

Review of Staff working at AMM(Sty)Office, Byculla

No. WSCR/Stores/HQ/4/18-19

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Synopsis of the Study

Study Number	WSCR/Stores/HQ/4/18-19
Name of Study	: Review of Staff working at AMM(Sty) Office, Byculla
Approved by	: AGM
Department	: Stores
Division	: HQ
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No. of Recommendations	01
Sanctioned Strength	100
No. of Men studied	50
No. of vacancies	50
No. of posts identified surplus	40
Financial implications	2,62,68,564/-

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The work study team is equally thankful to other OSs, CDMSs and other staff working in the AMM office Byculla for providing all assistance and furnishing necessary information required for conducting the study.

Authority and Term of Reference

The work-study on “Review of Staff working at AMM(Sty) Office, Byculla” has been included in Annual work-study programme 2018-19 with No. WSCR/Stores/HQ/4/18-19.

The term of reference for the given work-study is “Review of Staff working at AMM(Sty) Office, Byculla”.

Methodology

The work-study team has adopted the following technique to completion of the study.

1. Collection of data of details of existing staff strength, workload, allotment of duties.
2. Discussion of details with coordinating officer / supervisors & other staff working in Stores Section.
3. Various aspects related to introduction of MMIS in the Stores Depot, and reduction in work load.
4. Critical analysis of the data collected.
5. Assessment of the need based requirement for the Stores staff by making various recommendations.

Chapter- 1	Introduction
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- 1.0 Indian Railways are Govt. organization carrying on commercial activities of transport of passengers and goods. In order to have proper functioning of the Railways, each zonal Railway has been divided into several divisions under DRMs.
- 1.1 Store depots are of considerable importance for smooth functioning of the workshops/Production/Printing press units as timely supply of required materials is very much essential for the unit to achieve the targeted out-turn. The responsibility of planning, processing, liaison, inspection, and stocking etc of the required materials and prompt supply of the same to various shops, besides accounting of the receipts and issues is lying with the attached store depot.
- 1.2 Objectives of Material Management: The following are concepts of good Material Management:-
1. To ensure timely availability of required material for production, maintenance requirements
 2. To maintain uninterrupted material supplies at minimum cost
 3. To minimize purchase/product cost and reduce percentages of obsolesce of inventories.
 4. To maintain public accountability at all stages of transaction
 5. Efficient control of inventories to reduce working capital
 6. To suggest measures to prevent deterioration of materials and to eliminate losses, pilferages maintain shelf life.
 7. Timely disposal of surplus, non-moving, not-required and unwanted materials
- 1.3 In modern era, where Materials Management Information System (MMIS) with online facility is being provided in all the depots of C.Rly, also adequate no. of computers are being made available to all the depots, having various advantages on manual working system, there is a need to review the strength of staff posted in Store Depots vis-à-vis computerization of store depots.
- 1.4 Hence, this work studies to review of the strength of staff in AMM (Sty.) office, Byculla is undertaken as Programmed work-study.

The printing press Byculla is meeting the requirements of card tickets, paper tickets, blank paper tickets, excess fare books, and other money value items, other standard stock items, non-stock items, vital items, safety items, and publications.

The Stores Depot, Byculla is functioning under the administrative control of AMM(Stationary)Byculla This stores depot is catering the workload related to supply of raw material to Printing press and supply of Money value items printed through Byculla Printing press as well as and stationary items of day-to-day working of over Central Railway i.e HQ, Hospitals, divisions like BB,BSL,NGP,PA and SUR, Schools, ZRTI & Construction units.

The step-wise procedure for purchase of Stationery items through COS/CSTM is as under:-

1. Preparation of estimate sheets of items
2. Verification of quantity by associated accounts unit i.e.
3. Forwarding of the vetted figures to COS
4. Clubbing of demands of all depots and vetting by FA&CAO
5. Floating of tender enquiries at HQ
6. Opening of tenders and acceptance
7. PO sent to HQ finance for pre-check
8. PO released for firm by HQ
9. Inspection of material
10. After acceptance, preparation of RO and material handed over to ward. If rejected, material is returned to the firm.
11. Taken on bin cards
12. Storage and issue of material

On accepting the material as per specifications, Receipt order (RO) is prepared and the materials are transferred to the concerned wards where necessary entries are made in the records. Similarly material when issued to the shops, the transaction is recorded in the wards. Sometimes, material is issued to different Store depots also through depot transfer.

