

राहुल अग्रवाल

वरिष्ठ उपाय महाप्रबन्धक एवं
मुख्य सतर्कता अधिकारी

Rahul Agarwal

Sr. Deputy General Manager
& Chief Vigilance Officer



सत्यमेव जयते

उत्तर पश्चिम रेलवे

प्रधान कार्यालय

जवाहर सर्किल के पास,

मालवीय नगर,

जयपुर - 302017

NORTH WESTERN RAILWAY

Headquarters Office

Near Jawahar Circle,

Malviya Nagar, Jaipur - 302017

No.-G/HQ/WS/463/32/TNC/AII/2017-18

Date: 31.08.2018

**Divisional Railway Manager,
North Western Railway,
Ajmer**

Sub:-Review of staff strength of TNC staff over Ajmer division.

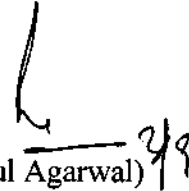
Review of Staff Strength of TNC Staff over Ajmer Division was undertaken by Work Study Organization of NWR.

The report contains **03 recommendations** involving surrender of **09 posts** with a **recurring saving of Rs. 59.29 Lac per annum.**

This work study report is available on FTP (General- Work Study Cell -headquarters-work study report on the above subject).

Kindly convey acceptance and advise implementation of the recommendations at the earliest.

Enclosed: Work Study Report (26 Pages)


(Rahul Agarwal)
Sr. Dy. General Manager

Copy to: - Director, E&R (ME), Railway Board - for information.



**REVIEW OF STAFF STRENGTH
OF
TNC STAFF OVER AJMER DIVISION**

(G/HQ/WS/463/32/TNC STAFF/AII/2017-18)

GUIDED BY

P. K. MALIK
Sr. ADGM & AWSO/NWR/JP

STUDIED BY

1	KAMLESH KUMAR MEENA	CWSI-JP
2	PRAKASH GURNANI	WSI-JP
3	RAJENDRA SINGH KHIRIA	WSI-JP



DRM OFFICE, AJMER

**WORK STUDY ORGANIZATION
NORTH WESTERN RAILWAY
JAIPUR**

EXECUTIVE SUMMARY

Sr. No.	32			
Study No.	G/HQ/WS/463/32/TNC STAFF/AII/2017-18			
Subject	Review of staff strength of TNC Staff over Ajmer Division.			
Area	Operating department over Ajmer division.			
Division	Ajmer			
Department	Operating			
Terms of Reference	Assessment of Man Power requirement			
Present Cadre	Cat.	SS	OR	Vac.
	CTNC	36	24	12
	STNC TNC			
Proposed Cadre	27			
Projected Surplus Man Power	09			
Total No. of Recommendations	03			
Financial Implication	Rs.59.29 Lac per annum.			
Month of Circulation	August’ 2018			

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1.0.0 INTRODUCTION:

Operating department, working under the control of Sr.DOM, is the back-bone of Railways and the control office of this department works like a brain of the Railway system as it provides smooth, safe and punctual running of trains. Besides this, the role of manpower to handle files related to establishment of Operating staff and Operational activities related to Operating organization cannot be ignored.

The requirement of staff has decreased due to computerization of offices and better output from the staff as a result of training to them. There have been dynamic change in the technology and modernization, computerization, mechanization of operating system, equipment and facilities etc. are taking place at fast rate to meet the challenges of operating ratio of Indian railways. 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.

In recent past various technology updates have taken place in train operations. Various Data Handlings of Trains are being managed through software like-COIS, FOIS, COA & TMS etc. This has reduced the manual efforts in compilation of statistical reports.

Executive Director (Trg. & MPP) in her DO letter no. E(MPP)2006/1/89; dated: 04.10.2006, sent to GMs of all Railway and units have specifically mentioned that after introduction of COIS and FOIS, category of Train Clerks considered under diminishing category.

Keeping in view the above mentioned factors, SDGM has approved the Work Study on optimization of manpower of TNCs staff of operating department over Ajmer division.

CHAPTER 2	ACKNOWLEDGEMENT
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2.1.0 Coordinating Officials of the department:

The Work Study Team expresses its sincere thanks and gratitude to **Sh. Vivek Rawat, Sr. DOM/AII**, Co-ordinators Sh.-Ramesh Kumar, CTNC/Control Office/AII. Sh. R. M Jatav, SS/ABR, Shri H. L. Meena, SS/AII and Shri Sugan Kumar Verma, SS/UDZ and also thankful to divisional staff for co-operation during the course of study.

2.2.0 Terms of Reference:

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

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

2.3.0 Methodology Adopted:

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

- 2.3.1 Data collection and its critical analysis to arrive on factual status of present working.
- 2.3.2 Analyzing effect of introduction of improved technology in work process.
- 2.3.3 Holding discussions at various levels with a view to produce fruitful results.
- 2.3.4 Sample checks and spot observations.

2.4.0 Field units visited:

Work study team has visited at Operating department in DRM office AII and all the other locations where Train Clerks are deputed to perform work like- Control office/AII, Railway Station-Ajmer, Udaipur and Abu road.

3.1 POLICY REGARDING MANNING OF CMS LOBBY

NORTH WESTERN RAILWAY

HQ OFFICE
JAIPUR

No. 655E/1/Cadre/CMS Lobby/NWR

Dated 20/30.09.2010

Divisional Railway Manager(P)
North Western Railway,
JU, BKN, JP & AII.

Sub.: Manning of Crew Management System(CMS) Lobby.
 Ref.: COM/NWR's letter No. M.134/Cadre/Running Staff(Loose)
 dated 30.03.10
 CME & COM/NWR's letter No. M.133/CMS/Vol.I dated 30.01.2008.
 +++++

In reference to COM/NWR Letter dated 30.03.2010, the manpower requirement of CMS lobbies on NWR zone has been worked out as under:-

AJMER Division

Name of Lobby	Chief Lobby Supervisor (Mech.Deptt)	Lobby Supervisor (Mech.Deptt)	Lobby Supervisor (Traffic Deptt)	Lobby Operator	Total
Ajmer	1	4	-	8	13
Abu Road	1	4	4	8	17
Udaipur	1	4	-	4	9
Marwar Jn	1	4	-	4	9
Total	4	16	4	24	48

Ajmer Division has to give 4 lobby supervisors (Traffic) from ASM's and 20 Lobby Operator from TNC/Clerical categories.

