¡ðØ𝔬ðÜ **A C K N O W L E D G E M E N T**

The Central Planning organization takes this opportunity to express hearty thanks to the Officers and Staff of Personnel department of Secunderabad Division for their valuable guidance and co-operation in compilation of the report.

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M E T H O D O L O G Y

The Work Study team has applied the following techniques for completion of the Work Study.

     1. Collection of workload particulars.
     2. Interaction with Staff and Officers of the Division
     3. Practical Observation of the pattern of working.
     4. Critical examination of the existing system of working and
     5. Assessment of manpower requirement.

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S Y N O P S I S

Subject: Review of Staff Strength of personnel branch of SC division.
Authority: Annual programme of work studies 2018-19

Reference file no: No.G.276/2/WSSCR-44/2018-19
Area of activity: Sr.DPO/O/ SC division.

➢ As per the directives of SDGM, the Planning Cell has conducted a Work Study on the above subject and assessed the requirement of manpower in Personnel Branch of SC division.

➢ Vide CPO's Lr No. SCR/P-HQ/156/MPP/Benchmarking/Vol.IV of dt.27.06.16, the planning cell has identified the areas having more IR average and initiated an action plan to conduct work studies, to bring the benchmark of the divisions of SC Railway on par with the IR average. "

➢ The remarks of the Work Study team are as under:

1. The Personnel Branch of SECUNDERABAD division is looking after personnel matters of total divisional actual strength of 20405 (sanctioned strength is 23929). For this the personnel branch is working with 222 staff as against sanction of 254 staff with 32 vacancies.

2. For the purpose of rightsizing the manpower in the personnel department the available yardsticks are as follows:
   1. Based on IR average (June /2016) i.e 10.82 per 1000 staff.
   2. Based on Rly. Board's yardstick as per Rly. Board's yardstick issued under RB's letter No.E (MPP) 2006/1/89, dated: 04.10.06 i.e one staff is required for every 100 employees.

3. **CALCULATION OF MANPOWER REQUIREMENT**: From the above yardsticks the Work Study Team considered the 2nd option for calculating the manpower requirement:

   Requirement based on Rly Bd's Yardstick: As per Rly. Board's yardstick issued under RB's letter No. E(MPP) 2006/1/89, dated: 04.10.06 i.e one staff is required for every 100 employees.
   • Total staff of personnel branch as per book of sanctions = 254 (Para No. 2.8)
   • There are 32 vacant posts in the Personnel Branch.
   • Total divisional actual strength as on 01.11.2018 (Para No. 2.7) =20405.
   • Hence the requirement of staff for 20405=20405/100=204.05 say 204 posts.
   • Staff excess =222- 204= 18 posts.
   • Hence there is an excess of 18 vacant posts over sanctioned strength

4. In order to bring down the MPR of Personnel Branch/SC division, the work study team recommended for surrender of 5 vacant posts in Personnel Branch of SC division.

5. **Recommendation:** it is recommended to surrender 5 vacant posts of Personnel Branch of SC division.

1.0 ÑßçðÃð ðãð Ðð ð I N T R O D U C T I O N:

1.1 òÜÑðð÷¾á ¨îó ÑðòÜ¨îâÑðÐðð / GENESIS OF THE REPORT:

Manpower is the biggest component of the expenditure of Indian Railways and rightsizing of manpower is one of the effective ways to increase operational efficiency and to make the system financially viable.

1.2   With the introduction of computers, the manual work of the office staff (ministerial) has drastically come down. As per the directives of SDGM, the Central planning cell of South Central Railway conducted a review on the Staff strength of Ministerial staff of Personnel Branch working in SC division.

1.3   ¨îðòÙðá¨î äðð Ü¨î ¨îð ¨îðÚðá ¡ðøÜ ÙðèÃãð_/WORK AND IMPORTANCE OF PERSONNEL BRANCH: Personnel Branch deals with the establishment matters viz
   • Maintaining of personal files, service sheets.
   • Preparation of salary bill.
   • Holding selection for promotion.
   • Redressal of grievances.
   • Welfare measures and,
   • Maintaining Industrial relations.

