



**REVIEW  
OF  
STAFF STRENGTH OF STAFF  
WORKING UNDER  
SSE (WORKS)/B  
JODHPUR UNIT**

**(G/HQ/WS/463/09/ENGG./JU/B/2017-18)**

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**WORK STUDY ORGANIZATION  
NORTH WESTERN RAILWAY  
JAIPUR**

## **EXECUTIVE SUMMARY**

<b>Sr. No.</b>	09
<b>Study No.</b>	G/HQ/WS/463/09/Engg./JU/B/2017-18
<b>Subject</b>	Review of staff strength of staff working under SSE (Works)/B/Jodhpur unit.
<b>Area</b>	SSEs (Works)/B of Jodhpur.
<b>Department</b>	Engineering.
<b>Terms of Reference</b>	Assessment of man power requirement.
<b>Present Cadre</b>	<b>Sanctioned cadre = 117</b> <b>On roll staff = 46</b> <b>Vacancies = 71</b>
<b>Proposed Cadre</b>	<b>19</b>
<b>Projected Surplus Man Power</b>	<b>98</b>
<b>Total No. of Recommendations</b>	<b>01</b>
<b>Financial Implications</b>	<b>Rs.556.32</b> Lac per annum.
<b>Month of Circulation of Report</b>	August, 2018

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## **CHAPTER-I**

### **INTRODUCTION**

Indian Railways is an organization with social obligation to the nation. The organization is also to be viewed as financially viable one to make best use of its machinery to achieve maximum utility of available resources. Indian Railways is facing a severe financial crunch. There is a need to improve the efficiency of the Railways i.e. to increase the income and to reduce expenditures to overcome this crisis. The right sizing with optimum utilization of man power is one of the main effective ways to reduce the unit cost and to increase the efficiency.

In the past, some posts like Meson, Carpenter, Fitter, Plumber, and Painter etc. were generated, that time these posts were very vital but after the introducing new technology and adopting new system, these have lost their values. But, presently, the scenario has been changed and Railways have adopted contract system in non-core activities. All types of repair works of service buildings and railway quarters, development of horticulture & its maintenance which come under non-safety and non-core activities are included in zonal works and all types of construction works are being done on contract resulting the workload of existing staff has been reduced considerably. But on scrutinizing the BOS it came into the notice that most of these posts are lying vacant since long.

To find out the possibilities as discussed above, this work study was under taken which was approved by SDGM/NWR.

## **CHAPTER-II**

### **ACKNOWLEDGEMENT**

#### **2.0 Coordinating Officials of the deptt. :-**

The Work Study Team pays its gratitude to **Sh. Saiyed Yawer Hussain and Sh. Prahalad Singh Rajpurohit - SSE(W)/B/JU as coordinator** for giving their **valuable guidance and co-operation** to the team during the course of work study. Team is also thankful to other officials for providing data/information and necessary assistance to the team during the course of study.

#### **2.1 Terms of Reference:-**

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

- i) Review of staff vis-à-vis workload on existing working condition.
- ii) Suggesting the ways and means for improving the system economically and efficiently.

#### **2.2 Methodology Adopted:-**

The following techniques of method study as well as work measurement have been applied to conduct the study:-

- i) Data collection and its critical analysis to arrive on factual status of present working.
- ii) Work sampling techniques for certain activities at certain major stations of Jodhpur division.
- iii) Holding discussions at various levels with a view to produce fruitful results.
- iv) Sample checks and spot observations.

#### **2.3 Field units visited:-**

Work study team has visited at Engineering department in DRM office JU and SSE(Works)/B office Jodhpur.

