

SOUTH WESTERN RAILWAY



Work Study

On

**“Review of staff strength of Safaiwala in Railway Hospital/SBC and
CHI/Railway Colony/SBC.”**

Guided By:

**Smt.E.Vijaya
DGM (G)/SWR/UBL**

**Shri.H.T.Madakari Naika
ADGM/SWR/UBL**

Studied by –

- 1) Shri M. Abdul Rahim**
- 2) Shri Nilesh D.Khilare**

Study conducted by –

**Work-Study Cell / S.W.R. / UBL
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The work study team expresses its special thanks for Medical Staff for their co-operation in carrying out the work study effectively.

SYNOPSIS

Work-Study on staff strength of Safaiwala in Medical Department of SBC Railway Hospital and CHI/Railway Colony/SBC of SBC division was conducted in December - 2018. Work-Study team collected details of sanctions, actual and vacancies from Sr.DPO/SBC & CHI/division/SBC. The data collected was evaluated as per general principles of Work-Study vide “Railway Board letter dated; 10.01.2017 of Para 6 stating that more non-core activities, which are not directly related with train operations and safety can be outsourced”.

Based on the Railway Board guidelines Work-Study team recommends to outsource the activities of Safaiwala in Railway Hospital and CHI Colony SBC duly surrendering/redeploying **46** posts of Safaiwala i.e. **14** incumbents and **4 vacant** posts of Safaiwala in Railway Hospital, **27** incumbents and **01 vacant** post of Safaiwalas in CHI Colony SBC.

05 Posts which are lying vacant to be surrendered immediately as per pinpointing of posts of Safaiwala Medical department SBC/Div, Vide pinpointing of posts of Safaiwala statement issued by Sr.DPO/O/SBC dated 25/06/2018.

The goal is to bring in perceptible changes in day to day management from the point of view of Railway Board letter dated; 10.01.2017. Cost benefit analysis for outsourcing Safaiwala activities has been worked out and found to be cheaper as compared to Railway Salaried employee, hence outsourcing is recommended resulting in reduction of expenditure.

However PCMD vide his office letter dated; 02.07.2018 has stated that Safaiwala posts which are vacant in Railway colonies will be surrendered duly outsourcing the activities of Safaiwala.

Optimisation of manpower results in improvement of work culture, and increase productivity.

TERMS OF REFERENCE

As per the approved Work-Study programme for the year 2018-19, a work study on staff strength of Safaiwala in Medical Department of SBC Railway Hospital and CHI/Railway Colony/SBC of SBC division was conducted in Dec - 2018.

METHODOLOGY

- Collection of data from site.
- Discussion with field officials and staff.
- Critical Analysis.

SUMMARY OF RECOMMENDATIONS

The work–study team collected the Safaiwala details from CMS/O/SBC and CHI/O/Railway Colony/SBC of Medical Department. It was critically analyzed and concluded that the sanctioned staff strength of Safaiwalas is non-essential and non-core activity. Hence Work study team identified **46** posts of Safaiwalas in Railway Hospital/SBC and Railway Colony/SBC to be surrendered duly outsourcing the activities of Safaiwalas as per Railway Board guidelines.

Statement of Sanctions of Safaiwala posts as per pinpointing of Safaiwala posts in Medical department SBC/Div vide pinpointing of posts of Safaiwala statement issued by Sr.DPO/O/SBC dated 25/06/2018, is enclosed as (**Annexure –I.**)

On Roll Safaiwala as per CMS/O/SBC (Annexure –II.)

SL. No.	DESIGNATION	SCALE	GRADE PAY	S	A	V	E
01.	Safaiwala	5,200 – 20,200	1,800	18	14	04	Nil
	Total			18	14	04	Nil

On Roll Safaiwala as per CHI/O/SBC (Annexure –II.)

SL. No.	DESIGNATION	SCALE	GRADE PAY	S	A	V	E
01.	Safaiwala	5,200 – 20,200	1,800	28	27	01	Nil
	Total			28	27	01	Nil

Railway Board guidelines vide letter dated: 10.01.2017 of Para 6 stating that more non-core activities, which are not directly related with train operations and safety can be outsourced” is enclosed as **Annexure -III.**

Work study team has worked out the cost for outsourcing the activity of Safaiwala in terms of Minimum Wages Act letter dated 03/04/2018 is enclosed as **Annexure –IV.**

Cost of per day wages of Sweeping and cleaning activities as per Payment of Minimum Wages act dated: 03/04/2018.	₹.462/-
Cost of each contractor labour per month	₹.462 x 1 x 30 = ₹. 13,860/-
Cost of contractor labour per year	₹.13860 x 46 x 12 = ₹. 76,50,720/-
Cost of Railway employee per year. (wages of railway employee per month is 40,820/- @ 9% DA)	₹.40820 x 46 x 12 = ₹. 2,25,32,640/-

The total cost for 46 Railway men	=	Rs. 2,25,32,640.00
The total cost for 46 contractor men	=	Rs. 76,50,720.00
Net difference in wages	=	<u>Rs. 1,48,81,920.00</u>

Railway will save Rs. **1,48,81,920.00** annually in wages

Optimisation of manpower results in improvement of work culture, and increase in productivity.