The posts to be transfer have been decided as under:-

Posts	No. of Posts	Grade (Rs)	GP (Rs)
ASMs	04	5200-20200	2800
TNCs	05	5200-20200	1900
TNCs	05	5200-20200	2400
TNCs	10	9300-34800	4200
Total	24		

1. These Posts can be give along with staff or pure vacancies may be offered to Sr.DME(P) for manning the CMS lobbies. The chief lobby supervisors (Mech.Deptt.) Lobby supervisors (Mech.Deptt.) and 4 Lobby Operator will be provided by Mech.Deptt.

(2)

2. In addition 4 posts of ASMs in the grade 5200-20200 in grade pay Rs. 2800/- will be transferred from Ajmer Division to Jaipur Division for manning of phulera CMS lobby.

BIKANER Division

Name of Lobby	Chief Lobby Supervisor (Mech.Deptt)	Lobby Supervisor (Mech.Deptt)	Lobby Supervisor (Traffic Deptt)	Lobby Operator	Total
Bikaner	1	4	-	4	9
Hisar	1	4	4	8	17
Rewari	1	4	-	8	13
Suratgarh	1	4	4	8	17
Churu	-	-	-	4	4
Hanumangarh	1	4	-	4	9
Total	5	20	8	36	69

The posts to be offered by traffic deptt. Will be as under:-

Posts	No. of Posts	Grade (Rs)	GP (Rs)
ASMs	08	5200-20200	2800
TNCs	16	5200-20200	1900
TNCs	04	5200-20200	2400
Total	28		

The posts of chief lobby supervisors, Lobby supervisors (Mech.Deptt.) and reaming 16 posts of Lobby Operator will be provided by Mech.Deptt.

JAIPUR Division

Name of Lobby	Chief Lobby Supervisor (Mech.Deptt)	Lobby Supervisor (Mech.Deptt)	Lobby Supervisor (Traffic Deptt)	Lobby Operator	Total
Jaipur	1	4	4	8	17
Phulera	1	4	4	8	17
Bandikui	1	4	4	8	17
Total	3	12	12	24	51

The posts to be offered by traffic deptt. Will be as under:-

Posts	No. of Posts	Grade (Rs)	GP (Rs)
ASMs	08	5200-20200	2800
TNCs	06	5200-20200	1900
TNCs	06	5200-20200	2400
Total	20		

(3)

- (i) 04 posts of ASMs in the grade Rs. 5200-20200 GP-2800/- to be transferred from Ajmer Division to Jaipur Division will be available for manning of phulera lobby.
- (ii) The chief lobby supervisor and lobby supervisor Mech. Deptt. and 12 Lobby Operator shall be provided by Mech. Deptt.

JODHPUR Division

Name of Lobby	Chief Lobby Supervisor (Mech. Deptt)	Lobby Supervisor (Mech. Deptt)	Lobby Supervisor (Traffic Deptt)	Lobby Operator	Total
Jodhpur	1	4	4	8	17
Merta Road	1	4	-	4	9
Samdari	1	4	-	4	9
Phalodi	-	-	-	4	4
Total	3	12	4	20	39

The posts to be offered by traffic deptt. Will be as under:-

Posts	No. of Posts	Grade (Rs)	GP (Rs)
ASMs	04	5200-20200	2800
TNCs	04	5200-20200	1900
TNCs	04	5200-20200	2400
Total	12		

The chief lobby supervisor and lobby supervisor Mech. Deptt. and 12 Lobby Operator shall be provided by Mech. Deptt.

The lobby Supervisor of Traffic will be responsible for following items:-

- (i) Liaison with Control and for ordering of train.
- (ii) Issuing of train advice.
- (iii) Issuing Caution Orders.
- (iv) Maintenance of Safety Record and conducting Breathalyzer tests.
- (v) Any other work assign by divisional incharge

The instructions for filling up vacancies in CMS lobby and AVC of CMS lobby are issued as under:-

There will be four categories of staff to man the lobby:

- (i) Chief Lobby Supervisor
- (ii) Lobby Supervisor (Mechanical)
- (iii) Lobby Supervisor (Traffic)
- (iv) Lobby Operator

3

1. Chief Lobby Supervisor and Lobby Supervisors (Mech.) to be drafted from drivers categories as per existing system (Railway Board's letter No. E/P&A/II-83/RS/10 dated 09.01.98).

2. Lobby Supervisor (Traffic) will be filled up by ASMs which is to be provided by Operating department and their seniority and channel of promotion will be maintained in their parent cadre. In case of promotion of Lobby Supervisor (Traffic) new incumbent will be provided by Operating department and the promoted person will be relieved after completion of training of new incumbent (after one week) for smooth functioning of the lobby.

In case Operating department expresses inability to provide the incumbent for the post of Lobby Supervisors. The post may be filled up by Lobby Supervisor (Mech.) temporarily as per the existing system.

3. Lobby Operator in CMS Lobby will be cadre of Mechanical (Loco) department. 60 posts of Lobby Operator (TNC) are being provided by Operating department. rest will be provided by Mech. Deptt. The 60 post provided by Operating deptt. will be provided with incumbent. The seniority of Lobby Operator (TNC) of Operating deptt. will be maintained in parent cadre for the purpose of promotion but they will continue to work in CMS Lobby or suitable replacement will be provided by Operating deptt.

