



WORK STUDY TO REVIEW THE
STAFF STRENGTH OF CATERING BRANCH AT
ALL DIVISIONS AND HEAD QUARTERS OFFICE
SOUTHERN RAILWAY

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PLANNING BRANCH

G.275/WSSR- 271516/2015-16

WORK STUDY TO REVIEW
THE STAFF STRENGTH OF CATERING
BRANCH AT HEAD QUARTERS
SOUTHERN RAILWAY

STUDIED BY

**WORK STUDY TEAM
OF
PLANNING BRANCH**

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(i)

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(ii)

TERMS OF REFERENCE

Work study to review the staff strength of Catering Branch at All Divisions & Headquarters Southern Railway.

(iii)

METHODOLOGY

The work study team has applied the following techniques in conducting the work study.

- (1) Collection and compilation of Data.
- (2) Observation of present system of working.
- (3) Interaction with Co-ordinating Officer, Co-ordinating Supervisors, Officers, Inspectors and COSs of all Divisions.
- (4) Provision as per requirement as deemed fit.
- (5) Evaluation of the manpower requirement for the current work load.
- (6) Suggestion for curtailing the man power cost in Catering Branch.

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(v)

SUMMARY OF RECOMMENDATIONS

RECOMMENDATION NO.1

The following 619 **posts** which are found to be excess to the requirement may be Surrendered and credit to the Vacancy Bank.

SI No.	Category	Pay Band	G.P in Rs.	No. of Posts excess
1	Catering Inspector	9300-34800	4200	50
2	Catering Supervisor II	5200-20200	2400	24
3	Catering Supervisor III	5200-20200	2000	21
4	Master Cook	9300-34800	4200	15
5	Head Cook	5200-20200	2800	34
6	Cook	5200-20200	1900	22
7	Assistant Cook	5200-20200	1800	19
8	Server	5200-20200	1800	335
9	Cleaner	5200-20200	1800	99
Total				619

RECOMMENDATION - 2:

- ❖ Special Catering Activities may be outsourced through Contracts so as to minimise the Staff cost on this account.
- ❖ JAN Ahar at MAS & CAPE may be managed as done at ED in SA Division.
- ❖ Departmental Catering services by 12081/82 CAN-TVC-CAN Jan Shatabdbi Express may be Out sourced.

1.0 **Introduction:**

1.1 **Catering Branch:**

Indian Railways run around 13000 trains per day carrying around 23 Million passengers per day and having around 7500 stations. Railways have to take care of catering requirement of its Passengers at Stations as well as on trains.

1.2 Catering Policy is designed by Executive Director/T & C at Railway Board`s

level. Catering Branch is headed by CCM/PS &Catg and assisted by Dy.CCM/PS &Catg. , ACM/PS, Catering Inspectors, COSs, Oss and clerks at Zonal Railway level. In the Divisional level, Sr.DCMs/DCMs, Catering Inspectors, COSs/Oss and clerks are handling the subject.

1.3 Catering is an important subject to be dealt at Headquarters/Divisional level as it is directly connected with the Passengers. Railways provide Catering services to Passengers at Stations and on Trains.

1.4 Prior to the year 2005, the entire catering services were handled by the Railways itself. During the year 2005 a New Catering Policy was framed and the entire catering services were handed over to the IRCTC (Indian Railways Catering & Tourism Corporation) set up by the Government of India. Consequent to this, the staff of Catering Branch was relinquished to the IRCTC.

1.5 During the Budget speech 2009-10 MR had announced New Catering Policy 2010 through which hygienic and affordable food to be provided to the Passengers. The important aspects of the New Catering Policy are furnished below.

1.6 **OBJECTIVES OF CATERING POLICY**

1.6.1 To provide hygienic, good quality affordable food to the traveling public by

adopting best trade and hospitality industry practices.

1.6.2 The policy will have an inclusive approach where from the least advantaged

passenger to the relatively affluent will be provided catering services in a

socially responsible manner.

1.6.3 It should meet all the social objectives of the Government, including provision of reservations as per Government Directives issued from time to time.

1.6.4 Commercial Circular no.35/2010 viz. New Catering Policy 2010 is enclosed as **Annexure - I (25 pages).**

1.6.5 In order to implement the above New Catering Policy as well as there is a need to have experienced catering staff, staff who were earlier deputed to IRCTC were called to join the Railways. Accordingly, the staff had joined the Railways duly maintaining the seniority existed before deputation to the IRCTC.

CHAPTER-2**PRESENT SCENARIO:**

2.0 The sanctioned strength Catering staff for all the Divisions of is maintained at Headquarters office only. The staff were distributed to the Divisions based on their requirement.

2.1 S.A.V.E. Statement:

As per the records maintained at Personnel Branch/Hqrs/MAS, the following are the Sanctioned, Actual, Vacancy & Excess staff details of Catering Branch of all Divisons. A copy of SAVE statement issued by APO/Hqrs is enclosed as **Annexure II**

SANCTIONED, ACTUAL, VACANCY & EXCESS STATEMENT AS PER CPO OFFICE / MAS.									
S NO.	CATEGORY	PAY BAND	GRADE PAY	SANCTIONED	ACTUAL	VACANCY	EXCESS	Remarks	
								Actual	IRCTC
1	CIR/I	9300-34800	4600	25	25	0	0	21	4
2	CI	9300-34800	4200	70	39	31	0	34	5
3	CS II	5200-20200	2400	29	18	11	0	6	12
4	CS III	5200-20200	2000	21	1	20	0	1	0
5	Master Cook	9300-34800	4200	30	28	2	0	28	0
6	Head Cook	5200-20200	2800	45	21	24	0	21	0
7	Cook	5200-20200	1900	22	1	21	0	0	1
8	Asst.Cook	5200-	180	19	2	17	0	2	0

		20200	0						
9	Server	5200-20200	1800	371	64	307	0	56	8
10	Cleaner	5200-20200	1800	115	26	89	0	26	0
	TOTAL			747	225	522	0	195	30

2.2 The nature of work, deputation of staff, availability of Departmental stalls/Licensed stalls, Target and Earnings derived from Catering activities for each Division are furnished below.

2.3 CHENNAI DIVISION:

2.3.1 Chennai Division is having only one Departmental unit viz. JAN AHAR at Chennai Central. There are about 194 Licensee Managed Units available in Chennai Division.

2.3.2 JAN AHAR is a Departmental Catering Unit functioning at Chennai Central. It caters to the catering needs of Passengers at Chennai Central. This unit provides breakfast, lunch, Dinner apart from beverages like Coffee & Tea. The details of food production per day are furnished in the Annexure-ii. The average earnings of this unit per day is Rs.80226/- .for the year 2015-16. Due to operation of additional counters and also increased menu, the average earnings per day of this has been doubled over the previous years.

2.3.3 This Departmental unit is managed by the following staff.

1. Chief Catering Inspector – 01 – overall incharge.
2. Jan Ahar Management – Catering Inspectors.

	Morning Shift	Evening Shift
Jan Ahar Supervision	01	01
Cafeteria Supervision	01	01
Stores	03	
Total	07	

3 Catering Supervisors Gr.II – 3 nos.

Jan Ahar Billing	01
Cafeteria Billing	01
Rest Giver	01
Total	03

4. Master Cooks – 15 nos. & Head Cooks – 10 nos. Total: 25 nos.

Description of the item	Morning Shift	Evening Shift
Rice idly, Pongal, Uppuma&Kesari	02	02
Meduvadai, Masalvadai, Mysore Bonda, Medupakkoda& Curd vadai	02	02
Curd rice, Sambar rice, Tomoto rice & lemon rice	02	02
Veg. cutlet, Veg. briyani, Veg burger & Veg. curry	02	02
Chappathi, Janathapoori masala	02	02
	10	10
LR/RG	05	
Total	25	

5. Server – 21 nos.

	Morning Shift	Evening Shift
Jan Ahar	02	02
Cafeteria	02	02
Platform stall - 1	02	02
Platform stall -2	02	02
Food packet duty	02	02
Total	10	10
LR/RG	01	
Total	21	

6. Cleaners – 10 nos

	Morning Shift	Evening Shift
Jan Ahar	01	01
Cafeteria	01	01
Platform stall - 1	01	01
Platform stall -2	01	01
Total	4	4

LR/RG	2
Grand total	10

DETAILS OF FOOD PREPARATION AT JAN AHAR PER DAY (AVERAGE)

S no.	items	quantity
1	Rice Idyl	1600
2	MedhuVadai	1600
3	Masala Vadai	900
4	Curd Vadai	60
5	Rice Pongal	150
6	JanathaKhana (Poori)	125
7	Vegetable cutlet	100
8	Vegetable Briyani	500
9	Tomoto Soup	170
10	Curd Bath	250
11	Sambar bath	250
12	Tamarind Rice	200
13	Lemon Rice	200
14	Ravakesari	50
15	RavaUppuma	300
16	Veg. Burger	100
17	Bio-carry bag	200
18	Potato Bonda	700
19	Instant coffee	544
20	Mixed Tea	272
21	Chappathi with veg. curry	50
22	Coconut rice	50

2.3.4 Pending Contracts/Tenders:

The Tenders for the following Catering units are under process.