During the discussion with CMS/SBC it was brought to the notice that if the Safaiwala activities are out sourced, **46** posts Safaiwalas in GP- 1800 can be surrendered and the money value can be utilized for creation of posts for new assets. However CMS/SBC has agreed to outsource the Safaiwala activities of Railway Colony/SBC only.

Safaiwala activities of Railway Hospital cannot be outsourced as Safaiwala are feeder category for Hospital Attainders and Dressers.

CMS/SBC remarks enclosed as **Annexure -V**

CHAPTER – I

Existing Manpower

Sanctioned Staff strength statement of Safaiwala in Railway Hospital/SBC and CHI/Railway Colony/SBC of SBC Division as per Pinpointing of posts of Safaiwala in Medical department SBC/Div vide memorandum dated.29.05.2018 is shown below:-

CMS/O/SBC:

SL. No.	DESIGNATION	SCALE	GRADE PAY	S	A	V	E
01.	Safaiwala	5,200 – 20,200	1,800	18	14	04	Nil
	Total			18	14	04	Nil

CHI/O/SBC:

SL. No.	DESIGNATION	SCALE	GRADE PAY	S	A	V	E
01.	Safaiwala	5,200 – 20,200	1,800	28	27	01	Nil
	Total			28	27	01	Nil

Workload:-

- 1) Sweeping of Roads, backyards, open area, ground and staircase of Multi-storied Railway Quarters.
- 2) Collecting garbage/rubbish arised out of above mentioned sweeping activities and dumping into nearby dustbins
- 3) Cleaning and desludging of open drainage. Most of the Railway colonies like MG. Colony, NANDI Colony, officers colony, ORH compound, etc.
- 4) Removal of vegetation growth upto one feet of both side of drainage.
- 5) All the wastes arised of drainage cleaning activity will be dumped into nearly dustbins.
- 6) The bleaching powder and lime powder will be mixed and sprinkled in various locations like sideby drainage, vulnerable area for not affecting infections.
- 7) Collecting door to door garbage from all the Railway quarters and segregating wet and dry garbage. The dry garbage will be dumped into dustbin and wet garbage will be transported to compost pit through the tractor engaged by contractor.
- 8) Arranging spraying of insecticides and flogging Railway Colonies .
- 9) Cleaning of toilet and bathrooms in Officers Club and other establishments wherever such works are not outsourced.

- 10) Services of Safaiwalas working in this unit are being utilized to conduct various health programmes like Pulse Polio Immunization programme, Health Awareness Campaign etc and also they will be deputed to outstations during VVIP movements.
- 11) Removal of animal carcass also done by Safaiwalas.

Distribution of Safaiwalas under Railway Hospital/SBC to carry out the Safaiwala activities is shown below;

SL. No	Name of the Wards	No.of Staff
01.	Male Ward	03
02.	Female Ward	03
03.	OPD + Corridor	02
04.	Causality + Day care	01
05.	ICU	02
06.	OPD and IPD Toilets & Surgical stores/Medical Stores	01
07.	OT	01
08.	Surrounding Compound	01
TOTAL		14

Distribution of Safaiwalas under CHI/Colony/SBC to carry out Safaiwala activities is shown below;

SL. No	Name of the Colony	No.of Staff
01.	M.G. Colony	13
02.	Nandi Colony	14
TOTAL		27

CHAPTER - II

INTRODUCTION:-

Capital and labour are the basic factors of production for any organization. The role of these two factors is complimentary and not supplementary. While the capital provides for basic infrastructure, labour makes use of the same and contributes for production. The requisite production cannot be achieved in the absence of any of these two factors.

Human resources are the most indispensable asset of any organization. Effective utilization of this asset is the prime responsibility of the Management, especially for an organization like Indian Railways.

The work force cost constitutes around 52% (excluding pension) of ordinary working expenses of Indian Railways. Human resource development and manpower planning are thus crucial for Indian Railways financial viability. Continuous updating and designing of job descriptions, reduction of number of categories for job enrichment through multi skilling, qualifications and responsibilities are need of the day.

