

Comparative Work Study of Activity Centres of Personnel Department of SUR & RTM Division

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Synopsis Of The Study

Study Number	: WSCR/BM/PERS/SUR-RTM/02/18-19
Name of Study	: Comparative Work Study of Benchmarking MPR of Personnel Department of SUR & RTM Division.
Proposed by	: E&R Directorate, Rly Board
Department	: Personnel
Division	: Solapur & Ratlam
Date of Commencement	: 06.06.2018
Date of Completion	: 25.06.2018
Date of Submission	: 18.07.2018
No. of Recommendations	: 2
Sanctioned Strength	: SUR – 164 RTM- 146
No. of Men studied	: SUR – 146 RTM - 127
No. of vacancies	: SUR– 18 RTM - 19

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Terms of Reference

A Comparative Work Study of Activity Centers having highest and lowest benchmark MPR is proposed by Railway Board vide letter number 2017/E&R/2(1)/1 dated 22.05.2018. Work Study Cell of Central Railway has been advised to conduct the comparative work study of Two Activity Centers of Personnel Department of Solapur Division/CR and Ratlam Division/WR (for Division < 18000 Staff).

The Work Study is included in Work Study Program for the Year 2018-19 under reference number WSCR/BM/PERS/SUR-RTM/02/18-19.

Base for Study

Comparative Work Study of Staff of Personnel Department of Solapur Division/CR and Ratlam Division/WR is proposed on the basis of these activity centers having highest and lowest benchmark MPR.

As per Benchmarking Statistics issued by the Railway Board in February'2018, Benchmark MPR of Solapur Division/CR for Personnel Department is 15.8 men/'000 staff and Benchmark MPR of Ratlam Division/WR is 7.6 men/'000 staff.

Methodology

1. Collection of data with reference to the calculation of Man Power Ratio of Personnel Departments of respective Divisions
2. Collection of factors effecting the MPR of Solapur Division as well as Ratlam Division.
3. Calculation of MPR of Solapur and Ratlam Division.
4. Critical Analysis of variation in MPR of Solapur and Ratlam Division.
5. Observation and recommendations to improve MPR.

Summary of observations

Following observations are made for the variation in Benchmark MPR in Personnel Department of Solapur Division and Ratlam Division,

Observation:

It is observed that, the difference in MPRs of Solapur Division and Ratlam Division is due to following reasons,

1. Ratlam division of Western Railway has adopted various measures like digitalisation in maintaining APARs and Service Register, multi skilling in Personnel manpower like 'Group Clerking System' etc. and therefore utilisation of manpower is optimised effectively, which has resulted into comparative reduction of MPR of Ratlam Division.
2. Whereas in Solapur Division of Central Railway it is observed that distribution of manpower is not according to the workload.

Summary of SUGGESTIONS

Following steps are suggested for achieving better MPR in Personnel department of Solapur Division,

1. Digitalisation in maintaining APARs and Service Register may be adopted like other divisions of Central Railway.
2. Decentralisation of Salary bill preparation at various depots instead of preparation of salary bill at HQ may be introduced to avoid duplication of work.
3. Multi skilling of Ministerial staff may be adopted to achieve optimum utilisation of Manpower.

Chapter 1

Calculation of MPR of SOLAPUR and RATLAM Division

1.0 Benchmark MPR for Personnel: As per the benchmarking norms issued by E&R Directorate, Railway Board in Feb' 2018, Man Power Ratio of Personnel Department in Solapur Division/CR and Ratlam Division/WR is given in following table,

Division	MPR of Personnel Dept
Solapur Division	15.8 men/'000 staff
Ratlam Division	7.6 men/'000 staff

It can be seen that lowest MPR is in Personnel Department of Ratlam Division of Western Railway that is 7.6 men per 1000 staff, while the same in Solapur Division of Central Railway is 15.8 men per 1000 staff as per Indian Railway Benchmark for Personnel Department for Divisions with less than 18000 Staff.

1.1 Formulae for MPR: Above benchmarking MPR is derived by obtaining the ratio of 'Total Men on Roll' and 'Divisional Staff Strength' by applying the following formula.

$$\text{MPR} = \frac{\text{Total Men on Roll}}{\text{Divisional Staff Strength}}$$

Where, 'Total Men on roll in Personnel department' includes all officers, Group C & D staff of Personnel Department except staff engaged in Hindi Organisation.

1.2 Proforma: The Proforma for calculation of Man Power Ratio (MPR) for Personnel Department for Divisions having < 18, 000 staff is as under,

Sr. No	Name of Division	Total Men on Roll	Divisional Staff Strength	MPR (Pers. On Roll per '000 staff)
1	Solapur Division	146	11065	13.19
2	Ratlam Division	127	17348	7.32

Above Proforma is utilised for calculation of MPR i.e Staff on Roll in Personnel Department against overall Divisional Staff Strength.

