medical department has taken a lead over the others and in particular for treatment to infectious diseases. The department not only treats railway employees and their wards but also attends non-railway people on nominal payment as the common public prefers treatment at Railway Hospital for the reason it is not only economical but also for the best services compared to other private hospitals.
- The Medical Department is organizing various Awareness Camps, Immunization Programmes, Family Planning Education etc.
- The Railway administration has to make the best use of its resources including manpower keeping them at the optimum level to attain the financial viability. Taking into consideration these objectives, the Railway Board has emphasized to take up review on staff strength of various departments in the Railway. In pursuance with this policy of Railway Board, the Central Planning Organization has conducted this work-study on requirements of Medical department's staff (Cook & Ambulance Van Driver) under CMS/APDJ & Conservancy staff (safaiwala) under CH & MI/APDJ of APDJ Division.

Salient Features of Medical Department:-

Total No. of OPDs	= 01
Total No. of IPDs	= 08
Major surgeries performed	= Yes (in a month one major surgery performed)
Special surgeries	= No
Minor surgeries	= Yes

The total bed strength of this Divisional Railway Hospital for providing inpatient care is 111 in APDJ Hospital. A total of 10 doctors (06 Regular & 04 contractual), 21 Nursing personnel and 78 Para Medical staff are working in Division.

There are 01 ARME Scale – I and 01 ARME Scale – II Medical bogies positioned all over the APDJ Div to provide medical attention to the grieved passengers during train accidents.

Health Book has been distributed to all beneficiaries in all Health Units. Provision of on line data of employees of sick and fit has been initiated and will be finalized shortly in a phased manner (Hospital Information Management System).

1.1 ACKNOWLEDGEMENT:

- Work study team is grateful to Sri D.C. Hojai, CMS/APDJ, Sri H Mondol ADMO/APDJ & Smt Chabi Mazumdar, Chief Matron/APDJ for their kind guidance and cooperation for conducting this study.
- The work study team is thankful to Smt. G Dham Ch.OS/Med/APDJ for her assistance rendered to the work study team for conducting the subject study.

1.2 RATIONALE FOR CONDUCTING THIS STUDY:

- Man power is the most costly and precious resource over Indian Railway and right sizing is the need of the hour.
- Focussing attention on core activities by reducing/elimination of non- core activities.
- Improving the efficiency (output/input) either by improving the output (numerator) or by decreasing the input (denominator).
- Up-gradation/introduction of automation/innovations
- Outsourcing of noncore activity.
- Availability of better process/technology.
- Reducing/removing redundancy in work.

1.3 AUTHORITY:

SDGM of N.F.Railway.

1.4 TERMS OF REFERENCE:

To assess the requirements of Medical staff of APDJ Hospital under CMS/APDJ

1.5 METHODOLOGY:

- a) Collection of data relating to workload.
- b) Discussion with Medical Officers & subordinates and obtaining their views.
- c) Assess the workload for sanitation of Station & Colonies.
- d) Assess the workload for hospital diet of patients and carrying patients to hospital.
- e) Assess the staff requirements for the above workload.

CHAPTER-II

2.0 SUMMARY OF WORK LOAD

WORKLOAD OF STAFF WORKING IN HOSPITAL/APDJ

2.1 Pathology:

- a) No. of doctors attached(pathology/Microbiology):01
- b) No. of para-medical staff/technician engaged:03
- c) Average no. of patient attended for last three months:33910

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	Lab Supdt	9300-34800	4200	01	01	
2	Lab Technician	5200-20200	2800	01	0	Demand sent to DRM(P) APDJ & PCMD MLG
3	Lab HA	5200-20200	1800	01	01	
4	Safaiwala	5200-20200	1800	01	01	
			Total	04	03	

2.2 Radiology

- a) No. of doctors attached(pathology/Microbiology):
- b) No. of para-medical staff/technician engaged:
- c) Average no. of patient attended for last three months:

