

दक्षिण पूर्व मध्य रेलवे
SOUTH EAST CENTRAL RAILWAY

कार्यालय
वरिष्ठ उपमहाप्रबंधक, बिलासपुर



Office of the
Sr. Dy. General Manager, Bilaspur.
Tel.No. 64006(Rly), 07752-414229

पत्र सं. No. WS/WRS/R/ 1198

दिनांक Dated: 04.09.2018

The Chief Workshop Manager,
Wagon Repair Shop,
S.E.C. Railway,
Raipur.

Sub: Work study on "Review of existing cadre strength vis-a-vis workload of Ministerial Staff of Wagon Repair Shop/Raipur in Raipur Division over SEC Railway."

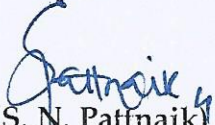
Ref.: (1) This Office letter no. No. WS/WRS/R/698 dated 25.05.2018.
(2) Your Office letter no. No. WRS/MPP Surrender/2215 dated 29.06.2018.
(3) This Office letter no. No. WS/WRS/R/910 dated 06/10.07.2018.

The work study of Ministerial staff of Wagon Repair Shop/Raipur has been conducted to review the existing cadre strength vis-a-vis work load in view of Benchmarking, Yardstick, Multi-skilling concept, need based requirement and optimum utilization of manpower. A draft study report was sent to your office vide letter under reference (1) to furnish the remarks and the remarks was received by this office vide letter under reference (2).

The Para-wise remarks received on the above draft report have been examined and a reply has been sent to your office vide this office letter under reference (3) dated 10.07.2018 followed by a reminder dated 14.08.2018. But, no further reply has been received so far.

Therefore, the draft report is finalised with recommendation for surrender of 10 surplus vacant posts of Ministerial category of Personnel Branch from WRS/Raipur. And it is requested that suitable instructions may be given to concerned officers for implementation of the work Study report and copy of surrender memorandum may be sent to this office so that progress of implementation of work study can be advised to Railway Board accordingly.

This has approval of SDGM.


(S. N. Pattnaik) 4/9/18

For
Asst. Work Study Officer
Sr. Deputy General Manager

Encl: work study report.

Copy to:-

1. The Executive Director, E&R (ME), Railway Board for kind information.
2. Secretary/SECR for kind information of GM.
3. PCME, PCPO/SECR/ BSP for kind information.



SOUTH EAST CENTRAL RAILWAY

WORK STUDY CELL

Work study report on

Review of Cadre strength Vis-à-vis Work Load of Ministerial Staff of Wagon Repair Shop/Raipur in Raipur Division



OVER S.E.C. RAILWAY

WORK STUDY CELL S. E C. RAILWAY BILASPUR

**STUDY NO.
SEC/04/2018-19**

SOUTH EAST CENTRAL RAILWAY

WORK STUDY REPORT

ON

**Review of Cadre strength Vis-à-vis Work Load of
Ministerial Staff of Wagon Repair Shop/Raipur
in Raipur Division**

OVER S.E.C. RAILWAY

GUIDED BY

SRI AMIT KUMAR SINGH

SR.DY. GENERAL MANAGER

LED BY

SRI S. N. PATTNAIK

ASST. WORK STUDY OFFICER

CONDUCTED BY

SRI V. K. SINHA

CH. WORK STUDY INSPECTOR

SRI S. K. MISHRA

WORK STUDY INSPECTOR

WORK STUDY CELL

S. E. C. RAILWAY, BILASPUR

STUDY No.

SEC/04/2018-19

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SUMMARY OF RECOMMENDATIONS & SUGGESTIONS

S#	Descriptions	Para ref.
	<u>RECOMMENDATIONS:</u> On the basis of observations and critical analysis, the following recommendations and suggestions are made:	
1.	In pursuance of Indian Railways Average Benchmarking/Yardstick and present workload of Ministerial staff in WRS/Raipur by considering a lenient view, the requirement of Ministerial staff comes to 43 against sanctioned of 53. Thus, 10 posts of Ministerial category are found surplus and should be surrendered from WRS/Raipur.	3.6.1
	<u>SUGGESTIONS:</u>	
1.	During direct observation, it is observed that there is no adequate facility of furniture for staff chair, table and Almirah for record/file keeping in few sections. Furniture provided in the office is old and shabby, thus records are not safe in these furniture. Therefore, it is suggested that old furniture may be replaced with modern furniture.	3.6.2
2.	There is need of proper redistribution of workload of staff of Personnel branch to ensure optimum utilization of manpower.	3.6.3

CHAPTER-I

INTRODUCTION

1.0 The study of Ministerial Staff of Wagon Repair Shop, Raipur has been undertaken to review the existing cadre strength vis-à-vis workload in view of Benchmarking, Yardstick, Multi-skilling concept, need base requirement and optimum utilization of manpower.

1.1 WAGON REPAIR SHOP (MECHANICAL DEPARTMENT)/RAIPUR:

Wagon Repair Shop/Raipur is situated in Raipur, 7.5 Kilometers away from Raipur Railway station in Raipur Division of S.E.C. Railway located in Chhattisgarh. The WRS/Raipur is headed by Chief Workshop Manager assisted by Dy.CME, Works Manager, WPO and AFA. The workshop performs overhauling of BG Wagons, Diesel & Electric locomotive wheels, ICF wheels etc.

1.2 Brief History of Wagon Repair Shop, Raipur:

Wagon Repair Shop, Raipur is one of the Premier Workshops on Indian Railways planned to cater for repair of different classes of Broad Gauge Wagons. This workshop is spread over an area of 222.86 hectares.

The First wagon was turnout in the month of July'1968. During the year 1968-69 (from July'1968 to March'1969), 443 vehicle units, equivalent to 1115 FWU (Four wheel unit) was turned out. The present trend is centered mostly on the overhauling of air brake stock of BOXN and its allied family of wagons along with few vacuum braked stocks like BOBS, BOX, BRH and BCX.

Apart from serving the interests of the IR with perseverance, dedication and excellence, the Workshop has been proving its role in catering to the needs of other vital industries like NTPC, NALCO, SAIL, MPEB etc., by providing them overhauled wheel sets and BOBRN wagons.