As and when post falls vacant due to retirement/other reason the new incumbent may be posted through compassionate ground/suitable medically de-categories/fresh recruitment and their seniority will be maintained in Mech. Deptt. The whole cadre of lobby operators will be under Mech. Deptt./HQ

4. In case of replacement of incumbent due to promotion and transfer the old incumbent will be released only after completion and proper handing over of charge for smooth working of lobby.

5. After full implementation of above scheme there will be no requirement for deployment of Loco Pilots/Asstt. Loco pilots in CMS lobbies.

5. Compliance should be ensured and advised to COM.CME & undersigned immediately.

This has the approval of COM.

Action taken may be intimated to this office accordingly.

(P.K. Mathur)

for General Manager (P)

Copy to:

1. COM/CME, NWR, JP.
2. Sr. DOM/Sr. DME- AII, BKN, JU & JP.
3. General Secy., NWREU in reference to HQ PNM item(NWREU) 54/09 /UPRMS, NWR, JP.
4. General Secy., All India SC/ST Association & OBC Association/NWR/JP.

3.2 CERCULER REGARDING DIMINISHING CATEGORIES

Ragini Yechuri
Executive Director (Trg. & MPP)

D.O. No.E(MPP)2006/1/89.

dated 4.10.2006

Dear Shri

S.1b: Review of Sanctioned Strength and Creation of posts.

Proposals are being received in the Railway Board from the Zonal Railways for providing money value to create posts for new assets, services and activities. The requirement of staff for additional work is appreciated but there is a need to keep the staff strength within control to ensure that Indian Railways remain a financially viable organization. There is tremendous competition from road and air and it is necessary that our transport system remains agile, prompt and amenable to the needs of the customer.

The reality is that we are managing the train operation successfully with the existing staff strength and that a substantial fat still exists in many traditional, unproductive and non-core activities. Before sending any proposal for additional posts on your railway, it is requested that the following possibilities for surrender of posts be considered:-

- (i) Elimination of activity.
- (ii) Multi-skilling
- (iii) Outsourcing
- (iv) Upgradation of technology and introduction of IT.
- (v) Application of yard stick and benchmarking
- (vi) Review of work study done

Although a number of the above proposed measures must already be in vogue on your system, the consequent effect of reduction of posts is still not proportionately visible. A greater rationale and ordered approach using the above, would lead to an efficient output, greater financial benefits and the capability to change to the need of the customer and the environment.

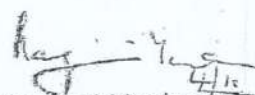
A flexible organization is the need of the hour to meet the industrial and commercial changes taking place at exponential pace. Since, retrenchment of staff is not the Railway's policy any thought of fresh recruitment should be preceded by realization that the person would be with us for the next 30 to 40 years.

60/2
In order to initiate action in this regard, and to set up a suitable monitoring system, Board has desired that an annexure(enclosed) be filled up in all earnestness and also be scrutinized by finance before a decision considering creation of any additional post on your Railway. The guidelines and yardstick in the proforma are indicative and suggestive but not directive. This is expected to trigger thoughts and processes to rightsize the staff in different activities. It is definitely not meant to be a tool for additional staff.

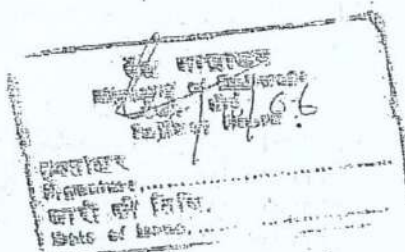
Through the above proforma, it is expected that a desired level of faith is inculcated in future, in the matter of additional posts 'You propose and the Board agrees' is practiced.

With regards,

Yours sincerely,


(Ragini Yechury)

Shri V.K. Kaul/GM/CR/Mumbai
Shri S.S. Khurana/GM/ER/Kolkata
Shri V.N. Mathur/GM/NR/New Delhi
Shri Sukhbir Singh/GM/NER/Gorakhpur
Shri A.K. Sanwalka/GM/NFR/Guwahati
Shri Thomas Verghese/GM/SR/Chennai
Shri D.N. Mathur/GM/SCR/Secunderabad
Shri V.K. Raina/GM/SER/Kolkata
Shri V.K. Kaul/GM/WR/Mumbai
Shri S.S. Khurana/GM/CLW/Chittaranjan
Shri R. Sharma/GM/DLW/Varanasi
Shri P.R. Goundan/GM/ICF/Perambur
Shri P. Srivastava/GM/RCF/Kapurtihala
Shri Girish Bhatnagar/GM/RWF/Bangalore
Shri S.M. Bhardwaj/CAO/DMW/Patna
Shri S.K. Vij/GM/ECR/Hajipur
Shri N.K. Goel/GM/ECOR/Bhubaneswar
Shri Budh Prakash/GM/NCR/Allahabad
Shri S.B. Bhattacharya/GM/NWR/Raipur
Shri P. Sudhakar/GM/SECR/Bilaspur
Shri T.N. Perti/GM/SWR/Hubli
Shri Maheep Kapur/GM/WCR/Jabalpur.



S. No.	Category	Gene St n	On roll Strngth	Staff req'd as per		(col.3- col. 5)	(col.3- col. 6)	Guidelines including yardsticks	Rly's remarks
				Existing yardstick/ guidelines in col.8	Average R Bench-marking				
1	2	3	4	5	6	7	8	9	10
1	Stn							Bare requirement on the basis of number of stations, classification/system of working of stations (PI, RRI etc.) and the HOER applicable, should be calculated. In addition to the bare requirement, 40% may be added for rest givers, leave reserve, training, medical examination, commercial duties, VIP duties etc.	
	Control Staff							Effect of computerizations, automatic train charting and better communication should be factored while calculating the requirement.	
	Yardmasters							The benchmark/yardstick should take into account closure/modernization of yards and stations, upgradation of stations due to RRI, PI, etc. while filling up cols. 5 & 6.	
	Shuntman, Pointsman, Leverman, Shunting tender, Switchmen, & other Station/cabin staff							Treated as a diminishing category and the activity to be incorporated with FOIS and Coaching Information systems	
	Trains clerks							Based on the average holding of locos in the Railway & allowing for an average of 6 Drivers/ Assistants per effective loco & 5 Guards per effective loco in freight service, (inclusive of LR, RG, Training, Medical Examination etc.) the requirement be calculated. While calculating the above, it should be ensured that their duty hours be at least 90 hours in a 14 day period from sign on to sign off. Calculation of running staff for coaching should be based on the coaching/EMU links and ensuring that minimum 85% of their total duty hours are spent on foot plate.	
	Diesel/Elect. Drivers goods								
	Diesel/Elect. Drivers chg								
	Guards								
	Asstt. Drivers								
	Traffic Gateman							Total 4 gateman for continuous and three for EI Roster which includes provision for LR, RG, Safety camp, medical etc.	