2.1. The details of sanctioned strength, on roll position and vacancy of Gr. C staff in the Store Depot, AMM (Sty) office BY:-

2.1.1. **The sanctioned strength of Stores Depot Byculla** is as under:

Sr. No.	Designation	GP	SS	MOR	Vacancy
1	Ch OS	4600	03	03	0
2	OS	4200	10	09	01
3	Sr.Clerk	2800	05	0	05
4	Jr.Clerk	1900	03	03	0
5	Material Clerk	1900	02	02	0
6	Ch Typist	4200	01	0	01
7	CDMS	4600	04	03	01
8	DMS	4200	03	0	03
9	Motor Driver	2800	02	01	01
10	Carpenter	2800	02	01	01
11	H.B.Painter	2800	01	0	01
12	Peon,Msg,Daftary	1800	07	03	04
13	Khalasi/S.Maz.	1800	57	25	32
Total (Gr C+D)			100	50	50

2.1.2. Section wise deployment of staff is as under:

Sr. No.	Section/Ward	Ch. OS	OS	Jr Clerk	Motor lorry driver	Material Clerk	Carpenter	CDMS	Gr D	Total
1	Establishment	1	2	1	-	-	-	-	1	4
2	General	1	1	-	-	-	1	-	4	7
3	Leger	-	2	-	-	-	-	-		
4	PPC	-	2	-	-	-	-	-	2	4
5	Receiving	-	-	1	-	1	-	1	1	4
6	Numerical	-	-	-	-	1	-	1	3	4
7	C-I	1	2	-	-	-	-	-	10	13
8	C-III & C-IV	-	1	1	-	-	-	-	5	7
9	Go down	-	1	-	1	-	-	1	4	7
Total		3	11	3	1	2	1	3	29	50

2.2. The working of the Stationery stores depot Byculla has been divided into the following sections and wards:-

- 1) Establishment section
- 2) General Section
- 3) PPS
- 4) Leger Section
- 5) Receiving Section
- 6) Numbering Ward
- 7) C-1 Ward
- 8) C-II, C-III and C-IV Ward
- 9) Godown Ward

The details of duties carried out in various sections and wards, quantum of work load and need based staff required to carry out the work as per the present system are analyzed for each section and ward in the following paras.

2.2.1. **Establishment section**: Though ministerial staff in Stores depots are non-personnel, they are doing all the personnel work such as preparation of pay bills, dealing of DAR cases, settlement cases etc. Establishment section is entrusted with following subjects:

- 1) Maintenance of service registers
- 2) Confidential reports
- 3) Maintenance of leave records
- 4) Preparation of Pay sheets and related work
- 5) Sealing of DAR cases
- 6) Dealing of Settlement cases
- 7) Preparation of Passes/PTOs
- 8) Dealing with loans and advances including PF advance

This section is headed by a Chief OS who is assisted by 2 OS II, 01 Jr .Clerk & 01 Daftary The work load of each staff is assessed below:-

Sr. No	Designation	No of Staff	Work Load
1	Ch.OS	1	<ol style="list-style-type: none"> 1. Overall supervision to EST section. 2. All type of correspondence to HQ offices. 3. Maintenance of Seniority, Roster Registers. 4. Processing selection procedure (LDCE/GDCE) 5. Dealing of Transfer, promotion, DAR, Court matters. 6. Preparation of MCDO & MPP statements.
2	OS	2	<ol style="list-style-type: none"> 1. Preparation of Musters of All Group "C" & group "D" staff. 2. Daily attendance of all Group C&D staff. 3. Preparation of Pay sheet of Group C ,D and Gazzeted staff. 4. Maintenance of service Records & Leave Accounts of All staff, making necessary entries in SR. 5. Dealing with MACP cases, restructuring , pay fixations Income tax deductions, All type of loans and advances. 6. Preparation of APAR/Working Reports of all