1.3   ¨îðòÙðá¨î äðð Ü¨î/ãðòÜ.Ùðü¨îðòÏð/èøÇÜð×ð ðÇ ¨÷î òâððòÑð¨î ãð±ðóáÚð ¨îÙðáµð ðÜó/MINISTERIAL STAFF OF PERSONNEL BRANCH/Sr.DPO/O/SC: The personnel department is headed by Sr.DPO/SC, assisted by 3 DPOs and 4 APOs/Engg/Mech/Electrical/Traffic to look after personnel matters of entire SECUNDERABAD Division. Ministerial staff of Personnel Department are directly working under the administrative control of Sr. DPO and serves 20405 staff of various branches of this division with sanctioned strength of   254 with an actual of 222 posts and 32 vacancies.

1.4   The following are some of the main sections of the personnel department.
   A. Establishment (Cadre).
   B. Payment of salaries and allowances to the staff (Bills).
   C. Maintenance of Industrial Relations (PNM & Other sections).
   D. Welfare measures etc (Welfare section).

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2.0   EXISTING SCENARIO

2.1   ABOUT SC DIVISION:

2.2 Secunderabad Division was formed on 2nd October 1966 with broad gauge as well as meter gauge systems. Later on 17th November 1977 the meter gauge was carved in to Hyderabad division. The division serves three states viz. Andhra Pradesh, Karnataka and Maharashtra. It has 1311.06 route Kilometers of track out of which 1006.42 Kms are in AP, 179.37Kms in Maharashtra and 125.27Kms in Karnataka. Out of 1311.06 route kilometers 825.33 Kms of track is electrified. There are in all 150 stations out of which 118 stations are situated in Andhra Pradesh/Telangana, 22 stations in Maharashtra and 10 in Karnataka. Secunderabad Division is the most important Division of South Central Railway and ranks amongst the top five divisions of Indian Railways.

2.3 A dedicated work force of 22,178 employees and a jurisdictional spread of 1311 route Kilo meters extending into the three states of Andhra Pradesh, Karnataka and Maharashtra & earnings Rs 3958 Cr speak for themselves about the eminent position of Secunderabad Division not only on South Central Railway but also on the Indian Railways.

2.4   The Personnel Department of Secunderabad Division deals with all aspects of human resource management right from recruitment to post retirement and is headquartered at 4^thfloor, Sanchalan Bhavan, Secunderabad. The Personnel Department is dedicated, responsive and sensitive to the needs of the employees. The sanctioned strength of the Personnel Department is 254. Personnel department caters to the needs of 20405 serving employees of the Division. Personnel department strives in keeping the work force satisfied and motivated by promptly attending to the employees and their welfare by means of sincere, efficient and transparent   working.

Organization:

       Personnel Department is headed by Sr.DPO and is assisted by DPO & four APOs. The Division also has one Sr. Raj Bhasha Adikari. There are also two Principals looking after schools at Kazipet and Dornakal. The organization Chart is as follows:

2.5   Authority of control: Sr. DPO /SC is the over all in- charge of the Personnel department on the division. The authority of control is depicted in a flow chart below.
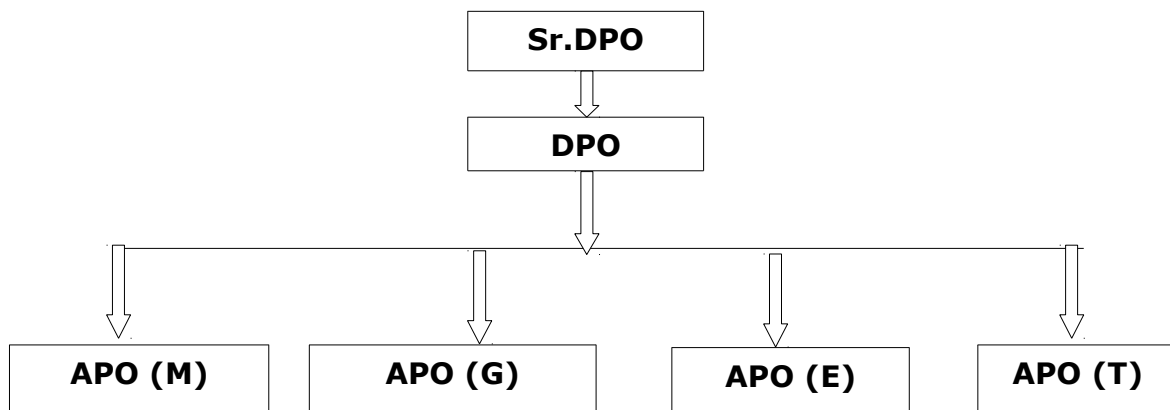
2.6   Broad Activities of Personnel Department: The broad activity sections of Personnel Branch/ SECUNDERABAD Division are as under:

