



**REVIEW OF STAFF STRENGTH
OF
CANTEEN STAFF
OF
LOCO WORKSHOP, AJMER**

(G/HQ/WS/463/17/Mech./Canteen/AIIWS/2018-19)

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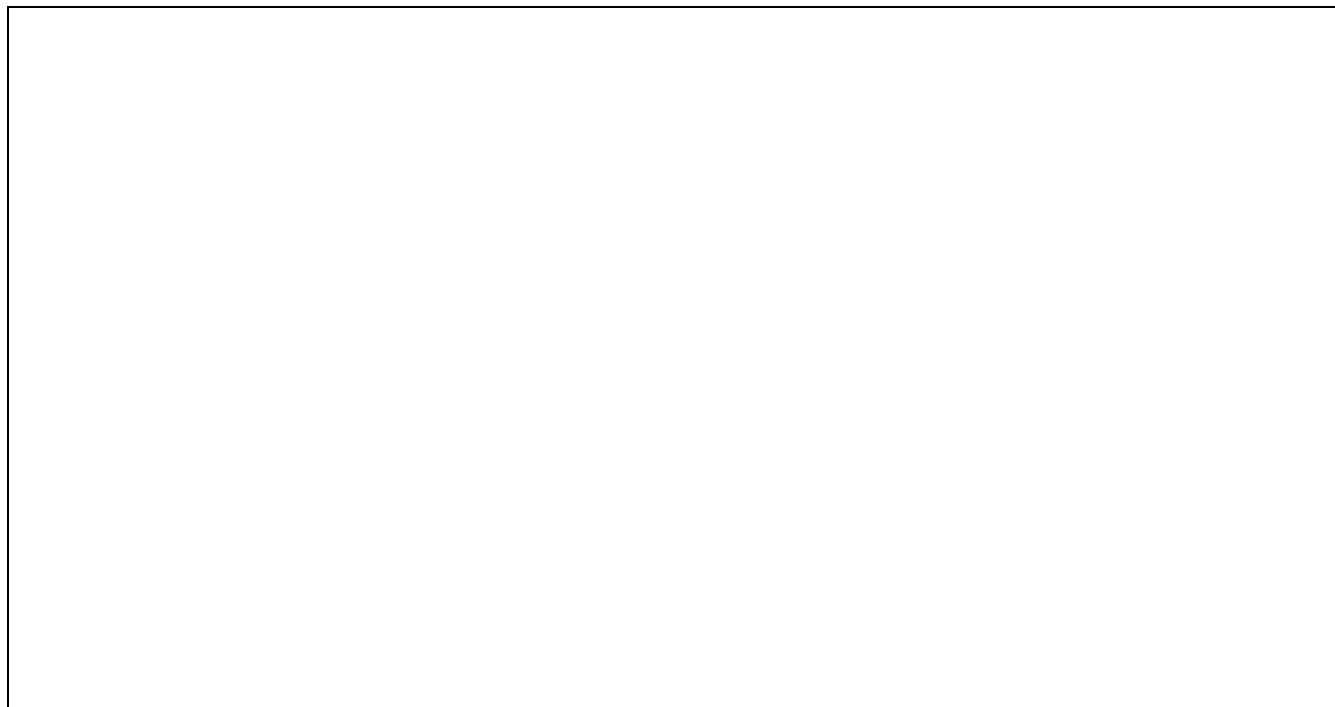
Sr. ADGM & AWSO/NWR/JP

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**WORK STUDY ORGANIZATION
NORTH WESTERN RAILWAY
JAIPUR**

EXECUTIVE SUMMARY

Sr. No.	17
Study No.	G/HQ/WS/463/17/Canteen Staff/AIIWS/2018-19
Subject	Review of staff strength of Canteen Staff of Loco Workshop, Ajmer.
Area	Loco Workshop, Ajmer
Department	General Administration
Terms of Reference	Assessment of Man Power requirement
Present Cadre	Sanctioned cadre = 29 On Roll Staff = 29 Vacancies = 0
Proposed Cadre	0
Projected Surplus Man Power	29
Total No. of Recommendations	1
Financial Implication	Approx. Rs. 146.24 Lac per annum
Month of Circulation	Dec.' 2018

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Indian Railway is the biggest transport organization in India and playing an important role in the development and economy of the country. Along with the Commercial activities, the Railways have to fulfill the social obligations also, especially in the time of natural calamity and towards the weaker sections of the society. For the healthy existence of such an important organization it is necessary to be financially viable, which can be achieved by ensuring optimum utilization of the resources i.e. Man, Material and Machinery.

