

EASTERN RAILWAY

WORK STUDY REPORT

ON

REVIEW OF WORKLOAD OF SAFAIWALA AT ASANSOL, UNDER MEDICAL DEPARTMENT

(STUDY NO.WSER-27/18-19)

(Study Report submitted on 04-02-2019)

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BY

GM'S EFFICIENCY CELL

EASTERN RAILWAY

KOLKATA

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AUTHORITY & TERMS OF REFERENCE

As desired by the competent authority, the subject work study has been undertaken by the GM's Efficiency Cell / Eastern Railway during the financial year 2018-19 under the following terms of reference:-

- I. To evaluate the quantum of workload.
- II. To examine the deployment of '**SAFAIWALA**' against workload.
- III. To evaluate the rationalised sanctioned strength of '**SAFAIWALA**' needed against present workload.

II

SUMMARY OF RECOMMENDATION

Sl. No.	Recommendation	Para ref.
1	The Study Team recommends that <u>15 posts</u> of ' Safaiwala to be surrendered from the Medical Department's existing Sanctioned Strength of Safaiwala under CMS/E.Rly. / Asansol.	2.18.0.

III

EXECUTIVE SUMMARY

Study Name & No.:	REVIEW OF WORKLOAD OF SAFAIWALA AT ASANSOL, UNDER MEDICAL DEPARTMENT (STUDY NO.WSER-27/18-19)
Year of conducting the study:	2018-19
Terms of reference:	I. To evaluate the quantum of workload. II. To examine the deployment of 'SAFAIWALA' against workload. III. To evaluate the rationalised sanctioned strength of 'SAFAIWALA' needed against present workload.
Existing Sanctioned Strength	187
Existing Men on Roll	170
Vacant post	17
Proposed Surrender	15

CHAPTER- I

1.0.0. INTRODUCTION:

- 1.1.0.** **Indian Railways** is an Indian state owned enterprise, owned and operated by the Government of India through the Ministry of Railways. It is one of the world's largest railway networks comprising 115,000 km (71,000 mi) of track over a route of 65,000 km (40,000 mi) and 7,500 stations. Indian Railways is the world's ninth largest commercial or utility employer, by number of employees, with over 1.33 million employees.
- 1.2.0.** Indian Railways is not a mere operation/service providing organization. Rather, it's an institution. It is an industry. It is the prime mover of India's infrastructural development. As of December 2012, it transported over 25 million passengers daily (over 9 billion on an annual basis).
- 1.3.0.** Railways are the most preferred mode of transport for the masses in India and running approximately 11,000 trains daily in which 7000 are passenger trains which carry approximately 1.4 crore passengers per day.
- 1.4.0.** One of the commitments of the Railways in its 'Citizen Charter on Passenger Services on Indian Railways' is to provide safe and dependable train services to the passengers and ensure adequate passenger amenities in trains and at Railway station, which includes provision of clean and hygienic surroundings both at Railway stations and inside the train compartments, Latrine & Lavatories, Kitchens, etc.
- 1.5.0.** The term 'Sanitation' means maintaining a clean environment so that the beneficiaries are able to stay in neat and hygienic environment.
- 1.6.0.** Railway Stations, Rly. Colonies and all work places are to be maintained in a hygienic and uncontaminated manner. However, adequate measures are needs to be thought about at the planning stage itself.
- 1.7.0.** Keeping the objective in view, special emphasis is laid on the Waste Management i.e. collection and disposal of refuse, sewage and garbage in a scientific manner. Sanitation services are provided in all the Railway premises including the Railway colonies, Railway stations, circulating areas, Railway Yards, offices, coaches and tracks. Cleanliness of these areas is multidisciplinary approach by various departments of the Railways viz. Medical, Engineering, Operating and Mechanical Department. The Medical Department performs the Sanitation job at Railway colonies and major stations under the supervision of Health Inspectors.
- 1.8.0.** Cleanliness in stations includes maintaining cleanliness in circulating area, outside the station building and on platforms, concourse area, waiting rooms, retiring rooms, toilets, tracks adjacent to platforms, foot over bridges, drains, sewer inside the station premises in addition to a proper waste management system.

