

EASTERN RAILWAY

**WORKSTUDY REPORT
ON**

**REVIEW OF WORKLOAD OF MINISTERIAL STAFF DEPLOYED
IN DIFFERENT UNITS UNDER MECHANICAL (D&P)
DEPARTMENT OVER SEALDAH DIVISION.**

(STUDY NO.WSER-15/18-19)

(Submitted on 22.11.2018)

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**By
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The study team hereby acknowledges its deep gratitude to DME (D&P)/SDAH for his valuable suggestions and guidelines to the study team for conducting the study. The study team will even be thankful to all SSE/SE and Ch.OS/OS working in different units/sections for their heartiest cooperation by supplying all necessary information and related data to complete this study in time.

METHODOLOGY ADOPTED

The following methodology has been adopted in carrying out the study:

- I) Collection of data in regard to ministerial work.
- II) Discussed with SSE/SE & Ch.OS/OS in connection with different activities catered by ministerial staff.
- III) Studied the existing workload and deployment of staff.
- IV) Analysis has been made based on the random activity sampling method.

AUTHORITY & TERMS OF REFERENCE

The subject work study has been undertaken by the GM's Efficiency Cell of Eastern Railway in financial year 2018-19 under the following terms of reference.

- i) To assess the present involvement of staff in their working field.
- ii) To evaluate the actual requirement of manpower based on effective utilization of staff in their respective field of work.

SUMMARY OF RECOMMENDATION

Sl. No.	Recommendation	Para Ref.
1.	It is recommended by the study team that the revised requirement of ministerial staff under Mechanical (D&P) department will be 73 as against the existing sanctioned strength of 124. Hence, $(124-73) = 51$ posts of ministerial staff should be rendered as surplus and surrendered from the existing sanctioned strength.	3.8

EXECUTIVE SUMMARY

Study Name & No:	REVIEW OF WORKLOAD OF MINISTERIAL STAFF DEPLOYED IN DIFFERENT UNITS UNDER MECHANICAL (D&P) DEPARTMENT OVER SEALDAH DIVISION. (STUDY NO.WSER-15/18-19)
Year of conducting the study:	2018-19
Terms of reference:	<ul style="list-style-type: none"> i) To assess the present involvement of staff in their working field. ii) To evaluate the actual requirement of manpower based on effective utilization of staff in their respective field of work.
Methodology adopted:	<ul style="list-style-type: none"> i) Collection of unit wise data in regard to ministerial job. ii) Discussed with SSE/SE and Ch.OS/OS in connection with the different activities catered by ministerial staff. iii) Studied the existing workload and deployment of staff. iv) Analysis has been made based on the random activity sampling method.
Existing Sanctioned Strength:	124
On roll strength	73
Vacant post:	51
Proposed Surrender:	51
Justification	The requirement of ministerial staff under different units of Mechanical (D&P) department of SDAH division has been assessed based on the random activity sampling method.

CHAPTER-I

1.0 INTRODUCTION

- 1.1 With the changes in pattern of working each and every activity centers require proper rationalization of workload vis-à-vis manpower. It is obvious that the introduction of advanced technology and the modified simplest method of doing work have created a clear scope of reduction of manpower in every field of activities, where the same concept has been introduced.

As a result, Railway Board is paying more attention on the rightsizing of manpower to achieve an optimum level of productivity in the Zonal Railways keeping the revised concept of modernization in view.

In view of above, Eastern Railway is also phase wise adopting the said concept very scientifically and logically to arrive at the better manpower ratio in the sphere of different activity centers.

- 1.2 The subject work study has been undertaken by the G.M.'s Efficiency Cell with a view to assess a need based requirement of Ministerial staff deployed in different units under Mechanical (D&P) department of Sealdah division. Therefore, the motto of conducting the subject study is to evaluate the actual requirement of Ministerial staff in the said units consequent upon the revised scenario of present working.
- 1.3 Due to change in pattern of working with the introduction of advanced technological features, the workload of ministerial staff under DME(D&P) department has reasonably been reduced, as evident from random sampling data collected during field study.
- 1.4 While conducting the subject work study, the method of random activity sampling technique has been adopted to find out the actual requirement of ministerial staff in the Mechanical(D&P) department as per analysis made in the study report.
- 1.5 There are ten units under the jurisdiction of Mechanical (D&P) department located in different places such as DME(power)/SDAH, FIO(P)/SDAH, SSE(L)/BGA, SSE(L)/NH, SSE(L)/RHA, SSE(MV)/SDAH, AME/Diesel/BGA, CLI/Fuel/SDAH, SSE/Diesel/BGA and SSE(L)/CP over Sealdah division.
- 1.6 Presently 73 nos of ministerial Gr.C and Gr.D staff are working in different units as mentioned in above para as against the sanctioned strength of 124 posts. There are 51 posts vacant at present.

