

EASTERN RAILWAY

**WORKSTUDY REPORT
ON**

**REVIEW OF MANPOWER VIS-A VIS WORKLOAD
OF LLH STORES DEPOT COMPLEX.**

(STUDY NO.WSER-17/18-19)

(Submitted on 04.02.2019)

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METHODOLOGY ADOPTED

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

- i) Collection of wards/sections wise data in regard to ministerial & non ministerial job.
- ii) Discussed with CDMS/DMS and Ch.OS/OS in connection with different activities catered by ministerial & non ministerial staff.
- iii) Studied the existing workload and deployment of staff.
- iv) Analysis has been made based on time study and 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 and evaluate the quantum of workload.
- ii) To review the manpower availability and the functions being discharged by them with a view to determine the rational level of strength of staff both ministerial and non ministerial consistent with efficiency and productivity

SUMMARY OF RECOMMENDATION

Sl. No.	Recommendation	Para Ref.
1.	It is recommended by the study team that the revised requirement of Gr.C & erstwhile Gr.D staff of LLH stores depot complex under Dy.CMM/D/BESY will be 584 as against the existing sanctioned strength of 646. Hence, $(646-584) = 62$ vacant posts should be rendered as surplus and surrendered from the existing sanctioned strength.	3.10

EXECUTIVE SUMMARY

Study Name & No:	REVIEW OF MANPOWER VIS-À-VIS WORKLOAD OF LLH STORES DEPOT COMPLEX. (STUDY NO.WSER-17/18-19)
Year of conducting the study:	2018-19
Terms of reference:	<p>i) To assess the present involvement of staff in their working field.</p> <p>ii) To review the manpower availability and the functions being discharged by them with a view to determine the rational level of strength of staff both ministerial and non ministerial consistent with efficiency and productivity.</p>
Methodology adopted:	<p>i) Collection of wards/sections wise data in regard to ministerial and non ministerial job.</p> <p>ii) Discussed with CDMS/DMS and Ch.OS in connection with the different activities of stores depot catered by ministerial and non ministerial staff.</p> <p>iii) Studied the existing workload and deployment of staff.</p> <p>iv) Analysis has been made based on time study and Random activity sampling method.</p>
Existing Sanctioned Strength:	646
On roll strength	556
Vacant post:	90
Proposed Surrender:	62
Justification	The requirement of ministerial <i>and</i> non ministerial staff of LLH stores depot complex under Dy.CMM/D/BESY has been assessed based on time study and the random activity sampling method.

Chapter – I

Introduction

- 1.0 The Liluah Stores Depot complex under the administrative control of Dy.CMM/D/BESY mainly consists of three wings:
 - a) Liluah Main Depot
 - b) Liluah construction depot
 - c) Belur Scrap Yard.
- 1.1 The Liluah Store main depot is located in the western side of Howrah Station at a distance of 5 km and is situated adjacent to the Liluah workshop. This store depot is one of the oldest depots in Indian Railway. The Liluah construction depot and the Belur Scrap Yard are situated near Belur area.
- 1.2 The Liluah Store Depot mainly C&W fittings are supplied to LLH C&G workshop and C&G depots of HWH, ASN, MGS, & MLDT divisions. Sealdah division is served by this store depot or the accessories and fittings of ICF coaches and BEML coaches and SGCI bearing shells as well as F-12 gas. Stores requirement of HWH Car shed (EMU) are also met by this depot. Paints, oil, lubricants & steel sections are also supplied from this depot to Liluah workshop, loco sheds, C&W depots of HWH, ASN, MGS & MLTD divisions.
- 1.3 The activities of Liluah construction depot and Belur Scrap Yards are also taken into consideration while assessing the total manpower based on the total workload. The study team has collected all necessary data in connection with Liluah main stores depot, LCD & BESY. The main object of conducting the subject study is to determine the rational level of strength of staff both ministerial and non ministerial consistent with efficiency and productivity.
- 1.4 The study team has also thought over the introduction of advanced technological features to improve the rate of doing work by utilizing less manpower as compared to the present deployment.
- 1.5 Presently 556 Gr.C and erstwhile Gr.D staff is working in different offices/Wards at LLH Main depot, Belur Scrap yard and LCD as against the sanctioned strength of 646 posts lying vacant of 90 posts under the control of Dy.CMM/D/BESY.

Chapter – II

Existing Scenario

2.0 There are wings as in exist, in Liluah Store Depot complex under the administrative control of DY.CMM/D/BESY and DY.CMM/LLH which are as under:

- a) Liluah Main Depot
- b) Liluah construction depot
- c) Belur Scrap Yard.

2.1 The compliment of staff under DY.CMM/D/BESY for catering the entire workload of the above mentioned wings, indicating the category wise total sanctioned strength vis-à-vis total men-on-roll position as on 1.12.2018, is furnished in the following Table – A in details :

TABLE-‘A’

Sl. No.	Staff Category	Scale of pay (Rs.)	Sanc. Strength	ON Roll	Vacancy
1	Chief DMS	Rs.4600/-(GP) (Level-7)	52	47	5
2	DMS	Rs.4200/-(GP) (Level-6)	34	24	10
3	Ch.OS	Rs.4600/-(GP) (Level-7)	46	44	02
4	OS	Rs.4200/-(GP) (Level-6)	102	87	15
5	Clerk Gr.I	Rs.2800/-(GP) (Level-5)	26	20	06
6	Clerk Gr.II	Rs.1900/-(GP) (Level-2)	26	10	16
7	Junior Translator	Rs.4200(GP) (Level-6)	1	0	1
8	Dy.CYM	Rs.4600/-(GP) (Level-7)	01	01	0
9	YM	Rs.4200/-(GP) (Level-6)	04	04	0
10	AYM	Rs.2800/-(GP) (Level-5)	02	01	01
11	Ch.Typist	Rs.4200/-(GP) (Level-6)	02	02	0
12	Welfare Inspector	Rs.4200/-(GP) (Level-6)	01	0	01
13	Steno Gr.I	Rs.4200/-(GP) (Level-6)	01	01	0
14	Steno Gr.III	Rs.2400/-(GP) (Level-4)	01	0	01
	Sub Total		299	241	58
15	Driver	Rs.1900/-(GP) (Level-2)	24	23	01
16	Carpenter	Rs.1900/-(GP) (Level-2)	08	08	0