- 1.9.0.** For providing a clean and hygienic environment to the passengers in Railway premises, the Railways need adequate infrastructure as well as amenities commensurate with the quantum of passenger traffic handled at stations.
- 1.10.0.** Railway Board laid down guidelines prescribing a quantitative scale of minimum essential amenities for each category of station. These amenities were to be augmented at a higher scale based on actual passenger traffic handled and were called 'recommended amenities'. Some of these amenities have a direct bearing on cleanliness of stations such as drinking water, seating arrangements, waiting halls, toilets and urinals.
- 1.11.0.** Railway stations are maintained either departmentally through departmental '**SAFAIWALA**' or through 'Outsourced Contractual Agencies'. Effective manpower management and contracts are therefore, essential.
- 1.12.0.** Apart from this, the Railways should have a mechanism to prevent unauthorized use of stations as well as an effective monitoring mechanism in place to ensure quality in cleanliness related activities.
- 1.13.0.** Inadequate provision of water supply, washable aprons, drains and sewerage system and ineffective utilization of machines are the major constraints to make available a clean and hygienic environment in Railway premises.
- 1.14.0.** Indian Railway is facing tremendous financial crunch after implementation of 6th Pay Commission. Operating ratio is gradually increasing. Though Indian Railway is not a business organization but to survive, it is always essential to make the organization in profit i.e. operating ratio should be less than 1.
- 1.15.0.** The subject workstudy has been undertaken to review the quality of sanitation services at Rly. Stations in ASN Division and its adjoining Rly. Colony premises under Medical department, keeping in view the financial criterion.
- 1.16.0.** The quality service could be possible only by optimizing the utilization of available workforce with/without electrically operated Safai devices for Sanitation/Safai work, as the case may be.
- 1.17.0.** Nowadays, it is easier to maintain the platform and surroundings clean and hygienic with the introduction of Mechanical devices (mostly electrically operated) for cleaning operation.
- 1.18.0.** As the subject workstudy is undertaken to review the existing deployment of Safaiwalas vis-à-vis their workload as a regular manner, it is essential to assess the optimum utilization of Safaiwalas to cater the daily workload.

- 1.19.0.** The subject study is also undertaken to review the situation, consequent upon the use of Mechanical cleaning devices by which the quality of cleaning has increased drastically along with remarkable financial savings.
- 1.20.0.** Keeping the above ideas into consideration, the study team has concentrated on the existing pattern of working and existing deployment of Safaiwalas according to their work point.

CHAPTER-II

2.0.0. EXISTING SCENERIO & CRITICAL ANALYSIS:

2.1.0. Asansol Rly. Division is one of the most important busy Rly. Division in the Kolkata - New Delhi Route over Eastern Railway This Division manages the passenger load of good nos of Passenger/Local as well as Mail /Express Trains round the clock.

2.2.0. In connection with sanitary cleaning and other health related issues in station Premises of Asansol and other important Rly. Stations within Asansol Rly. Division, service buildings at Stations and Station approach areas are within the jurisdiction of CMS/ASN. Moreover, all concourse area and Foot Over Bridges (FOBs), Rly. Colonies of Asansol and its other adjoining areas are also under the jurisdiction of CMS/ASN.

2.3.0. In Asansol Rly. station, the sanitary work/cleaning activities of Station premise i.e. cleaning / sweeping of all Rly. Platforms, Platform offices, concourse area, approaches, service buildings, adjoining Rly. offices, Rest Room, etc. are outsourced to Non-Rly. contractual agencies under the direct supervision of respective Health Inspector.