SN	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	Radio Grapher	9300-34800	4200	01	01	On Contract Basis
2	X-Ray Attendent	5200-20200	1800	01	01	
			Total	02	02	

2.3 For non-technical section (For maintenance & repairing of medical equipments):

- a) No. of Lab- supdt.: 01
- b) No. of Gr.C staff allotted:02
- c) Total equipments supposed to be dealt with:20

2.4 Casualty Service:

- a) No. of doctors engaged (including CMP if any) shift wise): 03
- b) No. of para-medical staff engaged shift wise/day: 09
- c) Average no. of patient attended for last three months:50

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	Dresser	5200-20200	2800	03	03	
2	HA	5200-20200	1800	03	03	
3	Safaiwala	5200-20200	1800	03	03	
			Total	09	09	

2.5 Out Door:

- a) No. of doctors engaged (including CMP if any) shift wise): 12
- b) No. of para-medical staff engaged shift wise/day: 18
- c) Average no. of patient attended for last three months:28138

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	HA	5200-20200	1800	07	07	
2	Dresser	5200-20200	2800	02	02	
3	Safaiwala	5200-20200	1800	05	05	
			Total	14	14	

2.6 In Door:

- a) No. of doctors engaged (including CMP if any) shift wise):03
- b) No. of para-medical staff engaged shift wise/day: 55 ; in a shift 17 per shift
- c) Average no. of patient admitted for last three years monthly basis:1250 monthly
- d) Average No. of Meals prepared for patient per day say for a month:10 per day i.e 300 meals/day
- e) Details of Paramedical & kitchen staff :63

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	Chief Matron	15600-39100	5400	11	11	
2	Nurshing Sister	9300-34800	4600	10	10	
3	Staff Nurse	9300-34800	4600	04	00	Demand sent to CMD/MLG DRM/P/APDJ for fill up vacancy
4	Dresser	5200-20200	2800	02	02	
5	Master Cook	5200-20200	2800	01	01	
6	Sr Cook	5200-20200	2400	02	01	
7	Cook	5200-20200	1900	02	02	
8	Asst Cook	5200-20200	1800	03	02	
9	HA	5200-20200	1800	17	17	
10	Safaiwala	5200-20200	1800	15	15	
			Total	67	61	

2.7 Physiotherapy unit:

- a) No. of physiotherapist: 01
- b) No. of allied staff engaged: 03
- c) Average no. of patient attended for last three months:370

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	Physiotherapist	9300-34800	4200	01	01	
2	Safaiwala	5200-20200	1800	01	01	
3	HA	5200-20200	1800	02	02	
			Total	04	04	

2.8 Centralised Medical store & Pharmacy:

- a) No. of Officers involved: 01
(Who deals medicine, T &P, other items, M&P items plus Repair and maintenance of medical equipments)
- b) No. of allied staff engaged (Gr-C & Gr-D): GrC-03 & Gr D-02
- c) Detailed of work done for last three months: Enclosed at Annexure “A”

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	Ch PHT	9300-34800	4600	01	01	
2	Ch PHT	9300-34800	4200	04	04	
3	Sr PHT	9300-34800	2800	01	01	
4	HA	5200-20200	1800	01	01	
5	Safaiwala	5200-20200	1800	01	01	
			Total	08	08	

2.9 Ambulance Service:

- a. No. of Railway Ambulance available : Nil
- b. No. of Ambulance operator details : 05

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	MCM Driver	9300-34800	4200	01	01	Agreed for surrender
2	M/Driver	5200-20200	2800	02	0	
3	AV cleaner	5200-20200	1800	02	02	
			Total	05	03	