Review of work methods and sequences regularly, so as to create groups for execution of job whenever new technologies are introduced. The controlling of the manpower and its best utility is the need of the hour in the organization. It is realized that output of every individual railway employee has to be substantially optimized to enable the railway system to work with requisite economy and achieve more productivity.

Keeping the reforms in view, there should be sweeping changes in the content and composition of manpower.

In view of the fore said objectives, PCMD/SWR has advised the Work-Study cell to take up study on Review of Staff Strength of Safaiwala in Medical Department of SBC Railway Hospital and CHI/Railway Colony/SBC of SBC division.

CHAPTER – III

Critical Analysis

Cleanliness is next to godliness. A clean environment is a need of society. In the present circumstances the importance of cleanliness has been stress time and again. Cleanliness in Railway Colonies means maintaining a clean environment so that the beneficiaries stay in neat and hygienic environment. The modern scientific term is Environmental Engineering. Railway colonies and all service buildings are to be maintained in a hygienic and clean manner and adequate care is to be taken at the planning stage itself. Cleaning services are to be provided in the entire railway premises including Railway colonies, circulating area, and service buildings.

At Railway colony/SBC the activity of cleanliness is carried out by Railway Safaiwala staff. However, activity of picking up garbage from dust bin is outsourced.

Cleanliness has been one of the most neglected areas of Railway working. With enhanced awareness, there has been an expectation of high standards of cleaning, failing to which results in complaints.

Major factor of unsatisfactory cleanliness are identified as, use of traditional manual method of cleaning and shortage of manpower in comparison of increase footfall.

Being a physical labour oriented work, the increase in average age in age profile of Safaiwala has resulted into reduction in performance activity.

As a solution to this problem and for improved and better standard of cleanliness and hygiene is given on introduction of latest, improved and state of art technology in this area. Service agencies with expertise in field of cleanliness activity are hired for day to day maintenance of cleanliness and hygiene by deploying latest cleaning equipments and workforce.

The Railway colonies are maintained departmentally through Safaiwalas and outsourced activities for removal of garbage from Railway Colonies. Effective manpower management and contract management are, therefore, essential. Railways should have effective monitoring mechanism in place to ensure quality in all cleanliness related activities.

There were no norms for providing Safaiwalas in colonies. The sanctioned strength was based on requirement of staff assessed far back when the stations were first introduced.

Multiple departments were involved in cleanliness activities leading to lack of coordination among them and rendering the cleanliness efforts ineffective. As such, accountability did not go with responsibility.

CHAPTER - IV

CONCLUSION:

The work study is concluded with the recommendation summarized as under:

- 1) Railway staff residing in Railway Quarters should be made more aware about the importance of cleanliness.
- 2) Outsourcing the cleaning activities in Railway Hospital and Railway Colonies in a phased manner.
- 3) Service agencies with expertise in the field of cleanliness activity are hired for day to day maintenance of cleanliness and hygiene by deploying latest cleaning equipments and workforce.
- 4) A comprehensive review of cleaning contracts should be done for minimizing overlap.
- 5) Intensified systems to ensure desired out-put is also required.
- 6) Vacant post of Safaiwala to be surrender immediately.

CHAPTER – V

FINANCIAL IMPLICATIONS:-

Implementation of work study recommendations will increase productivity and SWR can save **Rs 2,25,32,640.00** annually as shown below:-

CMS/O/SBC:

SL. No.	Category	S	A	V	No. of Posts recommended for surrender/ Redeployment	Emoluments per month in Rs.	Total Emoluments per annum in Rs.
01.	Safaiwala (GP-1,800)	18	14	04	18	40,820.00	88,17,120.00
	Total	18	14	04	18		88,17,120.00

CHI/O/SBC:

SL. No.	Category	S	A	V	No. of Posts recommended for surrender/ Redeployment	Emoluments per month in Rs.	Total Emoluments per annum in Rs.
01.	Safaiwala (GP-1,800)	28	27	01	28	40,820.00	1,37,15,520.00
	Total	28	27	01	28		1,37,15,520.00
Grand Total		46	41	05	46		2,25,32,640.00

ANNEXURES

Sl. No.	Description	Annexure
1.	Pinpointing of posts of Safaiwala Medical department SBC/Div vide memorandum dated.25.06.2018	I
2.	Actual Safaiwala On Roll statement of CHI/Colony/SBC	II
3.	Actual Safaiwala On Roll statement CMS/SBC	III
4.	Railway Board guidelines letter dated 10.01.2017	IV
5.	Minimum Wages Act letter dated 03/04/2018	V
6.	Remarks of CMS/SBC	VI