ESTT. CADRE SECTION STAFF	BILLS SECTIONS	OTHER SECTIONS
1. Admin. 2. Operating & Commercial 3. S&T 4. Medical 5. Electrical 6. Mechanical 7. Engg.	1. Traffic 2. S&T 3. Medical 4. Electrical 5. Mechanical 6. Admn. 7. Engg. 8. Gaztd.	1. General. 2. Co-ordination 3. Welfare 4. Confidential 5. PNM/PREM 6. Pass 7. RTI 8. Recruitment and reservation cell 9. Settlement. 10. Law 11. DAR 12. Quarters & Medical

2.7   SCALE CHECK–MINISTERIAL (PERSONNEL)- STAFF AS ON 01.11.2018

S. No	Dept	Post	Sanction			Actual	Vacancy	Excess
			Permanent	Temporary	Total			
Personnel								
1	Per	Ch.OS	39	6	45	38	7	0
2	Per	OS	131	5	136	115	21	0
3	Per	Sr.Clerk	27	0	27	21	6	0
4	Per	Jr.Clerk	19	0	19	27	0	8
5	Per	Ch.S&WI	17	1	18	15	3	0
6	Per	S&WI	6	1	7	3	4	0
7	Per	Roneo Operator	1	0	1	1	0	0
8	Per	Chief Law Assistant	0	1	1	2	0	1
		Total	0	0	04	222	00	0

2.7   WORK CARRIED OUT BY PERSONNEL DEPARTMENT: The broad subjects that are dealt by Personnel department staff are as follows:

1) Service Records of individual employees along with their personal files.
2) Record of payment of salaries/wages/incentives/allowances/Bonus, Abstract muster rolls, leave applications, Sick certificates etc.
3) Employee's index.
4) Settlement documents.
5) Recruitment matters.
6) Office Orders for promotions/ discharge/ removal/ demotions/ transfers etc.
7) Cadre positions.
8) Creation of staff proposals.
9) Files related to transfers /promotions /removals /discharge/ demotions.
10) Selection proceedings.
11) Annual Confidential Reports.
12) Files related to Welfare activities.
13) Legal matters.
14) Workmen compensation matters.
15) Pass/PTO/Duty Card Passes/Compl.Card Passes/Metal Passes/Spl. Passes.
16) Stores related files.
17) Matters related to Territorial Army.
18) Awards.
19) Grievances documents.
20) Files related to various Advances, like, HBA, Scooter/Bicycle, Festival etc
21) Budget.
22) PCDO
23) RRB Indents.
24) Vacancy positions
25) Reservation Rosters.
26) Trade Union matters, staff associations etc (PNM meetings are held at every two months with both the trade unions by DRM/ADRM along with all B.Os to discuss / redress various issues. Similarly PREM is also held quarterly along with the members of Trade Unions along with all B.Os headed by DRM/ADRM. Necessary minutes are drawn against all such meetings).

2.8   **PRCEDURES FOR FUNCTIONING OF PERSONNEL BRANCH**: All the functions of Personnel Department are based on the rules and procedures embodied in Railway Establishment codes, Manuals, Rules on Personnel matters in other railway codes, Labour laws & rules issued in connection with and the instructions emanated from Zonal Headquarters. from time to time. All the establishment matters as stated above (PARA 2.7) are initiated by the concerned dealers of each individual sections, are routed through the ChOS/OSs are finally examined at the level of APO and DPO and appropriate orders passed in the files as per the schedule of powers.

2.9   **SECTION WISE FUNCTIONING OF THE STAFF:** The Personnel branch staff can be divided into four major sections i.e Establishment (Cadre section), Bills section, Other sections and Personnel Branch staff working in outside offices. Their nature of work is detailed below:

2.9.1   Establishment (Cadre Section): Each cadre staff deals with the work of one or more department related with selection of selection posts/non-selection posts, preparation of selection lists, preparation of Office orders and circulation, verification of SRs, preparation of seniority lists, Preparation of rosters, verification and making changes in reservation rosters, Preparation of

PCDO statements, Preparation of vacancy position, Attending staff Grievances - verification, preparation of replies, Furnishing information to DAR cases, PNM subjects – verification files and papers of PNM subjects and furnishing of remarks and other miscellaneous/ seasonal work/ MACPS etc.