			employees.
3	OS		<ol style="list-style-type: none"> 1. Dealing with settlement cases, pension revisions, and family pension. 2. All correspondence relating compassionate appointment cases, pension adalat if any. 3. Work related to various advances, school fees reimbursement, SBF grant etc. 4. Preparation of Pass/PTO, Duty pass, FRC of regular and retired employees.
4	Jr.Clerk	1	Not assigned any work being Sport Person.
5	Daftary	1	Paper filing , distribution of notifications and orders in all wards , assist and maintain office records etc.

The work study team has observed the details of duties carried out in this section and found that four clerical staff is deputed against present sanctioned strength of staff 100 staff and 01 Gazzeted officer but as per yardsticks of Railway Board 01 Clerical staff is sufficient to carry out establishment activities of every 100 staff. Moreover after introduction of ipass all transactions regarding payroll processing, leave, loan, TA, Income tax, electricity, quarter etc. have reduced the work load of establishment staff hence work study team is of the opinion that 02 staff including 01 Ch.Os and 01 OS is adequate to carry out the existing workload,

2.2.2. General section: This section is dealing with the following portfolios:-

1. Maintenance of Dead Stock register and disposal of condemned DSR items.
2. Preparation and chasing of proposals for compliance.
3. Dealing with AMC contracts and Transport contract.
4. Liaisoning with SSE (Wks)&(Electrical) for proper monitoring of civil works
5. Preparation of monthly statements
6. Procurement of general items form DCOS (G) and their issue
7. preparation of stock and NS requisition for items required by the depot for day-to-day working
8. Preparation of work orders
9. Maintenance of dead-stock registers

General Section is deployed with following number of staff:

Sr. No	Category	No of Staff	Work Load of Staff
1	Ch. Os	1	1. All correspondence related to general section. 2. Maintenance of Dead Stock register and condemnation of DSR items. 3. Preparation of MCDO 4. Looking after AMC contract and Transport Contract.
2	Os	1	1. Bearer letter Verification. 2. Dispatching of letters through post/messenger on daily basis. 3. Preparation of stock/non stock requisition & collection of material from CRD, PR & MTN depot as per requirement.
3	Messenger	2	Daily delivery of letters to COS office, suburban stations etc.
4	Khalasi	1	Performing work assigned by supervisor.
5	Carpenter	1	All carpentry work and petty office work utilised as messenger in absence of existing messenger.
6	Store Majdoor	1	Attached to AMM/Stores as Peon and other works as assigned by supervisors.

General section of AMM/Stationary/BY is entrusted to carry out day to day maintenance and upkeepment of AMM/By office along with maintenance of dead stock register, preparation of stock/non stock requisition disposal of condemned items, transport contract, collection of material form CRD, MTN and PR depots, it is observed by the work study team that the workload as stated by the section in charge is not at par comparing to staff deployed as some of the activities like delivery of letters to all suburban stations is not a regular activity for which two messenger staff along with Carpenter is being utilised, it is also seen that Two class IV staff is also utilised for unspecified work.

It is therefore opined by work study team that proper utilization of manpower is necessary to carry out day to day activities comparing to actual quantum of workload hence 05 staff is sufficient to cater the workload of General Section of AMM/BY depots

2.2.3. PPS Section: This section is handling local purchase of items both stock and non-stock which are either out of stock and required urgently for the shops, these items are purchased from approved suppliers after floating tenders by the depot store officers. The main objective of PPC section is to ensure that manufacturing and other operations in various shops are not affected by non-availability of material, which is mainly due to the delay in finalization of purchase by COS office.