17	Tin Smith	- Do -	01	01	0
18	Sign Writer	- Do -	06	06	0
19	Painter	- Do -	09	09	0
20	Fitter	- Do -	05	04	01
21	Log.Marker	- Do -	01	01	0
22	Oxy Cutter	- Do -	01	01	0
23	Black Smith	- Do -	01	01	0
24	Cr. Slinger	- Do -	18	17	01
25	Hd. Store Jamader	- Do -	32	26	06
26	Shunting Jamader	Rs.2400/-(GP) (Level-4)	01	01	0
27	Shunt man Gr.I	Rs.1900/-(GP) (Level-2)	07	07	0
	Sub Total		114	105	09
28	Dup Machine Operator	Rs.1800/-(GP) (Level-1)	01	01	0
29	Sr. Record Shorter	- Do -	01	01	0
30	Duftary	- Do -	02	02	0
31	J/Peon	- Do -	10	10	0
32	Helper Gr.I	- Do -	169	148	21
33	Helper Gr.II	- Do -	30	30	0
34	Peon	- Do -	14	12	02
35	Safaiwala	- Do -	06	06	0
	Sub Total		233	210	23
	Grand Total		646	556	90

2.1.1 The total position of staff, as stated in Table A is further summarized in table B as an at a glance statement mentioning the total sanctioned strength and Depot/wing wise men-on-roll position of staff of all categories presently working under Dy.CMM/D/BESY.

TABLE - 'B'

Sl. No.	Store Depot/Wings	Sanc. Strength	On roll			Vacancy	Remarks
			GPR staff	APR staff	Total		
1	LLH Store depot	646	147	132+2(1TADK & 1Tr.)=134	281	90	10 GPR staff & 11 APR staff totaling to 21 staff working at HQ.
2	LCD		27	52	79		
3	Scrap Yard/BESY		84	101+1(1TADK)=102	186		
4	HQ		10	-	10		
		646	268	288	556	90	

It is made clear from the above table 'B' that 556 staff of different categories are presently deployed in three wings of Stores Depot under DY. CMM/D/BESY as against the total sanctioned strength of 646 posts, thus reflection a total of 90 posts as vacant after considering the present deployment of 11 posts of APR staff and 10 posts of GPR staff totaling to 21 staff at PCMM/HQ whose lien is being maintained at LLH Stores Depot.

- 2.2 A statement showing the section vis-à-vis ward wise present deployment of staff of different categories at LLH Stores depot is furnished below as Table C.

Table C

Sec./Ward	GPR Staff											Total APR staff	Grand Total
	CDMS	DMS	Ch.OS	OS	CG-I	CG-II	Peon	Record Sorter	Duftary	DMO	Typist		
A1	3	3	0	4	0	0	2	0	0	0	0	09	21
A2	2	2	0	2	0	0	0	1	0	0	0	06	13
B	1	1	0	1	0	0	1	0	0	0	0	04	8
C	1	3	0	1	0	1	0	0	0	0	0	06	12
D	2	1	0	2	0	0	1	0	0	0	0	04	10
F	0	1	0	1	0	0	0	0	0	0	0	02	05
R. B	4	1	2	6	2	0	1	0	1	0	1	16	34
R.R.S	0	0	1	2	0	0	1	0	0	0	0	01	05
G D	2	0	1	1	0	1	0	0	0	0	0	03	08
Ledger & IC & Meeting	3	1	14	24	0	0	3	0	0	0	0	07	52
General	1	0	3	3	0	0	1	0	1	1	0	03	13
YM	2	0	0	0	0	0	0	0	0	0	0	25	27
P-I	1	0	0	3	0	1	1	0	0	0	0	03	09
P-2	1	0	0	1	0	0	1	0	0	0	0	03	06
P-3	1	0	0	0	1	1	0	0	0	0	0	01	04
Comp.	1	0	0	1	0	0	0	0	0	0	0	01	03
LHB	3	0	0	1	0	0	0	0	0	0	0	04	08
RR	1	0	1	2	2	0	2	0	0	0	0	16	24
Garage	0	0	0	0	0	0	0	0	0	0	0	11	11
PCMM/H Q & WAO/LLH	0	0	0	0	0	0	0	0	0	0	0	5+1	6
Total	29	13	22	55	05	04	14	01	02	01	01	132+2* =134	281

*(1TADK & 1Tr.)

2.2.1 Organizational Set Up of Liluah Main Store:

One DY.CMM/LLH is the overall in charge of Stores Depot, Liluah and LCD. He is assisted by three Asstt. Officers for running the entire affairs of main store depot Liluah and LCD in connection with day-to-day workload and administrative matters of the stores. One DY.CMM/D/BESY is the overall in charge of Belur scrap yard and he is assisted by two Asstt. Officers for smooth running the entire affairs of Belur scrap yard. The Liluah main store is broadly classified into the following ways:

Wards / Sections:-

- i) A-1
- ii) A-2
- iii) B
- iv) C
- v) D
- vi) F
- vii) RB Main
- viii) LHB Ward.
- ix) General Despatch
- x) Ledger sec. including I.C. & Meeting sec.
- xi) General sec.
- xii) Yard Master office.
- xiii) Purchas sec-I
- xiv) Purchas sec -II
- xv) Purchas sec -III
- xvi) Computer section.
- xvii) Requisition registration section
- xviii) Railway Receipt Section.
- xix) Garage sec.
- xx) B-14/LCD

2.2.1.1 Stocking and Issuing Wards:

There are six numbers of stocking and issuing wards under Liluah Main Store Depot. The nomenclature of the wards vis-à-vis the materials dealt with in the wards is given below:

Wards	Materials deals with	Total No. of items dealt (A,B,C,D & others)
A1	Vacuum brake items, train lightening & other electrical fittings of coaches and wagons, C & W materials, Upper fittings of coaches etc.	509
A2	Under fittings of C & W, roller bearing, coach items wagon items etc.	384
B	Electrodes, tin, zinc, white metals, pipe fittings, steel & iron made items etc.	74
C	Hardware items, chemical items nozzle, big cock, welding cable, emery paper, rope jute electrode holder, asbestos, copper wire, PVC cables, various types tools, ball bearings etc.	228
D	Oil & Paint items	77
F	Wood, timber and ply-wood etc.	33
LHB	LHB items.	237
B-14 /LCD	Plate, Sheet and Wheel etc.	37

In this connection, it may be mentioned that the deployment of staff to cater the usual workload of these wards, is already mentioned in Table C. So far receipt of materials is concerned; all the materials are received in different wards through Receipt Branch section along with relevant vouchers. The materials are checked, counted, and tallied with the particulars contained in the vouchers and then receipt notes are made. To maintain the continuity and uniformity in relation to the receipt vouchers. A separate series of number is assigned to the individual ward; a receipt order number is given to all the receipt vouchers. A separate series of number is assigned to the individual ward for receipt vouchers after the materials have been checked and placed in the Bin. The receipt order numbers are entered in the Receipt Register by the ministerial staff.

As for issue of materials, all materials are issued from wards to indentors through issue notes/vouchers. All kind issues of materials are made by the individual ward on different issue vouchers. Issue note numbers are allotted and registered on Issue Note Register properly.

2.2.1.1.1 Duties of ministerial staff deployed at wards under the overall supervision of CDMS/DMS:

The study team has observed the activities performed by the ministerial staff deployed in the wards and the main activities performed by them, which are as following:

- To carry out all routine work and correspondence regarding receipt and issue vouchers as discussed in Para 2.2.1.1.
- To allot receipt order Number and maintain RO register.

a) The total nos of issue notes dealt with by the different wards for a period of 12 months from Jan'18 to Dec'18 are given below:

b) The total nos of receipt vouchers/note dealt with by the wards for a period of 12 months from Jan'18 to Dec'18 is tabulated below:

[illegible]

2.2.1.2 Receipt Branch (R.B):

Receipt Branch in each depot acts as a pivot section of the depot in the sense that it deals with all the receipt of materials as well as all related documents. Stores materials are procured from trade as well as from Railway workshop and collected through the mode of Rail transport and other vehicular transport. It is learnt through discussion with the store officials that 80% of the procured materials are collected through road transport.

2.2.1.2.1 Category wise existing deployment of staff at Receipt Branch (RB) is given in Table C of para 2.2. The month wise workload catered by these staff i.e. month wise challan / invoice received & receipt note prepared by the staff of RB section, is given in the following Table D.

Table-D

Month and Year	Challan /Invoice received	Preparation of R-Note
Apr-17	307	405
May-17	397	415
Jun-17	529	429
Jul-17	414	497
Aug-17	458	462
Sep-17	454	366
Oct-17	398	405
Nov-17	472	437
Dec-17	489	524
Jan-18	433	556
Feb-18	430	427
Mar-18	413	335
Total	5247	5258

2.2.1.2.2. Performance of RB/Liluah:

Year	Total Invoice Challan cleared		
	Stock	Non-Stock	Total
2016-17	4186	1231	5417
2017-18	3768	1490	5258

2.2.1.3 General Despatch Section (GD):

The work of loading of Store materials in vehicles for dispatching to different imprest holder is a vital function of general dispatch section. This section functions independently without the help of stocking and issuing wards. According to the van sheet, gate pass is being issued by this section after checking the loaded materials

2.2.1.3.1 The category wise existing men on roll position is given in Table C of para 2.2. The month wise workload catered by this section i.e. month wise items dispatched by wagons and by Lorries and their tonnage are given in the following table E:

Table-E

Month							No. of gate pass
	Through Rly. van			Through Lorry			
	No. of Store vans	No. of items	Tonnage	No. of Lorry (Rly & Private)	No. of Items	Tonnage	
Apr-17	01	09	12	106	715	149	121
May-17	01	07	10	114	618	264	122
Jun-17	03	55	28	142	742	276	151
Jul-17	02	04	20	135	798	316	241
Aug-17	00	00	00	129	656	280	134
Sep-17	00	00	00	129	682	318	144
Oct-17	00	00	00	106	563	215	110
Nov-17	00	00	00	205	662	402	213
Dec-17	00	00	00	125	506	183	137
Jan-18	02	93	22	116	645	205	123
Feb-18	02	15	10	130	642	284	138
Mar-18	00	00	00	336	718	318	340
Total	11	183	102	1773	7947	3210	1974

Store materials are being dispatched by the railway van & lorry and private lorry whose position is given below, materials dispatched per month on an average by Truck (Departmental):

No. of van & truck /month = $11 + 1773 = 1784/12=149$ nos.

Total Weight of the materials dispatched / month = $102 + 3210 = 3312/12=276$ MT

Total gate pass issued by GD sec / month = $1974/12 = 164$ nos.

2.2.1.4 **Performance & workload under the supervision of Yard Master:**

The Yard Master section was mainly constituted for arrival, departure, and placement of both inward and outward wagons inside the departmental yard of Liluah Store Depot. But at present the movement of wagon has become much less compared with the previous days. Carpentry work, oxy cutting work and gardening are the related job of YM office. Loading/unloading and shifting of materials are carried out by a general gang consisting of artisan and Class IV staff under control of YM. Besides of the above, office & store premises are regularly cleaned by existing safaiwala under the supervision of YM.

- 2.2.1.4.1 The following categories of Gr. C Artisan and Class IV staff have been deployed in this section under the supervision of Yard Master:

Sl. No.	Category	No. of staff
1	Artisan	02
2	Helper-I&II	17
3	Tindal	04
4	Safaiwala	02
	Total	25

- 2.2.1.4.2 While studying, it comes to the knowledge of the study team that 25 nos of staff under the control of yardmaster are presently deployed in different sections/wards based on the regular demands of these sections/wards.

2.2.1.5 **Ledger Section including Inventory control & meeting cell :**

The stores ledger section contains the records of all issues, receipt, and balance on hand, discrepancies found on stock taking and any other adjustment carried out in respect of any particular items. Besides it, the ledger also provides ready references of all outstanding recoupment, quantities due against contract and consolidated consumption figures. The depot ledger section is utilized for recoupment of new item/fresh stocks, disposal of inactive/overstock/surplus material and for periodic verification.