(a) Vegetarian Refreshment Room (VRR – Major unit) at TRT, MBM, TYMR, VLCY & MLMR.

(b) Chemist stall at MAS & MS

(c) Tender for supply of vegetables for Jan Ahar/MAS

(d) Tender for supply of Casseroles for Jan Ahar/MAS

(e) Tender for supply of LPG for Jan Ahar/MAS

2.3.5 New Proposals:

- a) Retendering of 30 GMUs which are discharged by the Tender Committee.
- b) Retendering of 4 SMUs which are discharged by the Tender Committee.
- c) Identification of locations for provision of Water Vending Machines in A & B class Stations.
- d) Master Plan to provision of Catering Facility in 121 stations which are without Catering stalls.

2.3.6 Outsourcing of Activities:

Cleaning contract has been awarded for Jan Ahar unit.

2.3.7 EARNINGS OF CHENNAI DIVISION:

The earnings details of Jan Ahar/MAS and Licensed stalls are furnished in the **Annexure-III**.

AVERAGE EARNINGS PER MONTH (based on the year 2014-15)	(Rs. In lakhs)
Departmental units	24.07
Licensed stalls	53.78
Total	77.85

2.4 SALEM DIVISION:

Salem Division is a New Division formed during November 2007.

- Total Route Kms-862
- BG-797 MG-65
- Total Stations-98
- Block Stations - 77
- Clerk in Charge Stations - 2
- HALT Stations - 20
- Control Boards-Salem, Coimbatore, Karur
- Rail Travel Service Agents - 8
- Unreserved Ticketing System - 79
- Passenger Reservation Centres - 13
- Postal PRS under MPs 1000 PRS scheme - 7
- Integrated Unreserved Ticketing System (IUTS) - 14
- JanaSadharan Ticket Booking Sewaks - 15 counters, 7 stations
- Information Centres - 6 stations

2.4.1 Details of Catering Services provided:

Departmental Catering unit – Only one at Erode.

Licensed Managed Catering units.

Description of the Unit	No. available
Major Units	5 (MTP, CBE, ED, SA/VRR & SA/NVRR)
General Minor Units	28 (CBE-5, TUP-3, ED-7, SA4,KRR-2,UAM-1. ONR-1, Hillgroove-1, TPT-1, SA Town-1, Chinna Salem-1, Kulithalai-1)
Special Minor Units	4 (CBE-1, SA-1,ED-1, TUP-1)

Miscellaneous stalls	4 (CBE-2, ED-2)
Milk stall	CBE-4,ED-2 & SA-1
AVMs	30 - (SA-5, ED-10,TUP-4, CBE-11)

2.4.2 Details of Staff deputed for Catering activities:

Designation	No.	Activity.
Catering Inspector	2	To look after Jan Ahar at ED, Licensed stalls at CBE & ED and assisting for Special Catering.
Catering Supervisor	1	Posted in SA to look after duties at Headquarters as well as Special Catering arranged by the Division
Master Cook	2 (SA-1, ED-1)	Special Catering
Vendors	1 (ED-1)	Sale of food at Jan Ahar

2.4.3 Tenders under process: Tender for awarding of contract for 52 stalls are under process.

2.4.4 Inspections:

Mobile Units: Two inspections per week

Static units: All units in jurisdiction per month.

2.4.5 Proposals: `NIL`

2.4.6 Outsourcing of activities: `NIL`

2.4.7 EARNINGS: The details of Earnings through Licensed stalls and Departmental stall are furnished in the **Annexure IV**.

AVERAGE EARNINGS PER MONTH	(Rs. In lakhs)
Departmental units	00.45
Licensed stalls	16.97
Total	17.42

2.5 **PALGHAT DIVISION:**

The Division does not run any Departmental Catering unit. All the stalls available in the Division are managed by Licensees. It has 207 Catering units. The Details are given below.

S.No.	Name of the unit	Type	No.
1	Refreshment Rooms	Major	7
2	AVMs	Major	13
3	Milk stalls	Minor	31
4	Minor units	Minor	101
5	HPMC Stalls	Minor	3
6	Misc. stalls	Minor	21
7	Handloom stalls	Minor	1
8	Book stalls	Minor	11
9	New stalls		19
Total			207

The details of Earnings of PGT Division is furnished in **Annexure V**. Average earnings per month are 53.72 lakhs for the year 2014-15.

2.5.1 **Contracts on hand:**

Tendering/Calling for applications in A1,A & B class stations	39 Minor units
D,E & F class stations	12 Minor units
- Do -	2 Major Units
- Do -	1 Chemist stall
Renewal of licenses	75 Units

2.5.2 Inspections: (a) All catering units will be inspected fortnightly.

(b) A minimum of 2 Pantry cars to be inspected in their section.

(c) Periodical special drives ordered by Railway Board/HQ/Division

(d) SIG inspections.

2.5.3 New section: PGT – POY section is likely to be reopened.

2.5.4 Staff Position:

Designation	Grade	Grade Pay (Rs.)	Place of Posting	Works assigned
Catering Inspector	9300-34000	4600	Sr.DCM/O Co-ordination/Tenders	Co-ordination, Catering tenders, Court cases and other works assigned by Sr.DCM
Catering Inspector	9300-34000	4600	CAN	Matters related to Catering units over MAQ-MAJN-CAN (including) section including Sales Assessments and inspections
Catering Inspector	9300-34000	4200	Sr.DCMs Office	General, Monitoring, Inspections, remittance of licence fee, sales assessment plans etc.
Catering Inspector	9300-34000	4200	CLT	Matters related Catering units over CAN (Excl.) TIR
Catering Inspector	9300-34000	4200	Sr.DCMs Office	Catering grievances and Monitoring cell, Inspections/Sales
Catering Inspector	9300-34000	4200	Sr.DCMs Office	Catering grievances and Monitoring cell, Inspections/Sales
Catering Supervisor	5200-20200	2400	PGT	Matters related to Catering units over POY-MDKI, PGT-TIR (Incl) AAM-NIL section including
Servers			4	1-Attached to CIR/Sec./ PGT 1-Attached to CLT Section 1-Attached to CAN section 1-Special catering

Cleaners			2	1-Special catering 1-Attached to CIR/CLT section and for exigencies.
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2.5.5 Summary of staff position:

S No.	Designation	Grade	No. of staff
1	Catering Inspector	4600	2
2	Catering Inspector	4200	4
3	Catering Supervisor	2400	1
4	Servers		4
5	Cleaners		2
Total			13

2.6 TRIVANDRUM DIVISION:

The Division is having only one Departmental Catering unit (JAN AHAR) at CAPE and one Pantry Car Catering service by Jan Shatabdi Express.

The Division has 151 Catering stalls in A-1, A & B class stations and 41 stalls in D,E & F class stations.

2.6.1 EARNINGS:

The details of Earnings are furnished in the **Annexure VI.**

AVERAGE EARNINGS PER MONTH	(Rs. In lakhs)
Departmental units	0.66
Licensed stalls	41.76
Total	42.42

2.6.2 Staff strength:

Designation	No. available	Remarks
Catering Inspector	10	(04 repatriated from IRCTC)
Catering Supervisor	03	(01 repatriated from IRCTC)
Master Cook	03	
Cook	02	
Server	24	(02 repatriated from IRCTC)
Cleaner	10	
Total	52	

2.6.3 Allocation of duties:

Designation	Duties allocated
Catering Inspectors - 6	Each section one inspector
Catering Inspector -2	Pantry car by JAN SHATABDI EXPRESS
Catering Inspector-2	Hqrs.
Catering Supervisor-1	JAN AHAR AT CAPE
Catering Supervisor-1	Complaints Monitoring cell
Catering Supervisor-1	Hqrs
Cook - 03	Special catering.
Cook-02	JAN AHAR
Server-02	JAN AHAR
Cleaner-02	JAN AHAR
Server-22	JAN SHATABDI EXPRESS
Cleaner - 06	JAN SHATABDI EXPRESS
Cleaner -01	Sr.DCM/O
Cleaner - 01	Attached to CIR/TIR