1.3 As per present scenario of Railway, the establishment charges have gone up drastically and hence manpower has become an important factor in bringing economy in the system. In order to check the cost of manpower, the Railway administration issues guidelines from time to time, in the form of yardsticks, circulars etc. Now-a-days, benchmarking is being utilized to ensure best utilization of manpower. Benchmarking is a continuous process of comparing different units and identifying which one is the best in the business, followed by learning how this excellence was achieved and then setting out to improve the efficiency of those units, which were left behind. The optimum utilization may further be ensured by multi skilled use of man power. With the introduction of computers in the offices, paper activities has been reduced considerably resulting in further possibilities of diminution in manpower has become mandatory due to lesser manual exercise in all the offices over entire railways.

Productivity has acquired a new and broader meaning in the light of highly competitive economic environment, increasing educational levels, degradation of physical environment and increasing population, creating pressure on the limited available resources.

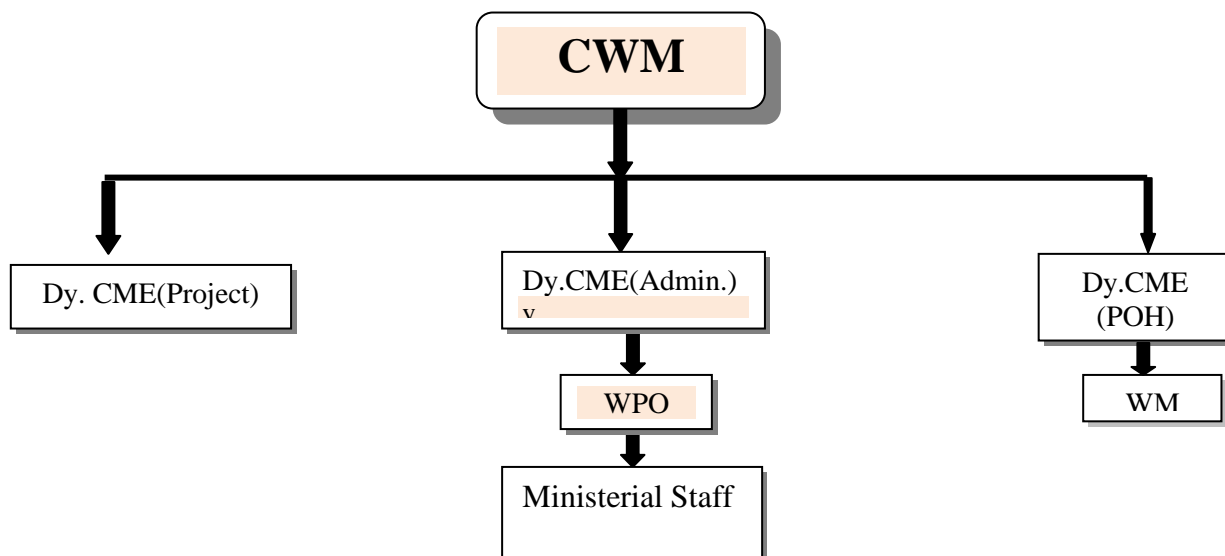
All efforts should be made to ensure that the revenue is spent carefully over assets, infrastructure and manpower. In other words, Railway administration should curtail wasteful expenditure in operational and maintenance costs so as to bring down the operating ratio which is the prime indicator of Railway's financial efficiency.

1.4 Name of Sections in WRS/Raipur where Ministerial Staff are deployed:

Main activities of Ministerial staff of WRS/R are distributed into 12 sections which are as under:

S#	Name of Section		
<u>In CWM office:</u>		<u>In Shops:</u>	
1	Welfare Section	11	Shop section
2	Cadre /Staff Section	12	Machine Shop
3	Recruitment Section		
4	Bill Section		
5	Store & Budget Section		
6	Time Office		
7	D & A Section		
8	Receipt & Despatch Section		
9	Pass Section		
10	Settlement Section		

1.5 ORGANIZATIONAL SET UP of WRS/Raipur : CWM is the overall administrative controlling authority of WRS/R. The organization set up is shown in the form of chart given below :-



1.6 Methodology:

The following methodology has been adopted for conducting the study:

- Collection of relevant data,
- Examination of records,
- Direct observations regarding working of staff,
- Interaction with officers and staff,
- Critical Analysis.
- Application of Benchmarking, Yardstick & Multi-skilling concept and
- Need base requirement of staff.

CHAPTER-II

2.0 OBSERVATIONS :

2.1 Staff Position: The cadre strength of Ministerial staff of Wagon Repair Shop/Raipur vide CWM/WRS/R's office letter No. WRS/STF/HQ/2017/3383 dated 07.11.2017 and as per data collected is as under:

S#	Designation	G.P.	Level	Sanction	Actual	Vacancy
1.	Ch. Office Superintendent	4600	7	11	11	00
2.	Office Superintendent	4200	6	30	18	12
3.	Sr. Clerk	2800	5	09	07	02
4.	Jr. Clerk	1900	2	01	03	-02
5.	Gest. Operator	1900	2	01	01	00
6.	Record Sorter	1800	1	01	01	00
GRAND TOTAL				53	41	12

2.2 Overall Staff strength of WRS/Raipur:

The present on roll strength of WRS/R is 1578 (including 10 Gazetted officers) against total sanctioned strength of 1672 as on 01.03.2018. The present on roll strength of Ministerial staff is 41 against sanctioned strength of 53. Thus, there is net vacancy of 12 posts of Ministerial category.