Nature of activities performed by the Ledger section is written herein under:

Recoupment:

A: Trade Items:

- i) Preparation of SPS, SRS, Red slip, and these are being sent to HQ time to time.
- ii) Chasing to firms for availability of stores on regular measure.

B: Shop manufactures items (LLH, JMP & KPA):

- i) Preparing and placing of SRS to respective shops to take action for the provision of raw materials of the respective shop manufactured items.
- ii) In addition to these, it is required to be reviewed time to time to ensure whether the consumers are drawing the materials as per their intimated requirement or not.
- iii) Non-stock items are also certified by this section following the norms of verification.
- iv) This section also confirms the position of excess and shortfall of stores items as per the position of ledger.

- 2.2.1.5.1 The subject of inventory control is to ensure that the stock items are made available to the consumers with less interruption while at the same time too much stock of any particular items is not carried at any point of time as the same would result in inventory carrying cost. The prime object of inventory control is therefore, to keep down the investment on the inventory along with its associated costs and obsolescence that occurred due to introduction of sophisticated modern equipments or with the passage of time. It also confirms the position of shortfall or excess of

materials as per record maintained by this section. Monthly inventory, PCDO, Way bill is prepared by this section. Liquidation of inactive and over stock items, disposal of surplus items and closing of PLs which are not required, are to be made by this section.

2.2.1.5.2 The deployment of staff in Ledger & IC & meeting section is as under:

Ch.OS	=	14
OS	=	24
CDMS/DMS	=	4
Peon	=	3
Total	=	45

2.2.1.6 **Establishment & Pay Bill section :**

This section deals with the following activities as a routine measure.

Activities:

Works related to staff dealing and their establishment matters, transfer and posting of staff, DA rules, PNM meeting, submission of various statements, preparation and issue of pass and PTOs, settlement cases, recording of leave, TA & loans, court cases, preparation of pay bill, issue of medical cards, confidential reports, recording of all kind of documents in the respective files, welfare of the staff and other misc activities. The total activities as stated above are being tackled by this section with the existing deployment of 34 staff of different categories which is as under:

Ch.OS	=	12
OS	=	09
CG-I/II	=	06
Typist	=	01
Peon	=	06
Total	=	34

2.2.1.6.1 During physical observation, the study team has applied the random sampling techniques in order to derive the effectiveness of the staff working in Establishment and Pay Bill section. An occupation study was conducted by the study team in this regard.

2.2.1.7 **Cash Purchase section i.e. P-I, P-II & P-III:**

To meet up the immediate needs and demands of consumers in regard to requirement of materials for maintaining the steady flow of outturn. Stock & non stock requisitions are received and then said requisitions entered in to IMMIS along with registers. On line Quotations are received against tenders floated on line and purchase orders are prepared through IREPS. The deployment of staff in this section is indicated in Table C of para 2.2. The staff deployed in this section performs their routine jobs related to Cash purchase of stock & non stock items through purchase order of valuing Rs.5 lakhs & above.

2.2.1.8 **Railway Receipt Section (RRS):**

Collection of urgent Railway materials which was booked by private party through RR basis was collected from CPLI/HWH, SHM, SRC, KGP and SDAH by the help of workshop lorry or transport lorry for smooth maintaining outturn of coaches in LLH workshop and said materials are to be handed over to different wards of LLH store depot. Chasing of urgent Railway material from different divisions of Indian railway and as well as all depots such as HLR, KPA, HWH and JMP is to be made by this section. Challan in 3 copies duly signed by concern DSK is prepared and handed over to RR section for preparation of receipt note. Work completion certificate (WCC) is to be prepared after receiving the materials through transport lorry. The deployment of staff of this section is furnished in Table C of para 2.2.

2.2.1.9 **General Section:**

This section may be termed as the office administration section of Liluah Main Store Depot. The main job pertaining to this section is as follows:

- i) Various types of correspondence works related with the matter of audit, arbitration, RTI and civil / electrical work.
- ii) Maintenance of Xerox, duplicator machines, weigh bridge and material handling equipments such as 5 nos. of fork lifter, 4 nos. of PFT and 3 nos. of car etc.
- iii) Dealing with M&P and PWP program.
- iv) Receiving and dispatching of all type of incoming letter.
- v) Collection of printing and stationary items.
- vi) Maintain the attendance of both APR & GPR staff.
- vii) Preparation of proposal regarding non stock requisitions of all equipments, computer, printer, cartridge and furniture etc.

The deployment of staff of this section is furnished in Table C of para 2.2.

2.2.1.10 **Requisition Registration Section:**

Receipt of all stock requisitions from various indentors of divisions and LLH workshop. Certification of requisitions of stock items from their imprest schedules and subsequently registration of the same. After registration of the stock requisitions, the same requisitions have been sent to the respective wards for issue of materials accordingly.

2.2.1.11 **Computer Section:**

The deployment of staff is shown in Table C of para 2.2. The main job pertaining to this section is as follows:

- i) Registration of 16000 requisitions in IMMIS per annum.
- ii) Bidding, procurement and finalization work in GeM purchase.
- iii) Monthly print out of SRS demand.
- iv) Providing data for monthly PCDO and MCDO.
- v) Maintenance and handling of local area Rail net network and Maintenance of PC, printer & hardware.
- vi) Generation of statement of monthly meeting items.

- 2.3 The **LCD/BEQ** is functioning directly under AMM/LCD/BEQ facilitating receipt and dispatch of signal, TRD and Engineering items over Eastern Railway, E.C.Rly and Indian Railway as per demand. The layout of LCD/BEQ is described below:

Name of the Wards/Section:

- i) B-1/B-14 ward.
- ii) D/B/TRD Ward.
- iii) General dispatch section
- iv) Receipt branch section
- v) Yard Master office
- vi) Ledger Section.
- vii) General Section.
- vii) Crane Section.