2.7 **TIRUCHCHIRAPPALLI DIVISION:**

2.7.1 The Division has no Departmental Catering unit and it has the following licensed catering stalls:

S no.	Name of the unit	No.
1	Major Units	3
2	General Minor Units - Stalls	48
3	General Minor Units - Trolleys	20
4	Special Minor Units - Stalls	9
5	Special Minor Units - Trolleys	5
6	Misc. Art. Stall - GMUs	10
7	Misc.Art.Stall - SMUs	1
8	AVM s	2
9	Milk Stalls	6
	Total	104

2.7.2 **Earnings:**

Year	Rs. (in lakhs)
2009-10	49.60
2010-11	84.59
2011-12	128.49
2012-13	173.97
2013-14	212.77
2014-15	261.09

Average Per month: Rs.21.76 Lakhs

2.7.3 Staff Strength and allocation of work:

S N o	Designatio n	Grad e Pay	No. Availab le	Vaca ncy	Allocation of duties
1	Catering Inspector	4600	-	1	
2	Catering Inspector	4200	1	1	Inspection of both mobile and stating catering units. Dealing of public complaints. Special catering arrangements on occasion such as MP`s visit, DRUCC meeting, visit of GM, CCM etc.
3	Catering Supervisor	2400	1	0	Inspection of both mobile and stating catering units. Dealing of public complaints. Special catering arrangements on occasion such as MP`s visit, DRUCC meeting, visit of GM, CCM etc.
4	Servers		2	0	Engaged in Office and for Special Catering

2.7.4 Tenders under process:

Major Unit -1

Minor Units – 9

Application under process:-SMUs (stalls) - 2, SMU (Mis.Art. Stall) -1

Inspections: Inspections are being done by Commercial Offices and Inspector in Licensed stalls/Major units, Minor Units & Trains (Pantry car & TSV services). In addition to that inspections are also being done as per the schedule given by Hqrs.

New proposals: nil

2.8_ MADURAI DIVISION:

The Division has no Departmental Catering unit and it has 103 licensed catering units as detailed below:

Major	-	4
GMU	-	58
SMU	-	26
Milk stall	-	13
SOC	-	2

		103

2.8.1 **Earnings:**

Year	Rs. (in lakhs)
2011-12	78.68
2012-13	105.11
2013-14	182.16
2014-15	153.73

Average per month: Rs.12.81 lakhs.

2.8.2 **Staff Strength:**

The Division has 4 Catering inspectors and no other catering staff available. Out of four inspectors, three are deputed for Sales assessment and inspections and one Catering Inspector is utilised for Special catering to VIPs and Officials visit. During the discussion with DCM/I it was informed that Two Catering Inspectors are going to retire shortly and the catering activities of the Division can be managed by the remaining Two Catering Inspectors and there is no need to fill up the vacancy arising out of retirement.

2.9 **Headquarters Office:**

2.9.1: **Staff Details:**

S No.	Designation	No. of staff
1	CIR Gr.I	8
2	C.I	6
3	Cook	3
4	Server	1
	Total	18

2.9.2: Details of work carried out by the Catering staff at Hqrs. Office:

2.9.3 : **Catering Inspectors:**

Duty roster is put up fortnightly for conducting onboard inspections in Pantry cars of various trains. More emphasis is given on the following aspects.

1. Over charging.
2. Behaviour of mobile catering staff.
3. Quality and Quantity of the edible sold.'
4. Availability of standard items.
5. Ala-carte item sales limited to the approved items only and check the add-ons of Ala-carte items along with Standard meals.
6. Passengers feed back is obtained.
7. Major deficiencies noticed during the inspection recorded in the register and countersign obtained from the Pantry Car Manager.

Apart from pantry car inspections, static units at various important stations are inspected periodically.

2.9.4: Other works done by Catering Inspectors:

1. Sales assessment is done for fixing reserve price for awarding of contracts.

2. Base kitchen inspection and verification.

3. Complaints Investigation.

4. Credential verification of tenders.

5. Co-ordinating with Officers in Inspections, Committees etc.

2.9.5.: The details of Inspections conducted in Mobile units during the period April

2011 to March 2014 are furnished in the **ANNEXURE -VII.**

2.9.6: The details of Inspections conducted in Static units during the period April

2014 to March 2016 are furnished in the **ANNEXURE- VIII.**

2.9.7: Pantry car service: Presently, Southern Railway Headquarters Catering has

awarded Contracts for operating Catering services through Pantry cars by 37

pairs of trains. The details of the same are furnished in the **ANNEXURE- IX.**

2.9.8: **Complaints:** The details of Complaints handled and fine realised during the

period April 2012 to March 2015 are furnished in the **ANNEXURE-X** (3 pages).

2.9.9: Tenders under process: Tenders for awarding contracts for operating catering

service through Pantry for the following trains are under process.

S.No	Train No.	Train Name
1	16317-18	CAPE-JAT-CAPE Himsagar Express
2	16301-02	SRR-TVC-SRR Venad Express
3	12605-06	KKI-MS-KKI Pallavan Express
4	12635-36	MDU-MS-MDU Vaigai Express
5	16354-53	NCJ-KCG-NCJ Express
6	22631-32	MAS-BKN-AC Superfast Express
7	12269-70	MAS-NZM-MAS Doronto Express
8	12243-44	MAS-CBE-MAS Shatabti Express
9	22207-08	MAS-TVC-MAS Super AC Express

2.10 Special Catering:

2.10.1: There is a wing called “Special Catering” to cater to the needs of Special ` Catering for MR/MOSR/CRB/MEMBERS OF RAILWAY BOARD/GM/VIPs

functioning under the control of Headquarters Commercial Department. Its

office is located at the Ground Floor of Chennai Central near Platform

No.1/2.They are provided with necessary catering equipment for service.

The detail of staff at Special Catering wing is given below.

S No.	Designation	No. of staff
1	CIR	5
2	CS	1
3	Master Cook	6
4	Head Cook	3
5	Head waiter	1
6	Servers	6
7	Cleaner	2
	Total	24

15 SPECIAL CATERING SERVICES DONE DURING THE YEAR 2014-

Occasion	No. of days involved	Nature of service	Quantity
1	1	Snacks	40
2	1	Snacks	40
3	1	Snacks	200
4	1	Full service	1
5	1	Snacks & Lunch	50
6	5	GM S Rly	IC Kitchen
7	1	Lunch and Snacks	25
8	5	GM S Rly	IC Kitchen
9	1	Snacks and Lunch	40
10	1	MR Spl	40
11	3	G S.Rly	IC Kitchen
12	1	Break fast	30
13	1	ML/RB Stay at NBK	Full day room service
14	5	MR Meeting	IC Kitchen
15	1	Lunch	40
16	1	Snacks	40
17	1	CRS Stay	Room service
18	1	Snacks	40
19	1	CMM	Room service
20	2	GM S.Rly	IC Ktichen
21	5	MR Visit	Train service
22	1	ADRM	40
23	8	GM S.RLY MAS SBC, ADI & back	IC Kitchen

24	1	Snacks	25
25	1	Snacks and Lunch	25
26	3	GM S.Rly	IC Kitchen
27	2	Snacks ,Lunch & Snacks	30
28	1	Lunch	10
29	3	GM S.Rly	IC Kitchen
30	1	Snacks	15
31	5	GM S.Rly	IC Kitchen
32	1	Snacks and Lunch	25
33	1	Snacks	30
34	4	GM S.Rly	IC Kitchen
35	3	FC RB	IC Kitchen
36	1	FC RB	Room service
37	1	Lunch (FC)	30
38	1	Dinner(FC)	30
39	1	Snacks & Lunch	50
40	1	Breakfast, coffee & Tea	100
41	1	Coffee & Tea	100
42	1	MR Visit special catering arrangements	1
43	4	GM S.RLY IC Kitchen	1
44	2	Breakfast & Lunch	40
45	3	GM S.Rly IC Kitchen	1
46	1	Snacks & Lunch	30
47	1	MT/RB Full room service	1
48	1	ADRM II Full day train service	30
49	4	GM S.Rly IC Kitchen	1
50	2	CVO S.RLY FULLY DAY SERVICE	30
51	1	CCM & HODs Snacks	30
52	1	Snacks & Lunch	30
53	3	GM SRLY IC KITCHEN	1
54	1	Snacks	100
55	1	Snacks & Lunch	40
56	1	GM S.Rly& PHODs	
57	2	GM S.Rly IC Kitchen	
58	1	DRM HODs MAS Snacks	10
59	1	GM NWR	Room Service
60	3	GM S.Rly IC Kithen	
61	1	GM Annual inspection MAS Division Break fast, snacks & Lunch	300
62	1	GM SRly Snacks & Lunch	25
63	1	Snacks & Lunch	30
64	1	GM S Rly	

