

EASTERN RAILWAY

REPORT ON

REVIEW OF MINISTERIAL/OFFICE STAFF IN DIVISIONAL OFFICES OF COMMERCIAL DEPARTMENT /
SEALDAH DIVISION

(STUDY NO. WSER- 25/18-19)

(Submitted on 01.02.2019)

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BY

GM'S EFFICIENCY CELL

EASTERN RAILWAY

KOLKATA

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I

ACKNOWLEDGEMENT

The Work-study team acknowledged with thanks for the support, provided by respective Officers of Commercial Department / SDAH, while conducting the subject work study.

The study team is also thankful to respective dealing assistants for their active co-operation in connection with the furnishing of associated data, documents, etc. to formulate the subject work-study report.

TERMS OF REFERENCE

The subject work-study has been undertaken by the GM's Efficiency Cell of Eastern Railway during financial year 2018-19 under the following terms of reference:-

- i) To access the present quantum of workload vis-a-vis optimum requirement of manpower of ministerial and other office staff.
- ii) Determination of optimum requirement of ministerial and other office staff.

II

SUMMARY OF RECOMMENDATION

<i>Sl. No.</i>	<i>Recommendation</i>	<i>Para ref.</i>
1	The study team recommends that 41 posts of different category of ministerial / Office Staff in Divisional Offices of Commercial Department of Sealdah Division may be declared as surplus and thereby surrender immediately from the existing sanctioned strength.	2.5.0.

III

EXECUTIVE SUMMARY

Study Name & No.	REVIEW OF MINISTERIAL/OFFICE STAFF IN DIVISIONAL OFFICES OF COMMERCIAL DEPARTMENT / SEALDAH DIVISION. (Study No. WSER-25/18-19)
Year of conducting the study	2018-19
Terms of reference:	<ul style="list-style-type: none">i. To access the present quantum of workload vis-a-vis optimum requirement of manpower of ministerial and other office staff.ii. Determination of optimum requirement of ministerial and other office staff.
Methodology:	<ul style="list-style-type: none">i) Systematic discussion with concerned Personnel regarding the deployment of proportionate nos. of staff.ii) Collection of relevant documents.iii) Scientific analysis of available data.
Existing Sanc. strength	134
Existing Men on Roll	90
Vacant post	44
Proposed requirement of misc. Office Staff / Proposed Revised Sanc. strength	93
Proposed Surrender	41

CHAPTER-I

1.0.0. INTRODUCTION:

- 1.1.0.** Indian Railway is the life-line of nation for providing Transportation facility over the length and breadth of country. Its vision is to provide efficient, affordable, customer-focused and environmentally sustainable integrated transportation solutions and to be the vehicle of inclusive growth, connecting regions, communities, ports and centres of industry, commerce, tourism and pilgrimage across the country.
- 1.2.0.** Moreover, Indian Railway is the 2nd largest system in world under a single management control. It has approximately 12 lakhs employee. Indian Railway is not a mere operation. It is an industry. It is a prime mover of India's Infrastructure. Railway men have to reorient and perform at all times in every conceivable situation. The commitment, dedication and application to the job is the fabric that binds Indian Railway men concern for safety and well being of men and materials is uppermost at all levels and operations of Railways
- 1.3.0.** Sealdah Division is serving six major Districts of West Bengal. The Division covers the geographical landmarks between river Hooghly on the West, Bangladesh on the North & East and Sunderban on the southern flank.
- 1.4.0.** Sealdah Division is divided into three major operational areas viz. Sealdah Main Section, Sealdah North Section & Sealdah South Section. The Division extends its boundary in Sealdah North & Main Section up to Lalgola having wings from intermediate junction stations up to Santipur, Gede, Kalyani Simanta, in the east Bangaon and Hansnabad and west upto Bally Halt. The Sealdah South Section extends upto Canning, Namkana, Diamond Harbour and Budge Budge. Moreover, Circular Railway starts from Dum Dum Junction to Ballygunge via Princep Ghat and Majerhat. One elevated new connectivity has been made from Dum Dum Cantonment Station to Bimanbander Station which is an unique feature in Indian Railway.
- 1.5.0.** The Division achieved new mega coaching terminal at Chitpur viz. Kolkata Terminal. Sealdah Division Deals with International Traffic of Bangladesh through Gede and Petrapole.
- 1.6.0.** The total Route KM of Sealdah Division is 722 KM with 104 Block Stations, 48 Flag Stations, 51 Passengers Halt and 5 Block Cabins.