With the implementation of 7th pay commission, **the establishment charges have gone up drastically and hence manpower has become an important factor in bringing economy in the system.** In order to check the cost of manpower, the Railway administration issues guidelines from time to time, in the form of **yardsticks, circulars etc.** Now-a-days, **benchmarking is being utilized to ensure best utilization of manpower. Benchmarking is a continuous process of comparing different units and identifying which one is the best in the business, followed by learning how this excellence was achieved** and then setting out to improve the efficiency of those units, which were left behind. The optimum utilization may further be ensured by **multi skilled use of man power.** With the introduction of **computers in the offices, paper activities has been reduced considerably** resulting in further **possibilities of diminution in manpower has become mandatory** due to lesser manual exercise in all the offices over entire railways.

Productivity has acquired a new and broader meaning in the light of highly competitive economic environment, increasing educational levels, degradation of physical environment and increasing population, creating pressure on the limited available resources.

All efforts should be made to ensure that the revenue is spent carefully over assets, infrastructure and manpower. In other words, Railway administration should curtail wasteful expenditure in operational and maintenance costs so as to bring down the operating ratio which is the prime indicator of Railway's financial efficiency.

Keeping in view of the above mentioned factors, SDGM/NWR has approved the Work Study on review of staff strength of canteen staff of Loco Workshop, Ajmer.

2.1 Coordinating Officials of the department:

The Study Team expresses its sincere thanks and gratitude to Sh. Nemi Chand Sivasiya, WPO/Loco Workshop, Ajmer, and Co-coordinator Sh. Raghuv eer Singh, APO and Sh. Vikram Singh, Ch.OS(E-1), Loco workshop, Ajmer and also thankful to other staff for their co-operation during the course of study.

2.2 Terms of Reference:

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

- i) Review of staff strength vis-a-vis workload on existing working condition.
- ii) Review of staff strength as per out sourcing basis.

2.3 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) Discussion with officers & subordinates at various levels with a view to produce fruitful results.
- iii) Sample checks and on spot observations.
- iv) Applied out sourcing.

2.4 Field units visited:

During the course of work study of canteen staff, the work study team visited at Loco workshop and Loco Workshop canteen, Ajmer.

CHAPTER 3	INFRASTRUCTURE & T&P ITEMS
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3.1 Infrastructure:

Canteen in Loco Workshop is comprise of two big dining halls, one big kitchen, Store, cash counter, distribution counter and office of Manager etc.

3.2 List of T&P:

Sr. No.	Name of item	No. of Item
1.	Round steel thali (Colardar)	14
2.	Steel thali	188
3.	Round steel thali (Chapta colar)	03
4.	Empty drum 205 Ltrs.	09
5.	Steel glass	188
6.	Wooden Table	03
7.	Wooden Balen	15
8.	Steel Balti	01
9.	Measurement of Tea	16
10.	Iron Kadai	03
11.	Palte of iron	03
12.	Jhare of iron	07
13.	Iron stand	01
14.	Steel thrums for tea	07
15.	Steel Bhagona (50 L)	03
16.	Steel Bhagona (20 L)	05
17.	Aluminum Cover	01
18.	Wall clock	01
19.	Steel ketli	01
20.	Box for Kachori	12
21.	Steel Thermos (10 cup)	01
22.	Iron Tasala	03
23.	Steel Dhama	01
24.	Music system with speaker(Ahuja)	04
25.	Gas Stove of iron	03
26.	Aluminum Tray	07
27.	Small Gas Stove (02 Burner)	02
28.	Fire Extinguishers	03
29.	Big Bhagona Cover of Aluminum	01
30.	Big Parat of Aluminum	06
31.	Imam dasta with musal	01