### **CHAPTER-III**

#### **SYNOPSIS**

- 3.0 Indian Railways is one of the biggest transportation organizations among all other transport organizations in the country. In fact the Railway is backbone of the country's transport systems. In the recent time, Railway is facing tremendous competition with road and air transports. Indian Railways has been losing out freight share to the Roadways since last decade despite its inherent advantages of being environment friendly and more reliable. In the time of competition, transport system should not only be agile, prompt and amenable but also financially viable. In order to bring economy in expenditure, the optimum utilization of man, machine and material will have to be ensured.
- 3.1 The staff of SSE (Works) are deployed for proper and regular maintenance of the Railway assets and look after passenger amenities as well as staff welfare. The work of SSE (Works) office is being managed by out sourcing. This has resulted redundancies in certain activities. In view of the above, The Work Study Cell has been assigned to conduct work-study of the staff of SSEs(Works) over Jodhpur Division.
- 3.2 SDGM has approved the work study of SSEs (Works) over Jodhpur Division.
- 3.3 During the course of study, the team picked up/ collected the requisite data of all the activities carried out in the offices of SSEs (Works) over Jodhpur division and critically analyzed the same. To arrive at the actual requirement of staff, the team held discussions at various levels and kept practicability in view.

## **CHAPTER-IV**

### **Organization, Duties and Value of contracts**

#### **4.1 Organization of Engineering Department:-**

The Engineering Department is headed by Sr.DEN (Co.) who governs the working of engineering department over Jodhpur division through 02 Sr. DENs, 01 DEN, 06 Sectional ADENs, 01 ADEN/HQ and 01 ADEN/TMC.

This department is mainly meant for managing the work of construction of new buildings, maintenance and repair works related to railway quarters, water supply, service buildings and horticulture etc. For supervising the workload at site regularly, different SSEs(Works) and other official staff are deployed.

However, in past, the works staff were engaged for construction and maintenance by the railways on its own. **But, presently, the scenario has been changed and Railways are going to adopt contract system in non-core activities day by day.** In pursuance of Board's guidelines, on Jodhpur division also, **all type of repair works of service buildings and railway quarters, development of horticulture and its maintenance which come under non-safety and non-core activities, are included in works and all type of construction works are being done on contract** resulting the workload of existing engineering works staff has been reduced considerably.

In view of the above aspects, the review of requirement of the works staff has become essential. To arrive at a factual conclusion on requirement of manpower, the team has collected the data related to existing workload and assessed the same on the need

basis after applying on spot observations and discussions at various levels.

The unit wise deployment, workload, critical analysis and recommendations of surplus posts are described in ensuing chapters.

#### **4.2 Duties of staff:-**

##### **A. SSE/JE (Works):-**

SSE/JE(Works) perform their duties in office as well as in field units which are broadly mentioned as follows:-

- i) Inspections and maintenance of service buildings, staff quarters, foot over bridges.
- ii) Inspections and maintenance of water supply drainage/sewage maintenance.
- iii) Accountal, procurement and periodical verification of stores & tools required for regular revenue maintenance.
- iv) Maintenance of land boundaries of Railway as specified in the Engg. Code/Manual.
- v) Execution of new/sanctioned works including zonal works.
- vi) Measurements and bills pertaining to works including correspondence, if any.
- vii) eriodical inspection of new works and inspections as specified in Engg. Manual.
- viii) Maintenance and repairing of roads.

**B. Carpenter:-** They are skilled and trained for repairing of wooden doors, windows, chairs, tables, wooden blocks for pipe-lines etc. of Railway quarters, Stores, C&W offices, Electric sub-station & other Railway offices that fall under jurisdiction of concerned SSE(Works).

**C. Painter:-** They are assigned the work of painting in railway quarters and different offices. Writing names on name plates of railway employees and marking dates of cleaning on over-head tanks and hauzes also comes under their duty list.



- D. Mason:-** Repair work of Railway quarters, hauzes, sewer lines and water's underground hauzes etc are attended by mason. They are also responsible for petty repairs of broken floors of Railway stores, washing lines, and AC repair shops.
- E. Fitter:-** These staff are engaged for maintenance of pipe fitting related activities.
- F. Black Smith:-** These staff are engaged for maintenance of smithy related activities.
- G. Chokidar:-** Chokidar staff are utilized in EI roster as care taker in the offices, stores, ORH, Holiday Home etc.
- H. Mali:-** Malis are utilized as work helper for watering the plants and sapling the plants in rainy season in Railway colonies.
- I. Valve man:-** They are assigned the work of driving valves established for supplying water at stations and Railway colonies.
- J. Road Gang man:-** These staff are engaged to accomplish the labour work when the Railways carry out construction work on its own.