CHAPTER 4	CADRE POSITION OF TNC STAFF
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4.1 Cadre position of TNC staff:

Sr. No.	Station	SS	OR	Vac.
1.	Control Office, AII	20	14	06
2.	SS/AII	09	04	05
3.	SS/ABR	03	02	01
4.	SS/UDZ	04	04	0
Total		36	24	12

5.0.0	Deployment, Workload & Critical Analysis of TNCs staff:
5.1.0	SS RLY. STN. AJMER (AII):
5.1.1	Cadre: SS=09, OR=04 , Vac.=05
5.1.2	Deployment, Duties & Present Work load:
5.1.2.1	<p>No. taker (Parcel porter-02), Shift: 06 to 14.00 and 14.00 to 22.00</p> <p>They are responsible to perform following work:</p> <ol style="list-style-type: none"> 1. Handing over /Taking over charge. 2. Confirmation of the information received in charge. 3. Mentioning rake composition of average one train per day in PRS register. 4. Approaching to line number 07 for confirmation of the coaches send to or received from workshop. 5. Receiving rake detail of arrival, departure and passing trains. 6. Repeating rake detail received to control office. 7. Prepare guidance for Empty coaching rake.
5.1.2.2	<p>Coaching Table (HTNC-01), Shift: 08 to 12 & 14.00 to 18.00</p> <p>He is responsible to perform following work:</p> <ol style="list-style-type: none"> 1. Receiving stock details location wise from the main yard of Ajmer station. 2. Preparing the yard position accordingly and repeating the same to control office for reference of Sr. DOM, AOM (M) and AOM (Coaching). 3. Ensuring feeding of Coaching Stock Report in the COIS and sending this report through e-mail to Control office and HQ. 4. Making type-wise entry of yard check in the coaching register. 5. Sending coach composition to PRS office for preparation of reservation charts of the train originating from Ajmer station. <p>6. Updating following register:</p> <ol style="list-style-type: none"> i) Coaching stock register. ii) Shop turnout coaches register (Foreign Railway). iii) Sick coaching stock phase & Sick-IOH coaching stocks phase wise register. iv) Special trains/FTR-Special registers and Extra Coaches Register. v) Temporary augmentations in train register and order of control book register. vi) VPH/VPU loading/unloading phase wise register & use spare register. vii) Condemnation of coaches/Goods wagon register & PRS book for charting (originating trains). <p>7. Updating following files on day to day basis:</p>

	<ul style="list-style-type: none"> i) Coaching stock file and VPH/VPU correspondence file. ii) COIS mail file (month wise register control & HQ orders, saloon movement, coaching stocks movement order, special trains movement, FTR Special movement, extra coaches and temporary augmentation orders and other special orders of HQ and control) iii) Condemnation Goods/Coaching stock files & Sick/Fit Coaching stock file. iv) All wagons & coaching stock census file. v) AC/Non-AC coaches of POH detention file (In AIS). vi) Operating figure file for HQ and staff establishment matter file. <p>8. Repeating under-load, attaching detaching of coaching stock and Ajmer workshop Balance control to control and HQ office at 17.00 hours of every day.</p> <p>9. Participating in census of wagons and coaching stock.</p> <p>10. Preparing and sending the data demanded by control office.</p> <p>11. Management of the office with consultation of Station Manager, Ajmer.</p> <p>12. Under load + CSR position repeat to control at 17.30 to 18.00 hrs.</p> <p>13. Prepared CSR and maintain main coaching register & prepared duty chart.</p>
5.1.2.3	<p>Statistic Table (CTNC-01), Shift:08 to 12 & 14.00 to 18.00</p> <p>He is responsible to perform following work:</p> <ul style="list-style-type: none"> 1. Receiving stock position of 'D' yard of Ajmer station. 2. Preparing the yard check as per stock position of 'D' yard and main yard and sending this position to Station Manager, Ajmer. 3. Maintaining punctuality register of passengers trains originating/termination and passing from Ajmer Station. 4. Maintaining Wagon in division register according to in and out position of wagons with Workshop, Ajmer. 5. Maintaining Diesel detention and pre-departure detention register. <p>6. Maintaining following exchange books on daily basis:</p> <ul style="list-style-type: none"> i) Updating Workshop POH coaching register phase wise. Repeating coach no., base, type and all detail of coaches which available in workshop to HQ office. ii) Shop balance register of coaches and Shop and brake van exchange register. iii) Departmental Pus exchange book & Shop Pus phase-wise detention exchange book. iv) Shop empties (POH wagon) phase wise detention exchange book and all empties phase wise detention exchange book. v) Steel body (BOXNR) exchange book and all loaded wagons (AU/AD) brunch exchange book. <p>7. Prepared all type data related to coaches & wagon and sent to HQ & control office as per requirement.</p>
5.1.2.4	<p>COIS (Sr. points man-03), Shift: 06.00 to14.00, 14.00 to 22.00 & 22.00 to 06.00</p>