- 2.3.1 LCD/BEQ is having 7 tracks inside the depot facilities in all the wards or sections for receipt and dispatch of the materials. The details layout of track is stated as under:

Sl. No.	Name of the track	Attached with Ward/Section	Purpose of the line
1	Weigh line	YM's office	For measurement of weight
2	Dog line	-	Repairing of existing crane
3	Line No. 1	D - Ward	Dispatch of materials
4	Line No. 2& 3	RB sec, B Ward & G.D. Sec	-Do-
5	Line No. 4	-	For receive and dispatch of materials
6	Line No. 5	TRD	For receive and dispatch of materials
7	Line No. 6	-	Specified for loading and unloading steel items, cable and drums etc.

- 2.4 A statement indicating the section vis-à-vis ward wise present deployment of staff of different categories at Liluah construction Stores depot known as **LCD** is furnished below:

	GPR Staff											Total GPR staff	Total APR STAFF	Grand Total
Sec./Ward	Ch.OS	OS	CG-I	CG-II	CDMS	DMS	Typist	Steno	Dup. MO	Peon	CYM/Y M			
General	1	1	0	0	0	0	0	0	0	1	0	3	51+1 (1 staff working at HQ) = 52	79
Ledger	2	2	0	0	0	0	0	0	0	0	0	4		
YM	0	1	0	0	0	0	0	0	0	0	1	2		
RB	1	0	0	0	1	1	0	0	0	1	0	4		
B-I/B-14	0	2	0	0	1	1	0	0	0	0	0	4		
D/B/TRD	1	1	0	0	1	1	0	0	0	0	0	4		
GD	1	0	1	0	1	0	0	0	0	0	0	3		
Crane	0	1	1	0	1	0	0	0	0	0	0	3		
Total	6	8	2	0	5	3	0	0	0	2	1	27	52	79

- 2.5 The details function of ward / section under LCD is stated as under.

2.5.1 **B, D & TRD Ward:**

The function of the B ward is to receive the railway engineering items i.e. Rake Ballast, Beats, Steel and gauge-cum-level instruments from RB section being supplied from trade and make it R.O with a view to account for the materials and then issue the different consignees of divisions.

This D ward is specified for signaling items. To make the RO after accepting the materials from receipt branch section being supplied from trade in regard to account of materials and then issue the same to the different consignees of the divisions.

The main function of TRD ward is to receive the TRD items with R/note from R.B. Section and prepare R/O with a view to account for the material. After that the material are issued to the consignees as per demand through General Despatch section.

2.5.2 **Ledger Section:**

The ledger section deals with 133 nos of PL under different head and undertakes recoupment of materials based on vetted or estimated annual consumption (EAC) of four divisions of Eastern Railway. Besides of the above, this section will ensure the posting of day to day transaction of stock & timely generation of demand & updating & sending the position as when required.

2.5.3 **Yard Master Section:**

This section plays a vital role under the supervision of YM/LCD. The existing staff in different category is engaged to perform the different nature of work. The details of work under YM section are narrated as under:

- I) To supervise the shunting works for inward and outward for traffic, departmental, empty/loaded wagon by store traffic and shop pilot proper placement of all types of wagons at LCD yard as desired by DMS of all wards/sections and also dispatch the wagons after receiving the dispatch advice from DMS of concerned ward/section.
- ii) Opening & closing of main gate of office and store.
- iii) Cleaning of office and yard.
- iv) All types of carpentry works under LCD store are undertaken by this section.

2.5.4 **General Section:**

This section is located at AMM/LCD office. The overall in charge of this section is Ch.OS. 5 ministerial staff and 6 Gr.D staff are presently deployed to execute the following activities:

- i) This section deals with all establishment matters pertaining Gr. C and Gr.D staff under AMM/LCD.
- ii. To prepare pass PTO, monthly concession
- iii) Maintenance of existing waterlines in the LCD/BEQ premises
- iv) To look after the staff roster for seal/lock checking and the duty of farash
- v) Maintenance and disposal of stock sheets prepared by stock verifier.
- vi) Collection of stationery items from AMPS/HWH Sr. MMD/HWH and Dy. CMM/HWH and distribute the same among the staff
- vii) Submission of reply against Audit reports sought for by Audit department as and when required.
- viii) Preparation of financial budget thrice in a year
- ix) Preparation of data for inclusion of GM's narrative report
- x) Receiving of letters & documents from different consignees and distribute the same to various section under LCD/BEQ
- xi) To make several correspondences pertaining to miscellaneous matters as desired by AMM/LCD

2.5.5 **Bulk Indent & B-14 Section:**

All imported materials have been received and dispatched the same over Indian Railway as per instruction of competent authority. All the official correspondence in connection with the receipt and dispatch of imported materials are being made by BI section. Total 280 nos. of case cargo are dealt by this section during the period of 2018-19.

To receive the steel items such as sheets, plates, angle, channels and WTA items etc through Receipt Branch section being delivered from SAIL and prepare RO with a view to account of materials and issue the materials mainly to Liluah workshop as per demand. Total 36 items are dealt by B-14 section during the period of 2018-19.

2.5.6 **General Despatch section:**

This section deals with dispatch of all stock items, non stock items and BHEL item being issued from different wards/sections to the different indentors of Eastern Railway and E.C. Railway through wagon, departmental lorry, private contractors lorry and indenter's lorry. Apart from above, total Tonnage of materials handled by this section with the help of crane section **approx 6500 to 7000 M/T yearly** including B/14 section for wheels & axles & all stock & non-stock items like cables and also other items steel plates ,sheets, angle and all stock items of D,B & TRD section/LCD.

2.5.7 **Receipt Branch Section:**

Receipt Branch section deals with all the receipt of materials as well as all related documents. Store materials are procured from trade as well as railway workshop and collected through the mode of rail transport and other vehicular transport. In this respect, receipt notes are being made against the stock non-stock items of Engineering, TRD, signaling mechanical and BHELs items etc. Total weight of stores **approx 4000 to 4500 MT yearly** handled by this section with the help of existing staff in association with the staff of crane section.