Duties of Cadre staff:

- Selections - Assessment to putting up for approval.
- Non-selection - Assessment to putting up for approval.
- Preparation of selection list.
- Preparation of Office Orders & Circulation.
- Verification of SRs and preparation of seniority list.
- Preparation, verification and making changes in reservation roster.
- Preparation of PCDO statements.
- Preparation of vacancy position.
- Grievances - verification, preparation of proposals and reply.
- Court cases-collection of data, preparation, parawise remarks, obtaining CA approval, handing over to Rly. Advocate for file in court.
- Trade Test - verification, forwarding, publication of trade test results.
- PNM subjects – verification files and papers of PNM subjects and furnishing of remarks.
- DAR cases - Furnishing information to DAR cases.
- Miscellaneous/ seasonal work/ MACPS

2.9.2 Bills section: Each staff dealing with pay bills of one or more department and monitoring the PRIME and enter the pay details of each employee in PRIME, Verification of employee's Muster, posting of leave in register, Processing of leave applications i.e EX India leave/Extra-ordinary leave/ CCL/Other leave, TA bills, preparation of salary certificates for employees, preparation and issue of property permission letters, preparation of drawn/due statements, attending staff grievances, NR/ONR settlement cases attended in advance for submission, RTF cases, MACP cases, yearly once Bonus payments statements preparation, Half-yearly payment of DA arrears and maintaining SRs for each employee regarding posting orders, increments, promotions & fixations, reversions, transfers, awards & punishments, advances, arrears of pay etc.

Duties of a Bill clerk

- Receipt and maintenance of Musters
- Processing of leave applications of all kids of leave including Ex India leave, Child care leave, Encashment of Leave and entry of leave availed and maintenance of LLRs
- Entries of posting orders, increments, promotions & fixations, reversions, transfers, awards & punishments, advances, arrears of pay etc. and maintenance of Service Register
- Verification TA Bills and Preparation of TA statements and getting sanction from Accounts Department.
- Entry of Change Data such as TA, OT, OP, Arrears and other allowances wherever arises In PRIME, Getting Vetting of Bills, Preparation of salary and submission of bills to Accounts.
- Issue of salary certificates, NOC, other permission letters etc.
- Attending to staff grievances , Preparation of Drawn and due statements

- Attending to NR/ ONR settlement cases in advance till submission in the settlement section
- Attending to seasonal work such as obtaining sanction of Reimbursement of Tuition fee, Medical Charges
- Preparation of Drawn and Due statements/ MACP & Other misc. work.

2.9.3 **Other sections:** The remaining sections of personnel branch come under this classification; they deal with single/multiple subjects according to the need of the department. The sections and staff deployment as follows:

1. General Administration and Personnel section. 2. Co-ordination section & Policy. 2. Confidential. 3. D & AR. 4. Pass section. 5. HOER & RTI 6. Settlement section. 7. R & D section. 8. Service Registers & Leave chart. 9.Welfare Section.

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3.0 ¡ðâðð÷÷µðÐððÃÙð¨î òãðäâð÷æðÂð /CRITICAL EXAMINATION:

3.1 Vide CPO's Lr No. SCR/P-HQ/156/MPP/Benchmarking/Vol.IV of dt.27.06.16, the planning cell has identified the areas having more IR average and initiated an action plan to conduct work studies, to bring the benchmark of the divisions of SC Railway on par with the **IR** average. In view of the major technological changes taking place in the Indian Railway System, apart from the IR average, the planning cell is also conducting work studies by identifying the activities that have become redundant and recommend for surrender of staff that have become surplus.

3.2 In Indian Railways, the IPAS system has been successfully implemented at all levels of activities in the Personnel and Accounts branches of a division. Due to these IT initiatives and improvements, the manual intervention of various personnel and financial related activities of a division have been reduced considerably.   As the IPAS is implemented successfully, the available personnel staff can be redeployed effectively to achieve the benefits of economy in staff cost.

3.3 The advantages of IPAS system in day to day working of Personnel branch of division are as under:

1. PRIME And AFRES databases have been merged into single database and all the redundant tables have been dropped.
2. Few tables have been merged for storing similar data (e.g. Tables for Current & continuous Allowances/Recoveries)
3. Inter-related data capturing screens have been merged into single screen to reduce navigations. (eg. GIS/PF/Gratuity have been given through single screen; change card entries have been merged into single screen). This makes the work easier for the bill clerks.
4. No Pay Rates form for entry of Basic Pay, DA, HRA and Transport Allow. While processing of salary, data for Basic Pay, HRA, and Transport Allowance are fetched from Employees' Bio-data.
5. Steps for salary processing have been merged to reduce the work of end-users.
6. The salary and income tax processing to be done by respective bill clerks.
7. Salary Bill passing screen has enriched functionality now. The screen compares allowances/recoveries/allocations with that of previous month for individual employee to check. In addition, variations are shown in red colour. Moreover, the user has been provided all the information required for passing the salary bill.
8. Format of Numbers like CO6, CO7, PPO have been changed to maintain uniqueness at Zone/IR level.
9. All the interrelated modules are integrated.

