



SOUTH EASTERN RAILWAY

REVIEW OF STAFF STRENGTH

IN THE

PERSONNEL BRANCH

OF

ADRA DIVISION



**EFFICIENCY CELL,
GARDEN REACH, KOL – 700 043.**

STUDY NO. EFF/872

SYNOPSIS

1.	Name of the work study	Review of staff strength in the Personnel Branch of ADA division
2.	Terms of reference	The study has been taken up as per Rly. Bd's letter No. 2016/E&R/2(8)/1 dt. 06.06.2017 and as approved by the competent authority.
3.	Aim	To review the actual requirement of staff in the present scenario.
4.	Projected manpower re-deployment /surrender.	Surrender = 30 posts.
5.	Anticipated/projected savings	Rs. 135 lakhs per annum (approx)
6.	No of recommendations made	01 (One)
7.	Critical analysis & observations	Analysis done basing on the existing work load, field assessment and interaction with the concerned Officer and staff and overall as per the recent benchmarking of Rly. Bd.
8.	Brief note on recommendations	<u>Recommendation-I:</u> 30 vacant posts from different categories of Personnel department to be rendered surplus and surrendered.
9.	Department concerned	Personnel

C O N T E N T S

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ACKNOWLEDGEMENT

Work Study Cell expresses its deep gratitude to all the officials who have rendered their valuable guidance and co-operation in completion of the report.

METHODOLOGY

The Work-Study Cell has applied the following techniques for completion of the study:

- Collection of the details of working at different sections/work-places.
- Interaction with field officials.
- Direct observation of the pattern of working.
- Critical examination of the existing system of working and re-assessment of manpower requirement.
- The present workload under the changed scenario.

CHAPTER – I

1.0. INTRODUCTION :

Introduced as early as 1853, Indian Railways has grown into one of the largest Railway network. With over 13.6 lakh employees, and is one of the largest employer not only in India, but also in the world. The work force of IR is a varied mass of people from Gangman / Khalasi at one end to Chairman, Railway Board at the apex level. The network spread and expanded rapidly and has become the principal mode of transport in the country. The Railways have been modernized in terms of technology, ticketing, computerization and overall management. The personnel department was introduced with a view to maintain a cordial relation and infrastructural facilities between administration and staff/vendor. The task of the personnel department of Railways is to manage and look after the welfare of this large mass of employees and their families.

The economic, industrial and agricultural development of the country to a great extent is inextricably dependent on Indian Railway's development and fortunes. As such the organization is to be viewed as a financially viable one, and we should endeavor to make the best use of its machinery and manpower to achieve maximum utility. The age old system of manually maintaining the detailed records of individual staff and their dependants in registers are also susceptible to manipulations & irregularities. Apart from this, these records being maintained manually are required to be updated every year, and also during every spell when the concerned staff is on transfer/verge of retirement. Generally Personnel department's role is to communicate and implement policies. The deptt plays an important role by providing the required expertise in maintaining industrial relations by liaisoning with the technical executives. The deptt also co-ordinates various welfare activities such as Sports activities, management of Holiday Homes, Railway Institutes, Co-operative societies, Canteens, Kalyan mandaps, Ayurvedic & Homeopathic treatment units etc. Other activities pertaining of this department are Man Power Planning, Recruitment, Training and development, Placement, Transfer, Performance appraisal, Promotion, Wage and Salary, Grievance Redressal, Settlement and Pension, Setting up and maintenance of Welfare activities etc.

In view of the above, the present study has been taken up to assess the actual requirement of staff in the present scenario basing upon the quantum of work load dealt at present and to explore the feasibility of computerization of the data pertaining to the staff biodata.