	<p>They are responsible to perform following work:</p> <ol style="list-style-type: none"> 1. Handing over/Taking over charge. 2. Updating arrival and departure of trains in the COIS. 3. Marking placement and removal of originating and terminating stations. 4. Rake placement on pit line for examination in COIS. 5. Prepared rake formation by attaching and detaching of coaches of originating and terminating trains. 6. Preparing rake by describing stock details in absence of availability of rake in COIS. 7. Marking sick for sick coaches and showing them in operation while back to fit for operation. 8. POH marking on the coaches and sending these coaches in the workshop as per schedule. Showing removal of the coaches from yard after receiving back from Workshop. 9. Forwarding the mail on COIS from control and HQ office to all concern for needful action and feeding the data in COIS. 10. Taking print out of vehicle guidance of originating trains and handing it over to the guard concern. 11. Maintaining COIS/ICMS failure register, vehicle guidance generate register and outward vehicle guidance generate register. <p>Note: TNC performing duty in 22.00 to 06.00 hours alone work on COIS and also as number taker. He prepares data for sheet send to COM/NWR/JP. These data includes details of sick coaches in last 48 hours, punctuality detail of Goods and Passengers trains which are originate, terminate in last 24 hours, preparing figures of diesel detention and preparing figures of pre departure detention of all type of coaches.</p> <p>He is also responsible for receiving coach numbers of originating and terminating trains and preparing rake details. Updating coach balance of Ajmer yard.</p>
<p>5.1.2.5</p>	<p>Observation:</p> <p>Once a rake formation is feed in the COIS system it is relayed to all the terminals through internet. Thus, there is no requirement of taking physical inventory of coaches repetitively. Only in case of any change in the standard composition of the train, it is required to update the rake detail. Thus activities are being performed by the TNC working as number taker is not futile and obsolete in the present system. Hence, both the TNC performing work of number taker in shift 08.00 to 14.00 and 14.00 to 22.00 have been considered surplus. To streamline the work COIS terminal should be provided at C&W depot and in Workshop so that in case of any change in the composition of train and on receiving and relieving the coach from workshop needful update should be made in the COIS.</p> <p>As there is large number of originating, terminating and passing trains at Ajmer station along with coaches are send to workshop for POH and received back after maintenance. Such entries are required to be made in the COIS with regular interval. Thus, for manning of COIS, requirement of 01 staff in each shift is justified. Along with they should be assigned additional work of maintaining registers, files, preparing data and receiving physical number and updating in the system as and when required.</p>

	<p>Further it is advised that all the register should be maintained in the computer so that required data (statistics) can be received with one click. For other miscellaneous work like receiving yard position and preparing it on the system etc. one additional TNC staff is sufficient.</p> <p>Thus in total 04 TNC staff found sufficient to meet out with the workload of Ajmer station and 01 TNC staff will required as LR/RG for these 04 TNC staff.</p> <p>Hence, cadre of 05 TNC staff considered sufficient to meet out with the existing workload of Ajmer station and 04 TNC staff have been considered surplus and advised to surrender forth with.</p>
5.2.0	SS RLY. STN., UDAIPUR CITY (UDZ)
5.2.1	Cadre: SS=04, OR=04, Vac.=0
5.2.2	<p>Deployment, Duties & Present Work load:</p> <p>CTNC -03 (Only coaching activities deals by TNCs staff at UDZ Rly. Stn.)</p> <p>Shift: 06.00 to 14.00, 14.00 to 22.00 & 22.00 to 06.00</p> <p>He is responsible to perform following work:</p> <ol style="list-style-type: none"> 1. Charge taking and handing over in each shifts. 2. Taking coach number of 10 daily, 08 weekly and 03 tri-weekly inward/outward trains. 3. Line occupation management in COIS. 30 movements per day are required in yard. 4. Prepared vehicle guidance of approx.12 trains in a day. 5. Feeding the position of sick and fit coaches in COIS. 6. Feeding coach-wise description of Yard check in register. 7. Preparing Yard Position Report, Coaching Stock Report (CSR), RD and sending it to Sr. DOM, AOM (coaching) and to the control office. 8. Sending train composition to PRS office well in time, so as to ensure charting of trains 04 hours before schedule departure of the train. 9. Prepared night position and message received and dispatched to concern officials. 10. Managing duty of TNC cadre as per advise of Yard Manager.
5.2.3	<p>Observation:</p> <p>Once a rake formation is feed in the COIS system it is relayed to all the terminals through internet and it is also interconnected with the PRS system so there is no separate need to send the rake composition of trains for preparing reservation charts. Feeding the details like arrival and departure of the trains, preparing rake composition for originating trains etc. is matter of one click on the COIS. Hence to operate this there is no requirement of separate manpower. Hence this insignificant work of COIS can be assigned to SS (P) and Yard Master.</p> <p>Hence 03+1 TNC may be considered surplus and advise to surrender with immediate effect to save revenue of Railway.</p>
5.3.0	SS RLY. STN., ABU ROAD (ABR)
5.3.1	Cadre: SS=03, OR=02, Vac. =01.