CHAPTER-II

2.0 EXISTING SCENARIO

The main objective of conducting the subject study is to assess the section/unit wise actual requirement of ministerial staff of Mechanical (D&P) department over SDAH division based on the effectiveness of the staff working in different units of the said department.

- 2.1 The existing infrastructure i.e. the organizational set up, present workload, work point and working system of ministerial staff under Mechanical (D&P) department is illustrated below.
- 2.2 The detailed category wise sanctioned strength and men on roll position of Ministerial staff and peon under DME (D&P)/SDAH are appended below.

Category	Sanctioned strength	Men on Roll	vacancy
Ch.OS	24	22	2
OS	56	28	28
Sr.Clerk	18	06	12
Jr.Clerk	06	00	06
Total	104	56	48
Peon	20	17	03
GrandTotal	124	73	51

- 2.3 The sanctioned strength & men on roll position of ministerial staff working in different work points / units over SDAH division under DME (D&P) Department are stated as under.

Sr. No.	Section	Ministerial staff		
		Sanctioned Strength	Men-On-Roll	Vacancy
1	DME(D&P)/SDAH.	104	15	
2	AME(Dsl)/BGA.		06	
3	SSE(Dsl)/BGA		09	
4	SSE(L)/BGA		11	
5	SSE(MV)/SDAH		02	
6	FIO(P)/SDAH		02	
7	CLI(F)/SDAH		01	
8	SSE(L)/CP		03	
9	SSE(L)/NH		03	
10	SSE(L)/RHA		04	
	Total	104	56	48

- 2.3.1 The sanctioned strength & men on roll position of Peon working in different work points / units over SDAH division under DME (D&P) Department are stated as under.

Sr. No.	Section	Peon		
		Sanctioned Strength	Men-On-Roll	Vacancy
1	DME(D&P)/SDAH.	20	03	
2	AME(Dsl)/BGA.		03	
3	SSE(Dsl)/BGA		03	
4	SSE(L)/BGA		03	
5	SSE(MV)/SDAH		02	
6	FIO(P)/SDAH		00	
7	CLI(F)/SDAH		00	
8	SSE(L)/CP		01	
9	SSE(L)/NH		00	
10	SSE(L)/RHA		02	
	Total	20	17	03

- 2.4 As per subject of the work study, different category of ministerial staff such as COS, OS, Sr.clerk, Jr.clerk and Peon under DME (D&P)/SDAH are under the purview of the study. Therefore, study team considered 56 posts of ministerial staff and 17 posts of peon are deployed in ten (10) units as stated 2.3 & 2.3.1 under DME (D&P)/SDAH as against the Sanctioned Strength of 104 posts of ministerial staff and 20 posts of peon respectively.

- 2.5 The different activities of ministerial staff deployed in different field units such as FIO(P)/SDAH, SSE(L)/BGA, SSE(L)/NH, SSE(L)/RHA, SSE(MV)/SDAH, AME/Diesel/BGA, CLI/Fuel/SDAH, SSE/Diesel/BGA and SSE(L)/CP over SDAH division are stated as under.

- 1) Issue of Pass, PTO, monthly CTO, Special duty pass, card pass, post retirement complimentary pass and widow pass of serving employee.
- 2) Dealing of D&A cases (SF-11) including unauthorized absent of staff.
- 3) Receiving & Dispatching of official letters and documents.
- 4) Collection of stationery items and documents from AMPS/HWH.
- 5) Checking of TA & OT bills and onward submission of personnel branch.
- 6) Posting of Lub oil voucher in summary register and posting of lub oil consumption in various leader cards.
- 7) Maintaining the empty drum & drain oil leader cards including scrap disposal of empty drum through NS-11.
- 8) Prepare the monthly statement of all transaction of lub oil for MCDO.
- 9) Maintaining the record of staff quarters and education allowance correspondence.