65	1	CVO SRLY Snacks	50
66	1	Snacks 2 service	40
67	1	DRM MAS CRS/SBC IC SERVICE	30
68	1	DRM MAS IC SERVICE	10
69	1	MR GM DRM PHODs snacks & lunch	50
70	1	GM S.Rly IC Kitchen	
71	14	MT RB RH NBK Rook service	
72	3	T 296 Annual inspection Break fast snacks & lunch	100
73	3	GM,DRM &Sr.DCM HODs Break fast lunch & dinner	100
74	1	GM & MPs snacks & lunch	30
75	1	DRM MAS MS to VM and Back IC Service	30
76	2	GM Sr.DCM/SA Room service	
77	2	CRB NDLS RH NBK	
78	3	GM S.Rly IC Kitchen	
79	1	CCM PS CCM PM Snacks	50
80	1	AM RB RH NBK	Room service
81	1	GM PHODs snacks & lunch	30
82	3	GM S.Rly IC Kitchen	
83	1	MR HQ, RH/NBK CHENNAI AIRPORT	Full day service
84	5	GM S.Rly IC Kitchen	
85	1	CCM CCM PS CCM PM Snacks	10
86	1	GM S.Rly Coffee	100
87	1	CPRO & Press Break fast	100
88	1	CVO S.Rly Snacks & lunch	25
89	1	GM &PHODs snacks & lunch	40
90	4	GM S.Rly	IC Kitchen
91	1	DRM MAS & HODs Snacks & lunch	30
92	1	GM PHDS DRUCC Snacks & lunch	30
93	1	CRS Dy.CEBreak fast& lunch	30
94	1	DRM MAS HODs Snacks & lunch	30

95	1	CVO SRLY DIG SBI Snacks	10
96	2	AM RB RH NBK	Room service
97	2	FC RB RH NBK	Room service
98	1	CRS SBC RH NBK	Full day service
99	2	CSO DSO Others	Full day service
100	1	CRS SBC DRM MAS & OTHERS Full day service	30
101	1	ED VIG RH NBK	Room service
102	1	ED VIG Official Snacks	30
103	1	Advisor RB HQ Snacks	40
104	1	GM PHODs Hi Tea	100
105	1	GM PHODs Snacks & Lunch	30
106	1	DRM & HODs Snacks	100
107	1	FA & CAO HQ Full day service	100
108	1	CCM CCM PS & OTHERS Snacks	10
109	1	GM PHODs HQ Snacks & Lunch	75
110	1	CCM & OTHERS Snacks	35
111	1	Awardees SDGM HQ Snacks	40
112	2	CSO & Others TBM & CGL Full day service	40
113	1	CSO Sr.DSO & Others Snacks & lunch	50
114	1	DRM MAS & Others IC service	30
115	9	Addl.Advisor/RB DRM/MAS & Others Snaks	50
Total	212		

Chapter - III

CRITIICAL ANALYSIS:

3.1.0:Catering services in Indian Railways.

Catering Services are provided by Indian Railways to passengers at Stations and on Trains. It is an important activity and has to be dealt with meticulously. The services generate additional revenue to the Railways and often commented by the travelling public. The details of services provided by each Division are given in the Chapter-2.

3.1.1: **Methodology for provision of catering services:**

The Catering Services are provided as per the guidelines given in the New Catering Policy 2010 issued by Railway Board which is enclosed as Annexure-1. The details of norms, procedure for selection, calling of Tenders etc are given in this Policy.

3.1.2: **Catering services:**

A gist showing the various types of catering services organised by the Railways is given below.

1. **Departmental Units:**

- (a) Static units
- (b) Mobile Units

(a) Static Units: Jan Ahar is the departmental catering unit serving the passengers at the reasonable cost.

(b) Mobile units: For nominated trains, Catering services are provided through Pantry cars. These may be done through departmentally or contract basis.

2. **Licensed Catering Services:**

Catering services through Licensees are provided to passengers. The various types of Licensed catering stalls are given below.

- (a) Static units:

(i) Major Units – AVMs, VRR & NVRR are classified as Major units.

(ii) Minor Units – In Minor units category, there are two types viz. General

Minor Units (GMUs) and Special Minor Units (SMUs).

GMUs/SMUs are Catering stalls, Fruit juice stalls, Sweet stalls & Trolleys.

(b) Mobile units – Pantry car catering services are known as Mobile catering units.

(c) Book stalls, Medical shops, multipurpose stalls, Milk stalls, HPMC & Water vending machines are classified as Miscellaneous stalls.

3.1.3: **Departmental units:**

The details of departmental catering services and earnings by each Division are given below.

S No.	Division	Static Units	Mobile Units	Average Earnings per month (Rs.)
1	MAS	1	0	2406768
2	SA	1	0	45268
3	PGT	Nil	Nil	Nil
4	TVC	1	1	761541
5	TPJ	Nil	Nil	Nil
6	MDU	Nil	Nil	Nil
	Total	3	1	3213207

As per the table above, average earnings per month on account of functioning of Departmental catering units is only Rs.32,13,207. This is the total sales of these catering units excluding purchases made, staff cost and other incidental expenditure.

Though there is no profit in running these departmental units, it is necessary to keep these stalls as per the Railway Board's Policy. However, the number of staff engaging in these units may be reduced to keep the staff cost at the minimum.

3.1.4: Earnings on account of engagement of licensed stalls and Pantry car

services:

S No.	Division	Average Earnings per Month (Rs. In Lakhs) (LICENSEES)
1	MAS	53.78
2	SA	16.97
3	PGT	53.72
4	TV C	41.76
5	TPJ	21.76
6	MDU	12.81
	Total	200.8

From the above, it can be derived that average earnings of the Zonal Railway on account of catering services through Contractors/Licensees is approximately 200.8 Lakhs ie.2 Crores per month. This is excluding Food Plaza, Food Court etc operated by IRCTC.

3.1.5: Duties of Catering Inspectors:

1. Conducting Inspections at Static units and Pantry cars.
2. Conducting Sales Assessment.
3. Investigation into Public complaints.
4. Ensuring licence fee are paid by the licensees.
5. Credential verification of tenderers.
6. Supervising of Departmental units.
7. Preparation of monthly returns, Balance sheet and Profit and Loss Account Statement.
8. Procurement of stores for Departmental units.
9. Catering arrangement during derailment/accident/Bandh/Floods etc.\
10. Special Catering arrangement for Meetings/VIP movements etc.

Requirement of staff strength Division wise:

3.1.6: CHENNAI DIVISION:

Chennai Division is having 19 Catering Inspectors, out of which 11 are working in Sr.DCM`s office and 8 are in Jan Ahaar Unit at MAS.

At Sr.DCM`s Office: Inspectors are allotted sections to look after catering services. The following sections are available in Chennai Division.

S No.	Location	No. of Inspectors
1	Office - Overall in-charge	1
2	Tenders	2
3	Licence fee collection, correspondences	1
4	MAS	1
5	MMC, BBQ-TRL	1
6	KBT-JTJ, AJJ-CJ & AJJ-RU	1
7	MSB-MPK, MRTS, BBQ-GDR	1
8	MSC-VM	1
9	MS	2
	Total	11
10	JAN AHAR	8
Grand Total		19

A field study was conducted at Chennai Egmore on 10.12.2015 with the assistance of Sri Jaipal Chandran, CIR/MS. He enumerated the details of inspections of a Major Unit as given below.

1. Inspection of Equipments (Deep freezer, Bain Marie, Grinder, Water filter etc.)
2. Safety Equipment (Fire extinguisher)
3. First Aid Box
4. Display of Price list
5. Display regarding availability of Complaints and Suggestion book.
6. Inspection Register.
7. Availability of Dustbins, collection and disposal of garbage as per Joint Procedural order.
8. Availability of service equipments (Tongs, gloves etc.)
9. Availability of purified water.
10. Availability of Disposal cups.
11. Whether staff are in prescribed uniform with name badge and head gear and in possession of proper ID card.
12. Whether staff are in hygiene and to observe their behaviour with passenger
13. Whether valid Medical certificate and Police verification certificate are available for all staff.

14. Whether the Licensee is in possession of valid FSSAI certificate.
15. Attendance register.
16. Complaints Book.
17. Licence fee paid particulars.
18. Whether Licensee is in possession of copy of Agreement.
19. Sales Register.
20. Billing machine, manual receipt book etc.
21. Files pertain to Railway circulars issued to Licensees.
22. To check whether licensee is overcharging the public.
23. Availability of water filter.
24. Checking of PAD items for its expiry date, approved item and brand.
25. Availability of Rail Neer/approved brand.
26. Whether licensee is using Sunflower refined oil for preparation of edible.
27. Whether Basmati rice is used for preparation of Pulav etc.
28. Checking of quality and quantity of foods.