WORK LOAD OF CONSERVENCY STAFF OF APDJ HOSPITAL

A. HOSPITAL AREA

1. Plinth/carpet area of Sweeping (in sq.ft) =206408.746 Sq Ft
2. On approach roads towards (in sq.ft) =3404 Sq Ft
3. Area of service building of Station under CMS/APDJ (in sq.ft) = Nil
4. Cleaning of latrines (nos. of seat & periodicity of cleaning) = 38
 - a) Common service latrines:-21
 - b) Community aqua privacy:-02
 - c) Septic types:-21
 - d) Urinals:-08
 - e) Bath rooms:-08
5. Waiting rooms for patients (in Sq ft)= 1200 Sq Ft
6. Doctors room (in Sq ft)= 2200 Sq Ft
7. Drains attached to Hospital building (in Running ft):-
 - (a)Cleaning of drains , Large (in Rft)- 3800 RFT
 - (b)Cleaning of drains , small (in Rft)- 1088 RFT

Any other special work:-

Details of work done for last 03 years (Medical Store & Pharmacy)

1. Local purchase of medicine purchase through imprest cast
2. Procurement of medicine through local tender against annual indent and supplement indent
3. Look after ARME van POMKA box of APDJ
4. Maintenance of recouped of LPG/Oxygen gas cylinder through imprest cash and distribution the same concerned ward.
5. Surplus drug issue letter all the divisions as well as all railways.
6. Prepared the annual indent/supplementary indent of medicine lab re-agent, OT surgical items etc.
7. Filling the FA box of all station jurisdiction of CMS/APDJ and condemnation of FA box as & when required.
8. Maintenance of TP register of Medicine as well a Instrument equipment.
9. Received the M & P item from HQs. Received the challan and distribution the same concerned person.
10. Received the medicine from central stores for distribution to the patients through outdoor dispensary by individual patient.

CHAPTER-III

3.0 CRITICAL ANALYSIS OF EXISTING WORKLOAD AND STAFF REQUIREMENTS:

- The proverb “health is wealth,” is rightly followed in Indian Railway by providing free medical facilities to the Railway workers, who are the back bone of Indian Rly . Therefore, to upkeep the well health of Rly at all time, a continuous process of reviving well health of Rly. Staffs are most essential and for this phenomenon, the activities and workload of medical staff of different categories have been critically analyzed to attain the actual requirement of staff. In the process of reviewing man power as per prevailing situation the work study team have given due weight -age on the following phenomena.
- Director efficiency & Research /ME Railway Board vide Railway Board letter No. E & R/2 (8)/1 New Delhi dated 06/06/2017 expressed his view regarding MPP (manpower productivity ratio) is ***just twice the average MPR*** (Manpower Productivity Ratio) in Medical/APDJ division of Indian Railways. The same is also available on IR website [http://www.indianrailways.gov.in/railway board/view _section.jsp?lang=0&id=0,1,388](http://www.indianrailways.gov.in/railway%20board/view_section.jsp?lang=0&id=0,1,388).
- The requirement of staff in Medical branch of APDJ division has been worked out as per **current IR average** issued by Director Efficiency & Research, Railway Board (copy enclosed) **in respect of APDJ division N.F.Railway**
- *Current IR average is 21.2 per 1000 staff. (Bench marking report of Feb 2018 issued by Dte Eff & Research, Railway Board)of Medical staff in divisions.(copy enclosed).*
- *The present sanction strength of APDJ division 5629 (safety) + 2652 (non-safety) = 8281 vide SPO/MPP/NFR/MLG of April 2018*

i.e. Total no. of sanctioned strength of Employees is **8281..... (A)**

- *Sanctioned Strength of APDJ division (Hospital & Health Unit of 152 + Conservancy & Anti Malaria 177) = 329.....(B)*
- **Current bench mark of APDJ division :**

i.e. Current bench mark of APDJ division X (A) = (B)

1000

Therefore, Current bench mark of APDJ division = $\frac{(B) \times 1000}{(A)} = \frac{329 \times 1000}{8281} = \mathbf{39.72}$