CHAPTER – II

2.0 STAFF STRENGTH

2.1 The Cadre Strength of all Personnel, Education, General Administration and other department staff of Adra division is as follows:-

DESIGNATION	Level	S/STRENGTH	ON-ROLL	VACANCY
Officers		05	05	00
Total		05	05	00
Gr. C&D				
Ch.OS	7	36	33	03
OS	6	101	80	21
Sr.Clerk	5	29	06	23
Jr. Clerk	2	24	37	(+)13
System Manager	7	01	00	01
Asstt. Maintainer	2	01	00	01
Supdt. Typist	7	02	01	01
Ch. Typist	6	06	07	(+)01
Sr. Typist	4	00	01	(+)01
Stenographer (PS GrII)	7	02	00	02
Stenographer Gr. I	6	01	02	(+)01
Jr. Stenographer	4	02	00	02
Welfare Inspector	7	07	06	01
Welfare Inspector	6	04	02	02
Record Sorter	1	04	01	03
Office assistant (others)	1	21	17	04
Peon	1	35	30	05
TOTAL		276	223	53
G/Total		281	228	53

2.2 The Cadre Strength of all Personnel, Education, General Administration and other department staff of Adra division is as follows:-

	Ear Marked for 'P' Branch work		Ear Marked for Edu.Dept work		Ear Marked for Genl. Adm.& other dept work	
DESIGNATION						
Officer	05	05	00	00	00	00
Ch.OS	34	31	00	00	02	02
OS	90	74	02	02	09	04
Sr.Clerk	26	04	00	00	03	02
Jr. Clerk	20	33	02	02	02	02
System Manager	01	00	00	00	00	00
Asstt. Maintainer	01	00	00	00	00	00
Supdt. Typist	01	01	00	00	01	00
Ch. Typist	05	06	00	00	01	01
Sr. Typist	00	01	00	00	00	00
Stenographer (PS GrII)	01	00	00	00	01	00
Stenographer Gr. I	02	00	00	00	01	02
Jr. Stenographer	02	00	00	00	00	00
Welfare Inspector	06	05	00	00	01	01
Welfare Inspector	04	02	00	00	00	00
Record Sorter	04	01	00	00	00	00
Office assistant (others)	02	02	19	15	00	00
Peon	23	20	08	08	04	02
Total	225	185	31	27	25	16

CHAPTER – III

3.0 EXISTING SYSTEM OF WORKING

There are about eighteen to twenty sections operated under the personnel branch head, out of which five section were selected for the purpose of study. They are detailed as under:

3.1 Settlement Section

The cadre strength of this section consists of Ch.OS = 01, OS = 06, Jr. Clerk = 01 & Peon = 01. Total Retirement (NR cases) for the last 03 years is 1220 (Gr'C' = 1044 + Gr'D' = 176) & Compulsory Retirement (NR cases) 14 (Gr'C' = 12 + Gr'D' = 02). The total intake of ONR cases for the year 2015 to 2017 is 302 and disposal 351. The year wise break up intake and disposal of ONR cases is as under.

Sr.No	Year	Intake	Disposal
1	2015	102	88
2	2016	109	100
3	2017	91	163
		302	351

3.2 Central Receipt & Dispatch Section

3.2.1 Receipt Section

All letters from Head Quarter, Rly. Board, Post and by hand are received in this section. The letters received in this section are embossed with CDR stamp mentioning the incoming registration number and date and thereafter put up to the concerning officer and finally sent to the dealing section.

3.2.2 Dispatch Section

All letters from the department are received in this section. Separate registers are maintained for registered post, ordinary post and railway parcel. Thereafter they are sent to post office and railway parcel through railway peon for onward delivery. On receipt of the receipt voucher they are affixed against the related entry. At the end of the day a summary is prepared and the total expenditure towards registered post is entered in the cash book. The stamp for postal letters are collected from OS(P) cell of Sr.DPO's office after submitting accountal in detail with Xerox copy of receipt register voucher.

Letters Received and Dispatched for the last one year

Details		No.of letter	Avg per day
Recieved		6000	24
Dispatched	Regd. Post	500	03
	Ordinary Post	100	
	Rly.Parcel	250	

3.3 Recruitment Section

LARGESS:- Liberalized Active Retirement Scheme for Guaranteed Employment for Safety Staff) , Presently this scheme is with held in the 2nd phase.