- 10) Prepare the muster roll after mentioning the sick, leave, absentee etc and maintaining the leave register of RG. staff & other ministerial staff.
- 11) Processing the PME, GRSR Trg, Tech Trg, Safety camp, Simulator Trg, WDP4 Trg, LHB Trg, Air brake Trg and TA camp of running staff.
- 12) Prepare the running staff's passport for Bangladesh train service.
- 13) Day to day booking of running staff i.e. LPS, LPG & ALP for train service after proper maintaining LR of running staff.
- 14) Prepare the sheet related to the KM posting of running staff under SSE/L/BGA, SSE/L/CP, SSE/L/NH and SSE/L/RHA.
- 15) Daily posting of ledger on account of fuel and daily checking of invoice against decantation of avg. 03 nos. of tank truck.
- 16) Preparing the 10 day's HSD oil received & return statement and monthly L4 statement including issue of HSL oil for pass service, foreign railway service, and Goods service, shunting service and DEMU / BD Crane service
- 17) Preparing the monthly statement regarding issue against foreign locos division wise.
- 18) Survey of HSD oil and to Keep the details record of yearly requisition of HSD oil and claim against short receipt.
- 19) To keep record of flow-meter calibration and checking and bio-diesel.
- 20) Collection of yearly/monthly requisition and issue of imprest items.
- 21) Process of non stock items procurement, receipt and inspection of materials, acceptance and entry of challan/invoice at register and filing of purchase order.
- 22) Collection & issue of uniforms/cotton khadi to running staff and also maintaining the record of same.
- 23) Collection & issue of tools & equipments to loco pilots and condemnation of M & P items, other materials and disposal against NS-11.
- 24) Work related to disposal of stock sheet and maintenance of dead stock register.
- 25) Collection of oxygen & DA for ART and crane and return of empty cylinder.
- 26) Maintaining the record of CTR and preparing the shut down statement of locomotives and monthly statement of train/driver wise SFC.
- 27) Dealing with budget, policy matter, MCDO, retirement cases, passing the bill for purchase items & contractor's bill and repairing bill etc and processing the tender documents under (C&W) and Mech (D&P).
- 28) Processing the TA, OT & Children education allowance, cleaning contract, AMC of SLI system of 140 Ton B.D crane, cash imprest etc
- 29) Dealing with loss & theft cases, court cases and DA & suspension cases of Staff etc.
- 30) Prepare the salary bill of running staff after scrutinizing their CTRs, working hrs & kilometerage figure etc.
- 31) To face with audit inspection, General Accounts inspection, Welfare inspection as per program fixed up by the competent authority.
- 32) Booking of ML drivers and maintenance staff under SSE/MV/SDAH and checking of Log book and preparing the overtime vouchers, bills and necessary statement.

- 33) Process for repairing of all vehicles, tax token of vehicles and issue of inspection report before & after repairs and maintain the movement & booking of hired vehicles and submission of cash imprest bill for spare parts & petrol and condemnation & disposal of vehicles, old materials, battery etc. and collection of HSD oil from IOCL and maintain the different registers.
- 34) Preparation of monthly fuel consumption of sheds with L-4 statement of all fueling points under DME (D&P).
- 35) Transfer & posting including muster roll mentioning national holyday, night duty allowance & leave of loco inspector
- 36) Prepare the driver wise shut down statement of engine under different sheds and send to DME (D&P)/SDAH office.
- 37) Booking of staff in various stations for maintenance of firefighting equipments is to be maintained and compliance report of maintenance is to be recorded in separate register and prepare the regular field book of firefighting.
- 38) Maintain the F1/7 store files, ledger, vouchers and issue note for fire extinguisher which is used in different stations.
- 39) Certification & verification of weigh bridge maintenance at NH, NACC and CP is to be made and prepare the status of diesel test wagon for frequent movement.