- Railway Board vide their letter No. 2006/E & R/2800/Rly./Imp/Vol.V(Corr.) dated 31.03.2009 & 27.11.2009 had directed Zonal railways to bring down the Manpower Productivity Ratio (MPR) for identified activities at least to the current IR average which is at present **21.2** per 1000 staff. (February 2018) of Medical staff in divisions.
- **Hence, the No. of sanctioned strength supposed to be $\frac{21.2 \times 8281}{1000} = 175.55$. (say 176)**
- Excess over Bench mark = Current bench mark of APDJ division – Current IR average
= 39.72 – 21.2 = 18.52 (C)
- Excess over bench mark Number =
 $\frac{\text{Excess over bench mark (C) X total staff of APDJ Div (A)}}{1000}$
= $\frac{18.52 \times 8281}{1000} = 153.36$ **Say 153.**
- To keep the MPR of APDJ division at par IR average of Railway Board, the proposed sanctioned strength of entire APDJ division of Medical wing under CMS/APDJ should be 329-153 = 176, **Which is excess by (329 - 176) = 153.**
- **To surrender excess 153 posts, work study team suggests to surrender of Kitchen staff, Health attendant, safaiwala of Hospital & Health unit and safaiwala of Conservancy & Anti Malaria staff of entire APDJ division by outsourcing, phase wise which certainly yields more revenue and simultaneously brings down current bench mark of APDJ division to at par with the IR average as well as operating ratio of NF Railway, which is a vital importance.**
- *By considering the above aspects the study has been conducted under the instruction of Railway Board & SDGM/NFR for proper utilization of manpower of APDJ Hospital.*

From the above calculation the work study team opined to surrender the following categories of APDJ/Hospital are considered.

3.1 Safaiwalas

Safaiwalas are engaged for:

- Collect, remove and dispose of rubbish from railway premises and Platforms etc.
- Sweep the road and other surface area of the Railway Station premise and collect the sweepings and put these in the dustbins and also dust and remove cobwebs etc.
- Clean the drains and carry out periodic de-silting.
- Clean the retiring rooms including toilets at platform premises.

3.2 YARD STICK:

As per Yard Stick of Conservancy Staff issued by CMO/PNO, vide circular no- H/259/0 (Loose) dt-21.1.63 which is reproduced below (the copy of same is enclosed as Annx “A” to this study):

SN	ITEM OF WORK	YARD STICK TO BE ADOPTED
1	Sweeping of Road (Pucca & Katcha)	76,000 sq.ft (per man /day)
2	Sweeping of Platform	13,000 sq.ft (per man /hour)
3	Sweeping of Track between outside & between rail	23,000 sq.ft (per man /day)
4	Cleaning of Drains- (i) Large- (ii) Average-	4,000 Rft(per man /day) 8,800 Rft(per man /day)
5	Cleaning of Latrines (a) Common Service (4 times Cleaning daily) (b) Private Service (Twice Cleaning daily)	24 Seats (per man /day) 40 privies (per man /day)
6	Sanitation of Quarters (Sweeping of open space)	50,000 sq.ft (per man /day)

3.3 REQUIREMENTS OF STAFF (SAFAIWALA) UNDER CMS/APDJ CONSERVANCY CALCULATED ON THE BASIS OF ABOVE YARD STICK:

SN	ITEM OF WORK	YARD STICK TO BE ADOPTED	No. of staff required	No. of staff required (ROUNDED)
1	Sweeping of Road (Pucca & Katcha) i) 206408.746 Sq ft. ii) Approach Road = 3404sq.ft. iii) Waiting Room for patient =1200 sq.ft. iv) Doctors Room = 2200 sq.ft.	76,000 sq.ft (per man /day)	Total Area=i) + ii) +iii) + iv) = (206408.746 + 3404 + 1200 + 2200) Sq ft/ 76000 = 213212.746/76000 = 2.80 = 03.	03
4	Cleaning of Drains- (i) Large- (ii) Average-	4,000 Rft(per man /day) 8,800 Rft(per man /day)	i) 3800 Rft/ 4000 = 0.95 ii) 1088 Rft /8800 = 0.123	i) 01 ii) 01
5	Cleaning of Latrines (a) Common Service (4 times Cleaning daily) (b) Private Service (Twice Cleaning daily)	24 Seats (per man /day) 40 privies (per man /day)	a) 21Nos b) (21 + 02+ 21 + 08 + 08 = 60 Nos / 40 = 1.5	a) 01 b) 02
	TOTAL-			08

3.4 As per calculation on the basis of present work load under CMS/ APDJ Conservancy supposed to have 08 Nos. of Safaiwala but the present sanctioned strength of APDJ conservancy is 26.