**4.3 Finalization of tender of day to day maintenance under SSE/W /B/JU for the year 2018-19 is below:-**

S. N .	NIT No.	Brief Tender	Date of Opening	NIT Value in Rs.	Accepted Value In Rs.	Date of LOA
1	08	Outsourcing of day -to -day maintenance activities of Railway Colonies and Service Buildings under Sr. Section Engineer (Works)/B/ Jodhpur under ADEN/HQ Jodhpur	01.05.18	8123197	7695105	01.06.18 (for one year)
2						

**Note:-** The activities included in this contract are as follows:-

Mason work, Carpenter, Plumber, Painter, welder etc. are included for which overall the provision of amount Rs. 7695105/- (Rupees Seventy six lacks ninety five thousand one hundred and five only) is kept.

**CHAPTER-V**  
**CADRE, DEPLOYMENT AND CRITICAL ANALYSIS**

**5.0 Jodhpur unit:-** Jodhpur unit is divided into three parts i.e. SSE (Works)/B/JU, SSE (Works)/D/BGKT and SSE (Works)/P/JU under the control of ADEN/HQ/JU.

**5.1 Jurisdiction of SSE(Works)/B/JU:-**

Jodhpur station, Rai Ka Bag station, DRM office, DS colony, Nehru park colony, Workshop colony, Officers Bungalows, Traffic colony, Old and New colony of RKB.

Total no. of Railway quarters = 1121

Avg. no of complaints per day = 20 nos.

**5.2 Details of Zonal contracts:-**

**ADEN/HQ/JU sub division:-**

**Area of contract no.-1 –**

Outsourcing of day to day maintenance activities of Railway Colonies and Service Buildings under Sr. Section Engineer (Works)/B/Jodhpur which accepted value **Rs. 7695105/-** (Rupees Seventy six lacks ninety five thousand one hundred and five only) are kept.

**5.3 Cadre position of staff under SSE (Works)/B/JU:-**

<b>SN</b>	<b>Category</b>	<b>Pay Band</b>	<b>GP</b>	<b>SS</b>	<b>OR</b>	<b>Vac.</b>
1	SSE/Works	9300-34800	4600	4	3	1
2	JE/Works	9300-34800	4200	1	0	1
3	JE (Horticulture)	9300-34800	4200	1	1	0
4	OS	9300-34800	4200	1	1	0
5	MCM(Carpenter)	9300-34800	4200	1	0	1
6	Carpenter-I	5200-20200	2800	1	0	1
7	Carpenter-II	5200-20200	2400	1	0	1
8	Carpenter-III	5200-20200	1900	1	1	0
9	Black Smith-I	5200-20200	2800	4	0	4
10	MCM/Mason	9300-34800	4200	2	0	2
11	Mason-I	5200-20200	2800	1	0	1
12	Mason-II	5200-20200	2400	1	0	1
13	Mason-III	5200-20200	1900	1	1	0
14	Painter-I	5200-20200	2800	2	0	2
15	Painter-II	5200-20200	2400	1	0	1
16	Painter-III	5200-20200	1900	1	1	0
17	MCM/Fitter	9300-34800	4200	1	2	-1
18	Fitter-I	5200-20200	2800	3	0	3
19	Fitter-II	5200-20200	2400	4	0	4
20	Fitter-III	5200-20200	1900	2	1	1
21	Khalasi	5200-20200	1800	48	18	30
22	Mali	5200-20200	1800	27	11	16
23	Chaukidar	5200-20200	1800	7	5	2
24	Safaiwala	5200-20200	1800	1	1	0
<b>Total</b>				<b>117</b>	<b>46</b>	<b>71</b>