2.5.1 The activities of ministerial staff working at DME (D&P)/SDAH office are stated as under.

- 1) Dealing with stock-sheet, audit case, hire charges of 140 ton B.D.crane, test wagon H.C and repairing of vehicles.
- 2) Dealing with transfer promotion & posting of staff under Mechanical (D&P) branch, retirement of staff, leave encashment of staff and maintain the leave record, processing the PF withdrawal etc.
- 3) Procurement of spare parts of ART, 140 ton B.D.crane, Fog signal, breath analyzer and dealing with condemnation & disposal of M&P items and supply as well as installation of CCTV at fueling point.
- 4) Hiring of private vehicles, Tendering of Weigh bridge AMC, repairing of 3 nos.of diesel pump and departmental vehicles and processing the requisition of HSD oil for 2 nos. of fueling point, purchase of Bio-diesel and preparing the monthly receive & issue statement of HSD oil, fueling point at BGA & RHA.
- 5) Corresponding the ART hire charges due to derailment of private siding and contractual bill for 5 nos. of private vehicles, procurement of computer CCTV camera and walkie-talkie etc, preparing the bill for meal charges of ART & 140 ton B.D.crane and also processing the transfer statement of HSD oil & petrol for vehicles.
- 6) Dealing with RTI, court cases, DA & punishment cases and cash imprest.
- 7) Receiving and dispatching of letters and files, Processing of TA and OT bill of ART and Crane staff, preparation of MCDO, training arrangement of Drivers.
- 8) Dealing with budget estimate and grant under the head of DME (D&P) department.
- 9) Besides of the above, misc. Works as asked by the competent authority has been done by the existing staff.

2.5.2 The detail activities of ministerial staff under Mechanical (D&P) department have been mentioned in the above Para. Besides of the above work, unit/section wise dealing of nos. of files & registers used regularly, occasionally and rarely are depicted below.

Units/Section	Total nos. of files	Regularly used	Occasionally used	Rarely used	Nos.of registers maintained
DME (D&P)/SDAH	333	98	100	135	50
AME (DSL)/BGA	108	37	13	58	33
SSE(DSL)/BGA	53	20	25	08	12
SSE(L)/BGA	51	26	28	07	20
SSE(MV)/SDAH	38	17	14	07	
FIO(P)/SDAH	20	12	05	03	15
CLI(F)/SDAH	05	04	01	-	Nil
SSE(L)/CP	16	15	01	-	07
SSE(L)/NH	31	13	15	03	22
SSE(L)/RHA	44	19	21	04	09

2.5.3 The existing 17 posts of peon under Mechanical (D&P) department are deployed in different units/offices as stated in Para 2.3.1 and the activities of Peon are stated as under.

- 1) Physical Maintenance of records of the Section.
- 2) General-cleanliness & upkeep of the Section/ Unit.
- 3) Carrying of files & other papers within the office or outside office
- 4) Photocopying, sending of FAX etc.
- 5) Other non-clerical work in the Section/ Unit.
- 6) Assisting in routine office work Bike diary, dispatch etc, including on computer.
- 7) Delivering of dak (outside the offices/units).
- 8) Opening & closing of office rooms.
- 9) Cleaning of rooms and dusting of furniture etc.
- 10) Any other work assigned by the superior authority.

CHAPTER-III

3.0 CRITICAL ANALYSIS

The subject work study has been conducted to evaluate the actual requirement of ministerial staff working in different units over Sealdah division under the control of Mechanical (D&P) department following the framed terms of reference of subject study report.