2.3 Section-wise Deployment of Ministerial Staff & Workload in WRS/R:

2.3.1 Welfare Section:

S#	Name	Design.	Activities dealt
01	Smt. Usha Ghatge	Ch. OS (In Charge)	Overall Supervision of all the work dealt by the Section.
02	Smt. Anupma Dey	Jr. Clerk	Deals the work load described as under: 1. Railway Qtrs. Matters which consists of conducting meeting for Qtrs. Allotment, taking action against unauthorized Qtrs. Dealing of subletting cases, out of turn allotment of Railway Qtrs, Retention of Qtrs, settlement issues related with Qtrs. and maintaining all the documents related with railway Qtrs. 2. Deals the activities related to PNM Meeting held Quarterly (Such as drafting Agenda & minutes of Meeting), making correspondence regarding Zonal/Divisional PNM Meeting, maintaining SCL account to Labour Organization & Association (ST/SC & OBC) 3. Deals with permission matter for immovable & movable property, preparing Note sheet, Office Order etc. 4. Deals with NOC matter regarding obtaining Passport/Higher Education. 5. Deals with matter related to ICC-conduct Meeting along with correspondence for quarterly Report. 6. Also deals with Vocational Training for Engineering Students, issuing Memorandum & Certificates

Figure wise Data (Average) of existing Workload:

- Total No. of Qtrs. (approx.) dealt =900
- Nos. of Permissions/Intimation Cases related Property Transaction dealt =20 cases /Month
- Average No. of Students attended Vocational training =150

2.3.2 Cadre /Staff Section:

S#	Name	Design.	Activities dealt
1	Smt. G. Laxami	Ch.OS (In Charge)	Over all Supervision of all the Work being dealt by the Section and coordinates with the Sub-Ordinates
2	Shri Rajesh Prasad	OS	Deals with ; <ol style="list-style-type: none">1. Promotion matters of all Artisan Staff.2. Transfer cases from one Shop to Other Shop of Artisan category.3. Seniority & Roster updating of all Artisan staff4. Grievances related to promotion5. Verification of Cast certificates.6. Maintenance of Roster of all Artisan staff.
3	Shri Maldeo Munda	OS	Deals with : <ol style="list-style-type: none">1. Transfer Cases –Mutual & Own request Transfer of Inter Railway & Inter Divisional.2. APAR of all Staff3. Confidential matters of this Unit4. Special Medical of all Staff.5. Awards (CME, CPO & GM Level) related matters
4	Shri Bhaskar Chakraborty	OS	Deals with: <ol style="list-style-type: none">1. Promotion of all Supervisors & Ministerial Staff.2. Seniority & Roster updating of Ministerial Staff& Supervisors.3. MACP of all Staff.4. Man power & Training related matters.5. Transfer of Supervisors & Ministerial staff6. Correspondence work related to HQ.7. Grievances related to promotion, seniority of Ministerial staff/Supervisors.8. Process for engagement of TADK to Officers.9. RTI cases related to this Section.

2.3.3 Recruitment Section:

S#	Name	Design.	Activities dealt
1	Shri Arun Kr. Choubey	Ch. OS (In Charge)	Overall Supervision and timely compliance of the assigned work related to this Section.
2	Shri Arvind Kr.Mishra	OS	Deals with: <ol style="list-style-type: none">1. Compassionate ground appointments cases wherein2. the main activities are to get the approval of the cases done, conducting the suitability Exam and processing for required Medical Tests.3. Training matter of Apprentices which includes making process for their admission (twice in a Year), conducting exams, publication of Results and informing RDAT/ Kanpur accordingly.4. Process of depositing 25 % of candidate's Payment in Railway Account as per RDAT/Kanpur instructions.5. Feeding details of appointed Apprentices on Online Portal.6. Process for appointment or to nominate for necessary Training of empanelled candidates after completion of direct recruitment process.7. Compilation and dispatch of P.C.D.O. to Headquarters in the end of every Month.8. The online process of dispatching demand letters to concerned Boards for appointment through DRQ.9. Feeding Online Data related to IRMPP in the end of every month.10. Verifications & Attestation of requisite testimonials of appointed selected Candidates.11. Maintaining Rosters of Candidates selected through DRQ.12. Maintaining the above records for Handicapped & Ex-army empanelled candidates also..13. Dispatching the Monthly/ Quarterly/Yearly data related to Local Employment to District Employment Office.14. Miscellaneous activities other than above as & when assigned to this Section.

2.3.4 Bill Section:

Bill Section are engaged for preparation of pay bills and looking after other service matters of 1655 employees of WRS/R. They maintain Roster register, Attendance Registers, salary particulars of all workshop staff, maintenance of Service Record, Leave account, pay fixation, D&A Cases, Promotion, Postings, Loans, Advances & its recovery, Interest calculation, Income Tax calculation & its recovery and various types of Misc. works and related correspondences.

S#	Name		Design.	Activities dealt	
1	P. Kshore Kumar		Ch.OS (In charge)	Working as In- charge of Bill Section.	
S#	Bill Unit	Name of Dealer (Staff)	Desgn.	No. of Staff dealt	Total Staff
2	04011	Sunil Kumar	OS	116	203
	04112			87	
3	04041	Rajesh Kumar	OS	134	209
4	04270			75	
5	04051	Santosh Kumar	OS	210	210
	04061	Amit Mukhariya	Sr. Clerk	177	177
7	04111	H.B. Nagle	OS	211	211
	04121	L. N. Sahu	Sr.Clerk	216	229
	04014			13	
8	04122	Sumit Sharma	OS	75	135
	04016			10	
9	04091	Ranjan Kumar	OS	125	164
	04201			24	
	04100			15	
10	04250	Ajay Srivastava	OS	07	117
	04280			107	
	04310			03	
Total					1655

2.3.5 Store & Budget Section:

S#	Name	Design.	Activities dealt
01	Ramcharan Sahu	Ch. OS	Overall supervision of the works related to Store & Budget Section, making provision of Budget & Materials and compliance of all the assigned work as instructed by respective Officers.
02	Rohit Paliwal	Jr. Clerk	Deals with preparation of Pay Order, get the Bill passed & compliance of other associated works.
03	Shiv Kumar	Gest. Operator	Deals with activities related with Gestener Machine.

