



**REVIEW
OF
STAFF STRENGTH
OF STAFF
WORKING UNDER
SSE (WORKS)/D
BHAGAT KI KOTHI UNIT
JODHPUR**

(G/HQ/WS/463/16/ENGG./Works/D/BGKT/2018-19)

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**WORK STUDY ORGANIZATION
NORTH WESTERN RAILWAY
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EXECUTIVE SUMMARY

Sr. No.	16
Study No.	G/HQ/WS/463/16/ENGG./Works/D/BGKT/2018-19
Subject	Review of staff strength of staff working under SSEs (Works)/D/BGKT unit Jodhpur.
Area	SSEs (Works)/D/BGKT of Jodhpur.
Department	Engineering.
Terms of Reference	Assessment of man power requirement.
Present Cadre	Sanctioned cadre = 45 On roll staff = 27 Vacancies = 18
Proposed Cadre	11
Projected Surplus Man Power	34
Total No. of Recommendations	01
Financial Implications	Rs. 185.30 Lac per annum.
Month of Circulation of Report	July, 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. Vimal Mathur SSE/W/D/BGKT and Sh. Ajay Kumar Nirala - JE(W)/D/BGKT 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)/D/BGKT 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 and Duties of staff

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) Periodical 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 pipelines 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. Chaukidar:-** Chaukidar 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. Khallasi:-** These staff are engaged to accomplish the labour work when the Railways carry out construction work on its own.
- J. Trolley man:-** The main work of Trolley man is push the trolley and jump into the trolley, but under SSE/Works Trolley man is utilized with SSE/Works for helping at work site.

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)/D/BGKT:-

Jodhpur (excluding) to Bhagat Ki Kothi (including) area comes under SSE (Works)/BGKT in which:-

- a) Service buildings - Railway Hospital, RPF barrack, Rly. Stadium, SSE(P) and S&T Offices, Goods Shed etc.
- b) Colonies - Medical colony, BGKT colony etc.

Total no. of Railway quarters = 752

Avg. no of complaints per day = 6nos.

5.2 Details of Zonal contracts:-

No zonal contracts are working at this time.

5.3 Cadre position of staff under SSE (Works)/D/BGKT:-

SN	Category	Pay Band	GP	SS	OR	Vac.
1	SSE/Works	9300-34800	4600	4	2	2
2	JE/Works	9300-34800	4200	0	1	-1
3	Sr. Clerk	5200-20200	2800	2	1	1
4	Fitter-I	5200-20200	2800	1	0	1
5	Fitter-III	5200-20200	1900	1	3	-2
6	Mason-III	5200-20200	1900	1	1	0
7	Carpenter-I	5200-20200	2800	1	0	1
8	Carpenter-III	5200-20200	1900	1	0	1
9	Painter-III	5200-20200	1900	1	1	0
10	Black Smith-III	5200-20200	1900	1	1	0
11	Trolley man	5200-20200	1800	2	1	1
11	Khalasi	5200-20200	1800	25	12	13
12	Mali	5200-20200	1800	1	1	0
13	Chaukidar	5200-20200	1800	3	2	1
14	Safaiwala	5200-20200	1800	1	1	0
Total				45	27	18

5.4 Deployment of above mentioned on roll staff:-

SN	Category	OR	Brief description
1	SSE/Works	02	01 SSE - Over all Incharge of SSE/W/D/BGKT, maintenance of 752 staff quarters and service building including sewer line road work general cleanness, establishment and stores work.