- 1.7.0.** Indian Railway is facing tremendous financial crunch after implementation of 6th Pay Commission. Operating ratio is gradually increasing. Though, Indian Railway is not a business organization but to survive, it is always essential to make the organization in profit i.e. operating ratio should be less than 1. Year-wise 'Performance Efficiency Index' is given below which was published in the Eastern Railway corporate plan.

Sl. No.	Financial Year	Operating Ratios
1.	2010-2011	178.52 %
2.	2011-2012	179.79 %
3.	2012-2013	178.86 %
4.	2013-2014	173.32 %
5.	2014-2015	177.27 %
6.	2015-2016	180.56%
7.	2016-2017	165.25%
8.	2017-2018	178.76% (Proposed)

- 1.8.0.** In view of the above, Eastern Railway has taken serious consideration to make the operation Ratio within limit (Below 100%) by decreasing the working expense and increasing the earnings. The subject work study has been undertaken to review the Man Power vis-a-vis Workload of Ministerial / Office Staff in Divisional Offices of Commercial Department/Sealdah Division in the changed scenario.

CHAPTER-II

2.0.0. Existing Scenario & Critical Analysis:

2.1.0. The Railway Commercial Department of Sealdah Division, like any other Railway Division, is responsible for providing 'marketing & sale' of the transportation, for creating and developing traffic, for securing and maintaining friendly relations with the travelling and trading public and for cultivating good public relations. Moreover, the fixing of rates, fares and other charges and the correct collection, accountal and remittance of traffic receipts are also among its functions.

2.2.0. The different aspects which are dealt by Commercial Department as a whole and SDAH Division in particular, like other Rly. Divisions. In some cases, Divisional Commercial activities are minor/supportive in nature as the responsibility of taking final decision lies upon the Zonal Hd. Quarters level. However, in a nutshell, the overall activities of Railway Commercial Department are -

Efficient conduct of commercial work over the Division/Area. Reasonable facilities to exist at various stations for receiving, booking, forwarding and delivering of all descriptions of traffic. To maintain Prompt, civil and courteous dealings with the public and comply with the various rules and regulations laid down for the conduct of departmental works as per various Tariffs, Rate Advices, Rate Tables, Distance Tables. Priority Registers etc. to be available at stations, and that of Fare Lists and other notices are to be suitably displayed on the Notice Boards.

To maintain Stations, Booking and Reservation Offices, Parcels Goods Offices, Outside Agencies, City Booking Offices and other ancillary services like catering and vending arrangements.

- 2.2.1. Acceptance and booking of traffic.
- 2.2.2. Alarm chains—Prosecutions for improper use.
- 2.2.3. Assessment of requirements for additional services, such as extra trains, air-conditioned services etc.
- 2.2.4. Assisted and private sidings.
- 2.2.5. Bedding Sets—Supply.
- 2.2.6. Budget—Earnings.
- 2.2.7. Catering and Vending arrangements.
- 2.2.8. Census of passengers.
- 2.2.9. Concessions.
- 2.2.10. Civil bans. etc. on the movement of traffic.

- 2.2.11. Claims for compensation—Settlement.
- 2.2.12. Claims—Prevention of.
- 2.2.13. Claims—Conduct of cases on Railway Claims Tribunals.
- 2.2.14. Clarification and interpretation of rules in Tariffs.
- 2.2.15. Classification of commodities for the purpose of charging.
- 2.2.16. Collection and Delivery Services.
- 2.2.17. Commercial Committee Meetings.
- 2.2.18. Commercial advertising and publicity.
- 2.2.19. Computerisation of reservation, claims. RR's etc.
- 2.2.20. Conference Rules.
- 2.2.21. Concession Orders.
- 2.2.22. Container traffic.
- 2.2.23. Customs Examination—Rules and regulations.
- 2.2.24. Delivery of traffic.
- 2.2.25. Disposal of unclaimed articles.
- 2.2.26. Distance limits in booking of passengers by passenger carrying trains.
- 2.2.27. Drinking water arrangements.
- 2.2.28. Forged Railway Receipts, etc.
- 2.2.29. Frauds, thefts, loss and misappropriation of Station cash.
- 2.2.30. Handling contracts for Goods and Coaching Traffic.
- 2.2.31. Haulage and hire charges for rolling stock.
- 2.2.32. Hours of business at stations and goods sheds.
- 2.2.33. Imprest cash at stations.
- 2.2.34. Lease of plots at stations (Commercial purposes).
- 2.2.35. Licensed Porters.
- 2.2.36. Loading, unloading, labelling, sealing and rivetting of wagons.
- 2.2.37. Loss of documents—Notifications in Gazette to prevent fraudulent use.
- 2.2.38. Lost Property Offices.
- 2.2.39. Lump sum Rates—quotation.
- 2.2.40. Marketing & Sales.
- 2.2.41. Mela traffic—Arrangements.
- 2.2.42. Military Warrants.
- 2.2.43. Minima weights for registration of wagons.
- 2.2.44. Misdeclaration of goods.
- 2.2.45. Nominated loading.
- 2.2.46. Offensive goods, contraband articles, explosives and dangerous goods.
- 2.2.47. Open delivery of goods and parcels and assessment of damages.
- 2.2.48. Opening or Closing of stations for public traffic.
- 2.2.49. Opening of Halts and Flag Stations.
- 2.2.50. Out Agencies & City Booking Agencies.
- 2.2.51. Outstandings at stations.
- 2.2.52. Overcharges—Goods and Coaching.