3.4 Sports Quota Average number of recruitment during 2015-16 = 04 all from head quarter. During 2015-16= Nil, and during 2017-18 = not yet received. The selection is done through divisional level. Last held I n the year 2014-15. Thereafter no requirement at divisional level has been conducted.

3.5 Cultural Quota: No appointment from Head Quarter or Divisional level for the last 10 years.

3.6 Scouts Quota: During the year 2014-15 = 02 scout quota recruitment. Thereafter nil.

3.7 Compassionate Appointment: The actual time given by the administration is three months. The employment assistance of the party is sent by the concerned department duly recommended by the Branch Officer. The case is then handed over to PI for verification. The PI after his verification is over returns the case to the dealer which is processed and put up to DRM through Sr.DPO for approval. On receipt of approval from DRM screening is undertaken and letter for suitability test is issued. After conducting suitability test result is published with the approval of DRM. There after appointment letter is sent through Regd.AD. On receiving full compliance from the party he is sent for pre-medical examination. As per medical classification the case is sent to DRM through Sr.DPO for pin pointing as per vacancy position. Thereafter memorandum is issued and sent to the concerned department. The whole process without any sort of disturbance if any takes two to three months time.

No. of Compassionate Appointment

Calendar Year	Total
2013 – 14	89
2014 – 15	84
2015 - 16	81

3.8 **RG Section**

Electrical Wing

Cases Dealt	Total
Average Promotion	828
MACP	91
Transfer	80

Mechanical Wing

Cases Dealt	Total
Average Promotion	736
MACP	88
Transfer	76

Electrical General Wing

Cases Dealt	Total
No. of selection held	21
Average Promotion	401
MACP	65
Transfer	127

3.9 **Canteen**

The working of the canteen at Adra starts from 10.00 to 17.00 hrs. It is closed on Saturday and Sunday respectively. The lunch time starts from 13.15 hrs. to 15.00 hrs. Lunch meal consists of 450 gms. Cooked rice, Potato chokha, Dal, Sabji and Papad. Tea and some snacks are also sold during this period. The menu and rate chart is as under:

Items	Rate
Meal Coupen	16.00
Fish Curry	13.00
Egg Curry	7.00
Tea	2.00
Rasogolla	5.00
Pantua	5.00
Jalebi	3.00
Chop	3.00

Average sale per day

Items	Average Sale
Meal Coupen	50 - 55
Fish Curry	28 – 30
Egg Curry	25 – 30
Tea	80 – 85
Rasogolla	35 – 40
Pantua	20
Jalebi	20
Chop	20

3.10

Sr. DPO's Bill Section:

The total strength of Adra division is 14338 out of which only 8741 salary bills are being prepared at DRM office by the personnel department. 4246 of Engineering department and 612 of S&T department are being prepared in the division by their own staff. These 8741 staff salary bill are prepared by 47 bill clerks who are posted at DRM office / ADA under Sr.DPO/ADA. So the average, per bill clerk comes to 186. Apart from this they also maintain their Service Sheet such as Posting of leave, Up dating of increment, Promotional entries from time to time, Recording in service sheet regarding punishment, Calculation of non- qualifying service, Any kind of re-fixation of pay from time to time as admissible etc.

CHAPTER – IV

CRITICAL ANALYSIS WITH RECOMMENDATIONS :

- 4.1 Indian Railway is the life line of the country. The economic, industrial and agricultural development of the country to a great extent is inextricably dependent on Indian Railway's development and fortunes. As such the organization is to be viewed as a financially viable one, and we should endeavor to make the best use of its machinery and manpower to achieve maximum utility.

The age old system of manually maintaining the detailed records of individual staff and their dependants in registers are also susceptible to irregularities. Apart from this, these records being maintained manually are required to be updated every year, and also during every spell when the concerned staff is on the verge of retirement. Generally personnel department's role is to communicate and implement policies. They play an important role by providing the required expertise in maintaining industrial relations by liaisoning with the technical executives. They also Co- ordinate various welfare activities such as Sports activities, management of Holiday Homes, Institute, Co-operative societies, Canteens. Other jobs of this department is Man Power Planning, Recruitment, Training and development, Placement, Transfer, Performance appraisal, Promotion, Wage and Salary, Grievance Redressal, Settlement and Pension, Setting up and maintenance of Welfare activities etc.