			01 SSE – Supervision of special work at BGKT, JU & RKB under ADEN/HQ/JU like washing line at BGKT, 2 nd entry at BGKT, FOB work at JU & RKB.
2	JE/works	01	1 JE - Supervision and help all work of SSE/W/D/BGKT
3	Sr. Clerk	01	All establishment related work of all SSE/W/D/BGKT staff like Pay fixation, maintenance of leave account, preparation of pay, increments and grievances of staff.
4	Fitter	03	03 Fitters are deployed in different locations with Khalasis.
5	Mason	01	01 Mason is deployed in different locations with Khalasis.
6	Painter	01	01 Painter is deployed in different locations with Khalasis.
7	Blacksmith	01	01 Blacksmith is deployed in different locations with Khalasis.
8	Trolley man	01	01 Trolleyman is deployed with SSE/W for helping at works site.
9	Khalasi	12	06 Khalasis are deployed with 6 nos. of on roll artisan staff. 01 Khalasi is working as Mason work in different locations. 01 Khalasi is working as Fitter work in different locations. 01 Khalasi is working as office work at BGKT office. 01 Khalasi is working as office work at Railway stadium. 02 Khalasis are deployed with SSE/W/Special.
10	Mali	01	01 Mali is deployed as Mason work at BGKT and Mali work.
11	Chaukidar	02	02 Chaukidars are deployed in office.
12	Safaiwala	01	01 Safaiwala is utilized in underground sewerage work at Medical Colony
Total		27	

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 number of posts lying vacant under SSE/W/D/BGKT. With the existing staff it is very hard to attend the all complains received from railway staff. So the work is not going properly. In these situations it will be better to outsource all activities like SSE/W/B/JU. 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. **This service may also be adopted by SSE/W/D/BGKT**. After outsourcing the whole activities, workload will be shifted to the on contracts and **the almost no workload would be left**. The surplus staff may be utilized in other works units where the outsourcing process has not been started.

Hence, the cadre of these staff may be minimized after outsourcing. Therefore, the **requirement of maintenance staff after outsourcing the work** will be 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	2	2	3	1	After outsourcing all the maintenance and repair works of Railway quarters and service buildings under SSE/W/D/BGKT, only supervision work would be left for SSEs/JEs. Keeping in view the workload, 3 SSEs will be sufficient for the supervision of contractor's work. Hence, 01 vacant post of SSE/Works and 01 vacant post of JE/Works are surplus and may be surrender forthwith.
2	JE/Works	0	1	-1	0	0	
3	Fitter-I	1	0	1	0	1	After outsourcing all the maintenance and repair works of Railway quarters and service buildings under SSE/W/D/BGKT no workload
4	Fitter-III	1	3	-2	0	1	
5	Mason-III	1	1	0	0	1	
6	Carpenter-I	1	0	1	0	1	

7	Carpenter-III	1	0	1	0	1	will be left for the artisan staff. Hence, all artisans posts with khalasis are surplus and may be surrender forthwith.
8	Painter-III	1	1	0	0	1	
9	Black Smith-III	1	1	0	0	1	
10	Trolley man	2	1	1	0	2	Presently no Trolley exists with SSE/W/D/BGKT. Trolley man is not working his proper work. He helps to SSE/W/D/BGKT in case of measurement. So there is no need of Trolleyman. Therefore, <u>02 posts of Trolleyman are surplus and may be surrender forthwith.</u>
11	Khalasi	25	12	13	5	20	After outsourcing routine work like Cleanness of roofs, Dak delivery, Measurements with SSEs, inspection of higher officers, works which is not cover in out sourcing (Tree cutting, Shifting/ Transportation of release material) and emergency work only 05 Khallas are sufficient to coup up the workload. Hence, <u>20 posts of Khalasis are surplus and may be surrendered forthwith.</u>
12	Mali	1	1	0	0	1	As the work of Mali has been outsourced and at present Mali has been utilized as Mason. After outsourcing the all activities there will be no work left for Mason. Hence, <u>1 post of Mali is surplus and may be surrendered forthwith.</u>
13	Chaukidar	3	2	1	3	0	<u>Posts are justified.</u>
14	Safaiwala	1	1	0	0	1	Safaiwala work has already been outsourced. Hence, <u>this post is surplus and may be surrendered forthwith.</u>
15	Sr. Clerk	2	1	1	0	2	After outsourcing the all activities very few staff would be left and all establishment work may be done by the