2.5.8 **Crane Section:**

This section plays a vital role under the supervision of CDMS/LCD. Total 29 staff in different category is engaged to perform the different nature of work. Out of 4 cranes, two road cranes & one rail crane are in running condition and one goliath crane is not functioning at present. The details of work under Crane section are narrated as under:

- i) To look after the crane services for proper loading, unloading and shifting of materials.
- ii) To keep the proper attendance of class iii artisan staff and class IV and then send the same to AMM/LCD office.
- iii) Proper distribution of cranes, FLT as per demand of ward section.
- iv) Proper distribution of special gang as per requirement of ward/section.
- v) Loading & unloading of about 12000 MT of store materials such as steel items, plates, wheels, axle, channels, angles, signaling cables etc. are dealt by existing staff of crane section with the help of crane.

2.5.9 So for the utilization of ministerial, supervisory, Artisans and Gr. D staff deployed indifferent wards and sections of LCD is concerned. These staff is proportionately being utilized in different wards and sections to cater their usual workload in regard to the following activities:

1. Receiving of materials
2. Sending of materials to the respective wards
3. Stocking and issuing of materials to the consumers
4. Other allied works concerned to the above
5. Establishment matters etc.

In this connection a statement showing the total nos of vouchers (Issue + Receipt) dealt with by the LCD for the year 2017-18 would be as under which may be treated as the total workload of LCD.

Year	No. of vouchers		
	Issue	Receipt	Total
2017-18	213	418	631

2.6 The study team has given special stress on the major activities performed by the DMS, Ministerial staff, Artisan staff, Helper & Store Jamadar deployed in different sections of LCD as stated in table of Para 2.4. In the connection, it may also be mentioned that the study team has collected some data to assess the effectiveness of the ministerial staff during their working period by means of random activity sampling technique. By this method, the study team has taken some observation during the working period of the staff deployed in different sections which reflects the total action and inaction period of staff deployed in different section of LCD.

2.7 A statement showing the section vis-à-vis yard wise present deployment of staff of different categories engaged their respective field of work at **Belur Scrap Yard** is furnished in the following Table. These staff is under the administrative control of Dy.CMM/D/LLH:

Sec./Ward	GPR Staff											Total GPR staff	Total APR STAFF	Grand Total
	Ch.OS	OS	CG-I	CG-II	CDMS	DMS	Typist	Steno	Dup. MO	Peon	CYM/YM			
Estt./PayBill	12	9	6	0	0	0	1	0	0	6	0	34	97+4 (4 staff working at HQ) =101	186
Sale	0	2	3	1	4	3	0	0	0	0	0	13		
General	3	5	0	2	0	0	0	1	0	0	0	11		
RB	0	3	0	0	2	0	0	0	0	0	0	5		
EWB	0	1	1	0	2	0	0	0	0	0	0	4		
North Yard	0	0	1	0	0	1	0	0	0	0	0	2		
South Yard	0	0	2	0	1	2	0	0	0	0	0	5		
VM	0	1	1	1	2	1	0	0	0	0	0	6		
TK	0	1	0	0	0	0	0	0	0	0	0	1		
Yard Master	0	0	0	0	0	0	0	0	0	0	3	3		
TOTAL	15	22	14	4	11	7	1	1	0	6	3	84	101+1 (1TAD K) = 102	186

2.7.1 The activities catered by different wards/sections of Belur scrap yard are stated as under.

Wards/section	Activities
General Sec.	<p>General section is combined with IC section. Maintenance of telephones, computers, CCTV, diesel operated generator, Weighing scales machines and Xerox M/C, 40 ton EWB, 8 ton Hydra crane, FLT and other relevant day to day work of store depot. Dealing with stock sheet, N.S.requisition, audit cases, office imprest, Budget of BESY. Issuing of pass, PTO and stationary items.</p> <p><u>IC Sec.</u> All receipt & issue vouchers are generated in web based iMMS. Keeping touch with SAO/LLH to rectify the error of hard copy of issue & receipt vouchers. All ARD's are prepared in addition to revision & deletion of cards as and when asked by the concerned custodians. All issue & receipt vouchers are entered in to the iMMS and sent it SAO/LLH for onward disposal. This section maintained the position of direct sale, scrap dispatch through lorry etc.</p>
North Yard	<p>Received the scrap materials from RB which comes from various units of railway. Checking scrap according to quality and type, then segregate them & checking of vouchers according to materials & entry to the received register. Unloading of scrap materials from lorries & formation of lot for delivery of scrap materials, clearing the bin of rail, structural parts, pipe, CMS crossing & bogie trolley etc.after delivery. Sending the vouchers to IC & RB section after segregation and preparation scrap materials statement & bin card. Staff involved maintaining RO register and making RO of NS 11 vouchers. Total 438 nos. of R/O and 173 nos. of issue note dealt by the existing ministerial staff during the period of 2017-18.</p>
South yard	<p>The work of south yard is as same as mentioned in the north yard except dealing of scrap materials is different such as helical spring, C&W fittings, cast iron Gr.II, fire wood, scrap waste oil, drum, steel furniture, rubber items, vehicles, condemned M/C etc. Total 2295 nos. of R/O and 945 nos. of issue note dealt by the existing ministerial staff during the period of 2017-18.</p>
Sale sec.	<p>Registration of bidder for auction sale. Receipt of offer from division /depot and after checking the offer, sending the offer to computer sec. for preparation of sale catalogue. Publish the sale catalogue after checking. After selling of materials, signing of bid sheet digitally & downloading of hard copy. checking of challan, GST payment, BSV payment & lastly release of SRO along with affidavit after downloading the same from IREPS. Sending hard copy of SRO, bid sheet etc. to consignee, different departments & divisions. Issue of modification advice required for correction in bid sheet, SRO etc. Sending of GST, TCS & sale statement through mail and hard copy also.</p>
Elec. Weigh Bridge	<p>All scrap materials are weighted by the help of EWB at the time of incoming & delivering of scrap through lorries. Necessary gate pass, issue note, vigilance intimation, checking of power of attorney, monthly checking of EWB, cash remittance in view of loading charge and ground rent deposited to GSS/Belur GT road siding station as per procedure along with relevant papers are to be done on regular basis.</p>