Figure wise Data (Average/Approx.) of existing Workload:

- Average no. of Photocopies done= 1000/Month
- Average no. of Pay Order Bill preparation=15-20/Month
- Diesel Pay order Bill Preparation =02/month
- Work Shop Imprest Cash Bill related work (02/Month)
- Office Contingency bill =02-3 /Month

2.3.6 Time CTK) Office:

S#	Name	Design.	Activities dealt
01	Jaibahadur	Ch.OS (In Charge)	Over all Supervision of all the activities related to Time office
02	Udai Kumar Yadav	OS	Deals with maintenance of Muster roll of all the staff including Supervisors of B.D.-11(Shop No.-12), preparation of Incentive Card, making entry of Time Token in I-Pas, making tally with Card & activities related to indirect incentive along with dealing of Leave Posting & G.A. listing.
03	P. Prasad Rao	OS	Deals with maintenance of Muster roll of all the staff including Supervisors of B.D.-11(Shop No.-12), preparation of Incentive Card, making entry of Time Token in I-Pas, making tally with Card & activities related to indirect incentive along with dealing of Leave Posting & G.A. listing.
04	G. K. Dewangan	OS	Deals with maintenance of Muster roll of all the staff including Supervisors of B.D.-11(Shop No.-12), preparation of Incentive Card, making entry of Time Token in I-Pas, making tally with Card & activities related to indirect incentive along with dealing of Leave Posting & G.A. listing.
05	Mukesh Prajapati	Sr. Clerk	
06	Dharmendra Kumar	Sr. Clerk	
07	Omkareshwar Nath Pandey	Sr. Clerk	
08	Vivek Kumar Sinha	Sr. Clerk	Dealing with Muster Roll of all the Staff including Supervisors, preparation of Incentive Card, making entry of Time Token in I-Pas, making tally with Card & activities related to indirect incentive along with dealing of Leave Posting & G.A. listing.

2.3.7 D & A Section:

S#	Name	Design.	Activities dealt
01	Kanya Singare	Ch OS (In Charge)	Overall Supervision of all the Work dealt by the Section.
02	Vinay Kumar Pandey	Astt. Canteen Manager	Deals with: A. D&A Cases with Appeal and Revision B. (Avg. 25-30 cases). C. RTI and Appeal Cases (both Online & Offline approx; Avg. 10-15 Cases). D. Court Cases. E. CPGRAM Grievances (Online and Offline Both). F. Establishment ruling (Meeting Placing the relevant rules for clarification. G. Preparation of Monthly ,Quarterly and

			yearly Reports regarding D&A, RTI and Court Cases. H. Other miscellaneous work as and when assigned by Personnel Officers.
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2.3.8 Receipt & Despatch Section:

S#	Name	Design.	Activities dealt
1.	Sushila Rao	Ch. OS (In Charge)	Deals with receipt & Dispatch of Letters and put up the letters to concerned Officers/Staff. Feeds data related PF in I-PAS of all Workshop employees and send to Account Section.
2.	Surendra Yadav	Record Shorter	Assists to In charge and mainly performs duties of Shorting & segregating the Letters & Documents.
<u>Figure wise Data (Average/Approx.) of existing Workload:</u> <ul style="list-style-type: none"> ➤ Average No. of letters received=40/day ➤ Average No. of letters Dispatched =50/day ➤ Average No. of Files received=02/day ➤ Average No. of PF Entry in I-Pas =05/day 			

2.3.9 Pass Section:

S#	Name	Design.	Activities dealt
1	G.Pushpawati	Ch. OS (In Charge)	Overall supervision of activities related to Pass Section.
2	Renjith V.	O.S.	Deals with activities related to issue of Pass to retired Employees and also deals with issue of FIC Card.
3	P. Saraswati	OS	Deals with preparation of Hindi Note Sheet related to Pass Section , computerization of documents related to Retirement & Widows of Railway Employee.
4	Rohti Kumar	Jr. Clerk	Deals with issuing of Pass & PTO , posting Datas in Registers, preparation of Note sheet for retired Employees and to issue Office Order

Figure wise Data (Average/Approx.) of existing Workload:

➤ Average No.of Pass/PTO dealt =35 /Month (including all types of Pass)

Additional Work load being dealt by Pass Section are as under:

- Dealing of Card Pass related issue=04/Month
- Dealing requisition for PF Certification=80-90/Month
- Dealing of Leave application =600 (approx.)/Month
- IOD Cases=03/Month
- CCL Certification=10 Cases/Month
- Paternity leave Application=8-10 /Month
- No. of Register being dealt
 - Complementary=12/Month
 - General Register=12/Month
- No. of Aveg. Files being dealt=50/Month
 - Complementary=13/Month
- Avg. No. of Office Order=02/Month

2.3.10 Shop Section:

S#	Name	Design.	Activities dealt
01	R.Venkat Rao	Ch. OS (In Charge)	Deals with preparation of Muster Roll, Calculation of Incentive of SSE/JEs, leave account of Safaiwala & all the other Staff working Shop. Besides that IOD cases, Sick/Fit Cases are also dealt and in absence of Supervisor of Pass Section, supervision of Pass Section is also done.

2.3.11 Settlement Section:

S#	Name	Design.	Activities dealt
1.	S. Bhimesh	Ch. OS	Overall supervision of all the work dealt by the Section.
2.	Sanjay Kumar Das	OS	Deals with : A. Payment of Settlement dues (Normal Retirement/Other than Normal Retirement) B. Issuance of Medical Card to Pensioner C. Issuance of Life Certificate to Pensioner D. Dealing of Review Cases of Staff who attaining the age of 55 or completed 30 years. E. Organizing Pension Adalat. F. Revision of Pension (All types). G. Withdrawal of D.A. arrears to Pensioners

Figure wise Data (Average/Approx.) of existing Workload:

- No. of family Cases dealt = 07-08 /Month
- Pension Fixation cases =15/Month
- No. of Life certificate dealt Online = 250/Year
- Review of 55 yrs of Age & 33 Yrs. Of Service= 20 cases /02 Months
- Inclusion of Family pension cases =70-75/Year

2.3.12 Machine Shop:

S#	Name	Design.	Activities dealt
1.	Smt. Mamta Pandey	O.S.	Deals with all the activities related to Store of Machine Shop and also deals with maintenance of DMTR.