#### 5.4 Deployment of above mentioned on roll staff:-

SN	Category	OR	Brief description
1	SSE/ Works	03	<p><b>01 SSE</b> - Over all Incharge of SSE/W/B/JU and looks after establishment related activities.</p> <p><b>01 SSE</b> - Supervision and maintenance of 864 quarters (Out house = 40, Type-I =295, Type II= 357, Type III = 103, Type IV = 45, Type V= 24) and Service building ( DRM Office, Traffic Accounts office, Dy. CE/Const. office, Dy. SP/GRP office etc.) including sewer line, Road work, General cleanness.</p> <p><b>01 SSE</b> - Supervision and maintenance of 257 quarters ( Type I= 175, Type-II = 58, Type-III = 24) and Service building ( Jodhpur station, Rai Ka Bagh station, ORH, SSRH, Parcel office, ART siding, SSE/W/B office etc.) Including sewer line, Road work and General cleanness.</p>
2	JE/Horti.	01	01- Supervision and maintenance of horticulture work of all area (staff quarters and service buildings) Jodhpur.
3	OS	01	All establishment related work of all SSE/W/B/JU staff like Pay fixation, maintenance of leave account, preparation of pay, increments and grievances of staff.
3	Carpenter	01	01 Carpenters is deployed in different locations with Khalasis.
4	Painter	01	01 Painter is deployed in different locations with Khalasis.
6	Mason	01	01 Mason is deployed in different locations with Khalasis.
7	Fitter	03	03 Fitters are deployed in different locations with Khalasis.
8	Khalasi	18	<p>10 Khalasis are deployed with 7 nos. of on roll artisan staff.</p> <p>04 Khalasis working as artisan staff.</p>

			04 Khalasis supervise Zonal works.
9	Chowkidar	05	01 Chowkidar is deployed for caretaking of stores. 3 Chowkidars are deployed in office (2+1 RG/LR)
11	Safaiwala	01	01 Safaiwala is utilized for cleaning and sweeping of offices.
12	Mali	11	02 Mali are deployed as fieldsman for supervising nursery related activities. 03 Mali are deployed in DRM Office. 02 Mali are deployed for hedge cutting in Bungalows. 02 Mali are deployed for hedge cutting in DRM Office. 02 Mali is utilized as RG/LR.
<b>Total</b>		<b>46</b>	

#### **5.5 Critical analysis, requirement of staff vis-à-vis workload and recommendations:-**

During the course of work study, the work study team has observed that all the **maintenance and repair works of Railway quarters and service buildings under SSE/W/B/JU have already been outsourced**. The work is going smoothly; contractor is providing satisfactory service to the staff. Thus, the whole workload **of works staff under SSE(Works)/B/JU** has been shifted on contracts and **the almost no workload has left on these staff**. The surplus staff may be utilized in other works units where the outsourcing process has not been started.

Hence, the cadre of these staff should be minimized keeping in view of outsourced work. Therefore, the **requirement of maintenance staff for existing workload has been assessed on the need basis** which is as follows:-

## 5.6 The calculation of requirement of staff under SSE (Works)/B/JU:-

S N	Category	SS	O R	Vac.	Prop osed	Surplu s	Remarks
1	SSE/Works	4	3	1	3	1	All the maintenance and repair works of Railway quarters and service buildings under SSE/W/B/JU have already been outsourced. Only supervision work has left for SSEs/JEs. Keeping in view the existing workload, 3 SSEs will be sufficient for the supervision of contractor's work. Hence, <b>01 vacant post of SSE/Works and 01 vacant post of JE/Works are surplus and may be surrender forthwith.</b>
2	JE/Works	1	0	1	0	1	
3	JE /Horti.	1	1	0	1	0	Post is <b>Justified.</b>
4	OS	1	1	0	0	1	All the maintenance and repair works of Railway quarters and service buildings under SSE/W/B/JU have already been outsourced. The work is going smoothly; contractor is providing satisfactory service to the staff. Hence, <b>all artisans posts with khalasis and 01 post of OS are surplus and may be surrender forthwith.</b>
5	MCM (Carpenter)	1	0	1	0	1	
6	Carpenter-I	1	0	1	0	1	
7	Carpenter-II	1	0	1	0	1	
8	Carpenter-III	1	1	0	0	1	
9	Black Smith-I	4	0	4	0	4	
10	MCM/Mason	2	0	2	0	2	
11	Mason-I	1	0	1	0	1	
12	Mason-II	1	0	1	0	1	
13	Mason-III	1	1	0	0	1	
14	Painter-I	2	0	2	0	2	
15	Painter-II	1	0	1	0	1	
16	Painter-III	1	1	0	0	1	
17	MCM/Fitter	1	2	-1	0	1	
18	Fitter-I	3	0	3	0	3	
19	Fitter-II	4	0	4	0	4	
20	Fitter-III	2	1	1	0	2	
21	Khalasi	48	18	30	5	43	For routine work like Cleanness of roofs, Dak delivery, Measurements with SSEs, inspection of higher officers, work which is not cover in out sourcing (Tree cutting, Shifting/ Transportation of release material) and emergency work