32.	Steel Thali Big	09
33.	Chapati plate	01
34.	Pressure Cooker (Hawkins)	02
35.	Steel tiffin	01
36.	Vegetable Spoon (Steel)	04
37.	Grinder machine	02
38.	Steel Thali (squire)	140
39.	Small Box of Steel	20
40.	Steel ki tanki (50L)	04
41.	DVD system	01
42.	Electronic Weigh Machine (150 Kg)	01
43.	Electronic Weigh Machine (30 Kg)	01
44.	Almirah Iron	03
45.	Fly catcher	02
46.	Iron Bench	45
47.	Iron Table	61
48.	Aluminum Balti	02
49.	Visitors Chairs	09
50.	Steel Spoon	420
51.	Refrigerator 320 L (LG)	01
52.	Casserole (10 L)	04
53.	Steel Bhagoni (Small)	02
54.	Office Table	01
55.	Dustbin (plastic)	02
56.	Water camper 18 Ltrs	02
57.	LCD cabinet	01
58.	LCD Panasonic 42 Inch	01
59.	Steel tagari	04
60.	Wooden table top	60
61.	Lunch Tiffin	02
62.	Plastic katori	121
63.	Steei quarter plate	30
64.	Oven	01
65.	Steel katori	300
66.	Steel tray	2
67.	Tea Thurmas	15
68.	Emergency light	02

69.	Milk measurement	06
70.	Bucket plastic	04
71.	Geasur Cap.-50 Ltrs	01
72.	Box iron	01
73.	Gas cylinder Big	08
74.	Steel chapatti plant	01
75.	Fry pan	01
76.	Steel Jug	01

CHAPTER 4	CADRE, DUTIES AND DEPLOYMENT OF CANTEEN STAFF
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4.1 Cadre position of staff working at Staff Canteen of Loco Workshop, Ajmer:

The cadre position of staff working in Staff Canteen of Loco Workshop, Ajmer on 01.04.2018 is as given below:

Sr. No.	Category	Scale	Old GP	SS	OR	Vac.
1.	Manager	5200-20200	2400	01	01	0
2.	Astt. Manager	5200-20200	1900	01	01	0
3.	Cook-I	5200-20200	2000	01	01	0
4.	Astt. Cook	5200-20200	1800	01	01	0
5.	Coupon Clerk	5200-20200	1900	01	01	0
6.	Tea Boy	5200-20200	1800	24	24	0
Total				29	29	0

4.2 Duties of staff working at Staff Canteen of Loco workshop, Ajmer:

4.2.1 Canteen Manager :

Canteen Manager works under supervision of General Administration and is fully responsible for smooth and complaint free functioning of Staff Canteen at Loco Workshop, Ajmer. He is responsible for supervising the activities of canteen staff like cleaning, cooking, selling of items etc. He maintains T&P register and also responsible for all accounting work. He provides raw material to canteen workers and keep vigil eyes on their day to day work. In absence of Assistant Canteen Manager, Canteen Manager looks after work assigned to him.

4.2.2 Assistant Manager:

He ensures preparation of all meals as per schedule and sending these to shops for sell through vendors. The amount collected by the vendors through sell is handed over to the Assistant Manager to makes needful entries in the registers. The required raw material is also received by the staff through Assistant Manager. In absence of Canteen Manager, Assistant Canteen Manager looks after work assigned to him.

4.2.3 Cook-I & Cook-II and Astt. Cook:

They receive raw material from Canteen Manager or Assistant Canteen Manager according to dish they are instructed to prepare. They prepare Namkeens, tea, breakfast and lunch (02 type of vegetables, rice & puri/chapatti). They are responsible for preparing the desired food in desired time.

4.2.4 Coupon Clerk:

He issue raw material from the store under supervision of Canteen Manager/Asst. Canteen Manager and maintains record of the same. He issue coupons on the window from 11.00 to 12.30 hours and deposit the collected cash with Canteen Manager/Asst. Canteen Manger.

4.2.5 Tea vendor:

They are responsible for supply of breakfast and tea at shop floor booth in workshop and depositing collected cash through sell to Canteen Manager. After completion of selling process of breakfast they help in preparation of lunch by chopping vegetables, preparing chapattis, serving special Thalís and other allied works as instructed by Canteen Manager.