2.4 Section/Category-wise Deployment of Ministerial staff at WRS/Raipur :

S#	Name of Section	Present No. of Ministerial Staff deployed				
		Ch. OS	OS	Sr. Clerk	Jr. Clerk	R/Sorter/ Gest. Operat or/Canteen Manager
1	Welfare Section	01	-	-	01	-
2	Cadre/Staff Section	01	03	-	-	-
3	Recruitment Section	01	01	-	-	-
4	Bill Section	01	07	02	-	-
5	Store & Budget Section	01	-	-	01	01
6	Time (CTK) office	01	03	04	-	-
7	D& A section	01	-	-	-	01
8	Receipt & Despatch section	01	-	-	-	01
9	Pass section	01	02	-	01	-
10	Shop section	01	-	-	-	-
11	Settlement section	01	01	-	-	-
12	Machine shop	00	01	-	-	-
		11	18	06	03	03
TOTAL		41				

CHAPTER-III

3.0 CRITICAL ANALYSIS & RECOMMENDATIONS:

3.1 The actual staff strength of Ministerial category of Wagon Repair Shop/Raipur is 41 against the sanctioned strength of 53 as on 01.03.2018. The requirement of Ministerial staff has been assessed based on the present workload, Benchmarking, Yardstick, Need base, Multi-skilling concept and direct observations.

3.2 Assessment of Requirement of Ministerial staff Section-wise at WRS/Raipur:-

3.2.1 Welfare Section:

At present 02 staff (01 Ch. OS, 01 Jr. Clerk) are working in Welfare section. Staff of this section deals with Railway Quarters allotment (900 Qtrs), subletting of quarters, retention of Quarter, PNM meeting, issuing memorandum & certificates for vocational training for Engineering students (Avg. 150 students per year), permission for movable & immovable property, NOC for obtaining Passport/Higher Education, staff related welfare activities, maintenance of register, correspondence work etc. Out of 02 staff, 01 Ch. OS is working as In-charge of the section and 01 Jr. clerk carries out the work allotted by In-charge. Considering the existing workload of Welfare section, 01 more staff is proposed for smooth functioning.

3.2.2 Cadre/ Staff Section:

At present 04 Ministerial staff (01 Ch. OS, 03 OS) are deployed in Staff section for work related with this section and service matters of approx. 1600 employees of WRS/Raipur. They deal with maintaining seniority & roaster of staff, promotion cases, transfer cases, verification of caste certificate, APAR of all staff (Avg. 1100 staff), MACP of staff, Training of staff, Manpower Planning, Awards and various type of Misc. work and related correspondences.

During work study it is observed that at present 01 Ch. OS is working as In-charge of Staff section, 01 OS engaged for maintenance of Roaster & seniority, promotion cases, transfer cases & grievances of 1376 Artisan staff, 01 OS engaged for maintaining APAR of all 1100 staff, Special Medical of staff, transfer cases, Awards & attached with CWM and 01 OS deployed for dealing with MACP of staff, promotion cases of Supervisors & Ministerial staff, seniority & Roster maintenance of Supervisors/Ministerial, training matter, correspondence work etc.

Vide Railway Board's letter No. E(MPP)2015/1/41 dated 12.10.2017, Yardstick for cadre section is 02 Clerks for 1200 employees.

Thus, the requirement of Ministerial staff in Cadre section as per yardstick comes to $(1600/600) = 2.67$, say 03. In addition to this, 01 Ch. OS is required as in-charge of Cadre section. Therefore, the actual requirement of Ministerial staff in Cadre/Staff section comes to 04. Thus, present deployment of 04 staff in staff section is sufficient and justified.

During work study, it is revealed that 01 OS of Cadre section is attached with CWM in addition to looking after work of staff section. Therefore, 01 post of PA is required as attached with CWM for confidential work. Hence, it is suggested that 01 vacant post of PA may be filled up shortly.

3.2.3 Recruitment Section:

At present 02 staff (01 Ch. OS, 01 OS) are working in Recruitment section. Staff of this section deals with compassionate appointment related matter (Avg. 20 cases per year), Apprentice's training, Verification of documents, Indent of staff against DRQ, RTI cases, General

correspondence with HQ, Training before appointment, calling of RRB panel candidates for Medical check up, Medical memo, issue of posting orders, opening of service book, Preparation of new SR and handing over to A/c's for verification.etc.

Considering existing workload, present deployment of 02 staff in Recruitment section is sufficient.

3.2.4 Bill Section :

At present 10 Ministerial staff (01 Ch. OS, 07 OS & 02 Sr. Clerk) are deployed in Bill section for preparing salary bills and dealing of other establishment and service matters of 1650 employees of WRS/Raipur. They deal with Bill passing to Accounts, attendance Registers, salary particulars of all staff along with maintenance of Service Record, Leave account, pay fixation, TA, Promotion, Postings, Loans, Advances & its recovery, Interest calculation, Income Tax calculation & its recovery and various type of Misc. work and related correspondences.

During work study it is observed that at present 01 Ch. OS is working as In-charge of Bills section, 09 Ministerial staff are engaged for preparation of pay bills and looking after other related service matters of 1650 employees of Workshop which comes to an average of 183 employees $[1650/09=183]$ by one Ministerial staff.

Vide Railway Board's letter No. E(MPP)2015/1/41 dated 12.10.2017, Yardstick for One Bill Clerk for 300 employees has been proposed.

Thus, the requirement of Ministerial staff in Bill section as per yardstick comes to $(1650/300) = 5.5$, say 06. In addition to this, 01 Ch. OS is required as in-charge of Bill section. Therefore, the actual requirement of Ministerial staff in Bill section comes to 07 against present deployment of 10. Hence, 03 Ministerial staff are found surplus.

Hence, 03 staff are found surplus from Bill section and they may be redeployed in other section as per need like Time office, Store & Budget section.

3.2.5 Store & Budget Section:

There are three staff (01 Ch. OS, 01 Jr. Clerk, 01 Gest. Operator) posted in Store & Budget section. One Ch. OS is working as in-charge of this section and 01 Jr. Clerk assists him dealing with the work of S&B section. Staff of this section deals with Pay order Bill preparation, Imprest cash bill passing work, Telephone bill passing, CUG bill, local purchase of NS items, preparation of ID Card for all staff, FIC card, Budget related work, catering related work,, Factory Licence related work, Different stationary recoupment Bills, Dead stock Items, Purchasing of furniture, Office stationary. Advice Note, other Misc. work and its related correspondence. Considering existing workload of this section, 01 more staff is proposed for smooth functioning.