- 3.1 In the foregoing chapter the functioning of Gr.C and Gr.D staff under Mechanical (D&P)/SDAH has been discussed. The functioning of ministerial Gr.C staff and Gr.D staff is being carried out in 10 different sections/units comprising the total sanctioned strength of 124 numbers of ministerial posts, out of which 73 are now on roll.
- 3.2 It is onerous task to assess the quantum of work an individual employee has to produce on a working day i.e. if a ministerial staff is required to submit some statements, note, drafts etc. he may do so at his option. He has liberty to complete the given assignments in time by consuming his energy after or before the office hours, even though today's due work can be done tomorrow. Thus there will be no effect to the flow of daily outturn. However, there are some works of ministerial staff, which can be quantified works like bills, maintenance of leave, SR maintenance, dealing of number of staff, posting/maintaining the record of CTR etc. can be quantified on the basing of number of items/dealt by number of staff.
- 3.3 On scrutiny, it is noticed by the study team that some works varied from case to case, such as, the ministerial staff has to discuss the matter with the officer/in charge of unit before putting up the final reply and the time involved may differ from case to case. There may be corrections in letters by officer/in charge of section/unit and those have to be retyped. In some times, the draft itself might not be accepted and the reply has to be redrafted again. The clerk has to wait for the file till the officer disposes it off, chasing work in any department and searching of cases, procurement of maintenance materials, disposal of scrap materials etc are done by a ministerial staff. A reasonable amount of time has been spent on account of above mentioned matters which can not be measured perfectly.
- 3.4 In order to improvement of day to day working of ministerial staff of different sections/units, the following matters are required to be done as considered by the study team.
 - (i) Clubbing of files/registers with a view to simplify the means of working.
 - (ii) Distribution of job to a right man for a right job by the section in charge/units in charge.
 - (iii) Provision of proper training to all staff concerned to eliminate the difference in efficiency and skillness of the staff.
 - (iv) Computers to be provided in every unit of Mechanical department and suitable software should be provided so that the posting of CTR can be done.
 - (v) Salary bills of every units of mechanical (D&P) department are to be made through computer.

(vi) Proper guidance by the office in charge/unit in charge to all staff time to time.

(vii) Proper stacking of register and files dealt with by each ministerial staff, so the searching time of different files may be lessened.

3.5 The study team has studied the workload of ministerial staff deployed in different units/sections over sealdah division. Thereafter, study team has assessed the actual requirement of ministerial staff based on the following method.

(i) Occupation study to find out the effectiveness of the staff concerned applying random activity sampling method.

3.5.1 The section wise physical observations in regard to percentage of effective utilization of the staff deployed to cater the daily workload of Mechanical(D&P) offices/units were taken on different period of time and different working days during the period of study. The above results would obviously reflect the units/sections wise effectiveness of the staff engaged to perform their workload as a routine measure.

3.5.1.1 While applying the random activity sampling method to assess the actual requirement of manpower, the sections/units wise position of the effective utilization factor of the staff based on the observations taken during the period of study, as already mentioned is shown as under :

Sr. no.	Units/Sections	No. of staff deployed (Gr.C) (P)	Total Nos. of observation taken during different time span (A)	Nos. of observation during which staff were found Working		% of Effectiveness		Actual Reqr. of Gr.'C' staff based on 'Ef' i.e. Requi. of Gr.C staff as assessed		Surplus against Bare Requirement
				Effective (B)	Idle (C)	Effectiveness without contingent allowance $E=B/A \times 100$ (E in %)	Effectiveness with contingent allowance @ 20% $E_f=1.2E$ (Ef in %)	Bare Requirement (R=E _f ×P)	Bare Requirement (Rounded off) (Q)	(P-Q)
1	DME(D&P)/SDAH	15	128	64	64	50	60	9.00	09	6
2	AME(DSL)/BGA	06	112	74	38	66.07	79.28	4.47	05	1
3	SSE(DSL)/BGA	09	142	98	44	69.01	82.81	7.45	08	1
4	SSE(L)/BGA	11	190	138	52	72.63	87.15	9.58	10	1
5	SSE(MV)/SDAH	02	82	68	14	82.92	99.50	1.99	02	0
6	FIO(P)/SDAH	02	96	70	26	72.91	87.49	1.74	02	0
7	CLI(F)/SDAH	01	118	86	32	72.88	87.45	0.87	01	0
8	SSE(L)/CP	03	140	108	32	77.14	92.56	2.77	03	0
9	SSE(L)/NH	03	122	77	45	63.11	75.73	2.27	03	0
10	SSE(L)/RHA	04	160	108	52	67.5	81	3.24	4	0
TOTAL		56	1290	891	399			41.11	47	9

- 3.5.1.2 The above data have been collected by the study team during the working period of the staff present on duty on the different working days and different period of time which envisages the actual effectiveness of the staff of each sections/ units available during the study period.