5.3.2	<p>Deployment, Duties & Present Work load:</p> <p>CTNC -03 working in three Shifts: 06.00 to 14.00, 14.00 to 22.00 & 22.00 to 06.00. FOIS/COIS system are not available at ABR Railway station</p> <p>He is responsible to perform following work:</p> <ol style="list-style-type: none"> 1. Charge taking and handing over in each shifts. 2. Manage power movement through communicate to shunter by telephonic message for DSL Shed (10 to 12 per day). 3. Attend goods train if occur any abnormality, record is not maintained. 4. Manage box porter for spare crew (for 04 to 05 trains per day). 5. Informed to banker loco pilot for its shutdown. 6. Convey message to JE/SSE (C&W) for attending trains (03 to 04 trains per day). 7. Check & informed to control office, Ajmer for position of last vehicle of without guard trains (05 to 06 trains per day). 8. Maintain PDD record register & RD relay to Palanpur. 9. Maintain coach attachment/detachment record register (03 to 05 time per month)
5.3.3	<p>Observation:</p> <p>As most of the trains from Abu Road are passing. Therefore there is no significant work left for TNC staff to act upon. The existing work load assigned to TNC staff is actually not pertains to them. They are working as assistance of Station Master. As such SM/Outdoor are also working round the clock. Therefore, the existing work which is being performed by the TNC staff can easily be performed by the SM/Outdoors.</p> <p>Hence, all 03 (01vacant) posts of TNC at ABR has been considered surplus and advised to surrender forthwith.</p>
5.4.0	CONTROL OFFICE (DRM OFFICE), AJMER:
5.4.1	Cadre: SS=23, OR=14, Vac.=09
5.4.2	Deployment, Duties & Present Work load:
5.4.2.1	<p>Coaching Section:</p> <p>CTNC=03: Staff are deputed with control office, AII for coaching position. They perform duty in three shifts i.e. 06.00 to 14.00 hours, 14.00 to 22.00 and 22.00 to 06.00 hours. During their duty hours they performs following work:</p> <ol style="list-style-type: none"> 1. Prepared coaching stock report (CSR) of division and send to HQ. 2. Attachment and deficiency in coaching stock and Monitoring of military movement. 3. Prepared Non shop movement coach summary- Railway-wise, division-wise and base-wise. 4. Follow HQ instructions regarding coach deliver & planning, informed to yard for send to concern divisions. 5. Work regarding inward/outward messages.

	<p>6. Performed RD work and dealing of block management system.</p> <p>7. Other misc. work instructed by higher officer.</p> <p>8. Additional work are performed in night shift (22.00 to 06.00):</p> <p>i) Prepared block data sheet and sent to concerned officers.</p> <p>ii) Update speed restrictions/caution order.</p> <p>iii) Feeding in system assets failure from right side.</p> <p>iv) Prepared DRM position and delay report.</p> <p>Observation:</p> <p>All the 03 CTNCs staff working at Coaching Section in shift duties are justified.</p>
5.4.2.2	<p>Recorder Section:</p> <p>CTNC=03: Staff are deputed with control office, AII as recorder. They perform duty in three shifts i.e. 06.00 to 14.00 hours, 14.00 to 22.00 and 22.00 to 06.00 hours.</p> <p>During their duty hours they performs following work:</p> <ol style="list-style-type: none"> 1. Train making approx.-16 to 20 trains daily: Palnpur to JU. 2. Feeding of crew duties in system. 3. Maintained banker detail and feeding same in both modes system & register. (12 to 14 trains per day) 4. Prepared PDD of 20 to 22 trains per day. 5. Prepared train movement for siding on system and registers: LCTS, BGKG, Morthala, Bangar & SMPB. 6. Prepared coaching trains in ICMS other then AII & UDZ station. (I.e.-MVJ, Pushkar, Aburoad, BHL, NDT and MJ). 7. Feeding unusual in system and maintain engineering and signal block. 8. Maintained power attachment, detachment and bankers and any other misc. work instructed by higher officer. 9. Additional work are performed in night shift (14.00 to 22.00): <ol style="list-style-type: none"> i) Print out of unusual on board up to 16.00 hrs. ii) Prepared unusual work again, after 16.00 hrs. <p>Observation:</p> <p>All the 03 CTNCs staff working at Coaching Section in shift duties are justified.</p>
5.4.2.3	<p>Freight Operation Information System:</p> <p>CTNC=03: 03 staff are deputed with control office, AII on FOIS. They perform duty in three shifts i.e. 06.00 to 14.00 hours, 14.00 to 22.00 and 22.00 to 06.00 hours.</p> <p>During their duty hours they performs following work:</p> <ol style="list-style-type: none"> 1. Handing over & taking over charge. 2. Feeding arrival/departure of train on system.

	<ol style="list-style-type: none"> 3. Change destinations of goods trains on system. 4. Receiving and relaying messages. 5. Wagon attachment/detachment on system. 6. Prepared piece meal stock report and interchange sheets. 7. Prepared Terminal Pipe Line Management System (TPMS) sheets. 8. Work regarding placement & realizing of racks. 9. Work regarding wagon sick/fit for workshop. 10. Prepared light power formation. 11. Updating on FIOS of siding related work. 12. Dissipation of rakes, load stabling work & new rack formation. 13. Maintain register for various data updating for freight train movements. <p>Observation: All the 03 CTNCs staff working at Coaching Section in shift duties are justified.</p>
5.4.2.4	<p>BG YRC:</p> <p>CTNC=01:He is deputed in shift 00.00 to 08.00 hours and performs following work:</p> <ol style="list-style-type: none"> 1. Prepare interchange and taken interchange from PNU, JP & JU. 2. Talley RD with interchange points and prepared WTR. 3. Collect figure from all depot and prepared DRM position sheet. 4. Prepared DSL locomotive utilization sheet. 5. Prepared conference sheets. 6. Prepared figures as per interchange point and informed to HQ office. 7. Prepared through put from 06 board graph and also coordinate with LSR table. <p>Observation: 01 CTNC staff working at BG YRC Section is justified.</p>
5.4.2.5	<p>FTP Section:</p> <p>CTNC=01:He is deputed in shift 00.00 to 08.00 hours and performs following work:</p> <ol style="list-style-type: none"> 1. Prepare interchange and totaling of interchange. 2. Prepared area-wise sheets for out- standing loading. 3. Maintain PU load on run position and MC-8 rake position. 4. Maintain interchange failure record and loco detention. 5. Maintain close circuit rakes, crew duty hrs., piece meal stock & Power holding. 6. Maintain interchange position, Position of extra speed restriction and Prepared interchange forecast. <p>Observation: 01 CTNC staff working at FTP Section is justified.</p>