1.3 Methodology: For assessments of the reason for such wide variation in benchmark Man power Ratio, Work Study team collected data from the concerned Divisions in regard to Sanctioned Strength and Men on roll of Personnel department including all officers, Group C & D staff except staff engaged in Hindi Organisation along with Re-engaged Retired Railway staff & Contractual staff.

The Divisional Staff strength of various department and Units of a Division, forms the workload for staff of Personnel department. Therefore, the details of Divisional staff strength or Officers, Group 'C' staff & Group 'D' staff that is being catered by Personnel Department are collected for assessment of MPR ratio.

In addition to this, the data related to activities carried out in-house and number of staff deployed, activities out sourced, best practices of the centre, practices need to be improved, practices/activities which may be further outsourced were also collected for assessment of such variation in MPR of said Divisions.

1.4 Man Power Ratio Calculation: Men power ratio for Personnel Department of Solapur Division and Ratlam Division is calculated in following paragraphs.

1.4.1 **Solapur Division:** Scale Check of Personnel department and Divisional Staff strength of Solapur Division is as under,

- Scale Check of Personnel Department:

Sr. No.	Cadre	Sanctioned Strength	Men On Roll	Vacancies
1	Officers	4	3	1
2	Group 'C' Staff	160	143	17
3	Group 'D' Staff	--	--	--
Total		164	146	18

- Divisional Staff strength of Solapur Division is as under

Department	Sanctioned Strength	Men On Roll	Vacancies	Pay Sheet preparation/Service Record maintained by
Commercial	1075	1000	75	Personnel Department
Electrical	689	552	137	Personnel Department
Engineering	3784	3238	546	For inter Railway/division transfer cases only. (Other work of Pay sheet & SR maintenance of 2822 Of Track maintainer, Mali, RHA, safaiwala & Helper staff is done by Engineering Dept.)
General Admin	75	68	07	Personnel Department
Mechanical	2282	1875	407	Personnel Department
Medical	425	379	46	Personnel Department
Operating	1935	1479	456	Personnel Department
Personnel	164	146	18	Personnel Department
S&T	636	564	72	Personnel Department
Total	11065	9301	1764	

Total Men on Roll of Personnel Staff is 146 and Divisional Staff Strength being catered by Personnel Department is 11065. Thus, the Benchmarking MPR of Personnel Department of Solapur Division is 13.19 Personnel per 1000 staff.

1.4.2 **Ratlam Division:** MPR of Ratlam Division of Western Railway is the current Benchmark for Personnel Department for Division having less than 18000 staff. Scale check of Personnel department and Divisional Staff strength is as under,

- Scale Check of Personnel Department:

Sr.	Cadre	Sanctioned Strength	Men On Roll	Vacancies
1	Officers	05	05	0
2	Group 'C' Staff	141	122	19
3	Group 'D' Staff	--	--	--
Total		146	127	19

- Divisional Staff strength of Ratlam Division is as under:-

Department	Sanctioned Strength	Men On Roll	Vacancies	Pay Sheet preparation/Service Record maintained by
Accounts	105	76	29	No
Commercial	1205	1136	69	Personnel Department
Electrical	1167	955	212	Personnel Department
Engineering	5642	4764	878	No
General Admin	580	480	100	Personnel Department
Mechanical	3659	2903	756	Personnel Department
Medical	389	349	40	Personnel Department
Operating	2387	1891	496	Personnel Department
Personnel	141	122	19	Personnel Department
S&T	1272	980	292	Personnel Department
Security	750	682	68	No
School	51	39	12	Personnel Department
Total	17348	14377	2971	

Total Men on Roll of Personnel Staff is 127 and Divisional Staff Strength being catered by Personnel Department is 17348. Thus, the Benchmarking MPR of Personnel Department, Ratlam Division is 07.32 Personnel per 1000 staff.

1.5. Summary: On the basis of the data provided in above sub para 1.4.1, 1.4.2 and the Proforma as per para 1.2 the calculation of MPR for Personnel Department of Solapur Division and Ratlam Division is given in following table,

Sr. No.	Name of Division	Total Men on Roll	Divisional Staff Strength	MPR (Pers. On Roll per '000 staff)
1	Solapur Division	146	11065	13.19
2	Ratlam Division	127	17348	7.32

It is observed from the statistics provided that the establishment related activities of departments like Accounts, Engineering and Security of RTM Division are carried out by their own department. Similarly in Solapur division establishment related activities like pay sheet preparation, maintenance of Service Record of 2822 staff including Track Maintainer, Mali, RHA, Safaiwala & Helper staff is done by Engineering Department itself by their Non Personnel staff. Hence the sanctioned strength of these departments cannot be considered as a work load of Personnel department of Solapur & Ratlam Divisions. Therefore, the sanctioned strength of these departments will be further reduced resulting in further variation in benchmark ratios presently indicated.