- (A) The present work load is supposed to be managed by $08 + 03 \text{ (LR)} = 11 \text{ Nos. Safaiwala}$ as per yard-stick calculated above in col. No. 3.3.
- (B) In this hospital there are 87 beds in 06 nos of different wards namely (i) Maternity = 14 beds, ii) Female Medical = 16 beds, iii) Female Surgical = 07 beds, (iv) Children = 08beds, v) Male Medical = 22 beds, vi) Male Surgical = 20 beds, and 01 no. ICU, 04 nos Cabins. For manning indoor work of this hospital 03 nos of Safaiwala per shift is require i.e. $09 \text{ nos/ day} + 03 \text{ nos LR} = 12 \text{ nos Safaiwala}$.

Total Nos. of safaiwala required (A) + (B) = 11+ 12 = 23Nos.

As on date 23 No. safaiwala is manning the entire work load , which is adequate and work study team opined that 03 vacant posts of safaiwala is recommended for surrender.

The on roll strength shown in work load given by APDJ/hospital is 26 which is incorrect, as Chief Matron/APDJ stated that only 23 Nos. of safaiwala are working.

In a nut shell, the work study team opined that 03Nos. vacant posts of Safaiwala may be surrender and deleted from BOS.

Sn	Category	Pay Band	G.Pa y	BOS	On Roll	Vacan cy	Propo sed BOS	Proposed surrender	Remarks
1	Safaiwala	5200- 20200	1800	26	23	03	23	03	
		Total		26	23	03	23	03	

- 3.5 The work study opined that it is better to go for outsourcing, which yields more railway revenue , the detailed calculation is appended below:

As a reference, the CA of Mechanized cleaning & disposal of Garbages of BNGN stn of RNY division vide C.A. No. MD/20160004 dated 05/01/2017 involves an expenditure of Rs.1,37,88,259.00 for 41 Posts including supervisors for a period of 03 years. Which is found that average salary per man to be paid in a month is Rs. 9341.00. Whereas, as per 7 CPC Safaiwala comes under Pay matrix of Level-I. The minimum salary per month for a Safaiwala comes to Rs. 18000/- + 1260/- (DA 7 %) = 19260/- (per month) which is much higher than Rs. 9341.00 as shown above.

For 26 posts of Safaiwala the expenditure comes to the tune of $(26 \times \text{Rs.}19260/-)$ Rs. 5,00,760/- per month which is much higher than outsourcing 26 Nos. post of safaiwala in a tune of $(\text{Rs.}9341.00 \times 26)$ Rs. 2,42,866/- per month i.e. excess by Rs. $(5,00,760.00 - 2,42,866.00) = \text{Rs } 2,57,894.00$ per month.

In future CMS/APDJ may consider the outsourcing of safaiwala staff to contractual by considering the calculation shown in column no. 3.4

3.6 Ambulance Van Drivers:

The ambulance drivers are entrusted the work of shifting patients to stations, referral hospitals for investigation, enable doctors to move to accident sites, collection of blood from blood bank and medicines from warehouse.

3.7 At present the total Sanctioned staff strength of Ambulance Van Driver of APDJ Hospital is 03 (01 MCM Driver, 02 Motor Driver Gr-I as per BOS as on 01/04/18) and On Roll strength of Ambulance Van Driver of APDJ Hospital is only 01 of MCM Grade, is also a Neuro patient and retiring on Jan 2020 & other 02 posts are vacant. The Ambulance van has already condemned vide letter no H/181/1(WB-69-2063) dtd. 04/01/2018. Presently the Ambulance service is contractual and running smoothly vide CA NO. H/181/1(outsourcing of A.Van)/ 17, dtd 19/12/2017. Hence, all the Ambulance Van drivers post including AV Cleaners post may be recommended for surrender and same is also agreed by CMS/APDJ. The Ambulance Van Cleaner of 02 posts which are presently manned may be suitably redeployed.

