

# **SOUTH WESTERN RAILWAY**



## **Work Study**

**On**

**“ Review of staff strength of Safaiwala in Operating  
Department over UBL division”**

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***File No.G.276/WS/SWR/2018-19***

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## **ACKNOWLEDGEMENT**

The Work-Study Team is thankful to Shri. R.C. PUNEETHA/ADRM/UBL and Shri. Dr. A.N.KRISHNA REDDY/Sr. DOM/UBL for their guidance during the Work-study.

The work study team expresses its special thanks for Operating Staff for their co-operation in carrying out the work study effectively.

## **SYNOPSIS**

Work-Study on staff strength of Safaiwala in Operating Department of UBL Division was conducted in June - 2018. Work study team collected details of sanctions, actual and vacancies from Sr.DOM/O/UBL and Sr.DPO/O/UBL. 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 duly surrendering/redeploying the sanctioned **70 live** posts of Safaiwala and **04** posts of Safaiwala which are vacant to be surrendered immediately.

It was noticed that Safaiwala activities in Operating department has been outsourced in MYS & SBC Divisions respectively duly surrendering the posts and redeploying the available incumbents. Work Study team strongly recommends for implementing the same in Hubli Division to outsource the Safaiwala activities in the interest of Railways to increase productivity, reduction of expenditure and better utilisation of Manpower in safety category posts and new assets.

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, hence outsourcing is recommended resulting in reduction of expenditure.

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 Operating Department of UBL Division was conducted in June - 2018.

## **METHODOLOGY**

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

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## SUMMARY OF RECOMMENDATIONS

The work-study team collected the station wise Safaiwala details from Operating Department of UBL Division, it was critically analyzed and concluded that the sanctioned staff strength of Safaiwalas is non-essential and non-core activity in UBL Division. These identified 74 posts of Safaiwalas to be surrendered and the activities can be outsourced as per Railway Board guidelines.

**Sanctions and vacancy statement of Safaiwalas in Operating department as per Sr.DPO/UBL dated: 03.05.2018 is enclosed as Annexure –I.**

SL. No.	DESIGNATION	SCALE	GRADE PAY	S	A	V	E
01.	Safaiwala	5,200 – 20,200	1,800	74	70	04	Nil
	<b>Total</b>			<b>74</b>	<b>70</b>	<b>04</b>	<b>Nil</b>

Railway Board guidelines vide letter dated 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 -II**.

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 –III**.

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 74 x 12 = ₹. 1,23,07,680/-
Cost of Railway employee per year. (wages of railway employee per month is 27,550/- @ 7% DA)	₹.40,071x74x12 = ₹. 3,55,83,048/-

The total cost for 74 Railway men	=	Rs. 3, 55, 83,048/-
The total cost for 74 contractor men	=	Rs. 1, 23, 07,680/-
Net difference in wages	=	<b><u>Rs. 2, 32, 75,368/-</u></b>

Railway will save Rs. **2, 32, 75,368/-** annually in wages

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

If the Safaiwala activities are out sourced, 74 posts Safaiwala in GP- 1800 can be surrendered and staff can be utilized for other activities where work load is increased and also for better utilization of manpower, to improve productivity and creation of posts in safety category and for new assets.

During the work study, Work Study Team discussed the issue with Sr.DOM/UBL and brought to his notice that outsourcing Safaiwala activities has already being implemented in Operating Department of MYS&SBC Division, hence strongly recommended to surrender **74** posts of Safaiwala in UBL Division also.

## CHAPTER - I

### Existing Manpower

Sanctioned Staff strength statement of Safaiwala in Operating Department of UBL Division is enclosed as (Annexure – I)

SL. No.	DESIGNATION	SCALE	GRADE PAY	S	A	V	E
01.	Safaiwala	5,200 – 20,200	1,800/-	74	70	04	Nil
	<b>Total</b>			<b>74</b>	<b>70</b>	<b>04</b>	<b>Nil</b>

## **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 40% (excluding pension) of gross 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, AGM/SWR has advised the Work-Study cell to take up study on Review of Staff Strength of staff strength of Safaiwala in Operating Department of UBL Division.

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## **CHAPTER – III**

### **Critical Analysis/Suggestion:-**

Sanitation means maintaining a clean environment so that the beneficiaries stay in neat and hygienic environment. The modern scientific term is Environmental Engineering. Railway stations and all work places are to be maintained in a hygienic and clean manner and adequate care is to be taken at the planning stage itself. Sanitation services are to be provided in the entire railway premises including Railway stations, circulating area, and office.

At wayside stations where no Health Inspector is posted, supervision over sanitation work should be with the Station Master. At stations where there are whole time Health Inspectors, sanitation would be supervised by the traffic representative in-charge. For technical guidance and organisational control. Health Inspectors would continue to be under Medical Department.

Station Masters/Managers are primarily responsible for operations such as reception and departure of trains from the station, shunting of trains, management of signals and level crossings, undertaking operating inspections of the station, repair and maintenance of station buildings, tools and equipment, water supply arrangements etc. Cleanliness, thus, was a very low priority area for them in view of the wide spectrum of responsibilities.

The Railway stations are maintained either departmentally through Safaiwalas or through outsourced agencies. 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 at stations. In most of the stations, 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) Surrender of **74** posts of Safaiwala duly outsourcing the activities of Safaiwala in Operating department of UBL division.
- 2) Immediate surrender of **04** posts which are lying vacant.
- 3) Surrender of **70** live posts duly redeploying the incumbents to suitable posts where work load has been increased and for new assets.
- 4) The money value thus obtained may be utilised for creation of safety category posts and for new assets.

## CHAPTER – V

### FINANCIAL IMPLICATIONS:-

Implementation of work study recommendations will increase productivity and SWR can save **Rs. 3,55,83,492.00** annually as shown below:-

Category	S	A	V	No. of Posts recommended for surrender/ Redeployment	Emoluments per month in Rs.	Total Emoluments per annum is Rs.
Safaiwala	74	70	04	74	40,072.00	35583492.00
<b>Total</b>	<b>74</b>	<b>70</b>	<b>04</b>	<b>74</b>		<b>3,55,83,492.00</b>

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## ANNEXURES

<b>Sl. No.</b>	<b>Description</b>	<b>Annexure</b>
<b>1.</b>	Sr.DPO/O/UBL Sanction, actual and vacancy statement of 2018.	<b>I</b>
<b>2.</b>	Railway Board guidelines letter dated 10.01.2017	<b>II</b>
<b>3.</b>	Minimum Wages Act letter dated 03/04/2018	<b>III</b>