    → PF deductions/Loan recoveries through regular/ supplementary salary are credited in the employees' respective ledger as soon as Abstract is prepared. **PF** withdrawals are also automatically debited along with automatic start of recovery from next month.
    → Deposit of PF through MCR is linked with PF module.
    → Cash authorisation under Budget Module is linked with Internal Check.
    → Bill passing has been linked with Agreement

10. Where-ever possible, data during entry has been validated as per extant rules e.g. Nursing Allowances can be given to Nursing category only.

11. No duplication of PF data between Personnel and Accounts department. PF application can be processed on-line by Personnel department.
12. Posting of Transfer inwards and outwards (Divisional): As the records of PF ledger accounts are maintained in a single database for entire Zonal Railway, maintenance of transfer inwards and outwards (divisional) does not require any separate transaction. The issuing division changes Bill unit only as and when any employee transferred and the receiving units get the data automatically and they need to confirm the data by entering JV number. This is secure data with in-built checks and least manual intervention
13. IPAS is integrated with Crew Management System (CMS) for allowances of running staff.
14. Compliance of any rules/circular of Board (such as DA Arrear, Bonus etc.) can be made speedily.
15. LPC may be redunda nt. Transfer of employees from one unit to another would not require physical movement of his service data (service card, LPC, leave etc) and financial data (PF, loans etc) in order to enable the new Unit to access his data. Mere change of Bill Unit of the employee would enable the new Unit to access his entire data viz. PF, Loans, leave, service details etc. before the physical communication is made. There is no need for fresh entry of data by the new unit for previous months.

3.4 As the IPAS is implemented successfully, the available personnel staff can be redeployed effectively to achieve the benefits of economy in staff cost as well as improving the face of personnel branch on par with corporate standards.

3.5 Vide CPO's Lr No. SCR/P-HQ/156/MPP/Benchmarking/Vol.IV of dt.27.06.16, the planning cell has identified the areas having more IR average and initiated an action plan to conduct work studies, to bring the benchmark of the divisions of SC Railway on par with the IR average. "

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3.7 For the purpose of rightsizing the manpower in the personnel department the available yardsticks are as follows:
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3.8 CALCULATION OF MANPOWER REQUIREMENT: From the above yardsticks the Work Study Team considered the 2nd option for calculating the manpower requirement:
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   • There are 32 vacant posts in the Personnel Branch.
   • Total divisional actual strength as on 01.11.2018 (Para No. 2.7) =20405.
   • Hence the requirement of staff for 20405=20405/100=204.05 say 204 posts.
   • Staff excess =222- 204= 18 posts.
   • Hence there is an excess of 18 vacant posts over sanctioned strength

3.9 In order to bring down the MPR of Personnel Branch/SC division, the work study team recommended for surrender of 5 vacant posts in Personnel Branch of SC division.

3.10 **Recommendation:** it is recommended to surrender 5 vacant posts of Personnel Branch of SC division.

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CHAPTER – 4

4.1 **òãðÃÃðóÚð ÑððÜÂððÙð** **FINANCIAL REPERCUSSIONS**:

If the recommendations are accepted, the recurring savings on surrender of the under mentioned posts in Personnel Branch over SECUNDERABAD Division would be

| Sl. No | Category | Scale | | No. of posts | Mean Pay | DA@ 9% | Emoluments P.M (in Rs.) | Total Emoluments P.A (in Rs.) |
		From	To					
1	Peons(L-1)	18000	56900	2	37450	3370	81640	979680
2	Jr.Clerk(L-2)	19900	63200	2	41550	3739	90578	1086936
3	Jr. Steno(L-4)	25500	81100	1	53300	9594	53300	639600
				5			0	0

- **Total savings= 2706216**
- **On implementation of the recommendations there will be an annual savings of Rs 27.06 Lakhs to the organisation.**

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RECOMMENDATIONS

Sl. No.	Details of Recommendation	Para No.
1	**Recommendation: it is recommended to surrender 05 vacant posts of Personnel Branch of SC division.**	**3.10**