



**MANPOWER OPTIMIZATION
AND INCREASE EFFICIENCY
OF
STAFF WORKING AT RUNNING ROOMS
IN MECHANICAL DEPTT.
OVER
BIKANER DIVISION
(G/HQ/WS/463/28/MECH./BKN/2017-18)**

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**WORK STUDY ORGANIZATION
NORTH WESTERN RAILWAY
JAIPUR**

EXECUTIVE SUMMARY

S. No.	28
Study No.	G/HQ/WS/463/28/Mech./BKN/2017-18
Subject	Manpower Optimization & Increasing Efficiency of Staff working at Running Rooms in Mechanical Deptt. over Bikaner Division.
Area	Bikaner, Suratgarh, Hanumangarh, Churu, Hisar, Ratangarh, Sadulpur and Rewari.
Division	Bikaner
Department	Mechanical
Terms of Reference	Assessment of Man Power requirement
Present Cadre	74
Proposed Cadre	00
Projected Surplus Man Power	74
Total No. of Recommendations	07
Financial Implication	Rs. 373.76 Lac per annum.
Month of Circulation	October' 2018

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CHAPTER -1 **INTRODUCTION**

1.0 INTRODUCTION:

Mechanical department, working under the control of Sr.DME, is the backbone of Railways. Running Room needs pride attention in order to ensure that crew rest is proper & adequate. Sufficient facilities should be available for the comfort of the running staff. To provide clean and quiet resting place for loco crew and guard along with necessary messing, boarding and recreational facilities round the clock.

In the past, some posts like Cook, Safaiwala were generated, that time these posts were very vital but after the introducing new technology and adopting new system, these have lost their values. **Presently, the scenario has been changed and Railways have adopted contract system in non-core activities.**

To meet the challenges of the changing environment, systematic manpower planning is essential. Therefore a category-wise analysis of staff should be carried out, to identify the surplus and to arrange manpower in the areas of need. This adjusts the surplus in one category to other categories, where there is demand. Manpower planning ensures that the existing manpower is utilized to the maximum extent.

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 the above mentioned factors, SDGM has approved the Work Study on optimization of Manpower & Increasing Efficiency of Staff working at Running Rooms in Mechanical Deptt. over Bikaner Division for the financial year 2017-18.

CHAPTER – 2

ACKNOWLEDGEMENT

2.1.0 Coordinating Officials of the department:

The Study Team expresses its sincere thanks and gratitude to Sh. Suresh Chand J., Sr. DME(P)/BKN, and Co-ordinators Sh. Pradeep Kumar, Chief Loco Inspector/SOG, Sh. Naresh Kumar CLI/Churu, Sh. Rajesh Kumar Yadav SSE/Loco/ Rewari, Sh. Ramanand Meena CCC/RR/Hisar, Sh. Yad Ram Khichi CLI/BKN and also thankful to divisional staff for co-operation during the course of study.

2.1.1 Terms of Reference:

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

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

2.1.2 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) Analyzing effect of introduction of improved technology in work process.
- iii) Holding discussions at various levels with a view to produce fruitful results.
- iv) Sample checks and spot observations.

2.1.3 Field units visited:

Work study team has visited at Mechanical department in DRM office Bikaner, Running Rooms situated at BKN, SOG, HMH, HSR, CUR & RE.

CHAPTER - 3
CADRE POSITION

3.1.0 Cadre Position of Running Rooms of Bikaner Division –

S. N.	Units	Designation	GP	SS	OR	Vac.
1.	Loco Running Room BKN	MPK(RR)	1800	11	08	03
2.	Loco Running Room HSR	Cook	2400	02	00	02
		Cook	1900	03	00	03
		Cook	1800	02	02	00
		MPK(RR)	1800	12	07	05
3.	Loco Running Room SOG	Cook	2400	02	01	01
		Cook	1900	02	02	00
		MPK(RR)	1800	10	07	03
4.	Loco Lobby HMH	MPK(RR)	1800	05	02	03
		Safaiwala	1800	01	01	00
5.	Loco Running Room Rewari	MPK(RR)	1800	03	01	02
6.	Loco Lobby RTGH	MPK(RR)	1800	01	00	01
7.	Loco Running Room CURU	Cook	2400	03	00	03
		Cook	1900	02	00	02
		Cook	1800	02	01	01
		MPK(RR)	1800	12	05	07
8.	Loco Lobby SDLP	Safaiwala	1800	01	00	01
Total				74	37	37

CHAPTER - 4

EXISTING CONTRACTS FOR HOUSE-KEEPING AND COOKING OF RUNNING ROOMS OVER BIKANER DIVISION.