2.2.4. Procedure of Local Purchase: The flow chart for local purchase of material is given below:-

- 1) Receipt of Stock demand
- 2) Scrutiny of demand
- 3) Registration of demand
- 4) Floating of tender enquiry
- 5) Opening of quotations
- 6) Sorting of quotations and preparation of summary
- 7) Acceptance of case
- 8) Placing of PO
- 9) Receipt of material
- 10) Inspection of material
- 11) If material found suitable, issue of RO, otherwise, issue of rejection memo
- 12) Sending the material for stocking ward or to consignee

OS I: is in-charge of the section doing scrutiny of demands, checking all files before issuing POs, monitoring movement of files, attending officers, dealing with representatives of firms etc

OS II: is dealing with imprest money, its recoupment, maintenance of cash register, bank register, correspondence with firms for samples, confirmation of

rates, chasing with WAO for issue of cheques against Proforma invoice, disbursement of money, issuing of cheques, PCDO of the section etc.

Two staff is deployed in this office to carry out and maintain the workload, which is sufficient comparing to workload.

2.3. **LEDGER SECTIONS:** The following duties are entrusted with the ledger sections

1. Dealing with stock and non stock items.
2. Requisition of non stock demands (checking and registration).
3. Book and forms (WO orders RO and Records).
4. Correspondence to HQ and firms and various head quarters for miscellaneous work.
5. Dealing with foreign Railways for materials.
6. Dealing with Wards and maintaining position of materials.
7. Preparation of NRM and ERM.
8. New stocking proposals.
9. Inventory control.

Two staff is deputed in Ledger section, which is sufficient to cater workload of Ledger section.

2.4. **Receiving Section:** This section is the pivotal section of the store depot. This section is responsible for receipt of materials, arranging inspection of the items, shifting of items to the wards/other depots and their accountal. The following functions are carried out in this section:-

- 1) Receiving the Pos and entering in the progress register
- 2) To take receipt after confirming the PO
- 3) Verifying the quantity
- 4) Entry in the Daily Receipt Register (DRR)
- 5) Recording of the acceptance in the registers
- 6) Arranging transfer of the materials on Receipt Order (RO) to wards
- 7) Stocking of items received for other Depots
- 8) Entry in the computer (MMIS)
- 9) Disposal of rejected materials

Four staff including 1 CDMS is deputed to look after the working of Receiving section along with working of Ward No. C-II, C-III & C-IV, 1 Jr. Clerk , 01 Material Clerk and 01 Class IV staff are deployed in Receiving section

CDMS: In-charge of the Receiving section,

Jr.Clerk: Dealing with stock items

Material Clerk: dealing with Non Stock Items.

Khalasi: Assisting in receipt of material and arranging in proper manner

2.4.1. The details of receipt in the Receiving Section is given below:-

	Items of receipt/Year	Receipts	Issues
	2015-16	733	733
	2016-17	600	600
	2017-18	700	700

Though computers are provided in Receiving section and trained staff are available, there has been duplicity of work such as entering in DRR, preparation of Receiving Note/ order etc as MMIS is not fully functional at present. In the 2nd phase of this report, these aspects are analysed to arrive at various implications due to computerization (MMIS). It can be seen that there has been continuous variation in no. of receipts over the last 3. Considering this aspect present deployment of staff is sufficient to cater the workload of receiving section.

2.5. Wards Section

2.5.1. **Numbering Ward:** This Ward deals with 107 items including money value items like FRC, Card pass, duty card pass, medical card, Identity card, Pass / PTO book etc. the main function of this ward is to stock above material and issue/distribute to all divisional offices, work shop and headquarter offices. 01 CDMS is combined

in charge of Numbering and C1 ward assisted by 1 OS, 1 Jr. Clerk, 1 Material Clerk and 3 Khalasi staff.

2.5.2. The details of receipt and issue of Numbering Ward is given below:-

Sr. No.	Items of receipt/Year	Receipts	Issues
	2015-16	745	1398
	2016-17	660	1538
	2017-18	529	1488

The work study team after analyzing day to day work process of Numbering ward and discussion with the Ward in charge found that 1 OS and 1 Clerk with 2 Khalasi along with CDMS in charge can cater the existing work load smoothly hence 1 post of Clerk and 1 post of Khalasi is found redundant may be surrendered.