- 2.2.53. Parcel Trains—Justification for running of.
- 2.2.54. Passenger amenities.
- 2.2.55. Pilgrim, terminal, octopi and other taxes—Rules for levy of.
- 2.2.56. Platform passes and tickets.
- 2.2.57. Provision of cranes and weighbridges at stations—Justification for.
- 2.2.58. Public complaints & grievances.
- 2.2.59. Railway Honorary and Stipendary Magistrates.
- 2.2.60. Railway Rates Tribunal—Preparation of cases.
- 2.2.61. Rates and Fares.
- 2.2.62. Rebooking of goods and parcels.
- 2.2.63. Refunds of fares and freights.
- 2.2.64. Remittance of cash.
- 2.2.65. Research, Development and Canvassing of traffic.
- 2.2.66. Reservation of seats, berths and compartments.
- 2.2.67. Retiring rooms at stations—Allotment and maintenance of.
- 2.2.68. Returns—Preparations & timely submission of.
- 2.2.69. Reweighting of consignments.
- 2.2.70. Road-rail Co-ordination and Road competition.
- 2.2.71. "Said to contain" receipts—Issue of and framing of rules for.
- 2.2.72. Season tickets.
- 2.2.73. Special Rates—Quotation of. 74 Standard weights and measures.
- 2.2.74. Stands at stations for carts, cycles, motor cars. Etc.
- 2.2.75. Station Accounts & submission of returns.
- 2.2.76. Stations—Change in name of.
- 2.2.77. Stock of tickets—indenting and maintenance of.
- 2.2.78. Tariffs—Goods, Coaching. Military & Red.
- 2.2.79. Telephones, public at stations—Installation of.
- 2.2.80. Ticket checking organisation—Control of.
- 2.2.81. Tourist Traffic and Tourist Agencies—Development of.
- 2.2.82. Tracing of consignments.
- 2.2.83. Traffic Surveys for opening of new lines.
- 2.2.84. Tranship Sheds—In respect of :
 - A. Documentation and blending of consignments,
 - B. Preparation of appropriate through and collecting road vans, ensuring the best possible loads for farthest points,
 - C. Full utilization of the transshipment capacity made available by Traffic Transportation.
- 2.2.85. Unclaimed, unconnected and undelivered goods and parcels.
- 2.2.86. Undercharges—Goods and Coaching.
- 2.2.87. Wagon registration fees—Refund of.
- 2.2.88. Wagon sheets, ropes and breast bars—Control and distribution of .

- 2.2.89. Waiting Rooms—Maintenance of.
- 2.2.90. Wharfage and Demurrage.
- 2.3.0. The important matters dealt with in the Headquarters Office of the Commercial Department are:-

- 2.3.1. Rates and fares.
- 2.3.2. Claims for refund and for compensation.
- 2.3.3. Prevention of Claims.
- 2.3.4. Marketing & Sales.
- 2.3.5. Passenger amenities.
- 2.3.6. Inter-model co-ordination.
- 2.3.7. Traffic Surveys.
- 2.3.8. Research and Development
- 2.3.9. Catering and Vending.
- 2.3.10. Ticket checking.
- 2.3.11. Commercial Statistics.
- 2.3.12. Computerisation of Reservation.
- 2.3.13. Commercial advertising and publicity.