4.3 Deployment of staff working at Staff canteen of Loco Workshop, Ajmer:

At present there are 29 staff are deployed to perform work at staff canteen of Loco Workshop, Ajmer. Description of their deployment is as under:

S. No.	Designation	Number of Staff Deployed	Deployed in Shift	
			Monday to Friday	Saturday
1.	Canteen Manager	01	07.00 to 16.00	07.00 to 12.00
2.	Assistant Canteen Manager	01	06.00 to 15.00	06.00 to 11.300
3.	Cook-I and Asst. Cook	02	06.00 to 15.00	06.00 to 11.300
4.	Coupon Clerk	01	06.00 to 15.00	06.00 to 11.300
5.	Tea Vendors	24	06.00 to 15.00	06.00 to 11.300

5.0 Description of Expenditure and Earning of Staff Canteen of Loco Workshop, Ajmer:**5.1 Detail of Earning & Expenditure of Canteen:**

Sr. No.	Month	Income	Expenditure	Profit/Loss
1	Apr.	129565	66949	62616
2	May	145381	123355	22026
3	June	135886	179745	-43859
4	July	142015	171726	-29711
5	Augt.	137314	170949	-33635
6	Sept.	136032	169321	-33289
Total		826193	882045	-55852
Average per Month		826193/6=137699	882045/6=147007	-9309

5.2 Average Earning per day of Staff Canteen:

Sr. No.	Item Name	Rate (Rs.)	Average Number of Items Being Sold/ day	Total Earning in Rs./ day
1.	Tea	3	30	90
2.	Namkeen	3	628	1884
3.	Sakhe	80/Kg	8.8	704
4.	Mathari	80/Kg	7	560
5.	Petha	80/Kg	5.6	448
6.	Khopra Barfi	100/Kg	3.4	340
7.	Puri	5/	128	640
8.	Puri	2/	11	22
9.	Sabji	2/	12	24
Total				4712

5.3 Expenditure on Staff Canteen:

Sr. No.	Description	Expenditure per day
1.	Presently expenditure on establishment of Canteen staff comes to:	1218688/30 =Rs. 40622.93
2.	Per day average expenditure on consumable raw material :	147007/25= Rs. 5880.28
3.	Other miscellaneous expenditure like maintenance of Canteen Building, Electric Bill, Staff facilities etc.:	Not include

5.4 Observation:

Under section 46 of the Factories Act-1948, it is essential to provide a statutory canteen for factory staff where more than 250 workers are ordinarily employed and maintained by the employer. Food, snacks, drinks and other items served in a canteen shall be sold on a non-profit basis and the prices being charged shall be subjected to the approval of a canteen managing committee which shall be appointed by the manager and shall consist of an equal number of persons nominated by the employer and elected by the workers. The number of elected workers shall be in the proportion of 1 for every 1000 workers employed in the factory provided that in no case shall there be more than 5 or less than 2 workers on the committee. The committee shall consult from time to time about the quality and quantity of food stuffs to be served in a canteen, the arrangements of the menu etc. In the light of above, canteen in Loco Workshop, Ajmer is also being run by the Loco Workshop Administration, Ajmer.

During the course of work study, it was observed by the Work Study Team that:

- i) The existing sanctioned strength to operate staff canteen at Loco Workshop, Ajmer is 29.
- ii) Establishment cost on canteen staff comes to **Rs. 40622.93 per day**.
- iii) Average expenditure cost of other materials is **Rs. 5880.28 per day**.
- iv) Therefore, total expenditure of Staff Canteen at Loco Workshop, Ajmer is **Rs. 46503.21 (40622.93+5880.28)** plus maintenance cost of the Staff canteen building, cost of electricity being consumed and Staff facilities etc.
- v) Average earning of staff canteen per day is **Rs.4712**.
- vi) Thus, there is huge gap between expenditure and earning and canteen is being run on the losses (Approx Rs 46503- Rs 4712= Rs. 41,791 per day).
- vii) In this scenario there is urgent need for looking the alternative mode of operation to run the canteen.
- viii) In the existing model through which staff canteen of HQ office is being functioned requires no departmental man power. The complete activities have been outsourced. The contractor has been provided canteen building, utensils by depositing certain security money and he sells the edible items on comparative low cost. The quality check over the contractor is maintained by regular inspections by personnel department authorities and members of SBF committee. This model shall be adopted at workshop LOCO canteen, Ajmer as well to reduce the man power cost, without compromising with the existing facilities.