							only 05 Khallasias are sufficient to coup up the existing workload. Hence, <b><u>43 posts of Khalasis are surplus and may be surrendered forthwith.</u></b>
22	Mali	27	11	16	6	21	As the work of Mali has been outsourced, so, 6 posts of Malis will be sufficient to hundle the work in DRM office, Hedge cutting and some other emergency work. Hence <b><u>21 posts of Mali are surplus and may be surrendered forthwith.</u></b>
23	Chaukidar	7	5	2	4	3	For Stores/security of SSE/W/B office work 049 (including RG/LR) Chaukidar are sufficient to coup up the existing workload. Hence <b><u>3 posts of chaukidar are surplus and may be surrendered forthwith.</u></b>
24	Safaiwala	1	1	0	0	1	Safaiwala work has already been outsourced. Hence, <b><u>this post is surplus and may be surrendered forthwith.</u></b>
<b>Total</b>		<b>117</b>	<b>46</b>	<b>71</b>	<b>19</b>	<b>98</b>	<b>SS=117, OR=46, Vac.=71, Proposed=19 and Surplus=98</b>

After thorough analysis and **keeping in view of the reduction in the workload**, as per remarks mentioned in above table, the work study team is of the opinion that total **19 staff under SSE(Works)/B/JU are quite sufficient** to cope up with existing workload . Thus, **117 - 19 = 98 posts are surplus** which **may be surrendered forthwith.**

## **CHAPTER-VI**

### **SUGGESTIONS AND RECOMMENDATIONS**

#### **6.1 Suggestion:-**

All most all works units are facing acute manpower problem and complaints are increasing day by day from staff side and SSEs(Works) are not in a position to attend all complains promptly, resulted indignation is growing among the staff. So it will be better for the welfare of the staff to outsource all works activities. SSE/Works/B/JU unit has adopted outsourcing process and it is giving better results. Staff is also supporting and appreciating outsourcing process. Sr. DEN(Co.)/JU has also desired to make a uniform policy for day to day maintenance of quarter, Service buildings and other civil engineering activities, at HQ level and should be implemented over the NWR.

#### **6.2 Recommendation:-**

**After thorough analysis of work load of maintenance staff under SSE (Works)/B/JU as discussed in para no. 5.6, the work study team is of the opinion that total 19 staff under SSE(Works)/B/JU are quite sufficient to cope up with the existing workload. Thus, 117 - 19 = 98 posts are surplus which may be surrendered forthwith.**



## **CHAPTER-VII**

### **MINUTES OF MEETING WITH UNITS HEAD**

A meeting was held with Sr. DEN(Co.)/JU in his chamber on 26.07.2018 regarding manpower optimization of SSE(works) staff under SSE/W/B/JU. During the work study total 98 posts were found as surplus and recommended for surrender.

Sr. DEN(CO.)/JU was agree with the study report and told that a close watch has been kept of contractual work and if this tender will run smoothly then these posts will be surrendered.

Minutes of meeting are as under:-

#### **Minutes of meeting in connection with Work Study Reports**

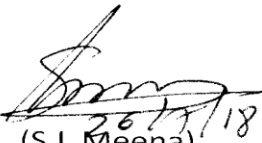
A meeting by Work Study Team with Sr. DEN(Co.)/NWR/JU was held in the chamber of Sr. DEN(Co.)/JU on 26.07.2018. Detailed discussion was done on the Work Study report for optimization of engineering staff working under SSE/W/B/JU and SSE/W/D/BGKT.