It is observed by Work Study team that presently Gestner Operator is not doing his designated job as Gestner machine is outdated and replaced by copier machine. He is utilised for printing of avg. 1000 copies per month through Copier machine and record maintenance of S&B section. Thus considering multi-skilled/ MTS concept and as per need this work can be done by other Group-D staff. Therefore considering obsolete category, 01 post of Gestner operator is identified surplus and recommended to surrender. It is suggested that present Gestner Operator may be redeployed in other suitable category subject to fulfilment of other terms & conditions.

3.2.6 Time/CTK Office:

Time office plays a vital role in the progress of any Work Shop. Time office staff attends their duty 30 Min before arrival of technical staff working in different shops. At present, no cadre of Timekeeper exists in WRS/R. The activities of Time office is managed by Ministerial staff.

At present 08 staff (01 Ch. OS, 03 OS & 04 Sr. Clerk) are working in Time office. Staff of this section deals with supervision of punching of Gate Attendance Cards by the workers, maintain absent register and certified absentees of workers through on duty SSE/SE of the concerned shop, Incentive related work, Leave posting, G.A. listing, Time Token entry in IPAS etc. They obtain signature of concerned SSE/SE on absent register and insert the absentees in Tally Sheet, Time sheet, Job cards of each employee. Out of 08 staff, 01 Ch. OS is working as In-charge of Time office, 01 staff deployed at Body Shop-II Time Booth, 01 OS at Body Shop-I time booth, 01 OS at Bogie Shop time booth, 01 staff at CBC shop time booth, 01 staff at Machine Shop time booth and 01 staff at Wheel shop time booth.

However, yardstick for time keeping & time booking functions in Time office is 01 Clerk for 200 staff vide Board's letter No. 61/M(Pred)/814/97 dated 15.07.1961.

Thus, the requirement of Ministerial staff in Time office as per yardstick comes to $(1600/200) = 08$. In addition to this, 01 Ch. OS is required as in-charge of Time office and considering importance of Time office, 01 more staff is required for look after the work of Time office in case of their absence (Leave/Training etc.). Therefore, the actual requirement of Ministerial staff for Time office comes to 10 against present deployment of 08.

Hence, 02 more ministerial staff are proposed in Time office for smooth functioning.

During direct observation, it is observed that there is no adequate facility of furniture for staff chair, table and Almirah for record/file keeping. Furniture provided in the office is old and shabby, thus records are not safe in these furniture. Therefore, it is suggested that old furniture may be replaced with modern furniture.

3.2.7 D & A Section:

At present 02 staff (01 Ch. OS & 01 Asst. Canteen Manager) are working in D&A section. Staff of this section deals with D&A cases (Avg. 25-30 cases per month), RTI and Appeal cases (Avg. 10-15 cases per month), Court cases (on hand 12 cases), Grievance cases (25-30 cases per annum), Establishment Ruling related matter, preparation of monthly/quarterly/yearly reports and other work given by officer. Considering the existing workload of D&A section, 01 more staff is required for dealing with Grievances & Ruling related matter.

Hence, 01 more staff is proposed in D&A section for smooth functioning.

3.2.8 Receipt & Dispatch Section:

At present 02 staff (01 Ch. OS, 01 Record Sorter) are working in Receipt & Despatch Section. They deal with receiving of avg. 50 letters & dispatch of avg. 50 letters per day, avg. 05 files per day, put up the letters/files to concerned officers, PF of staff entry in IPAS. Considering the existing workload 01 Ministerial staff and 01 Gr.D staff are sufficient to carry out the work of Receipt & dispatch section.

3.2.9 Pass Section:

At present 04 staff (01 Ch. OS, 02 OS & 01 Jr. Clerk) are working in Pass section. Staff of this section deals with issue of Duty pass, Privilege Pass & PTOs to all the Gaz. officers, Ministerial staff & technical supervisors of WRS/R (Avg. 35 per day) and Complimentary Passes/FIC card to retired employees, PF certification (Avg. 80-90 PF requisition per month), IOD cases (Avg. 03 per month), CCL certification, issue of office order, maintenance of Registers/files and other misc. work.

Considering existing workload, present deployment of 04 staff in Pass section is sufficient.

3.2.10 Shop Section:

At present 01 Ministerial staff (Ch. OS) is working in Shop section. Staff of this section deals with preparation of Incentive/Muster Roll of all SSEs, maintaining Leave particulars of all staff of shops, RMC/PMC memo of staff and supervision of Pass section in absence of In-charge. Considering the existing workload, present deployment of 01 Ministerial staff in Shop section may be continued.

3.2.11 Settlement Section:

At present 02 staff (01 Ch. OS, 01 OS) are deployed in Settlement section. Staff of this section deals with payment of settlement cases (Normal Retirement & Other than Normal Retirement - Avg. 05 cases per year), Family pension cases (Avg. 7 cases per month), issue of Medical card to Pensioners, issue of life certificate to pensioners, dealing of Review cases of staff attaining the age of 55 or completed 30 years service (Avg. 10 cases per month), organising of Pension Adalat (Quarterly), revision of pension, review of SR & LR for certification of A/c's, Preparation of Pension & DCRG and Commuted Value of Pension, preparation of MCDO/PCDO & correspondence work.

Considering existing workload, present deployment of 04 staff in Settlement section is sufficient.

3.2.12 Machine Shop:

At present 01 staff (OS) is deployed in Machine shop. Staff of this section deals with maintenance of DMTR, preparation of requisition and MCDO/PCDO & correspondence work.

Considering existing workload, present deployment of 01 Ministerial staff in Machine shop is sufficient.