2.5.3. **Store Wards:** The following activities are carried out in wards are listed below:-

- 1) Receive the stores with relevant vouchers from Receiving section.
- 2) Store the materials and stack properly as per PL no.
- 3) Keep non-ferrous items in strong room.
- 4) Update the entries in Receipt continuity register and bin cards.
- 5) Distribute the copies of ROs.
- 6) Issue the stores against issue vouchers i.e. requisition, issue ticket (w/shop), depot transfer, P.D. Note, sale issue note (other railways).
- 7) Issue as per FIFO-first in first out basis.
- 8) Charging as per relevant issue.
- 9) Update the entries in issue continuity register and bin cards.
- 10) Distribution of foils of issue note and requisition.
- 11) Preparation of depot transfer.
- 12) Preparation of gate pass.
- 13) Maintain and update the ground and bin card balance with transaction register.

- 14) Checking of physical & bin card balance.
- 15) Preparation of DVS.
- 16) Maintain close liaison with ledger section for items below danger level and out of stock items.
- 17) Stock verification and allied work.

There are 4 wards functioning in Byculla Store Depot which are listed below:-

- 1) C1 Ward – UTS/PRS Rolls, Stationary Items like Pen, Writing /Zerex Papers, Lace, Duplicating papers, Ammonia Paper, carbon paper, linen envelope, computer stationary.
- 2) C2 Ward – Books and Forms (Commercial items and RPF) including Returns of excess fare charge, coaching balance sheet, DTC books, Goods cash book, ticket stock book.
- 3) C3 Ward – Books and Forms (Stores, mechanical, engineering, operating medical, S&T and Safety).
- 4) C4 Ward – general items including leave forms, Pass/PTO forms, reservation forms etc.

2.5.4. **C1 WARD:** This ward is dealing with money value items like UTS/PRS ticket rolls and other items including ATVM rolls, Charting Papers, Reservation forms, Computer stationary items etc. required for all divisions of central railways including ZRTI, IREEN, IRICEN, Railway Schools and ZRTI/BSL. This ward is

supervised by DMS I and assisted by 1 Sr clerk. This ward is also looking after delivery of UTS/PRS Ticket stock to 7 Booking office locations nominated as Nodal depots. 14 staff including 01 CDMS, 01 Ch.OS and 02 OS along with 10 Class IV staff are being utilised in this ward.

2.5.5. The details of cards handled in this ward is as under:-

	Category	No. of cards
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	A	6
	B	21
	C	12
	Vital Items	6
	Total	45

2.5.6. The details of receipts and issues of C1 Ward are furnished below:-

Year	Receipts (No.)	Issues (No.)
2015-16	227	5533
2016-17	238	4336
2017-18	242	5478

The work study team has critically analysed the work load the ward and seen that this the main activity of C-1 ward is to distribute UTS/PRS ticket Rolls to 7 Nodal depots over Mumbai division only nominated by Commercial Department for spot delivery and for this activity hired/contract vehicle with 01 Ch.OS along with 06 Khalasi staff of C-1 ward is utilised, Average 20 trips in a month are made on one trip for each station basis. 01 CDMS is deputed to look after Numbering ward along with his own C1 Ward.02 Os staff is utilised in day to day office activities.work study team while considering the work load is of the opinion that 07 khalasi staff in present working scenario is sufficient to carry out the workload hence remaining 03 posts of Khalasi are found surplus needs to be surrendered. Moreover Work study Team also recommends that instead of Ticket supply to Certain nominated stations all suburban stations may be supplied with ticket stock and existing contract may be enhanced to a contract of Vehicle along with Labours, which can efficiently save man hours along with monitory expences amount spent on Travelling allowances paid to staff deputed on distribution of tickets activity. Therefore after exploring the contract at least 6 posts of staff including 05 Khalasi and 01 Class –III staff can be spared as redundant post which may be surrendered in Second Phase.

2.5.7. **C-II,III,IV WARD:** This ward is handling general Items like Books & Registers ,forms including reservation forms, leave forms, Pass/PTO forms. 1 OS and 1 Jr. clerk & 05 Khalasi staff have been posted to this ward.