2.4.0. The Health Units / Hospital under the jurisdiction of CMS/E.Rly./ASN are as follows-

1. Chandmari Health Unit.
2. Domohani Health Unit.
3. Traffic Health Unit.
4. Sitarampur Health Unit.
5. Madhupur Health Unit.
6. Barakar Health Unit.
7. Andal Sub-Divisional Hospital, directly under MS(IC).
8. Panagarah Health Unit, directly under the control of MS(IC).

Among the above Health Units / Hospital from Sl. No. 1 to Sl. No. 6 are directly under the Asansol jurisdiction of which Sl. No. 1. to 3. are located in Asansol area. Sl. No. 7. to 8. Are within Andal jurisdiction and directly under the control of MS(IC).

2.5.0. All the health units are manned with the different categories of para-medical staff having designation as Pharmacist, Dresser, Hospital Attendant (H.A.), Safaiwala / Med., Safaiwala / Sanitary, Nursing Sister, etc. Health Unit-wise Staff position of those paramedical staff is tabulated below for both Asansol & Andal Jurisdiction under CMS/ASN.

2.6.0. Para-Medical Staff position in Health Units under Asansol Jurisdiction is tabulated below :

TABLE-A

Jurisdiction	Sl. No.	Name of Health Unit	Designation of paramedical Staff	Sanctioned Strength (S/S)	Men-On-Roll (MOR)	Vacancy
Asansol	1.	Chandmari Health Unit	Pharmacist	1	1	0
			Dresser	1	0	1
			H.A.	2	2	0
			Safaiwala	1	1	0
			Total	5	4	1
	2.	Domohani Health Unit	Pharmacist	1	1	0
			Dresser	1	0	1
			H.A.	1	0	1
			Safaiwala	1	1	0
			Aya	1	1	0
	Total	5	3	2		
	3.	Traffic Health Unit	Pharmacist	2	1	1
			Dresser	2	1	1
			H.A.	2	2	0
			Safaiwala	1	1	0
			Aya	1	0	1
			Mid - Wife	1	0	1
			Peon	1	1	0
			Total	10	6	4
	4.	Sitarampur Health Unit	Pharmacist	1	1	0
			Dresser	1	1	0
			H.A.	2	2	0
			Safaiwala	1	1	0
			Aya	1	1	0
			Ch. Nursing Supdt. (CNS)	1	1	0
			Total	7	7	0
	5.	Madhupur Health Unit	Pharmacist	1	1	0
			Dresser	1	1	0
			H.A.	6	6	0
			Safaiwala	1	1	0
			Nursing Staff	1	0	1
			Peon	1	1	0
			Total	11	10	1
6.	Barakar Health Unit	Pharmacist	1	1	0	
		Dresser	1	1	0	
		H.A.	2	2	0	
		Safaiwala	1	1	0	
		Chowkidar	1	0	1	
		Total	6	5	1	
Grand Total				44	35	9

2.7.0. Para-Medical Staff position of Health Unit under Andal Jurisdiction is tabulated below:

TABLE-B

Jurisdiction	Sl. No.	Name of Health Unit	Designation of paramedical Staff	Sanctioned Strength (S/S)	Men-On-Roll (MOR)	Vacancy
Andal	1.	Panagarh Health Unit	Pharmacist	1	1	0
			Dresser	1	1	0
			H.A.	1	1	0
			Peon	1	1	0
			Safaiwala	1	1	0
			Ch. Matron	1	1	0
			Total	6	6	0

2.8.0. However, as the study is being conducted on 'Safaiwala', study team focused only on that category. The remaining other categories of 'para-medical staff' are kept aside as far as the present work study is concern.