During the discussion with Sri Jaipal Chandran, he stated that inspection of Major Unit will take approximately 3 hours, for catering stall around 1-1/2 hour and for AVM 1 hour. VRR/MS and NVRR/MS were visited along with him.

There are about 163 Licensee managed catering stalls in the Division. The details of Licensed managed catering stalls are given below.

S No.	Category	No of stalls	Approximate time taken per inspection. (in minutes)	Total time taken per inspection	No. of inspections per year	Total Man hours for Inspection
1	Major (MS-VRR, MS-NVRR, CGL, AJJ & KPD)	5	180	900	4	3600
2	GMU	58	90	5220	4	20880
3	SMU	28	90	2520	4	10080
4	AVM	31	60	1860	4	7440
5	MILK	19	30	570	4	2280
6	APPLE	11	30	330	4	1320
7	WATER	7	30	210	4	840

8	MODEL	1	30	30	4	120
9	SWS	1	30	30	4	120
10	VLR	1	60	60	4	240
11	DEF CATEGORY	1	30	30	4	120
TOTAL		163		11760		47040

Total time taken to conduct one inspection is approximately 11760 mts or 196 hours. For conducting 4 inspections per year is app. 784 Hrs.

Sales Assessment- 3 days or 72 man hours per year ie $163/5 = 33 \times 72 = 2376$ hrs.

Credential verification/ other works approximately per year is 5 days or 40 hrs. For 33 catering units per year app. $33 \times 40 = 1320$ hrs.

Travelling time& Complaints handling per year app. 8960 hrs

Sl. No.	Nature of job	Total Man hours as above
1	Inspections	784
2	Sales Assessment	2376
3	Credential verification/ Other works	1320
4	Travelling time	4480
Total		8960

Total Man hours involved for Inspectors for handling catering activities of 163 stalls per year is 8960 hrs.

Available Man hours per inspectors per year $1 \times 8 \text{ hrs} \times 302 \text{ days} = 2416$ hrs.

Man Power requirement for 8960 hrs = $8960/8/302 = 3.70$ or say 4 staff.

Requirement of Inspectors - Chennai Division (excluding Jan Ahar)

Sl No.	Nature of duties	No. of Inspectors required
1	Inspections, Sales & Assessment & Credential verification	4
2	Contracts	2

3	statistics & collection of licence fee	1
	Total	7

JAN AHAR:

Jan Ahar meals comprise economy combo meals that may be served and vended from a Jan Ahar outlet or any major/minor unit. They comprise a variety of regional and local items. The menu and tariff will be fixed by Zonal Railways.

Jan Ahar is a Departmental Catering unit functioning at Chennai Central to provide catering services to the passengers. The details of staff, roster and activities are given in para 2.3.3.

There are 62 staff working in Jan Ahar at MAS and their total salary per month works out to Rs.23.02 lakhs.

On 04.1.2016, a surprise field study was conducted at JAN AHAR/MAS. During the study it was found that the following staff were only on duty.

Morning shift:	Incharge	-	1
	JAN AHAR	-	1 CS-II
	Accounts	-	1 CI
	Counter PF-3	-	1 CI (General shift)
	Cooks	-	6
	Server	-	4
	Cleaner	-	4
Evening shift -	Incharge	-	1
	JAN AHAR II	-	1 CS
	PF -3	-	NIL
	Cooks	-	8
	Servers	-	8
	Cleaners	-	2

It can be seen that there are 6 cooks only available against 8 Cooks in the morning shift, 4 servers against 10 in the morning shift, 2 cleaners against 4 in the evening shift.

During the discussion with Overall in charge, he stated that there is no adequate servers and cleaners available at JAN AHAR. He also insisted that cleaners are required for Stores, Kitchen and Jan Ahar.

A new stall was opened in the erstwhile Bombsquad area for selling food items and one staff is rostered in General shift. There is a proposal to open one more stall in the New Concourse area and the area has been identified. Necessary infrastructure is being arranged to open the stall.

1. There is one IDLY COOKER available at JAN AHAR. In this cooker 120 idly can be made at a time. The times taken for each set is around 25 minutes and hence for 1600 IDLY per day works out to 5.5 hrs or say 6 hrs. For preparation of Sambar it will take around 2 hrs.
2. Medhuvadai, masalvadai & Curd vadai - $1600 + 900 + 60 = 2560$ or 26 units.
3. Rice Pongal 150
4. Vegetable Briyani 500
5. Curd bath

REQUIREMENT OF JAN AHAR AT MAS:

During the field study it was noticed that the activities at Jan Ahar do not commensurate with the staff strength and hence it is necessary to reduce the staff strength.

There is one Catering Inspector is posted to each shift (Morning & Evening) for each unit viz JAN AHAR and Cafeteria separately. One

Catering Inspector is sufficient to manage both Jan Ahar and Cafeteria.

There are 25 Master Cooks/Cooks available at Jan Ahar. The average quantity of food items prepared for sales is much less for the staff strength. There is no preparation of Veg. Thali Meals at Jan Ahar. Only Tiffin items and Briyani are prepared and quantity is also very less. Hence, staff strength of 25 Master cooks/cooks does not justify for the work being carried out. It can be reduced 20 Master Cooks/Cooks.

Regarding servers, there are 21 servers available at Jan Ahar.

Sl No.	Designation	Actual available	Requirement	Deployment
1	Overall incharge CIR	1	1	In-charge
1	Catering Inspector	7	4 (3 + 1 LR/RG)	Morning Shift-1, Evening Shift-1, Stores-1 (General shift)
2	Catering Supervisor	3	3	Cash - M-1, E-1 Accounts -1 (Genl.)
3	Master Cooks & Head Cooks	25	20	Vadai, MasalvadaiBondaPongal - M-2, E-2 Idly, Sambar M-2,E-2 Coffee/Tea M-1,E-1 Variety Rice M-1,E-1 NV,Veg.BriyaniChapathi/Puriduty M-2,E-2 Total - 16 LR/RG 4 G.Total - 20
4	Servers	21	16	(Jan Ahar- 4 (M-2/E-2, Cafeteria 4 (M-2,E-2), PF Stall 1 & 2 4 staff (M-2, E-2), Food Packet duty -2 Staff (M-1,E-1) LR/RG-2 Total - 1

5	Cleaners	10	5	Jan Aahar/Cafeteria M-1,E-1, PF stall 1 & 2 M-1, E-1, LR/RG 1 Total - 5 staff
	Total	67	49	

Suggestion:

During the field study at VRR/ED, it is found that Food packets are drawn from Cell Kitchen and sold to the Passengers on sharing basis. This saves not only Man Power cost but also the valuable space which can be allotted to Licensees. In Chennai Central, approximately a Licensee is paying an amount of Rs.4,45,000/- p.a as Licence fee for a space of 10 ft x 6 ft.i.e 60 sft. Hence, per sft it works out to Rs.7417/- per annum.

The existing area being utilised for JAN Ahar activities may be around 3000 sft and hence it works out to Rs.22250000 or 2.23 Crores p.a. The average annual sales of Jan Ahar are Rs.2.02 crores.

On scrutiny of the copy of Profit & Loss statement for the month of November 2015, it is seen that an amount of Rs.5,85,484.57 has been shown as Profit. Even If the same trend is continued for one year total profit will be approximately 70.2 lakhs.

Hence, it is suggested, if the methodology adopted by SA division is adopted in MAS division, approximately an amount of Rs.1.53 crores can be earned as Licence fee apart from savings on account of Man Power cost.

3.1.7: **SALEM DIVISION:**

Salem Division is the New Division formed in the year 2007. The Division has Two Catering Inspectors, One Catering Supervisor, Two Master Cook and Two vendors. The Division has One Departmental Unit at ED, 5 Major Units, 28 General Minor Units, 4 Special Minor Units, 4 Miscellaneous stalls, 3 Milk stalls and 4 AVMs.

The average Catering earnings per month from Departmental unit is Rs.45,268 and through Licensed stalls is Rs.16,51,717 per month.

The Division has no on hand proposal to provide Catering stalls.

As per para 2.4.2, Two catering inspectors are deputed to look after Jan Ahaar at ED and licensed stalls at CBE and ED. They are also assisting for Special Catering. One Catering Supervisor is posted at SA to look after duties at Headquarters and as well as for Special Catering. One Master Cook is detailed to look after special catering and another Master Cook to look after Jan Ahar at ED. Two vendors are also available at ED for selling food at Jan Ahaar.