Four (05) running rooms namely BKN, SOG, HSR, SGNR and CUR were being managed by the Mechanical (Power) department through outsourcing. Complete house-keeping work has been allotted to M/S Aroon Aviation Services(P) Ltd.

The brief of the contracts for house-keeping of running rooms is as under:

Sr. No.	Work order number	Name of Work	Period	Accepted cost
1.	35/Mech./C&W/RR/2017-18	Implementation of Integrated Facility Management contract in Running Rooms over Bikaner Division .	04 years	154851424

CHAPTER 5

DEPLOYMENT AND CRITICAL ANALYSIS

5.1.0 Deployment of Loco Running Room staff at Bikaner

5.1.1 Cadre position:

S. N.	Div./Unit	Design.	GP	SS	OR	Vac.
1.	Loco Running Room BKN	MPK(RR)	1800	11	08	03

5.1.2 List of Running room staff going to retire in next two(2) years:

S. N.	Name of Employees	Designation	DOA	DOR
1.	Sh. Sabir Ali	MPK(RR)	03.01.1988	31.03.2019
2.	Sh. Gauri Singh	MPK(RR)	31.12.1993	29.02.2020
3.	Sh. Dhaneswar Nath	MPK(RR)	01.02.1997	31.03.2020
4.	Sh. Tejkaran	MPK(RR)	01.07.1986	30.06.2020

5.1.3 Deployment and workload of on roll staff:

The cooking activities have already been outsourced in Loco Running Room Bikaner. Hence, all 11 posts of MPK(RR) is surplus. Presently 05 on roll staff deployed for RDI Bikaner, 01 staff is RDI/Lalgarh, 01 staff is Lobby Bikaner and 01 staff is DRM office Bikaner.

5.1.4 Critical Analysis :-

The cooking activities have already been outsourced in Bikaner. Staff is satisfied with the service as well as the facility provided by the contractor. As the cooking activity has been outsourced therefore, there is no need of keeping Cooking staff. During the visit it was observed that RRBs are being utilized on RDI/BKN, LGH and loco lobby BKN. They are not doing their proper work. RDI section has not have their own cadre, the spare staff are being utilized to fulfill the requirement of RDI. It will be better to create new cadre for RDI and after surrendering the posts from running room or other places the surplus staff may be utilized in RDI Section. Therefore, **11 posts of MPK(RR) from Running Room BKN, are found surplus and may be surrendered forthwith.**

5.2.0 Deployment of Running Room staff at Hisar

5.2.1 Cadre Position:

S. N.	Design.	GP	SS	OR	Vac.
1.	Cook	2400	02	00	02
2.	Cook	1900	03	00	03
3.	Cook	1800	02	02	00
4.	MPK(RR)	1800	12	07	05
Total			19	9	10

5.2.2 List of Running room staff going to retire in next two(2) years:

S. N.	Name of Employees	Designation	DOA	DOR
1.	Sh. Gajjan Singh	MPK(RR)	09.09.1992	31.05.2019

5.2.3 Deployment and workload of staff:

The cooking activities have already been outsourced in Loco Running Room Hisar. Hence, all 19 posts of Cooking staff is surplus. Presently 09 staff are on roll and 10 posts are vacant. One staff is deployed for Stores work and there is no work for remaining 8 staffs and they are waiting for orders to redeploy elsewhere.

5.2.4 Critical Analysis :-

The cooking activities have already been outsourced in Hisar. Staff is satisfied with the service as well as the facility provided by the contractor. As the cooking activity has been outsourced therefore, there is no need of keeping Cooking staff. During the visit it has observed that there is no work for spare cooking staff, they are being utilized here and there. Despite of repeated request by the CCC/RR the staff has not been redeployed so far. Therefore, **19 posts (07 Cook and 12 MPK/RR) from Running Room HSR, are found surplus and may be surrendered forthwith.**