In view of the above the work study team identified 03 Nos. of post of ambulance van driver & 02 Nos of AV Cleaner as surplus and BOS may be corrected. However, the on roll MCM driver & AV cleaner may please be suitably re-deployed and BOS may correct.

Sn	Category	Pay Band	G.P ay	BOS	On Roll	Vacan cy	Propo sed BOS	Proposed surrender	Remarks
1	MCM Driver	9300- 34800	420 0	01	01	Nil	0	01	
2	M-Driver Gr-I	5200- 20200	280 0	02	0	02	0	02	
3	AV Cleaner	5200- 20200	180 0	02	02	Nil	0	02	
4		Total		05	03	02	0	05	

3.8 COOK:

The duties of cook is as under:

- (1) Prepare food as per the directives of the matrons of each wards
- (2) Serve food to patients.
- (3) Cleaning and washing of utensils
- (4) Draw provision for the day from steward
- (5) Assist steward for purchase of provision, collection of Gas cylinders milk and vegetables.
- (6) Presently 04 Cooks are working against the 05 sanctioned posts.

The cook works in two shifts 6.00 – 14.00 and 12.00 – 20.00 hrs. for all the 7 days in a week. The weekly rest are differed for cooks so as to man the kitchen on Sundays also. Morning Tiffin, Lunch, Dinner, Evening Tea/Milk is served at a cost of Rs.65/- per day. The option is left to the patient whether to have food supplied by hospitals or arrange from home. The no. of patients opted to have food from hospital for one month is taken and the amount collected from patients is as under:

Average hospital diets opted by patients in a day is 10 and in a month it is 300

Salary for 06 Nos. cooks/month paid presently working at APDJ Hospital:

Total	Category	Pay as per VII CPC
	Master Cook (GP 2800/-)	31244/-X 01 = 31244/-
	Sr Cook (G) 2400/-)	27285/-X 01 = 27285/-
	Cook (GP 1900/-)	21293/-X 02 = 42586/-
	Asst COOK (GP 1800/-)	19260/- X 02 = 38520/-
		Total = 1,39,635/-

Expenditure incurred is Rs. 1,39,635/- (towards salary of kitchen staff) excluding expenditure of Non- perishable goods, Vegetables, Milk, Gas cylinder Etc .for preparation of diet. Subsequently, the income of APDJ Hospital towards diet in a month is as follows:

- Meal charge is Rs. 65/- per day
- Average Nos. of meals prepare per day is 10
- Average Nos of meals prepare per month is 10 X 30 = 300
- **Total amount collected against 300 meal in a month =Rs. 19500/-**

From the above it is evident that providing food by hospital is uneconomical considering the income of Rs. 19500/- against the expenditure of Rs. 1,39,636/- which is a matter of concern towards the improvement of operating ratio of NF Railway. It is also observed that operating ratio mainly increases due to staff salary which may be neutralize by surrendering of excess/vacant post of this organization.

Hence, it would be worthwhile to engage a private contractor for providing Tiffin, Lunch & Dinner. A quality food for the whole day can be arranged at a cost of Rs.150/- at the maximum. Total expenditure for 300 meals in a month comes to Rs. 45000/- , which exhibit a handsome revenue saving of (Rs. 139635.00 – Rs. 45000.00) =Rs. 94635/- in a month.

There are three aspects which are to be considered.

- (1) Whether outsourcing this activity is viable and effective
- (2) The facilities credited by Railways like, utensils, Gas stoves, Grinders, Mixers, and Kitchen set up, would become dead assets if preparing of food is out sourced. Would it be wise to make these as dead assets?
- (3) What to be done with the present staff would it be wise to declare these posts as supernumerary.