5.4.2.6	<p>Speed Section:</p> <p>CTNC=01:He is deputed in shift 10.00 to 18.00 hours and performs following work:</p> <ol style="list-style-type: none"> 1. Maintain record of line capacity and maintain figures regarding loading over Ajmer division. 2. Statement regarding speed of goods trains. 3. Compilation of interchange of goods trains. 4. Update of PU related figures and stock-wise interchange. 5. Update of CC rakes and prepared quarterly statement. 6. Update of through put figures and calculation of power plan. 7. Monthly statement submits to HQ office of WTR and empty surplus. 8. Disposed off any other queries given by higher officer and HQ office. <p>Observation:</p> <p>01 CTNC staff working at Speed Section is justified.</p>
5.4.2.7	<p>LSR Table:</p> <p>CTNC=01:He is deputed in shift 00.00 to 08.00 hours and performs following work:</p> <ol style="list-style-type: none"> 1. Prepared rough LSR in register. 2. Collect, prepared & print out of pre-departure of trains from ABR, AII, UDZ & MJ. 3. Maintain Loading, PU & Indent register for HQ. 4. Collect indent from BNGH, BNS, KVJ, UDZ & RPZ. 5. Prepared loading average as siding & commodity-wise. 6. Filling rough sheet for Sr.DOM and DRM and Filling up Dy.stock and CTNL register. 7. Finalization of loading report & PU sheet in computer system. 8. Prepared section-wise graphs (06 graphs). <p>Observation:</p> <p>01 CTNC staff working at LSR Table Section is justified.</p>
5.4.2.8	<p>LR/RG: 13 TNC staff will be sufficient for managed the existing workload of control office, Ajmer. As per norms 04 TNC staff are required on this cadre as LR/RG.</p>
5.4.2.9	<p>Observation:</p> <p>The present sanctioned cadre of TNC staff for Control Office, Ajmer is 20 out which 14 are on role and 06 posts are vacant. In the observation and critical analysis of the work assigned to TNC staff, 13 TNC staff have been considered sufficient to meet out with the existing workload and 04 TNC staff will be required as LR/RG for these staff. Thus in total 17 TNC staff are sufficient to meet out with the need of control office. 03 posts of TNC staff have been considered surplus and advised to surrender forthwith.</p>

6.1 Critical Analysis:

As per ED (Trg.&MPP) of Railway Board DO No.-E(MPP)/2006/1/89, dated-04.10.2006, the TNC staff category is considered as diminishing category. After introduction of FOIS, COIS, COA, TMS & other software for train operation manual efforts have been reduced drastically. The desired information and statistics are available with one click only.

The work load of TNC staff working over Ajmer division has been observed and analyzed as described under **Para no.5.1.0 to 5.4.0**. No yard stick, Benchmarking or any other guidelines regarding the requirement of manpower were made available by department nor are available with Work Study Cell, therefore, the requirement of manpower was computed based on spot observations, critical examination of work and discussions at various levels.

On thorough observation of work being performed by the TNC staff over Ajmer division it has been found that 17 posts of TNC staff with control office, Ajmer, 05 posts of TNC staff with SS/AII are sufficient to meet out with the existing workload. In the present scenario there is no need of TNC staff at Abu Road and at Udaipur City.

Thus in control office, Ajmer 03 posts, at Ajmer station 04 posts, at ABR 03 posts and at Udaipur 04 posts of TNC staff has been considered surplus. Thus in 22 posts of TNC staff considered sufficient to meet out with the existing need of the Ajmer division and 14 posts of TNC staff have been considered surplus and advised to surrender forthwith.

6.2 Summary of surplus posts:

Sr. No.	Name of Unit	SS	OR	Vac.	Prop. cadre	Surplus
1.	Control Office, AII	20	14	06	17	03
2.	SS/AII	09	04	05	05	04
3.	SS/UDZ	04	04	0	0	04
4.	SS/ABR	03	02	01	0	03
Total		36	24	12	22	14

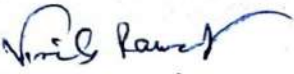
6.3 Recommendations:

- 6.3.1 There is total cadre of 36 TNC staff under Operating Department of Ajmer division. After thorough analysis of workload of individual staff and consideration of other recommendation by coordinator and field staff, Work Study Team came to conclusion that 22 staff is sufficient to meet out with the existing workload of operating department over Ajmer division. 14 posts out of which 12 posts are vacant considered surplus and advised to surrender forthwith for optimization and right sizing of the staff.
- 6.3.2 It has been observed that controllers are performing their work with assistance of TNC staff. Possibility of merging of TNC staff with controller should be explored. This will improve overall man power efficiency of the office. This model is successfully opted in the Control office at North Western HQ office, Jaipur.
- 6.3.3 It is recommended that COIS terminal may be provided with PRS office, Ajmer, C&W depot, Ajmer. So that PRS staff can check the coach composition of train on COIS as per requirement and C&W staff may do needful correction of detachment/attachment of coaches in the composition. A COIS terminal may also be provided at Workshops so that necessary detail regarding coach/Wagon POH can be updated in the system. This will reduce the unnecessary correspondence of TNC staff with these offices at Ajmer station.

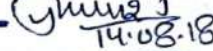

7.1 Discussion at officer's level:

Minutes of meeting held on 14.8.2018 with Sr.DOM/AII

1. As per work study report recommendation there is total sanctioned cadre of 20 posts of TNC out of which 14 are on roll and 6 vacancies are existing. Looking at the use of COIS, FOIS and use of computers 17 posts have been proposed and 03 has been considered surplus. As per discussion with CTNL/AII out of 20 sanctioned posts of TNC 18 posts will be required to meet out with existing work load hence considered 02 posts surplus and agreed to surrender.
2. In the work study report it has been advised that the work of number taker and COIS with TNC/AII Station shall be merged, this will surplus 03 posts of TNC as well 01 post of TNC performing Statistical work considered duplicacy of work, hence considered surplus.
Due to shifting pit lines at Madar as well it is being developed as Terminus station, therefore 03 surplus posts of TNCs are being shifted to Madar for managing the coaching work.
3. At present there are 04 Sanctioned posts of TNCs. As such SS (P) and Yard Master are posted in the entire three shifts and existing workload is very less therefore all the 04 posts of TNC have been considered surplus and advised to surrender.
After closing of HMT-UDZ section, due to less work on the tower 01 SM temporarily being utilized as Yard Master, soon after opening of HMT-UDZ section after gauge conversion 02 SMs will be required at RRI tower for train operation and TNC will be used in the Yard for coaching related work. Hence looking at the future requirement these 04 posts of TNC from UDZ cannot be surrendered.
4. In the work study report it has been observed that TNC is just repeating the messages and not having much work, all the 03 posts have been considered surplus and advised to surrender.
It has been agreed that the workload of TNCs is relatively less but this is essentially required to perform by them, thus roster can be revised from 'C' to 'EI' and one additional staff can be used as LR/RG for these two and additional statistical work, which is required time to time.