5.5 Critical Analysis:

The work study team has gone through the workload vis-à-vis staff strength of Canteen at Loco Workshop, Ajmer and discussed the same in detail with Coordinator and Canteen Manager. After thorough analysis, the assessment of the work study team about Staff Canteen at Loco Workshop, Ajmer is that the major expenditure cost to run the staff canteen is establishment expenditure.

At present staff canteen of HQ office, NWR and staff canteen at all other DRM offices of North Western Railways except for DRM office, Jodhpur are being run by the Staff Benefit Fund committee through outsourcing. The Railway provides building and utensils to the contractor in lieu of which he sells the products on rates approved by the SBF committee. This is resulting into saving of establishment expenditure, which is major cost to run a staff canteen.

Therefore, it is being advised that the operation of Staff Canteen at Loco Workshop, Ajmer should be revised and it should be run on the alternative model as Staff canteen as being run at HQ office, NWR/JP and other DRM offices of NWR, so that large amount of expenditure on the establishment can be save.

Under section 46 of the Factories Act-1948, it is essential to provide a statutory canteen for the staff of Railway workshops. **After thorough analysis of Canteen staff by work study team, the team is observed that the establishment cost of the canteen staff is very high. Therefore reduced the establishment cost to explore another mode for running the staff canteen.**

On adopting revised model of operation for staff canteen, where activities will be operated through outsourcing, 29 posts of Manager, Asstt. Manager, Cook and Vendors have been considered surplus and advised to surrender forthwith.

5.6 RECOMMENDATION:

Looking to the huge expenditure on establishment of Staff Canteen at Loco Workshop, Ajmer as discussed in Para no.4.1 & 4.4, the work study team is of the opinion that alternative mean of running the staff canteen should be adopted. The Administration should engage the contractor to run the staff canteen. This will save huge establishment cost.


Thus, 29 posts of Manager, Assistant Manager, Cook and Vendors for staff canteen of Loco Workshop, Ajmer have been considered and advised to surplus forthwith. These surplus staff shall be used as per requirement by the department.

Minutes of meeting with work study team and officers of Ajmer Workshop on 16.11.2018

1. The Work Study Team has briefed the recommendation of study to Dy.CME (L)/AII and WPO/AII.
2. CWM/AII and WPO/AII agreed with the recommendation of Work Study Report.
3. CWM/AII and WPO/AII has shown their concern for the success of alternative model of operating staff canteen.
4. This has been agreed that first this alternative model of operating staff canteen will be adopted at Staff canteen of Carriage workshop and on seeing the success this model, it will be implemented at Loco workshop as well.
5. Thus, 29 posts of Canteen staff will be surrender on outsourcing and successful running of staff canteen activity at Loco Workshop.

WPO/AII

Work Study Team

(1) 
WPO/AII(2) 
WPO/AII

Dy.CME (L)/AII

13/12/18

श्री कर्मल


16/11

CHAPTER 7	SUMMARY OF RECOMMENDATION
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Sr. No.	RECOMMENDATION	Para no.	Accepting/ Implementing Authority
1	<p>Recommendation no.-1:</p> <p>Looking to the huge expenditure on establishment of Staff Canteen at Loco Workshop, Ajmer as discussed in Para no.4.1 & 4.4, the work study team is of the opinion that alternative mean of running the staff canteen should be adopted. The Administration should engage the contractor to run the staff canteen. This will save huge establishment cost.</p> <p>Thus, 29 posts of Manager, Astt. Manger, Cook and Vendors for staff canteen of Loco Workshop, Ajmer have been considered and advised to surplus forthwith.</p>	4.6	CWM/AII

CHAPTER 8	FINANCIAL IMPLICATIONS
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The proposal for surrender of **29 posts of canteen staff** will lead to the recurring savings INR 146.24 Lac per annum. The bifurcation of the money value is as under:-

Sr. No.	Category	Pay Band	Level	Mean Pay	DA 9%	Total Pay	No. of posts	Total Saving per month (Rs.)	Total Saving per year (Rs.)
1	Canteen Manager	25500-81100		53300	4797	58097	1	58097	697164
2	Cook-I	21700-69100		45400	4086	49486	1	49486	593832
	Astt. Manager Coupon Clerk	19900-63200		41550	3740	45290	2	90580	1086960
3	Canteen Vendor, Astt. Cook	18000-56900	L-1	37450	3371	40821	25	1020525	12246300
Total							29	1218688	14624256