- 2.4.0. Marketing & Sales function of Railway Commercial Department
The main functions of Marketing & Sales Organisation on the Railways are as follows -

- A.** To explore new areas for developing new streams of traffic and to improve the quality of service provided to traders by maintaining close liaison with them and to ascertain and solve their problems in connection with expeditious transportation of their goods.
- B.** To plan and provide inter-modal services combining the advantages of Rail & Road Transport like Freight Forwarder Service. Container Service and Quick Transit/Speed link Services.
- C.** To take up measures to arrest road competition and to have coordination between Rail and Road Transport.

- 2.5.0. Public Relations organised by Commercial Department:

- A.** To give wide publicity to the various measures adopted to improve passenger services and facilities provided to the trading public.
- B.** To convey to the various departmental officers concerned public suggestions and grievances.

- C. To correct misstatements made in the Press.
- D. To educate railway staff to be alive to their duties and responsibilities as public servants, especially in the matter of courtesy to the public.
- E. To endeavour to educate the travelling public in the rules of health, hygiene and courtesy, and co-operate with the railway in their measures for combating anti-social practices like ticketless travel begging and un-authorized hawking and causing damage to railway property.

2.6.0. The Divisional Offices of Commercial Department, under the control of Sr. DCM / SDAH, are managed by various categories of Group 'C' & Group 'D' Staff. While conducting the subject Work Study, the study team explores the effectiveness of those bottom-line staff in said offices.

2.7.0. In the above perspective, Study team randomly has chosen such posts like Peon, Watchman, Typist, Lab. Mate, Commercial Courier, Khalasi, etc.

2.8.0. In this respect, Staff position of the posts under the purview of study has been noted by study team from Sealdah Divisional Commercial Department Book of Sanction as on 01-04-2018. The staff position, as stated, is tabulated below.

2.9.0. The Staff position is as under :

Sl. No.	Name of Post	Sanctioned Strength (S/S)	Mon-On-Roll (MOR)	Vacancy
1.	Peon	18	16	02
2.	Watchman	03	03	00
3.	Sealman	17	10	07
4.	Lab. Mate	04	01	03
5.	Commercial Courier	06	01	05
6.	Khalasi	37	31	06
7.	OS	35	20	15
8.	Steno	03	01	02
9.	Markman	08	05	03
10.	Typist	03	02	01
Total		134	90	44

- 2.1.0. The system of managing the day to day Work load of Commercial Department / Sealdah Division, like other departments of Eastern Railways, drastically changes from Off-line to On-line system after implementation of Computer oriented networking system in Indian Railways. The various updated softwares in this field open a new horizon of System Improvement.
- 2.2.0. As a result of the aforesaid system improvement, dealing with the routine works of commercial department become very fast, easy with bare minimum error. Moreover, the latest system of working needs less expertise, less personal attention and last but not the least is less manpower in comparison age old system of functioning of Commercial Department.
- 2.3.0. Thus, in the changed scenario, it is very much clear that the effectiveness of the aforesaid posts of Commercial department had lost to a great extent. Very soon in future, it will not be un-wise to foresee that only a skeleton structure of above posts will be sufficient enough after more and more implementation of various system softwares.
- 2.4.0. In the light of above, the possibility is very remote to recruit new incumbents for the said vacant posts. Consequently, Study team has also thoroughly explored the present workload of various offices of Sealdah Divisional Commercial offices that leads to under mentioned recommendation for declaration of a part of vacant and incumbent free posts as surplus.
- 2.5.0. **Recommendation:** In the context of above, the study team recommends that 41 posts of different category of ministerial / Office Staff in Divisional Offices of Commercial Department of Sealdah Division may be declared as surplus and thereby surrender immediately from the existing sanctioned strength.

CHAPTER-III

3.0.0. FINANCIAL APPRAISAL:

3.1.0. To evaluate the value of approximate minimum annual financial savings, the lowest pay band of Level- 1 vide 7th CPC Pay Matrix table is taken into consideration.

Department	Category	Level as per 7 th CPC Pay Matrix.	Nos. of Posts	Pay Structure as per Level-1 (In Rs.)			Mean Pay as per Level-1 (In Rs.)	DA @ 9% of Pay (In Rs.)	Monthly Savings against recommended surrender of 41 Posts (In Rs.)	Total Annual Savings of Money Value (In Rs.)
Commercial	Peon, Khalasi, etc.	Level-1	41	18,000	-	56,900	37, 450	3,370.50	16,73,640.50	2,00,83,686

3.2.0. As per recommendation made in Para – 2.5.0., **Minimum annual financial savings to be achieved** on account of surrender of 41 existing sanctioned posts of Peon, Khalasi, etc. is calculated as **2,00,83,686/- i.e 2.1 Crore approximately.**