2.9.0. Thus, the 'Safaiwala' categories of staff for both the Asansol & Andal Jurisdiction are considered and kept under the purview of this work study. The staff position of said categories only is further tabulated below:

TABLE-C

Staff Category	Asansol Jurisdiction			Andal Jurisdiction		
	Sanctioned Strength (S/S)	Men-On-Roll (MOR)	Vacancy	Sanctioned Strength (S/S)	Men-On-Roll (MOR)	Vacancy
Safaiwala (Medical)	47	45	02	15	12	03
Safaiwala (Sanitary)	78	70	08	47	43	04
Total	125	115	10	62	55	07

2.10.0. The Overall Staff position of Safaiwala category under CMS/E.Rly./ASN is mentioned below :

TABLE-D

Staff Category	Sanctioned Strength (S/S)	Men-On-Roll (MOR)	Vacancy
Safaiwala	187	170	17

2.11.0. As per the standard practice safaiwala deployment by Medical Department /, Asansol, the aforesaid Safaiwala (Medical) category of staff are deployed at Hospital premises and Safaiwala (Sanitary) category of staff are deployed at Railway Colonies, Platform, etc.

2.12.0. The various areas of Cleaning / Sanitary workload which has been 'already outsourced' or 'outsourcing under process' are stated below:

1. Asansol Railway Station Premises.
2. Collection of accumulated Garbage from nominated vats of Railway colonies, Railway Stations of Asansol Division and disposal of the same to authorized local dumping ground through transport.
3. "Complete outsourcing of sanitation of Madhupur Railway Colonies and its premises with removal and disposal of garbage from Madhupur Railway Colonies and Station".

The above job is proposed for Open Tender through e-Tendering.

Previously, the same work was successfully catered through outsourcing (i.e. through 'Quotation Tender' for 55 days period).

4. The under mentioned sanitary cleaning work are usually carried out through out sourcing.

A) De-silting of Drains

B) De-Sludge of Septic Tank.

One fresh 'Open Tender' is under process for 428 nos. Septic Tank De-sludge at Asansol Railway Colony.

2.13.0. Besides the above, Safaiwala category staff are deployed for below-mentioned job departmentally -

1. Sweeping of Colony Roads.
2. Cleaning the Surroundings of Houses and Roads.
3. Cleaning of Single House Drain.
4. Sweeping of Stair Cases of Multistoried Buildings.
5. Etc.

2.14.0. The actual departmental Workload of Sanitary & Conservancy work, which are presently catered by Safaiwala under CMS/E.Rly./ASN, is taken into consideration by the study team.

- 2.15.0.** After careful consideration of previous workload, already outsourced workload and outsourcing proposals of Sanitary & conservancy work, Study team performs evaluation of necessary departmental workforce requirement as of now.
- 2.16.0.** Therefore, the actual requirement of departmental post of Safaiwala category to carry out existing Sanitary & Conservancy work, is assessed which is based on observation by study team.
- 2.17.0.** The assessment reflects the surplus of (187 - 172) = 15 posts of Departmental Safaiwala from this wing against sanctioned strength of 187 posts.
- 2.18.0.** **RECOMMENDATION:** The Study Team recommends that 15 posts of 'Safaiwala' to be surrendered from the Medical Department's existing Sanctioned Strength of Safaiwala under CMS/E.Rly./ASN.

CHAPTER-III

3.0.0. FINANCIAL APPRAISAL

- 3.1.0. To evaluate the value of approximate minimum annual financial savings, the lowest pay band of Level- 1 vide 7th CPC Pay Matrix table is taken into consideration.

Department	Category	Level as per 7th CPC Pay Matrix.	Nos. of Posts	Pay Structure as per Level-1 (In Rs.)			Mean Pay as per Level-1 (In Rs.)	DA @ 9% of Pay (In Rs.)	Monthly Savings against recommended surrender of 15 Posts (In Rs.)	Total Annual Savings of Money Value (In Rs.)
Medical	Safaiwala	Level-1	15	18,000	-	56,900	37,450	3,370.50	6,12,307.50	73,47,690

- 3.2.0. As per recommendation made in Para – 2.18.0., **Minimum annual financial savings to be achieved** on account of surrender of 15 existing sanctioned posts of Safaiwala is calculated as **73,47,690/- i.e 74 Lakhs** approximately.