- Revised Divisional Staff strength of Solapur Division is as under:-

Department	Sanctioned Strength	Men On Roll	Vacancies	Pay Sheet preparation/Service Record maintained by
Commercial	1075	1000	75	Personnel Department
Electrical	689	552	137	Personnel Department
Engineering	962	416	546	Establishment matters of 2822 staff dealt by engineering Department.
General Admin	75	68	07	Personnel Department
Mechanical	2282	1875	407	Personnel Department
Medical	425	379	46	Personnel Department
Operating	1935	1479	456	Personnel Department
Personnel	164	146	18	Personnel Department
S&T	636	564	72	Personnel Department
Total	8243	6479	1764	

Total Men on Roll of Personnel Staff is 146 and revised Divisional Staff Strength being catered by Personnel Department is 8243. Thus, the Benchmarking MPR of Personnel Department of Solapur Division is 17.71 Personnel per 1000 staff.

- Revised Divisional Staff strength of Ratlam Division is as under,

Department	Sanctioned Strength	Men On Roll	Vacancies	Pay Sheet preparation/Service Record maintained by
Commercial	1205	1136	69	Personnel Department
Electrical	1167	955	212	Personnel Department
General Admin	580	480	100	Personnel Department
Mechanical	3659	2903	756	Personnel Department
Medical	389	349	40	Personnel Department
Operating	2387	1891	496	Personnel Department
Personnel	141	122	19	Personnel Department
S&T	1272	980	292	Personnel Department
School	51	39	12	Personnel Department
Total	10851	8855	1996	

Total Men on Roll of Personnel Staff is 127 and revised Divisional Staff Strength being catered by Personnel Department is 10851. Thus, the Benchmarking MPR of Personnel Department, Ratlam Division is 11.70 Personnel per 1000 staff.

1.6 On the basis of revision of sanctioned strength, the MPR ratio for Personnel Department of Solapur Division and Ratlam Division can be summarised as below:

MPR Ratio As per Para 1.5				
Sr. No .	Name of Division	Total Men on Roll	Divisional Staff Strength	MPR (Pers. On Roll per '000 staff)
1	Solapur Division	146	11065	13.19
2	Ratlam Division	127	17348	7.32
Revised MPR Ratio*				
Sr. No .	Name of Division	Total Men on Roll	Divisional Staff Strength	MPR (Pers. On Roll per '000 staff)
1	Solapur Division	146	8243	17.71
2	Ratlam Division	127	10851	11.70

- *MPR Ratio is arrived at, excluding the Sanctioned Strength of Engineering, Accounts & Security department of RTM Division and excluding Sanctioned Strength of Engineering department of Solapur Division.

chapter 2

Critical Analysis of variation in MPR of Solapur and Ratlam Division

2.0 Based on the Calculation in para 1.6 the MPR of Ratlam Division is 11.70 whereas the MPR of Solapur Division is 17.71 Personnel per 1000 staff. For assessment and critical analysis of the variation in this MPR between Ratlam and Solapur Division, work study team has gone through the procedure of working and other conditions affecting the workload of Personnel department.

2.1 Factors affecting the MPR of Ratlam Division

Following points are noted by work study team for comparative less MPR in Ratlam.

1. Digitalisation of Service Sheet & APAR.
2. Multi skilling of Personnel Staff by adopting a Concept of 'Group Clerk System'.
3. Computerisation of daily routine office work.

2.2 Factors affecting the MPR of Solapur Division

In comparison to above, Solapur Division has higher MPR than that of Ratlam, due to following points,

1. uneven distribution of staff with regard to available workload.

From above comparison between Solapur Division and Ratlam Division, it can be seen that due to adoption of modern techniques of working, MPR of RTM Division is relatively lower than that of Solapur Division.

Chapter 3

Observation and Suggestions to improve MPR

3.0 On the basis of critical analysis of the variation in MPR of Personnel departments of Ratlam and Solapur Division following observation and recommendations are made by Work study team.

3.1 **Observation:**

It is observed that, the difference in MPRs of Solapur Division and Ratlam Division is due to following reasons,

1. Ratlam division of Western Railway has adopted various measures like digitalisation in maintaining APARs and Service Register, adopting multi skilling in Personnel manpower like 'Group Clerking System etc. and therefore uses of manpower is optimised effectively, which has resulted in substantial reduction of MPR of Ratlam Division.
2. Whereas in Solapur Division of Central Railway, it is observed that distribution of manpower is not according to the workload available in some of the departments.

3.2 **Suggestions:**

Following steps are suggested for achieving better MPR in Personnel department of Solapur Division,

1. Digitalisation in maintaining APARs and Service Register may be adopted like other divisions of Central Railway.
2. Decentralisation of Salary bill preparation at various depots instead of preparation of salary bill at HQ may be introduced to avoid duplication of work.
3. Multi skilling of Ministerial staff may be adopted to achieve optimum utilisation of Manpower.

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