Time office	Checking of attendance register both APR & GPR staff. Sending the OT journal to A/C department for vetting & same to be given to IPAS. Issue of G-8 memo as and when required. Preparing the arrear bill at the time of MACP & promotional benefit.
Yard Master	Opening & closing of main gate of office and store. Sweeping/Cleaning of office and ward, yard, bins etc. Depute the staff for unloading / shifting of received scrap materials & loading of scrap (ferrous) materials as demanded by section and ward. Chasing & collection of material, shunting work at LCD & carpentry work are done by existing staff. maintaining garden & beautification of BESY scrap depot. Performance of other works in the depot as and when instructed by competent authority.
VM ward	<p>VM section is combined with Computer section.</p> <p>Receipt of scrap materials from various consignees of HWH, ASN, HQ & LLH work shop through lorries against NS11 vouchers in presence of RB staff on regular basis and checking vouchers according materials & entry under received register. Formation of lot after stacking of materials and offer the lot and RO is prepared by VM ward after receiving the voucher from RB sec. SRO received after auction bid sheet. Lifting of scrap is done in presence of RPF &SV. Preparing the pollution book, yard pass & weightment certificate and sending the voucher to IC & RB for onward process.</p> <p><u>Computer Sec</u></p> <p>The offers of scrap items coming from different departments are required to be checked carefully to avoid wrong disposal and thereby legal dispute of any item in future. The checked offers entered to the IREPS system. After auction is over, sold rates of various scrap items are entered in the register as per scrap nomenclature. Rate catalogue for those lots are prepared on the basis of weight particulars, percentage loss etc. Different registers are updated and submitted to depot authority for making reserve price for lots published in auction catalogue. after auction is over, bid sheet, payment in voice & sale release order is generated on line one after another as per requirement. Various types of statement regarding scrap disposal are also prepared.</p>
RB	Receipt of scrap materials from various consignors of HWH, ASN division, HQ/Kolkata and LLH workshop through lorries against lorries against NS11 vouchers. Noting NS11 voucher details and advise RPF/BESY to enter the scrap loaded lorries against it. Advice the NS11 voucher to RPF/BESY to enter the scrap loaded lorries in the scrap yard then weighted the said lorries at EWB sec and place the lorries in respective nominated place for unloading the scrap. check the scrap as per NS11 vouchers. Posting the voucher derails in NS11 register after giving remarks on it by preparing tally sheet, joint note, extract vouchers, stock adjustment for disposal and then it is sent to concerned custodian for accountal and further distribution after approval of officer.
Estt. & Pay bill /BESY at LLH	The details work of Establishment & Pay Bill section is stated in para 2.2.1.6

- 2.7.2 While studying the study team has physically examined the utilization of the staff deployed in different sections at Belur Scrap Yard. The percentage of effective utilization of staff in different sections of Belur Scrap Yard has been obtained by means of random activity sampling method during the field study.
- 2.7.3 Month wise issue of scrap materials of Belur Scrap Yard for the year 2017-18 is stated below which indicates the month wise sale figure in terms of crore. This may be treated as the earning of scrap disposal of Belur Scrap Yard as a whole.

Month wise Issue of scrap in 2017-18 (Value In Cr.)			
Month	Auction Sale	Direct Sale	Grand Total
Apr-17	2.19	2.23	2.23
May-17	7.20	0.80	8.00
Jun-17	2.50	1.43	3.93
July17	7.55	0.79	8.34
Aug-17	9.23	0.86	10.09
Sep-17	2.68	0.47	3.15
Oct-17	3.87	0.98	4.85
Nov-17	7.42	0.86	8.28
Dec-17	6.62	0.76	7.38
Jan-18	13.58	0.43	14.01
Feb-18	6.71	1.17	7.88
Mar-18	14.20	0.64	14.84
Total	83.75	9.23	92.98

Annual value of Scrap disposed in 2017-18 = 92.98 Cores (Approx).

CHAPTER – III

CRITICAL ANALYSIS:

- 3.0 The subject work study has been conducted to evaluate the actual requirement of Gr. C and Gr. D staff working in Liluah stores depot complex under the control of DY. CMM/D/BESY following the framed terms of reference. DY.CMM/LLH looks after the work of LLH store & LCD and DY.CMM/D/BESY is in the overall charge of Belur Scrap Yard, he is assisted by two assistant officers.
- 3.1 In course of conducting the subject study it is noticed that the workload of LLH store depot complex has been reduced as compared to the workload of preceding years. The reasons behind it are stated as under:
- i) Presently the quantum of workload is catered by this depot mainly for 4 divisions of Eastern Railway and partly E.C.Rly.
 - ii) No. of PL is comparatively decreased with respect to the previous years.
 - iii) Introduction of computers in different wards/sections of LLH stores depot complex.
- 3.2 For the purpose of determining the number of working days in a year the following methodology has been adopted by the study team:-
- | | |
|---|--------------|
| No. of days in a month | = 30 days |
| 1.5 rest days per week i.e. (1.5x4) | = (-) 6 days |
| Closed Holidays = 16 & CL = 8 Total =24 days/12 | = (-) 2 days |
| Total days in a month | = 22 days |
| No. of day working days available in a year (22x12) | = 264 days |
- 3.2.1 Total 19 ministerial & 23 non ministerial staff i.e. CDMS/DMS and 35 APR staff totaling to 77 staff are deployed in A-I, A-2, B, C, D, F and LHB ward as shown in Para 2.2. It has been observed during field study that hardly 50 minutes time is taken for making one issue note and 50 minute time is also taken for accountal of Receipt voucher/note by imposing RO no through computer after adjustment of papers & allied checking. The effective duty hours of a day constitute 7 hours i.e. (60x7) = 420 minutes after deducting one hour for Tiffin & 15% on account of fatigue. Therefore 357 minutes time is available for actual productive work.
- Yearly total issue note & RO dealt by 19 ministerial staff of 7 wards = 26745+5246 = 31991 nos as shown in a & b of Para 2.2.1.1.2. Per day dealing of issue note & RO = 31991/12 x 22 = 121.17 =122 nos. Time taken for dealing issue note & RO = 122 x 50 mints. = 6100 minutes.
- Available man minutes in a day = 19 x 357 = 6783 man mints. Thus the percentage utilization of available time is 90%. As the percentage utilization is more than 80, the study team suggests the retention of 19 ministerial staff of 7 wards of LLH store depot.
- 3.2.1.1 Each CDMS/DMS has to deal with all the documents pertaining to receive the materials from RB & supply the stores materials to different indentors and he is responsible for following work.
- i) To receive the store materials from RB section along with relevant vouchers.