3.3 Application of Benchmarking norms:-

Benchmarking offers us a solution for reduction and redistribution of staff and it is a very handy tool for rightsizing the staff strength on Indian Railways. It is a continuous process of comparing different units and identifying which one is the best in the business and then learning how this excellence was achieved and setting out to improve the efficiency of those units, which were left behind. If this concept is implemented it will definitely bring a large reduction in the cost hence making a significant contribution in improving the efficiency of various units of the Railways. After introduction of computers, many of the manual activities and paper exercises have been reduced considerably and the efficiency of each staff has also been increased. As per Railway Board's instructions, the manpower is to be brought down at the level of IRABM.

As per latest Benchmarking of Manpower Productivity Ratios Report of Dec.-2017 issued by the Director (E&R) / Railway Board:-

Current Benchmark:- Ratlam Division (RTM) of WR at 7.3 Men per 1000 staff.

Current IR Average Benchmark :- 11.2 Men per '000 staff.

Total On Roll staff of WRS/Raipur : 1674.

The requirement of Ministerial staff for personnel branch at WRS/Raipur on applying current IR Avg. Benchmark is worked out as under:

$$\begin{aligned}\text{Requirement of Ministerial staff} &= \text{Current IR Avg. Benchmark} \times \text{Total On Roll staff}/1000 \\ &= 11.2 \times 1674/1000 = 18.74 \text{ Say } 19 \text{ staff.}\end{aligned}$$

As per IRABM as mentioned above, 19 staff are required for dealing with the present workload of Personnel Branch. In addition to this, 10 staff are required for Time office and 05 staff required for different shops for dealing with establishment & store related matters. However, keeping a lenient view, the work study team is of the opinion that 09 more Ministerial staff may be utilised as per need where Artisan staff are deployed in shop/stores for ministerial work so that they can be spared for their assigned duty or as LR.

Thus, total requirement of Ministerial staff for WRS/Raipur comes to 43 (19+10+5+09) against sanctioned of 53. Hence, 10 vacant posts of Ministerial staff [OS- 07, Sr. Clerk- 02, Gest. Operator-01 (live)] are found surplus and should be surrendered.

3.4 Existing & Proposed Deployment of Ministerial staff section/shop-wise at WRS/Raipur :

S#	Name of Section	Present No. of Staff deployed	Proposed deployment of staff
1	Welfare Section	02	03
2	Cadre/Staff Section	04	04
3	Recruitment Section	02	02
4	Bill Section	10	07
5	Store & Budget Section	03	04
6	Time (CTK) office	08	10
7	D& A section	02	03
8	Receipt & Despatch section	02	02
9	Pass section	04	04
10	Leave section/Shop section	01	01
11	Settlement section	02	02
12	Machine shop	01	01
TOTAL		41	43

3.5 Summary of Sanction, Present & Proposed staff strength of Ministerial category in WRS/Raipur:

S#	Designation	Sanction strength	On Roll strength	Proposed Strength	No. of identified Surplus post
1.	Ch.OS	11	11	11	00
2.	OS	30	18	23	07
3.	Sr. Clerk	09	07	07	02
4.	Jr. Clerk	01	03	01	00
5.	Gest. Operator	01	01	00	01
6.	Record Sorter	01	01	01	00
GRAND TOTAL		53	41	43	10

3.6 RECOMMENDATIONS & SUGGESTIONS:

On the basis of above observations and critical analysis, the following recommendations and suggestions are made:

- 3.6.1** In pursuance of Indian Railways Average Benchmarking/Yardstick and present workload of Ministerial staff in WRS/Raipur by considering a lenient view, the requirement of Ministerial staff comes to 43 against sanctioned of 53. Thus, 10 posts of Ministerial category are found surplus and should be surrendered from WRS/Raipur.

Suggestions:

- 3.6.2** During direct observation, it is observed that there is no adequate facility of furniture for staff chair, table and Almirah for record/file keeping in few sections. Furniture provided in the office is old and shabby, thus records are not safe in these furniture. Therefore, it is suggested that old furniture may be replaced with modern furniture.
- 3.6.3** There is need of proper redistribution of workload of staff of Personnel branch to ensure optimum utilization of manpower.

3.7 **Review of Draft Study Report:**

In reference to the remarks furnished vide CWM/WRS/R's office letter no. WRS/MPP Surrender/2215 dated 29.06.2018, the Draft report has been reviewed critically and the Para-wise observations are as under:

Para No.	AWPO's remarks	Work Study Cell's remarks after reviewing the matter
1.	In the report, assessment of requirement of Ministerial staff as proposed for Welfare section, Recruitment section, Store & Budget section, D&A section, Receipt & Despatch section, Pass section, Shop section, Settlement section and Machine shop is acceptable.	This is agreed.
2.	In the report, it is stated that yardstick for one Bill Clerk for 300 employees has been proposed. And 03 staff are found surplus from Bill section as per report. But as per letter No. E(MPP)2015/1/41, dated 12.10.2017, yardstick for one Clerk for 500 SRs has been also proposed which is not mentioned in the report. In this unit the practice of preparing bills and maintain SRs by the same Clerk is going on. So the 10 staff who are working in the Bill Section is acceptable.	In this regard it is mentioned that the staff strength of WRS/R is about 1600. As per yardstick vide L. No. E(MPP)2015/1/41, dated 12.10.2017, One Bill Clerk for 300 employees and One Clerk for 500 SRs have been proposed. Thus, the requirement of staff for preparation of bills and maintaining Service Records comes to $1600/300 + 1600/500 = 08$. And one Ch. OS is required as In-charge of Bill section. Therefore, 09 staff is justified for Bill section.
3.	As per L. No. E(MPP)2015/1/41, dated 12.10.2017, proposed yardstick for cadre section is 02 clerks for 1200 employees. But in this unit near about 1600 employees are working. So, 03 staff are required for the above work and 01 Ch. OS is required as In-charge of Cadre section. But in this unit work related to APARs is attached with cadre/staff section which is a part of confidential section. So, one more staff is required for this work in cadre section.	In the study report, 04 staff are proposed for cadre section as per yardstick. Besides this, the suggestion for filling-up of 01 vacant post of PA is mentioned in Para 3.2.2 since 01 OS of cadre section is attached with CWM. So, 01 staff will be available after filling up of 01 vacant post of PA who can be utilised for maintaining APARs.
4.	There are 06 Punching booths under Time office in shop floor of WRS/R which is controlled by Ch. Time Keeper. One for Machine shop, Smithy shop, Millwright shop & PCO, One for Body-I shop, One for Body-II shop, One for Bogie shop, One for CBC, Paint & Fitting shop and One for Wheel shop. Each booth needs 02 clerks for smooth functioning but at present there are 07 Ministerial staff working in Time office under CTK. So, 05 more Ministerial staff are required for smooth	In this regard it is mentioned that the staff strength under Time office in shop floor of WRS/R is about 1440 (Body-I shop - 317, Body-II shop-304, Bogie shop-180, CBC, Paint & Fitting shop-229, Machine shop, Smithy shop, Millwright shop & PCO-272 & Wheel shop-139 staff). Yardstick for time keeping & time booking functions in Time office is 01 Clerk for 200 staff vide Board's letter No. 61/M(Pred)/814/97 dated 15.07.1961. Thus, the requirement of Ministerial staff in