							JE/SSEs. Hence there will be no work left for Sr. clerk. Therefore, <u>02 posts of Sr. Clerk are surplus and may be surrendered forthwith.</u>
	Total	45	27	18	11	34	SS=45, OR=27, Vac.=18, Proposed=11 and Surplus=34

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 **11 staff under SSE(Works)/D/BGKT are quite sufficient** to cope up with existing workload . Thus, **45 - 11 = 34 posts are surplus** which **may be surrendered forthwith.**

CHAPTER-VI

RECOMMENDATION

6.1 Recommendation:-

After thorough analysis of work load of maintenance staff under SSE (Works)/D/BGKT as discussed in para no. 5.6, the work study team is of the opinion that total 11 staff under SSE(Works)/D/BGKT are quite sufficient to cope up with the existing workload. Thus, 45 - 11 = 34 posts are surplus which may be surrendered forthwith. List of surplus 34 posts are as under:-

S. No.	Design.	GP	Pay Matrix		Surplus posts
1	SSE/Works	4600	44900	142400	1
2	Sr. Clerk	2800	29200	92300	2
3	Fitter-I	2800	29200	92300	1
4	Fitter-III	1900	19900	63200	1
5	Mason-III	1900	19900	63200	1
6	Carpenter-I	2800	29200	92300	1
7	Carpenter-III	1900	19900	63200	1
8	Painter-III	1900	19900	63200	1
9	Blacksmith-III	1900	19900	63200	1
10	Trolley man	1800	18000	56900	2
11	Khalasi	1800	18000	56900	20
12	Mali	1800	18000	56900	1
13	Safaiwala	1800	18000	56900	1
Total					34

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/D/BGKT. During the work study total 34 posts were found as surplus and recommended for surrender.

Sr. DEN(CO.)/JU was agree with the study report and told that the tender of day to day maintenance activities of Railway Colonies and Service Buildings under Sr. Section Engineer (Works)/D/BGKT is under process. One other tender for maintenance of works activities has already executed and the work is going smoothly. After outsourcing all activities the work will be reduced and posts would be surrendered.

Minutes of meeting are as under:-

Minutes of meeting in connection with Work Study Reports

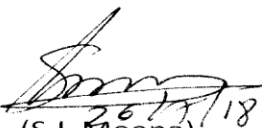
A meeting by Work Study Team with Sr. DEN(Co.)/NWR/JU was held in the chamber of Sr. DEN(Co.)/JU on 26.07.2018. Detailed discussion was done on the Work Study report for optimization of engineering staff working under SSE/W/B/JU and SSE/W/D/BGKT.

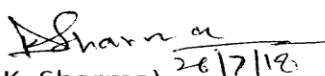
Out of 117, total 98 posts were identified as surplus due to outsourcing of all activities of works under SSE/W/B/JU

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 **34 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	100206	1202466
2	Sr. Clerk	2800	60750	4253	65003	2	130005	1560060
3	Fitter-I	2800	60750	4253	65003	1	65003	780030
4	Fitter-III	1900	41550	2909	44459	1	44459	533502
5	Mason-III	1900	41550	2909	44459	1	44459	533502
6	Carpenter-I	2800	60750	4253	65003	1	65003	780030
7	Carpenter-III	1900	41550	2909	44459	1	44459	533502
8	Painter-III	1900	41550	2909	44459	1	44459	533502
9	Blacksmith-III	1900	41550	2909	44459	1	44459	533502
10	Trolley man	1800	37450	2622	40072	2	80143	961716
11	Khalasi	1800	37450	2622	40072	20	801430	9617160
12	Mali	1800	37450	2622	40072	1	40072	480858
13	Safaiwala	1800	37450	2622	40072	1	40072	480858
Total						34	1544224	18530688

Total recurring savings per annum comes to approx. Rs. 185.30 Lac.