It is revealed from the derived results, as shown in the above table, that the actual requirement of ministerial staff in total as assessed by the study team based on the effectiveness of the sections/units wise staff will be 47 Giving 12.5% as LR, the actual requirement of staff may be revised as follows;

As per work study total bare requirement of ministerial staff as assessed	= 47
LR @ 12.5% on total 47 staff	= 5.87 \approx 6
Total actual requirement of ministerial staff as assessed	= 53

- 3.6 It is concluded on the basis of analysis made by the study team in consideration with this scientific process of work study, the actual requirement of ministerial staff in Mechanical (D&P) wing over SDAH division as a whole would be 53 instead of total present deployment of 56.

The actual requirement of ministerial staff in Mechanical (D&P) wing over SDAH division should be 53 as against a total sanctioned strength of 104 posts, thus resulting in surplus of 51 i.e. (104-53) posts in total from Mechanical (D&P) wing.

- 3.7 The activities and unit-wise deployment of peon has already mentioned in Para 2.5.3 & 2.3.1. During field study day to day workings of peon under the supervision of SSE/COS have neatly been reviewed by the study team. During physical observation it is felt by the study team that the units/sections wise existing peon are effectively utilized in their respective field of work and it is also felt that there is no scope of surplus of peon from any working points or units of DME (D&P) department in order to maintain a steady & smooth flow of workload/activities. Hence, on being scrutinized all aspect it is felt necessary by the study team to retain existing deployment of peon. On being considered all pros & cons, it is opined by the study team that the existing deployment of peon under DME (D&P) department is justified.

- 3.7.1 Consequent upon the present scenario of daily working of peon as stated in Para 2.5.3, the study team does not feel any necessity of surrender of Gr. D posts at this stage. The location/unit wise requirement of peon under DME (D&P) department is assessed as under.

Sr. No.	Section	Existing Deployment of Peon	Proposed Requirement of Peon
1	DME (D&P)/SDAH	03	03
2	AME (DSL)/BGA	03	03
3	SSE(DSL)/BGA	03	03
4	SSE(L)/BGA	03	03
5	SSE(MV)/SDAH	02	01
6	FIO(P)/SDAH	00	00
7	CLI(F)/SDAH	00	00
8	SSE(L)/CP	01	01
9	SSE(L)/NH	00	01
10	SSE(L)/RHA	02	02
Total		17	17

The above table reflects the bare requirement of Peon under DME (D&P) department over Sealdah division. The actual requirement of Peon is calculated after providing LR @ 12.5%.

As per work study total bare requirement of Peon as assessed = 17
 LR @ 12.5% on total 17 staff = 2.12 \approx 3
 Total actual requirement of Peon as assessed = 20

- 3.8 Based on the analysis made in the para 3.5.1.1, 3.5.1.2 & 3.7.1, the proposed on roll strength i.e. revised sanctioned strength of ministerial Gr.C and Gr.D staff at DME (D&P) department will be 53 Posts and 20 posts totaling to (53+20) = 73 posts. Hence the revised sanctioned strength as against the existing sanctioned strength has assessed to 73 rendering surrender of 51 i.e. (124-73) posts of ministerial staff which is tabulated as under.

Category	Existing Sanctioned Strength	Existing MOR	Vac	Proposed MOR i.e. Revised S/S	Recommended Surplus
Ministerial staff	104	56	48	53	51
Peon	20	17	03	20	NIL
TOTAL	124	73	51	73	51

RECOMMENDATION

It is recommended by the study team that the revised requirement of ministerial staff under Mechanical (D&P) department will be 73 as against the existing sanctioned strength of 124. Hence, (124-73) = 51 posts of ministerial staff should be rendered as surplus and surrendered from the existing sanctioned strength. The posts to be surrendered in the existing proportion of various clerical grades.

CHAPTER-IV

4.0 FINANCIAL APPRAISAL

- 4.1 According to recommendation made in Para 3.8, the financial savings achieved on account of surrender of 51 posts of ministerial staff under Mechanical (D&P) department of SDAH division is calculated based on lower scale as under:

Category	No. of posts	Scale of Pay	Mean pay	DA @ 9%	Monthly	Yearly
		Figures in Rs.				
Ministerial Gr.C staff	51	19900-63200	41550	3740	45290x51 =23,09,790	27,71,74,376

Thus, consequent upon implementation of recommendations the annual savings would be Rs.27,71,74,376/-.