	functioning of Time Office.	Time office as per yardstick comes to $(1440/200) = 07$. In addition to this, 01 Ch. OS is required as in-charge of Time office. Therefore, the actual requirement of Ministerial staff for Time office comes to 08 which is justified. Hence, the justification of 13 Ministerial staff for Time office is not acceptable.
5.	At WRS/R, there are 05 stores in the shop floor where Clerks are required for maintenance of DMTR, preparation of requisition & correspondence work. But due to shortage of ministerial staff only one clerk is posted in only one shop named Machine shop. Other shops are not mentioned in the report. But at present 04 more clerks are required for smooth functioning of the works of stores in other 04 shops.	In this regard it is mentioned that Artisan staff are being utilised in the shop stores for maintenance of DMTR, preparation of requisition & correspondence work since long time (about 05-06 years). The present utilisation of Artisan staff for store works may be continued. Therefore, the requirement of 04 more clerks for store works in 04 shops is not acceptable.
6.	Gest. Operator is an essential post for this unit because this one operates the special type of scanning machine/photo copy machine which needs special training.	The justification for retaining the post of Gest. Operator is not agreed to. It is observed by Work Study team that presently Gestner Operator is not doing his designated job as Gestner machine is outdated and replaced by copier machine. He is utilised for printing of avg. 1000 copies per month through Copier machine and record maintenance of S&B section. Thus considering Multi-skilling/MTS concept, the work related with photo copy/scanning can be done by other Group-D staff imparting necessary training. Therefore 01 post of Gestner operator is identified surplus and recommended to surrender. It is suggested that present Gestner Operator may be redeployed in other suitable category subject to fulfilment of other terms & conditions.
7.	The above work study report has suggested to surrender of 10 Ministerial posts which is not possible due to increase in new legislations like RTI Act and introduction of new programs, process like ARPAN, CPGRAM, NIVARAN, AGRS work has increased and new areas have come up, also pressure of court cases is increasing day by day. In the above scenario, new section and cells needs to be created such as RTI section, Confidential cell, Court cell, PNM & Quarter cell etc. where more staff will be required.	The justification for creation of new section and cells such as RTI section, Confidential cell, Court cell, PNM & Quarter cell is not acceptable. In this regard, it is stated that RTI cases (10-15 cases per month), Court cases (12 cases on hand), new Grievance programs like ARPAN, CPGRAM, NIVARAN, AGRS work (25-30 Grievance cases per annum) are being dealt in D&A section. And in the study report, considering the existing workload of D&A section, 01 more staff than present 02 staff has already been proposed for smooth functioning

		of D&A section. Similarly, PNM & Quarter related matter are dealt in Welfare section. And in the study report, considering the existing workload of Welfare section, 01 more staff than present 02 staff has already been proposed for smooth functioning of Welfare section. Therefore, the proposal for surrender of 10 Ministerial posts stands good.
8.	The nature of some work of PCO section of this unit which was maintained by Technical Supervisors & Artisan staff has changed. Some work i.e. Tender, M&P, Contract etc. is become online and due to changing of nature of the work of this section, there has a need of Ministerial staff in this section.	The work of PCO section is being maintained by Technical Supervisors & Artisan staff since long time which may be continued.

Further, it is pertinent to mention that in the study report (Para 3.3), the requirement of Ministerial staff has also been assessed based on Benchmarking norms and other activities of WRS/R which also comes to 43 against sanctioned of 53.

Summary of Existing & Proposed Deployment of Ministerial staff section/shop-wise at WRS/Raipur

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S#	Name of Section	Present No. of Staff deployed	Proposed deployment of staff
1	Welfare Section	02	03
2	Cadre/Staff Section	04	04
3	Recruitment Section	02	02
4	Bill Section	10	09
5	Store & Budget Section	03	04
6	Time (CTK) office	08	08
7	D& A section	02	03
8	Receipt & Despatch section	02	02
9	Pass section	04	04
10	Leave section/Shop section	01	01
11	Settlement section	02	02
12	Machine shop	01	01
TOTAL		41	43

CHAPTER-IV

4.0 FINANCIAL EVALUATION & RESULTS:-

Savings due to surrender of 10 identified surplus posts:-

Design.	Level (7 th CPC)	G.P. (6 th CPC)	Pay Structur e (7 th CPC)	No. of Post to be surren dered	Mean pay of the level	Cost per Month per staff (Mean Basic pay+ D.A. @ 5%)	Total cost per month (in Rs.)	Total cost per year (in Rs.)
OS	Level-6	4200	35400- 112400	07	73900	77595	543165	6517980
Sr. Clerk	Level-5	2800	29200- 92300	02	60750	63787	127574	1530888
Gestner Operator	Level-2	1900	19900- 63200	01	41550	43220	43220	518640
TOTAL				10				85,67,508

Thus, recurring savings to the tune of Rs. 8567508 say Rs. 86 lakh Per annum can be achieved due to surrender of 10 vacant posts of Ministerial category from Personnel Branch of WRS/Raipur and surrender memorandum to be issued by WPO/WRS/R/SECR.

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