5.3.0 Deployment of Loco Running Room staff at Suratgarh.

5.3.1 Cadre position:

S. N.	Design.	GP	SS	OR	Vac.
1.	Cook	2400	02	01	01
2.	Cook	1900	02	02	00
3.	MPK(RR)	1800	10	07	03
Total			14	10	4

5.3.2 List of Running room staff going to retire in next two(2) years:

S. N.	Name of Employees	Designation	DOA	DOR
1.	Sh. Bhagwan Rai	Cook	03.10.1981	30.09.2018
2.	Sh. Jagdish Prasad	MPK(RR)	17.09.1991	30.09.2018
3.	Sh. Jai Ram	Cook	02.05.1988	28.02.2019
4.	Sh. Bhikha Ram	Cook	05.08.1979	30.11.2020

5.3.3 Deployment and workload of staff:

The cooking activities have been outsourced in Loco Running Room Suratgarh. The tenderer has been started working from August 2018. At present 10 staff is on roll and 04 posts are lying vacant, moreover out of 10 on roll staff 02 persons are going to retire in the month of September 2018. There is no work for remaining 8 staffs and they are waiting for orders to redeploy elsewhere.

5.3.4 Critical Analysis :-

The cooking activities have been outsourced in Suratgarh. Staff is satisfied with the service as well as the facility provided by the contractor. As the cooking activity has been outsourced therefore, there is no need of keeping Cooking staff. During the visit it has observed that there is no work for spare cooking staff, they are being utilized here and there. Therefore, **14 posts (04 Cooks and 10 MPK/RR) from Running Room SOG, are found surplus and may be surrendered forthwith.**

5.4.0 Deployment of Loco Running Room staff at Churu.

5.4.1 Cadre position:

S. N.	Design.	GP	SS	OR	Vac.
1.	Cook	2400	03	00	03
2.	Cook	1900	02	00	02
3.	Cook	1800	02	01	01
4.	MPK(RR)	1800	12	05	07
Total			19	6	13

5.4.2 List of Running room staff going to retire in next two(2) years:

S. N.	Name of Employees	Designation	DOA	DOR
1.	Sh. Om Prakash	MPK(RR)	06.02.1988	31.01.2019
2.	Smt. Anusuiya Devi	MPK(RR)	17.07.1991	31.07.2019
3.	Sh. Banwari Lal	Cook	23.08.1985	31.07.2020

5.4.3 Deployment and workload of staff:

The cooking activities have been outsourced in Loco Running Room Churu. The tenderer has started working from August 2018. At present 06 staff is on roll and 13 posts are lying vacant. On roll 04 staff deployed for RDI Churu, 01 staff is RDI and lobby office Churu, 01 staff is going to SDLP for housekeeping work for running staff.

5.4.4 Critical Analysis :-

Cooking activities has been outsourced at Churu. Staff is satisfied with the service as well as the facility provided by the contractor. As the cooking activity has been outsourced therefore, there is no need of keeping Cooking staff. During the visit it has observed that there is no work for spare cooking staff, they are being utilized here and there.

It was reported that RRBs are being utilized in RDI section and lobby Curu. They are not doing their proper work. RDI section has not have their own cadre, the spare staff are being utilized to fulfill the requirement of RDI. It will be better to create new

cadre for RDI and after surrendering the posts from running room or other places the surplus staff may be utilized in RDI Section.

It has reported that 6 staffs have been deployed in RDI section from BPCL for issuing oils to the Locos one Railway staff is supervising all activities. This possibility may be explored in all other RDIs of BKN Division. Huge manpower may be saved by giving the contract of issuing oil to oil companies.

It is also reported that one staff is going to SDLP for providing facility to running staff. That staff should be posted in SDLP to avoid any inconvenience. Therefore, 02 posts of MPK/RR is justified and remaining **18 posts (07 Cooks and 11 MPK/RR) from Running Room Churu, are found surplus and may be surrendered forthwith.**

During the meeting held with Sr. DME/Power on 28.09.2018 he stated that two staff would be required to cope up the workload at SDLP instead of 01 staff as suggested in the draft work study report. Changes have been made in the recommendations accordingly.

He further stated that a proposal is under consideration to hire a hotel in SDLP to provide running room facility to staff, if it got success then no staff will be required at SDLP and then these posts may be surrendered.

5.5.0 Deployment of Lobby staff at Hanumangarh.

5.5.1 Cadre position:

S. N.	Design.	GP	SS	OR	Vac.
1.	MPK(RR)	1800	05	02	03
2.	Safaiwala	1800	01	01	00
Total			6	3	3

5.5.2 List of Running room staff going to retire in next two(2) years:- Nil

5.5.3 Deployment and workload of staff:

At present out of 6, 3 staff is on roll and 03 posts are lying vacant. All on roll 3 staff are being utilized in RDI/HMH.