(Vivek Rawat)
Sr DOM/AII

Work Study Team:

1. Prakash Gurnani, WSI/NWR/JP - 
14.08.18
2. R. S. Khiria, WSI/NWR/JP - 
14/8/18

7.2 Opinion of the Work Study team on minutes of the meeting held with Sr. DOM/AII on 23.08.2018

The requirement of 18 TNC staff in the Control Office, Ajmer considered proper and **02 TNC staff has been considered surplus.**

This has been agreed by Sr. DOM/AII that 04 TNC staff are surplus in the sanctioned strength of TNC staff at Ajmer station but due to new development of washing line and carriage depot at Madar, these surplus 03 TNC are posted there and 01 TNC will be used for LR/RG. As such new assets have been developed at Madar, **therefore surplus 04 TNC staff of Ajmer division, identified in the work study report may be used at Madar to meet out with requirement due to development of new assets.**

It has been informed during the meeting that at present due to closure of UDZ-HMT section there is less work on the tower, hence 01 Station Master from there only is being used as Yard Master. Soon after opening of UDZ-HMT section, there will be requirement of 02 Station Masters in each shift at Tower. Thus, TNC will be used for coaching related work.

At present there is no significant workload with the TNC staff of UDZ and in future too when HMT-UDZ section will be opened the Yard Master will required as it is and additional man power will be provided at the tower. Thus, the required small number of entries can be made by him the COIS. **Hence Work Study Team disagrees with the view of Sr. DOM/AII and advised that for better utilization of the resources these 04 posts of TNCs should be surrendered, which have no significant workload at present nor will have in future as well.**

This has been agreed by the Sr. DOM/AII that there is less work with TNC staff at ABR road but the work is performed by them is of essential nature so the roster of these staff can be revised from 'C' to 'EI'.

Work study Team has observed the work of TNC staff at ABR station; it is nothing more than a repetition of work. Two Station Masters are already deployed at Tower and one is working as SS (P), who is issuing caution order to the Guards and Drivers. Thus, it is being suggested that the work of caution order shall be shifted to Tower as it is being performed at other station and SS(P) may assigned to make required entries in the COIS . **Thus, 03 TNC posts of ABR station have been considered surplus and advised to surrender forthwith.**

7.3 Revised summary of surplus posts:

S.N.	Name of Unit	SS	OR	Vac.	Prop. cadre	Surplus
1.	Control Office, AII	20	14	06	18	02
2.	SS/AII	09	04	05	09	00
3.	SS/UDZ	04	04	0	0	04
4.	SS/ABR	03	02	01	0	03
Total		36	24	12	27	09

CHAPTER 8	SUMMARY OF RECOMMENDATION
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8.1.0 Summary of recommendations is as follows:

Sr. No.	Recommendations	Para no.	Accepting/ Implementing Authority
1.	<p>Recommendation No.-1:</p> <p>There is total cadre of 36 TNC staff under Operating Department of Ajmer division. After thorough analysis of workload of individual staff and consideration of other recommendation by coordinator and field staff, Work Study Team came to conclusion that 22 staff is sufficient to meet out with the existing workload of operating department over Ajmer division. 14 posts out of which 12 posts are vacant considered surplus and advised to surrender forthwith for optimization and right sizing of the staff. In the meeting with Sr. DOM /AII he agreed to surrender only 02 posts but work study is with the opinion that total 09 posts of TNCs are surplus as discussed in Para 7.2 and advised to surrender these surplus posts.</p>	7.2.0	DRM/AII
2.	<p>Reccomendation-2:</p> <p>It has been observed that controllers are performing their work with assistance of TNC staff. Possibility of merging of TNC staff with controller should be explored. This will improve overall man power efficiency of the office. This model is successfully opted in the Control office at North Western HQ office, Jaipur.</p>	6.3.2	
3.	<p>Reccomendation-3:</p> <p>It is recommended that COIS terminal may be provided with PRS office, Ajmer, C&W depot, Ajmer and Udaipur city. So that PRS staff can check the coach composition of train on COIS as per requirement and C&W staff may do needful correction of detachment/attachment of coaches in the composition. A COIS terminal may also be provided at Workshops so that necessary detail regarding coach/Wagon POH can be updated in the system.</p> <p>This will reduce the unnecessary correspondence of TNC staff with these offices.</p>	6.3.3	

CHAPTER 9	FINANCIAL IMPLICATIONS
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9.1 Financial Implications:

With the proposal for surrender of **09 posts** of Train Clerks of operating Department over Ajmer Division. The recurring savings per annum in money value amount is given as below:-

Sr. No.	Category	Pay Matrix		Mean Pay	DA 9%	Total Pay	No. of posts	Total saving per month (Rs.)	Total saving per year (Rs.)
1	CTNC	35400	112400	73900	6651	80551	01	80551	966612
2	HTNC/ Sr. TNC	25500	81100	53300	4797	58097	04	232388	2788656
3	TNC	19900	63200	41550	3739	45290	04	181158	2173896
Total							09	494097	5929164

Total savings of **09 surplus posts** is **Rs.59.29 lac. per annum** approximately.