The study team believes that the following suggestion would be the solutions for the above:

- (1) Earlier in all running rooms the food was prepared and served by Railway staff. But now in all the running rooms the preparation and serving of food is outsourced and this system is running smoothly and hence outsourcing of this activity would be effective and viable.
- (2) The assets created by Railways for preparation of food may be handed over to the contractor who prepares food as being done in running rooms. To that effect the costs of food may be brought done in proportionately.

- (3) The staff presently working are on the verge of retirement. Till their retirement the staff can be transferred to work in division canteen.

In view of above the study team identified 06 Posts of cook & 02 Post of Asst Cook as surplus & the same may be deleted from BOS.(if kitchen is outsourced).

Till the kitchen is outsourced the vacant posts of kitchen staff i.e. 02 Nos. (01 Sr COOK & 01 Asst Cook) is recommended for surrender.

The existing staff position of COOK at APDJ Hospital:

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Vacancy	Proposed BOS	Proposed surrender	Remarks
1	Master Cook	5200-20200	2800	01	01	Nil	01	0	
2	Sr Cook	5200-20200	2400	02	01	01	01	01	
3	Cook	5200-20200	1900	02	02	Nil	02	0	
4	Asst Cook	5200-20200	1800	03	02	01	02	01	
			Total	08	06	02	06	02	

3.9 Lab Technician:

Duties Of Lab.Technician Under CMS/APDJ:

- Collect, samples of blood, sputum, stool, urine etc. from patients of railway under APDJ division.
- Assist Doctor for testing the above collected samples of patients.
- Prepare the test reports of patients according to the advice of Doctor.
- Assist Lab.Suptd. for keeping record of patients test reports.
- Deliver the test reports to the concerned patient or send the same to Hospital ward for Doctors advice etc.

At present the pathology department is looked after by 03 personnel including Lab Suptd . The critical cases regularly referred to other hospitals. The study team observed that Pathology ward is running smoothly with one Doctor and 03 paramedical staff (01 lab supdt. & 02 Lab.HA) keeping the Lab Technician post vacant. Hence the study team is of the opinion that **01 vacant post of Lab Technician may be surrendered & the BOS of APDJ Hospital may be corrected.**

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Vacancy	Proposed BOS	Proposed surrender	Remarks
1	Lab Technician	5200-20200	2800	01	Nil	01	Nil	01	
			Total	01	Nil	01	Nil	01	

3.10 Record Shoter:

Duties Of Record Sorter Under CMS/APDJ:

- f) Keep and maintain the health records of patients of APDJ Hospital.
- ii) Exhibit the required record to concerned Doctor/CMS when required.
- iii) Also maintain the records of establishment & Hospital Office maintenance related to APDJ Hospital and exhibit the same to CMS/APDJ as and when required.

Now, the above duties are monitored by administrative wing of APDJ hospital. Presently the sanctioned strength of R/Sorter of APDJ Hospital is 01 and the post is lying vacant since long. The study team observed that the Hospital is running smoothly without any R/Sorter. Moreover, this category of R/Sorter **is already declared as diminishing category vide GM/P/MLG's letter no. E/59/III-4(C) Pt. V-B, Dtd. 16/10/2010.**

On going through the workload of this category, the study team opined that **01 Posts** of **Record sorter** category which is lying vacant may be recommended for surrender.

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Vacancy	Proposed BOS	Proposed surrender	Remarks
1	Record shorter	5200-20200	1800	01	Nil	01	Nil	01	
			Total	01	Nil	01	Nil	01	

3.11 JDR PEON :

Duties of JDR Peon under CMS/APDJ:

Presently the cleaning of office premises, lavatories, toilets etc are performed by safaiwala and the post of JDR peon is no viable importance. Also **this category is already declared as diminishing category vide GM/P/MLG's letter no. E/59/III-4(C) Pt. V-B, Dtd. 16/10/2010.** This post of JDR peon is lying vacant and hence recommends for surrender.