5.5.4 Critical Analysis :-

During the visit it has observed that 2 posts of RRBs and 01 post of Safaiwala are being utilized in RDI/HMH. They are not doing their proper work. RDI section has not have their own cadre, the spare staff are being utilized to fulfill the requirement of RDI. After surrendering the posts from running room or other places new post for RDI section may be created and surplus staff may be utilized.

Therefore, **06 posts of (05 posts of MPK/RR and 01 post of Safaiwala) from Lobby HMH, are found surplus and may be surrendered forthwith.**

5.6.0 Deployment of Lobby staff at Rewari.

5.6.1 Cadre position:

S. N.	Design.	GP	SS	OR	Vac.
1.	MPK(RR)	1800	03	01	02

5.6.2 List of Running room staff going to retire in next two(2) years:- Nil

5.6.3 Deployment and workload of staff:

At present out of 03, 01 staff is on roll and 02 posts are lying vacant. On roll 1 staff is being utilized in Loco Lobby Rewari.

5.6.4 Critical Analysis :-

The running room cooking activities have been outsourced in Rewari and it is being controlled by Jaipur Div. During the visit it has observed that although running room is being controlled by Jaipur division but the cadre of these 03 posts are exists in BKN Division. On roll one staff is being utilized in Lobby Rewari instead of Running room. He is not doing his proper work.

Therefore, **03 posts of MPK/RR from Running room RE, are found surplus and may be surrendered forthwith.**

5.7.0 Deployment of Lobby staff at Sadulpur and Ratangarh.

5.7.1 Cadre position:

S. N.	Station	Design.	GP	SS	OR	Vac.
1.	RTGH	MPK(RR)	1800	01	00	01
2.	SDLP	Safaiwala	1800	01	00	01
Total				02	00	02

5.7.2 List of Running room staff going to retire in next two(2) years:-

Not applicable

5.7.3 Deployment and workload of staff:

Not Applicable

5.7.4 Critical Analysis :-

There is no running room exists in RTGH and SDLP. It was reported that some running staff stay at SDLP for some time. Therefore One quarter is being utilized as running room temporarily. For the maintenance of this temporary running room one person has come from Churu. **To maintain this room properly one person should be posted there permanently.**

Safaiwala work have already been outsourced at SDLP. Hence, 01 vacant post of Safaiwala should be surrendered immediately.

As far as RTGH is concerned there is no running room exists therefore, no staff is required in RTGH and **one vacant post should be surrendered immediately.**

CHAPTER-6

RECOMMENDATIONS AND SUGGESTIONS

6.1.0 Recommendations :-

Recommendation-01

As discussed in the Para 5.1.4 that the cooking activities have already been outsourced in Bikaner Running room. Therefore, there is no need of cooking staff. Thus, **11 posts of MPK(RR) from Running Room BKN, are found surplus and may be surrendered forthwith.**

Recommendation -02

As discussed in the Para 5.2.4 that the cooking activities have already been outsourced in Hisar Running room. Therefore, there is no need of cooking staff. Hence, **19 posts (07 Cook and 12 MPK/RR) from Running Room HSR, are found surplus and may be surrendered forthwith.**

Recommendation-03

As discussed in the Para 5.3.4 that the cooking activities have already been outsourced in Suratgarh Running room. Therefore, there is no need of cooking staff. Hence, **14 posts (04 Cooks and 10 MPK/RR) from Running Room SOG, are found surplus and may be surrendered forthwith.**

Recommendation-04

As discussed in the Para 5.4.4 that one staff is going to SDLP for providing facility to running staff. That staff should be posted in SDLP to avoid any inconvenience. Therefore, 01 post of MPK/RR is **justified** and the cooking activities have already been outsourced in Churu Running room. Therefore, there is no need of cooking staff. Thus, remaining **17 posts (07 Cooks and 10 MPK/RR) from Running Room Churu, are found surplus and may be surrendered forthwith. If the proposal of hiring hotels to facilitate the running room staff get accepted then their would be no requirement for the staff and both of MPK/RR may be surrendered.**

Recommendation-05

As discussed in the Para 5.5.4 that 2 posts of RRBs and 01 post of Safaiwala are being utilized in RDI/HMH. They are not doing their proper work. Therefore, **06 posts (05 posts of MPK/RR and 01 post of Safaiwala) from Lobby HMH, are found surplus and may be surrendered forthwith.**