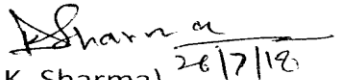
Out of 117, total 98 posts were identified as surplus due to outsourcing of all activities of works under SSE/W/B/JU

After outsourcing of all activities in works unit under SSE/W/D/BGKT workload will be reduced hence 34 posts out of 45 were identified as surplus.

Sr. DEN(Co.)/JU is agree with study report and stated that these posts will be surrendered but a discreet watch would be kept on contractual work if this work will going smoothly then surplus posts will be surrendered.

Sr. DEN(Co.)/JU has desired that a uniform policy for outsourcing of day to day maintenance of quarters, service building and other civil engineering activities, should be issued by HQ level to avoid any type of discrepancy in tendering.

  
(S.L. Meena)  
Sr. DEN(Co.)/JU

  
(D. K. Sharma)  
CWSI/HQ/JP

## **CHAPTER-VIII**

### **FINANCIAL IMPLICATIONS**

#### **8.0 Financial Implications: -**

With the proposal of surrender of **98 posts** of **Group 'C'** the recurring savings per annum in money value amount to as given below:-

S. No.	Design.	GP	Mean pay of Pay Matrix	DA @ 7%	Total Money value	No. of posts	Total saving/ month	Total saving/ year
1	SSE/Works	4600	93650	6556	100206	1	<b>100206</b>	<b>1202466</b>
2	JE/Works	4200	73900	5173	79073	1	<b>79073</b>	<b>948876</b>
4	OS	4200	73900	5173	79073	1	<b>79073</b>	<b>948876</b>
5	MCM(Carpenter)	4200	73900	5173	79073	1	<b>79073</b>	<b>948876</b>
6	Carpenter-I	2800	60750	4253	65003	1	<b>65003</b>	<b>780030</b>
7	Carpenter-II	2400	53300	3731	57031	1	<b>57031</b>	<b>684372</b>
8	Carpenter-III	1900	41550	2909	44459	1	<b>44459</b>	<b>533502</b>
9	Black Smith-I	2800	60750	4253	65003	4	<b>260010</b>	<b>3120120</b>
10	MCM/Mason	4200	73900	5173	79073	2	<b>158146</b>	<b>1897752</b>
11	Mason-I	2800	60750	4253	65003	1	<b>65003</b>	<b>780030</b>
12	Mason-II	2400	53300	3731	57031	1	<b>57031</b>	<b>684372</b>
13	Mason-III	1900	41550	2909	44459	1	<b>44459</b>	<b>533502</b>
14	Painter-I	2800	60750	4253	65003	2	<b>130005</b>	<b>1560060</b>
15	Painter-II	2400	53300	3731	57031	1	<b>57031</b>	<b>684372</b>
16	Painter-III	1900	41550	2909	44459	1	<b>44459</b>	<b>533502</b>
17	MCM/Fitter	4200	73900	5173	79073	1	<b>79073</b>	<b>948876</b>
18	Fitter-I	2800	60750	4253	65003	3	<b>195008</b>	<b>2340090</b>
19	Fitter-II	2400	53300	3731	57031	4	<b>228124</b>	<b>2737488</b>
20	Fitter-III	1900	41550	2909	44459	2	<b>88917</b>	<b>1067004</b>
21	Khalasi	1800	37450	2622	40072	43	<b>1723075</b>	<b>20676894</b>
22	Mali	1800	37450	2622	40072	21	<b>841502</b>	<b>10098018</b>
23	Chaukidar	1800	37450	2622	40072	3	<b>120215</b>	<b>1442574</b>
24	Safaiwala	1800	37450	2622	40072	1	<b>40072</b>	<b>480858</b>
<b>Total</b>						<b>98</b>	<b>4636048</b>	<b>55632510</b>

**Total recurring savings per annum comes to approx. Rs. 556.32 Lac.**