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Vacancy	Proposed BOS	Proposed surrender	Remarks
1	JDR Peon	5200-20200	1800	01	Nil	01	Nil	01	
			Total	01	Nil	01	Nil	01	

CHAPTER-IV

4.0

PROPOSED & SURPLUS STAFF:

4.1 As discussed in critical analysis in para-3 of Chapter- III, the proposed strength and proposed surplus staff of Safaiwala, Ambulance Van driver, Ambulance van cleaner, Cook , Lab tech, Record shorter & JDR peon under CMS/APDJ is tabulated below : –

SN	Category	Pay Band	Grade Pay	Sanction	On Roll	Vacancy	Proposed BOS	Proposed Surplus
1	Safaiwala	5200-20200	1800	26	23	03	23	03
2	MCM Driver	9300-34800	4200	01	01	0	0	01
3	M-Driver Gr-I	5200-20200	2800	02	0	02	0	02
4	AV Cleaner	5200-20200	1800	02	02	0	0	02
5	Master Cook	5200-20200	2800	01	01	0	01	0
6	Sr Cook	5200-20200	2400	02	01	01	01	01
7	Cook	5200-20200	1900	02	02	0	02	0
8	Asst Cook	5200-20200	1800	03	02	01	02	01
9	Lab Technician	5200-20200	2800	01	0	01	0	01
10	Record shorter	5200-20200	1800	01	0	01	0	01
11	JDR Peon	5200-20200	1800	01	0	01	0	01
				42	32	10	29	13

CHAPTER-V

5.0

RECOMMENDATION

After critical examination of the workload and activities a total 13 Nos. of posts are surplus of different category Viz. **Safaiwala – 03 Nos., MCM driver -01 No. Motor Driver Gr-I- 02 Nos., AV cleaner -02 Nos., Sr Cook - 01 Nos., Asst Cook – 01 No, Lab Technician – 01 Nos, Record shorter – 01 Nos, & Jdr Peon – 01 No.** of APDJ/Hospital under CMS/APDJ, which may be surrendered and the BOS may be corrected accordingly.

Out of 13 Posts, 10 posts are vacant and 03 posts are manned (viz. MCM driver-01 & AV cleaner-02) & this manned posts are to be suitably redeployed as the Ambulance van is already condemned.

CHAPTER-VI

FINANCIAL IMPLICATION

6.0

EXPENDITURE / FINANCIAL SAVINGS PER ANNUM

SN	SCALE (In Rs)	G/PAY	Category	No. of Posts surplus	Expenditure per month as Salary as per VII CPC in Rs	Total Expenditure incurred per annum as per VII CPC in Rs
1.	5200-20200	1800	Safaiwala	03	19260/- x 3 = 57,780/-	6,93,360/-
2	9300-34800	4200	MCM Driver	01	37878/-	4,54,536/-
3	5200-20200	2800	M-Driver Gr-I	02	31244/- X 2 = 62,488/-	7,49,856/-
4	5200-20200	1800	AV Cleaner	02	19260/- X 2 = 38,520/-	4,62,240/-
6	5200-20200	2400	Sr Cook	01	27285/-	3,27,420/-
8	5200-20200	1800	Asst Cook	01	19260/-	2,31,120/-
9	5200-20200	2800	Lab Technician	01	31,244/-	3,74,928/-
10	5200-20200	1800	Record shorter	01	19260/-	2,31,120/-
11	5200-20200	1800	JDR Peon	01	19260/-	2,31,120/-
				13		37,55,700/-

Total surplus = **13** posts

Projected Recurring Saving / annum = Rs.37.55 lakhs

CHAPTER – VII

7.0 READY RECKONER as per VII CPC

SCALE (In Rs)	G/Pay	Pay As per VII CPC	DA (7%)	Total Salary PM
9300-34800	4600	44900	3143	48043/-
9300-34800	4200	35400	2478	37878/-
5200-20200	2800	29200	2044	31244/-
5200-20200	2400	25500	1785	27285/-
5200-20200	1900	19900	1393	21293/-
5200-20200	1800	18000	1260	19260/-