- 4.2 Earlier the works related to preparation of salary bill were being done manually . The bill clerks used to calculate and post each and every item in the concerned register and salary sheet. These sheets were then sent to accounts department for vetting. After vetting they are again sent to the bill clerks for onward transmission to cash office for payment. The unpaid bills are sent by the cash office to accounts department. On demand by the claimant the bill is again prepared by the bill clerk for payment. This process involves manpower to a greater extent. Now a days due to change in technology the work of bill clerk has reduced. Now only entry of PF number will show the details of the staff. The work of the bill clerk is to just make entry of TA/Mileage allowance etc. The rest of the work is done through IPAS. Moreover updating of increment, leave etc. in the service sheet is very rare in nature.

- 4.3 As far as duty of settlement section is concerned a three years average of NR and ONR cases was collected and it is revealed that an average of 34 NR cases and 10 ONR cases are being dealt by 07 clerks and 01 Ch.OS which seems to be sufficient.

- 4.4 The Receipt & dispatch section has 01 OS, 01 Jr. Clerk and 01 Ch.S&WI(Combined). The average letters received per day is 24 (Twenty Four) and letters dispatched per day is only 03 (Three). As such 01 OS & 01 Jr. Clerk is more than sufficient to cover the entire work. Due to development in technology the major work is done through fax, e-mail etc. this has resulted in drastic reduction in day to day work.

4.5 A survey in the canteen operated in DPO's office was conducted and it reveals that an amount of Rs. 2000/- in average is collected towards sale of meal, tea & snacks. Presently out of the sanctioned strength of 10 in different category the on roll strength is 06 which is quiet proportionate with regard to the total annual sale. As such the 04 vacant post is required to be surrendered.

4.6 Bench Marking means a measurement of the quality of an organization's policies, products , programs strategies etc. and their comparison with standard. The average bench marking of April'2018 shows that the IR average benchmark with regard to personnel department (less than 18000 staff) is 11 against 14.9 of ADRA division. As per the average benchmark is concerned Adra division should have in all $11 \times 14338 / 1000 = 157.7$ say 158 sanctioned strength of personnel department against 225 which is the present sanctioned strength ear marked for personal branch. i.e an excess of 67. This should gradually be reduced in future.

In view of what is stated vide para 4.1 to 4.6 above it is clear that the present work load is quiet sufficient to meet the requirement or rather it can be said that it is a little bit more. However looking into the trend of retirement the present vacant post should be immediately surrendered and as and when the other posts gets vacant they also should be surrendered till such time the sanctioned strength comes to 158 respectively. The category wise break up is as under:

Srl.No	Category	Level	No. of Posts
01	Jr. Clerk	2	20
02	Stenographer – I	6	01
03	Jr. Steno	4	02
04	Record Sorter	1	03
05	Misc Gr'D'	1	04
	Total		30

Recommendation – I :

30 vacant post from different categories of personnel department to be rendered surplus and surrendered.

CHAPTER-V

5.0 FINANCIAL EVALUATION

In reference to the recommendations made in the study report the financial evaluation on the basis of surrender of **30** (Gr'C' 23 + Gr'D' 07) posts is as under:-

SURRENDER/REDEPLOYMENT OF 30 POSTS							
Sl.No	Designation	Scale of Pay	No.of Post	Average Pay	DA (7%)	Monthly cost per staff	Total cost per month
01	Erstwhile Group'C'	Level-6	01	60750	4253	65003	65003
02		Level-4	02	43800	3066	46866	93732
03		Level-2	20	34200	2394	36594	731880
04	Group'D'	Level-1	07	30800	2156	32956	230692
			30				1121307

The annual savings on account of surrender of '30' posts = Rs.11,21,307 x 12

= **Rs. 134,55,684/-**

Say 135 lakhs approx. per annum

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