3.1.8: **Requirement of Staff strength:**

For running Jan AHAAR at ED two Master cooks are required and One Catering Supervisor will be in charge and also to assist Special Catering whenever required. Out of Two Catering Inspectors, One Catering Inspector is enough for conducting Inspections, Sales assessment and also to Co-ordinate for Special Catering.

S No	Category	No of stalls	App. time taken per inspection. (in minutes)	Total time taken per inspection	No. of inspections per year	Total Man hours for Inspection
1	Major	5	180	900	4	3600
2	GMU	28	90	2520	4	10080
3	SMU	4	90	360	4	1440
4	AVM	4	60	240	4	960
5	MILK	3	30	90	4	360
6	Misc.	4	30	120	4	480
TOTAL		48		4230		16920

Total time taken to conduct one inspection is approximately 4230 mts or 70.5 hours or say 71 hrs. For conducting 4 inspections per year is app. 284 Hrs.

Sales Assessment - 3 days or 72 man hours per year ie $48/5 = 9.6$
or

Say $10 \times 72 = \mathbf{720 \text{ hrs.}}$

Credential verification/ other works approximately per year is 5 days or 40 hrs For 10 catering units per year app. $10 \times 40 = 400 \text{ hrs.}$

Total man hours = $284 + 720 + 400 = 1404 \text{ hrs.}$

Travelling time & Complaints handling per year app. 1404 hrs

SI No.	Nature of job	Total Man hours as above
1	Inspections	284
2	Sales Assessment	720

3	Credential verification/ Other works	400
4	Travelling time	1404
Total		2808

Total Man hours involved for catering activities for Inspectors for 48 stalls per year is 2808 hrs.

Available Man hours for 1 Inspector per year is $8 \times 302 = 2416$ hrs.

Man Power Requirement -2808hrs or $2808/8/302 = 1.16$ staff or say 1 staff.

SI No.	Duty	Available	Requirement	Remarks
1	Office	1	1	Need basis
2	Tenders	-	-	-
3	Inspections of all Licenced stalls and Complaints handling& Jan Ahar	1	1	-
4	Jan Ahar (CS) including special catering	1	1	Need basis
	Total	3	3	

FIELD STUDY:

A field study was conducted at JAN AHAR/ED on 31.12.2015. JAN AHAR/ED is available at the centre of Platform 1 & 2 near underground pathway. There are two counters available for sale of Food items. The following food items are sold at JAN AHAR/ED.

- 1.JanathaPuri
- 2.Curd Rice
- 3.Sambar Rice
- 4.Lemon Rice
5. Tamarind Rice

There is no cooking done at JAN AHAR. Food packets are received from Cell Kitchen and sold at the counter on 25:75 sharing basis. Average earnings at JAN AHAR/ED per day is around Rs.2000/-

Staff:

1. Sri Selvaraj, Master Cook – Challan preparation for getting food items and remittance of collection into Booking Office.
2. Sri K.M Mammu, Server – Counter sales
3. Sri A. Subramaniam, Server – Counter sales.

Timings: 08.00 hrs to 16.00 hrs.

Sri Selvaraj, Master Cook is also being utilised for arranging Special Catering.

Man Power requirement for SA Division is as follows:

Sl No.	Designation	Sanction	Actual	Requirement	Surplus
1	CIR	1	1	1	0
2	CI	3	1	1	2
3	CS	0	1	1	-1
4	Master Cook	1	2	2	-1
5	Vendors	2	2	2	0
Total		7	7	7	0

3.1.9: PALAKKAD DIVISION:

3.2.0: Analysis of staff and work load.

The Division has 6 Catering Inspectors, 1 Catering Supervisor, 4 Servers and 2 Cleaners. The Division has no Departmental unit and has 207 Catering Stalls spread over various stations. Out of 207 stalls, 7 are Major units viz. Refreshment rooms and it has 101 Minor units. There are 31 Milk stalls available.

The Division has posted Catering Inspectors section wise and also at Sr.DCM's office to look after duties related to Catering services. This has to be reorganised in such a way to optimise Man Power requirement and improve efficiency of the Organization. The Division is also utilizing 4 servers and 2 cleaners for various purposes as detailed in para 2.5.4. There is no proper utilisation of these staff by the Division.

Special catering, unexpected exigencies, VIP movements, to meet the unexpected crowd due to cancellation of trains, late running of trains due to derailment/bandh/Natural calamity the catering services are to be managed through the Licensed stalls. Necessary clause has to be included in the Tender document.

Matters related Tenders, collection of License fee, Complaints Management etc to be managed by the Ministerial staff instead of Catering Inspectors/Catering Supervisors. Renewal of contract has to be dealt by the Ministerial staff. However, two servers and two cleaners are given for this purpose.

The Division is processing for allotment of 51 Minor units, 2 Major units and 1 Chemist stall.

Sl No	Category	No of stalls	Appr. time taken per inspection. (in minutes)	Total time taken per inspection	No. of inspections per year	Total Man hours for Inspection
1	Major	7	180	1260	4	5040
2	GMU/SMU	101	90	9090	4	36360
3	AVM	13	60	780	4	3120
4	MILK	31	30	930	4	3720
5	HPMC	3	30	90	4	360
6	Misc. stalls	21	30	630	4	2520
7	Handloom stalls	1	30	30	4	120
8	Book stalls	11	60	660	4	2640
9	New stalls	19	60	1140	4	4560
Total		207		14610		58440

A total time taken to conduct one inspection is approximately 14610 mts or 243.5 hours or says 244 hrs. For conducting 4 inspections per year is app. 976 Hrs.

Sales Assessment - 3 days or 72 man hours per year ie $207/5 = 41.4$ or say $41 \times 72 = 2952$ hrs.

Credential verification/ other works approximately per year is 5 days or 40 hrs. For 41 catering units per year app. $41 \times 40 = 1640$ hrs.

Total man hours = $976+2952+1640 = 5568$ hrs.

Travelling time & Complaints handling per year app. 5568hrs

SI No.	Nature of job	Total Man hours as above
1	Inspections	976
2	Sales Assessment	2952
3	Credential verification/ Other works	1640
4	Travelling time	5568
Total		11136

Total Man hours involved for catering activities for Inspectors for 207 stalls per year is 11136 hrs.

Available Man hours for per Inspector per year is $8 \times 302 = 2416$ hrs.

Requirement of Man Power - $11136 \text{ hrs} / 8/302 = 4.6$ staff or say 5 staff.

Considering the volume of work involved in various activities, the following are the requirement of Catering staff for the Division.

SI No.	Designation	Actual	Requirement	Surplus
1	CIR	2	2	0
2	CI	4	3	1
3	CS	1	0	1
4	Servers	4	2	2
5	Cleaners	2	2	0
Total		13	9	4

3.2.1: **TRIVANDRUM DIVISION:**

3.2.2: Analysis of staff and work load:

The Division has 10 Catering Inspectors, 03 Catering Supervisors, 03 Master Cooks, 02 Cooks, 24 Servers and 10 Cleaners.

Allocation of duties of the above staff are given in para 2.6.2. The Division has one Jan Ahar unit at CAPE and also run pantry car by Jan Shatabdi Express. The Division has 189 Catering units out of which 7 VRR and 2 NVRR units which are Major Units. The average

catering earnings per month from Licensees is Rs.41.75 lakhs, through Departmental static unit Rs.0.60 lakhs and through Pantry car service Rs.7.01 lakhs.

TVC division has the following catering units:

SINO.	CATEGORY OF STATION	NO. OF UNITS
1	A-1	3
2	A	10
3	B	5
4	D	16
5	E/F	10

SI No .	Catego ry	No of stalls	Approximat e time taken perinspecti on. (in minutes)	Total time taken per inspecti on	No. of inspectio ns per year	Total Man hours for Inspectio n
1	Major	9	180	1620	4	6480
2	GMU	68	90	6120	4	24480
	SMU	15	90	1350	4	5400
3	AVM	7	60	420	4	1680
4	MILK	24	30	720	4	2880
5	HPMC	19	30	570	4	2280
6	Misc. stalls	36	30	1080	4	4320
7	Handloo m stalls	2	30	60	4	240
8	Book stalls	18	60	1080	4	4320
9	C & MS	8	60	480	4	1920
Total		191		13500	4	54000

Total time taken to conduct Four inspections of all the 191 stalls per year is approximately 54000mts or 900 hours .

Sales Assessment - 3 days peak + 3 days lean period or $6 \times 24 = 144$ man hours per year per stall.