2.5.8. The details of cards handled in these wards is as under:-

Sr. No.	Ward	No. of cards/Items
1	C-II	61
2	C-III	204
3	C-IV	118

2.5.9. The details of receipts and issues of C-II/III/IV Ward are furnished below:-

Year	Receipts (No.)	Issues (No.)
2015-16	348	865
2016-17	323	998
2017-18	262	887

The workload of Ward C-II/III/IV is of distribution of Books and various types of Forms to all divisions and workshops, these wards are functioning under one roof with combined sanctioned staff strength, the workload of this section/ward has also decreased as general category items like books and forms, Computer stationary papers are supplied through this depot.

2.6. **Godown Ward:** Godown Ward is a evitable part of Stores depot of AMM/Byculla as All Raw as well as finished material of Printing Press is stacked, activities carried out in this section is mainly to issue material to production unit i.e. Printing Press, Chasing ladger vouchers, RD's, loading and unloading of Reel material, cloth, sticker boards, ticket boards etc., Correspondence with Accounts department of Head Quarter, disposal of scrap material, water paper through auction sale and other correspondence etc.

Godown Ward has 07 sanctioned manpower including 01 CDMS,01 Os,01 Motor Lorry Driver and 04 Khalasi Staff.

2.6.1. The details of receipt and Issues in Godwon Ward is given below:-

	Items of receipt/Year	Receipts	Issues
	2015-16	116	2225

	2016-17	92	2073
	2017-18	77	1811

2.6.2. The details of cards handled in this ward is as under:-

	Category	No. of cards
	Total Items	36
	Live Items	36
	A Category Items	3
	B Category Items	15
	C Category Items	14
	Under Closure Items	04
	NRI Items	20

Godown ward is primary ward functioning under AMM/Byculla Depots as this ward is responsible to provide regular raw stock material like Paper Roll required for UTS/PRS printing and other papers required for Printing Press Byculla, considering the workload mentioned above present staff strength in this ward is sufficient to carry out the workload.

2.7. **Summary of GR.C & D Staff:** The section wise details of present strength and need based requirement of Gr. C & D staff are given in the following chart:-

Sr.No.	Name of Section	Present Staff Strength		Need based staff strength	
		Group C	Group D	Group C	Group D
1	Establishment	4	1	3	1
2	PPS	2	0	2	0
3	Ledger	2	0	2	0
4	General	3	4	2	3
5	Receiving	3	1	3	1
6	Numerical	2	3	2	2
7	C-I	3	10	4	8

8	C-II/III/IV	2	5	2	4
9	Godown	3	4	3	4
Total		21+28 = 49		23+23 = 46	
Provision of Leave Reserve				46+6 = 52	

As mentioned in above presently total 49 staff is being utilised in various sections and wards and 50 posts are lying vacant for a long period, work study team after discussion with section/ward in charges has calculated actual requirement of staff for all sections and wards of Stores depot Byculla, which arrives to 52 staff. Further, while discussion with Nominated officers and supervisors, it is learnt that Railway Board has decided to shift some printing machineries of Mahalaxmi Printing Press to Byculla Printing Press for additional Work, which may result in increase of workload in Stores depot hence work Study team considering the fact recommends additional 15% Staff in addition to present requirement of staff to cater future increase in workload, which comes to 8 additional staff, hence the requirement of staff is calculated to $52+8 = 60$ staff as against sanctioned strength of 100 staff. Hence $100-60 = 40$ staff is found redundant, which may be surrendered.

- 2.8. **Recommendation No.01:** It is recommended that 40 Posts including Group 'C' and Group 'D' Staff may be surrendered.

Chapter III Financial Implications

4.1 The financial implication (tentative) is as under:

Sr. No	Category	No. of posts	Total Annual Money Value
1	Group C	14	13532568
2	Group D	26	12735996
Total		40	2,62,68,564/-

Note: - The above mentioned reduction in annual expenditure is subject to actual surrender of posts.