Recommendation-06

As discussed in the Para 5.6.4 that the cooking activities have been outsourced in Rewari and it is being controlled by Jaipur Div. During the visit it has observed that although running room is being controlled by Jaipur division but the cadre of these 03 posts are exists in BKN Division. On roll one staff is being utilized in Lobby Rewari instead of Running room. Therefore, **03 posts of MPK/RR from Running room RE, are found surplus and may be surrendered forthwith.**

Recommendation-07

As discussed in the Para 5.7.4 that there is no running room exists in RTGH and SDLP. But One quarter is being utilized as running room temporarily. For the maintenance of this temporary running room one person has come from Churu. **To maintain this room properly 02 persons should be posted permanently.**

Safaiwala work has already been outsourced at SDLP hence, 01 vacant post of Safaiwala should be surrendered immediately.

As far as RTGH is concerned there is no running room exists therefore, no staff is required in RTGH and **one vacant post should be surrendered immediately.**

6.2.0 Suggestions:-

Suggestion No. 01

The cooking activities have been outsourced in Bikaner Division. The tender has come in force from August 2018 and work is running smoothly. Although this tender is not executed as per Railway Board guidelines (RBE 35/2010). The provision of subsidize meal has not been kept in tender documents, only service of cooking has been provided to the running staff, the running staff gives own raw material to the cooking staff and then they prepared food for them. The no. of complaints regarding late supply of food has been received from staff side. Had the provision of subsidize meal been kept in tender documents there would have been the possibility to avoid such type of complaints.

Suggestion No. 02

Some surplus cooking staff are deployed at RDIs. RDI section has not have their own cadre, the spare staff are being utilized to fulfill the requirement of RDI. After surrendering the posts from running room or other places new post for RDI section may be created and surplus staff may be utilized.

Suggestion No. 03

It has observed that 6 staffs have been deployed in RDI section form oil company for issuing oils to the Locos one Railway staff is supervising all activities. This possibility may be explore in all other RDIs of BKN Division. Huge manpower may be saved by giving the contract of issuing oil to oil companies.

CHAPTER 7
DISCUSSIONS AT OFFICER'S LEVEL


A meeting was held with Sr. DME/P/BKN in his chamber on 28.09.2018. He was agree with the recommendation of Work Study Team and desired to use the money value, released after surrendering the post of Running Room staff, to make new cadre in RDI section as at present RDI has not have their own cadre.

Minutes of the meeting is as under-

MINUTES OF THE MEETING

A meeting was held with Sr.DME/Power by work study team in the chamber of Sr.DME/Power/Bikaner on 28.09.2018 regarding optimization of Man power and increasing efficiency of running room staff over Bikaner Division. All issues were discussed in detail.

1. Work study team identified 72 posts, out of 74 post of cooking staff.
2. 2 posts were left of MPK (RR). Churu for providing facility to running staff at Sadulpur. However Sr.DME stated that a proposal of hiring hotel is being initiated on trial for which budgetary quotation has been asked. If it got accepted than no staff would be required for maintenance of staying facilities for running staff at Sadulpur.
3. Sr.DME/Power was agreed with the recommendation of work study report, subjected to that surrendering of these post will be utilized in creation of new post for functioning of RDI's, as presently no sanction cadre for running of RDI's is available over Bikaner division for which post creation proposal is being initiated.


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CHAPTER 8

FINANCIAL IMPLICATIONS

11.1.0 FINANCIAL IMPLICATIONS:

With the proposal for surrender of **74 posts** of Mechanical department, Bikaner. The recurring savings per annum in money value amount is given as below:-

S. No.	Design.	GP	Mean pay of Pay Matrix	DA @ 7%	Total Money value	No. of posts	Total Savings/ month	Total Savings/ year
1	Cook	2400	53300	3731	57031	7	399217	4790604
2	Cook	1900	41550	2909	44459	7	311210	3734514
3	Cook	1800	37450	2622	40072	4	160286	1923432
4	MPK(RR)	1800	37450	2622	40072	54	2163861	25966332
5	Safaiwala	1800	37450	2622	40072	2	80143	961716
Total						74	3114717	37376598

Total savings of **74 surplus posts** is **Rs. 373.76 lac. per annum** approximately.