For $191/5 = 38.2$ stalls or say $38.2 \times 144 = 5500.8$ hrs.

Credential verification/ other works approximately per year is 5 days or 40 hrs. For 38.2 catering units per year app. $38.2 \times 40 = 1528$ hrs.

Total man hours = $900 + 5500.8 + 1528 = 7928.8$ hrs.

Travelling time & Complaints handling per year app. 7928.8 hrs

Sl no.	Nature of job	Man hours as above
1	Inspections	900
2	Sales Assessment	5500.8
3	Credential verification/Other works	1528
4	Travelling time	7928.8
Total		15857.6

Total Man hours involved for catering activities for Inspectors for 191 stalls per year is 15857.6 hrs. Inspection of Pantry cars can also be managed within these total man hours.

Available Man hours for per Inspector per year is $8 \times 302 = 2416$ hrs.

Requirement of Man Power - $15857.6 \text{ hrs} / 8/302 = 6.56$ staff or say 7 staff.

For handling special catering and Complaints, One Inspector and two more Inspectors for dealing with Contracts and License fee collection are provided at Headquarters. For manning Jan Shatabdi Express Two inspectors, 2 Cooks, 11 Servers and 4 cleaners are required. For Jan Ahar at CAPE, One Catering Supervisor, One cook, One server and One Cleaner are sufficient.

Field study at CLT railway station: A field study was conducted at CLT to ascertain the catering activities at the station. Sri Venugopal, CIR has been posted to look after Catering activities at CLT and section between Edakadu to Tanur.

The details of catering stalls available at CLT are furnished below.

SI No.	Description	No. of Units
1	NVRR - Major Unit	1
2	Food Plaza (IRCTC)	1
3	Catering stalls	8
4	Milk stall	2
5	Multi purpose stalls	2
6	AVMs	3
7	Fruit stalls	2
8	Trolleys	5
Total		24

Further contracts have been awarded for 3 more catering stalls but they are yet to commence operation.

During the discussion with Sri Venugopal, he stated that the following aspects will be covered during inspection of Catering units.

SI No.	Aspect of Inspection
1	Hygiene of the stall
2	Quality of food items available at the stall
3	Quantity of the food items are checked to ascertain whether the same are as per prescribed quantity.
4	Provisions used for preparation of food items are checked whether they are as per prescribed standard or not.
5	Personal Hygiene of the staff employed in the stall.
6	Condition of equipments whether working or not.
7	Cutlery and grocery availability and its condition.
8	Dish washing area - cleanliness
9	All registers, records, Agreement etc.
10	Licence fee paid details
11	Complaints
12	Passengers opinion will be obtained regarding quality, quantity and overcharging etc.
13	Adequacy of furniture and other equipments
14	Disposal of garbage

Sri Venugopal has also stated that around 2 to 3 hrs will take to complete one Inspection of a Major unit and around 45 mts to 60

mts for one catering stall and 90 mts for AVMs. He also stated that he has been deployed for about 5 days in a month for taking care of VIP catering. Apart from Inspections, he has to conduct Sales assessment and he has to write APARs for all the stalls.

Further field study was conducted by Train No.12081 CAN-TVC Jan Shatabdi Express on 18.3.2016. There are 14 Second class chair car and 3 AC Chair car coaches by this train.

The details are furnished below.

Sri Suresh, CIR was present in the Train. There is a cabin provided in the Aisle between C2 & C3 Coaches. The following staff were present for catering services by this train.

CIR	-	1
Vendors		7
Cleaners	-	2
Total	-	10

No cooking is done in the train and there is no pantry car coach available by this train. Breakfast, tea/coffee, snacks and Food packets are loaded from VLR/Licencee stalls at enroute stations.

The details of food items loaded by this train are given below.

Station	Food item	Quantity	Rate per item
CLT	Uppuma and Vadai	50 packets	Rs.30/-
	Vadai	250 nos.	Rs.10/- per piece
	Coffee/Tea	6 Cans	Rs.8/- per cup
TIR	Bread Omlette	50 packets	Rs.35/- per packet
	Coffee/Tea	4 Cans	Rs.8/- per cup
ERN	Cutlet/Vadai	100 plates	Rs.30/-
	Banana Fry	50 nos	Rs.15/-
KTYM	Chicken Briyani	10 packets	Rs.93/-
	Egg Briyani	10 packets	Rs.64/-
	Veg. Briyani	10 Packets	Rs.54/-

Sri Suresh, CIR has also stated that there is no seat provided for staff and no accommodation provided at CAN for staff. He also furnished the roster details for staff working by this train and also the earnings details for March 1 to 17 which are enclosed as Annexure.

As per this, the rostered hours are infringing the HOER hours as they are continuously working for a week and then take Compensatory rests. As per the earnings details statement, an average earnings per day (both Up and Down trains) is Rs.7335/- after effecting payment towards purchase. This amount is very meagre when compared to the staff engaged for the purpose.

Hence, it is recommended that Catering services may be outsourced to this train. However, the work study team has assessed the requirement of staff for this and given in the Summary till such time the catering services by this train are outsourced.

Summary of Requirement of staff at TVC:

Designation	Nature of work	Number required
Inspectors	Inspections	7
	Special Catering & Complaints handling at Hqrs	1
	Dealing with Contracts and collection of Licence fee	1
	Jan Shatabdi Express	2
	Total	11
Catering	JAN Ahar	1

Supervisor		
Cooks	Jan Ahar	1
	Jan Shatabdi Express	0
	Total	1
Servers	Special catering	2
	Jan Ahar	1
	Jan Shatabdi Express	11
	Total	14
Cleaners	Jan Ahar	1
	Jan Shatabdi Express	4
	Special Catering	2
	Total	7

TPJ Division:

There are One CIR, One CS and Two Servers on rolls at TPJ Division. There are no Departmental Catering Units available in the Division. There are about 104 catering units out of which 3 Major units. The Division is processing Tenders for 1 Major unit and 9 Minor units. Average earnings per year are Rs.1.52 crores.

Man Power requirement:

Sl No	Category	No of stalls	Appr.time taken per inspection. (in minutes)	Total time taken per inspection	No. of inspections per year	Total Man hours for Inspection
1	Major	3	180	540	4	2160
2	GMU	68	90	6120	4	24480
3	SMU	14	90	1260	4	5040
4	AVM	2	60	120	4	480
5	MILK	6	30	180	4	720
6	Misc. stalls	11	30	330	4	1320
Total		104		8550	4	34200

Total time taken for Inspections is 34200mts or 570hrs

Sales Assessment - 3 days or 72 man hours per year ie $104/5 = 20.8$ or say $21 \times 72 = 1497.6$ hrs. (or) 1498 hrs.

Credential verification/ other works approximately per year is 5 days or 40 hrs. For 20.8 catering units per year app. $20.8 \times 40 = 832$ hrs.

Sl. no.	Nature of job	Total Man hours as above
1	Inspections	570
2	Sales Assessment	1498
3	Credential verification/ Other works	832
4	Travelling time	2900
Total		5800

Available Man hours per Inspector per year is $8 \times 302 = 2416$ hrs.

Requirement of Man Power - $5800 \text{ hrs} / 8/302 = 2.40$ staff or 2 staff.

For Office work/Tenders etc - 1 staff

Total staff required for TPJ Division - 3 staff.

As there are no departmental catering units available, there is no work for servers and hence there is no requirement for servers.

SI No.	Designation	Actual	Requirement
1	CIR	1	2
2	CS	1	1
3	Servers	2	0
Total		4	3

MDU DIVISION:

There are four Catering Inspectors available in the Division. There is no departmental catering unit is functioning in the Division. The Division is processing for 8 GMUs and 1 Major unit.

Average earnings per year are Rs.1.53 Crores.

Catering units:

Major	-	4
GMU	-	58
SMU	-	26
Milk stall	-	13
SOC	-	2

Total _ 103

SI No.	Category	No of stalls	Appr. time taken per inspection. (in minutes)	Total time taken per inspection	No. of inspections per year	Total Man hours for Inspection
1	Major	4	180	720	4	2880
2	GMU	58	90	5220	4	20880
3	SMU	26	90	2340	4	9360
5	MILK	13	30	390	4	1560
6	Misc. stalls	2	30	60	4	240
Total		103		8730	4	34920

Total time taken for Inspections - 34920mts or 582hrs

Available Man hours per Inspector per year is $8 \times 302 = 2416$ hrs.

Sales Assessment - 3 days or 72 man hours per year ie $103/5 = 20.6$ or say $21 \times 72 = 1497.6$ hrs. (Or) 1498 hrs

Credential verification/ other works approximately per year is 5 days or 40 hrs. For 20.8 catering units per year app. $20.6 \times 40 = 824$ hrs.

SI no.	Nature of job	Total Man hours as above
1	Inspections	582
2	Sales Assessment	1498
3	Credential verification/ Other works	824
4	Travelling time	2904
	Total	5808

Available Man hours per Inspector per year is $8 \times 302 = 2416$ hrs.

Requirement of Man Power - $5808 \text{ hrs} / 8/302 = 2.40$ staff or 2 staff.

For Office work/Tenders etc. - 1 staff

Total staff required for MDU Division - 3 staff.

Requirement for Headquarters Office:

Staff Position at HQ Office:

SI No.	Designation	G.P (Rs.)	No. of staff
<u>1</u>	CIR	4600	7

<u>2</u>	CI	4200	7
<u>3</u>	Master Cook	4200	3
<u>4</u>	Server	1800	1
	Total		18

In addition to the above, the following staff who have been repatriated from IRCTC also joined Hqrs. office.

<u>Sl No.</u>	<u>Designation</u>	<u>G.P (Rs.)</u>	<u>No. of staff</u>
<u>1</u>	CI	4200	1
<u>2</u>	CS	2400	7
<u>3</u>	Cook	1900	1
<u>4</u>	Server	1800	2
	Total		11

CIR/CIs are rostered for conducting inspections at Pantry cars by various trains for a period of 15 days in a month. After conducting inspection, they have to submit report. Apart from pantry cars, Static catering units have to be inspected by them. There are 37 pairs of trains in which Pantry cars are to be monitored by Headquarters.

They have to investigate complaints and take remedial action. Base kitchen inspections, Sales assessment, Credential verification for awarding Tenders and Co-ordinating with Officers in Inspections and during the visit of Committees etc. are other works allocated to them.

Requirement of Staff:

Sl No.	Nature of duties	No. of staff required
1	Pantry car Inspections	11
2	Complaint Management	1
3	Sales assessment, credential verification	1
4	Co-ordination with Officers	1
	Total	14

As there is no cooking activity at Headquarters, 3 Cooks and 1 servers are found to be surplus.

Special Catering:

The staff details and activity of Special catering done during the past one year have been given in para 2.10.1

Catering activity has been revived by Indian Railways during the year 2010 and New Catering Policy 2010 has been issued superseding all the earlier policy/circulars.

Even though there is no clear cut orders/instructions from Railway Board to provide Special Catering services to MR/MOSR/CRB/MEMBERS OF RAILWAY BOARD/GM/VIPs, this is being done from time memorial as a convention. There is a provision in SOP for providing hospitality to guests at different levels. Though it is essential to keep the tradition it is also necessary to keep in mind the cost involved in it. In this activity, the main expenditure is Man Power cost which is more than the expenditure involved for providing Special catering services. There are lot of private Corporate catering operators providing Special catering services for various occasions. By engaging these private contractors on contract basis to this special activity, it will not only eliminate Man Power cost but also gives improved services and variety depending upon the occasion and requirement.

There is no sanction of posts for Special catering activity except a Note dated 20.9.2011 issued by CCM/PS wherein it was stated that assistance of Catering Supervisors are available for co-ordinating with external vendors for supply of suitable catering items. However, there are 24 staff (5 Catering Inspectors, 1 Catering Supervisor, 6 Master Cook, 3 Head Cook, 1 Head waiter, 6 Servers and 2 Cleaners totalling 24 staff) being utilised for this Special Catering activity.

It has also been commented upon in the report of Principal Director of Audit, Chennai that recruitment of Cooks was in progress for Track Machine Organisation when there are large number of cooks idling without any work in the Catering Department. (Copy enclosed as Annexure).

**MAN POWER COST INVOLVED IN SPECIAL CATERING
ACTIVITY:**

SI No.	Designation	No. of staff	Pay Scale	Mean Pay	Grade Pay	Gross Pay	Total Gross pay per Month	Total Gross pay per year
1	CIR	1	9300-34800	22050	4600	58364	58364	700368
	CIR	4	9300-34800	22050	4200	57488	229952	2759424
2	Cleaner	1	5200-20200	12700	2400	33069	33069	396828
3	Master Cook	6	9300-34980	22050	4200	57488	344928	4139136
4	Head Cook	3	5200-20200	12700	2800	33945	101835	1222020
5	Head waiter	1	5200-20200	12700	2400	33069	33069	396828
6	Servers	6	5200-20200	12700	1900	31974	191844	2302128
7	Cleaner	2	5200-20200	12700	1900	31974	63948	767376
Total		24					1057009	12684108

Approximately, an amount of **Rs. 1.27 Crores** are incurred towards Man power cost for managing Special Catering activity alone. By engaging contractors, this cost will be minimised to a great extent by the Railways.

Requirement of staff for Special Catering activity until alternate arrangements are evolved.

Considering the volume of special catering activity involved in a year and also the importance of this special arrangement which is involved with the VIPs/High Officials etc, the work study team considers this can be managed by the following strength of catering staff.

SI No.	Designati	No. of
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	on	staff
1	Catering inspectors	3
2	Cooks	3
3	Servers	4
4	Cleaners	2
	Total	12

The details of Summary of Requirement of Man Power for catering services for all the Divisions, Special catering and Headquarters are furnished in **Annexure - XI**

The details of Sanction, Actual, Requirement and Excess are furnished in **Annexure-XII**

Suggestion:

1. Special Catering activities can be outsourced through Contracts.
2. Jan Ahar at MAS and CAPE can be managed as done at ED in SA Division.
3. Departmental Catering services by 12081/82 CAN-TVC-CAN Jan Shatabdbi Express may be Out sourced.

E-CATERING SERVICES PROVIDED BY IRTCTC:

E-Catering

The Company ventured into a new business of providing meals of passengers' choice(s) at seat/berth under "**E-catering**". The project was started in a limited way on Delhi- Jammu Tawi and Delhi- Amritsar route.

Subsequently, 14 trains without pantry cars were identified with 8 locations (Food Plazas/Fast Food Units/JanAhaar) for delivery of pre-ordered meals to the train passengers. Initially, the services were provided through booking of meals on phone, and thereafter, the facility has been extended to book meals through website also. With

the date of its launch on 25 September, 2014 and till 31 March, 2015, the number of trains was increased from 14 to 201. However, at present, 1516 trains are covered under E-Catering.

Railway Board has recently approved inclusion of 1319 additional trains for e-catering. All the above trains are now live for booking of meals in the year 2015-16. IRCTC has also roped in reputed brands such as Dominos', Pizza Hut, KFC, Punjab Grill, Copper Chimney, and Idli.com to provide e-catering services in various trains. With 0.5 meals a day, on the date launch of E-catering, the Company is targeted to achieve 75 meals in a day for the year 2015-16.

In view of the above, it is necessary to keep the Man Power cost in Catering Branch is to be kept at optimum level.

CHAPTER - IV

4.0 PLANNING BRANCH'S REMARKS ON CO-ORDINATING OFFICER'S VIEWS:

Draft work study report was handed over to Dy.CCM/PS on 31.03.2016 with a request to furnish remarks within 15 days. Since no remarks were received, a reminder vide letter No.G.275/WSSR/271516/2015-16 dated 13.05.2016 was given duly requesting to furnish remarks on or before 20.05.2016.

Since no reply was received even after four months, again second reminder was issued vide letter of even no. Dated 08.7.2016 duly requesting to furnish remarks on or before 15.07.2016. For this reminder, a letter vide No.C.65/Staff/Position/Catg. dated 13.7.2016 from Dy.CCM/PS-II requesting for seven more days to furnish remarks of the Co-ordinating Officer to the work study report.

Further one more letter of even no. Dated 25.7.2016 was received from Dy.CCM/PS-II requesting for seven more days to furnish the remarks of the Co-ordinating officer to the work study report.

As the requested time i.e upto 02.8.2016 has already expired, the work study report is released without the remarks of the Co-ordinating Officer.

CHAPTER – V

5.0 FINANCIAL SAVINGS:

Sl. No.	Category	Grade pay (Rs.)	No.of post	Mean Pay (Rs.)	Annual Financial savings (Rs.)
1	Catering Inspector	4200	50	57488	34492800

2	Catering Supervisor II	2400	24	33069	9523872
3	Catering Supervisor III	2000	21	32193	8112636
4	Master Cook	4200	15	57488	10347840
5	Head Cook	2800	34	33945	13849560
6	Cook	1900	22	31974	8441136
7	Assistant Cook	1800	19	31755	7240140
8	Server	1800	335	31755	127655100
9	Cleaner	1800	99	31755	37724940
Total			619		0