- ii) To checked the materials and counted and tallied with receipt vouchers.
- iii) To placed the materials in respective Bin after unloading.
- iv) To scrutinize that all the materials received in the ward as per the specification of receipt voucher.
- v) To allot work to all staff working under him and to supervise the working of the receipt & delivery gang.
- vi) To supply the stores materials to different consignee/indentors within the stipulated period.
- vii) To prepare issue note at the time of delivery of materials.

Considering the work load content as mentioned above and keeping in view the activities which are to be undertaken while receiving and delivering the stores materials, the study team is of the view that the existing deployment of 23 (twenty three) post of CDMS/DMS in 7 wards is justified.

3.2.1.2 Total no. of 35 Helper-I / Helper-II are found deployed in 7 different wards. They are required to manually handle the materials under the guidance of their respective supervisors. The quantity of materials in various units such as number, meter/square meter/cubic meter and metric ton are handled by Helper-I / Helper-II. The total weight of 276 MT/month as referred to para 2.2.1.3.1 is handled by existing APR staff. The per day workload catered by Helper-I / Helper-II is quite high and it is felt that it cannot be adequately handled without having assistance from central pool of APR staff maintained under Yard master. As such the existing deployment of these posts in the wards has to be recommended for continuation.

3.3 The work of dispatching stores in time and as per requirement of the indentors to various consuming points is vital function to be discharged by **GD section** and as such all movements for dispatch are routed through this section which functions independent of the stocking and issuing wards. Total gate pass issued monthly by 3 ministerial staff of this section is 164 nos. as mentioned in para 2.2.1.3 and presently 2 CDMS is over all responsible for supervision of all activities conducted by this section. In addition to supervisory job, he has to look after all allied matters relating to movement of stores, lifting of materials as well as issuance of gate passes for such issues. The deployment of 3 Helper-I / Helper-II is responsible for physical handling and lifting of materials. Keeping in view of the responsibility involved, the study team feels that the work load is adequate enough for retention of existing deployment of 8 posts at this section.

3.4 Total 13 ministerial & 05 supervisory staff i.e. CDMS/DMS and 16 APR staff i.e. Helper-I / Helper-II totaling to 34 staff are deployed in **RB section**. It deals with all the receipt of materials as well as the related documents. Store materials are procured from trade as well as from Railway workshops and collected through the mode of rail transport and other vehicular transport. It has been observed during field study that hardly 52 minutes time is taken for making one Receipt note and 52 minute time is taken for entry the challan/invoice in daily receipt register and posting in computer for obtaining DRR no. and ISL no. The effective duty hours of a day constitute 7 hours i.e. (60x7) = 420 minutes after deducting one hour for Tiffin & 15% on account of fatigue. Therefore 357 minutes time is available for actual productive work.

Yearly total Receipt note & invoice/challan dealt by 13 ministerial staff of RB section = $5258+5247 = 10505$ nos as shown in Para 2.2.1.2.1. Per day dealing of receipt note & invoice/challan = $10505/12 \times 22 = 39.79 \approx 40$ nos. Time taken for dealing receipt note & invoice/challan = $40 \times 52 \text{ mints.} = 2080 \text{ minutes.}$

Available man minutes in a day = $13 \times 357 = 4641$ man mints. Thus the percentage utilization of available time is 45%. Apart from the above work, ministerial staff is utilized on account of chasing/collection of materials from trade, checking, testing and rejection of materials etc. which assess as 40% of available time. Thus, the total percentage utilization factor of ministerial staff has become 85% i.e. (45%+40%). The study team suggests that the existing deployment of 13 ministerial staff in RB section is justified. Five (5) posts of CDMS/DMS are found being operated in RB section. The activities of CDMS/DMS are stated as under.

- i) Corresponding relating to receipt of store materials including preparation of rejection memo and for sample testing of materials.
- ii) To make checks of packages by getting them open in his personal presence & comparing the contents with the receipt note.
- iii) To ensure that the material is properly handed over to the concerning wards.
- iv) To allot work to all staff working under him and to supervise the working of the receipt & delivery gang.
- v) To scrutinize that all the materials received in the ward as per the specification of receipt voucher and supply the stores materials to different consignee within the stipulated period.
- vi) Inspection of materials which are not pre inspected is also a part of a job.

On observing the activities during period of study, the study team is of opinion that the retention of 5 posts of CDMS/DMS is inescapable and hence justified.

The deployment of 16 Helper-I / Helper-II is responsible for physical handling and lifting/unloading of materials. Keeping in view of the responsibility involved, the study team feels that the work load is adequate enough for retention of existing deployment of 16 posts at this section.

- 3.5 The present availability of manpower consisting of 17 Helper-I/II, 4 Tindal, 2 Artisan & 2 safaiwala totaling to 25 staff is working under the supervision of 2 YM. The details activities of Yard Master is narrated in Para 2.2.1.4. The study team has observed the activities of all staff and accepts their utilization and deployment as unavoidable. The work load seem adequate and commensurate to the strength of staff and hence the continuation of the operation of existing 25 staff under YM is recommended.

- 3.6 **Garage:** - Five numbers of fork lifter & three numbers of Battery operated truck constitute the road vehicle fleet of LLH/Main store depot. Battery Trucks are used to carry the materials from different wards as and when required and delivered the said materials to LLH C&W work shop. Fork lifters are used for loading & unloading of materials under jurisdiction of LLH store depot. Eleven (11) drivers are working under this section. The maintenance and repair of the existing fork lifter and Battery truck is also part of a job of this section. The study team has observed that the period of engagement of the staff working in garage section is quite satisfactory and hence the continuation of the operation of existing 11 drivers is recommended.

3.7 The details workload of different sections such as P-1 / P-2 / P-3, RRS, Ledger/IC/Meeting, General, Computer and RR has been mentioned in Para 2.2.1.7, 2.2.1.8, 2.2.1.5, 2.2.1.9, 2.2.1.11 & 2.2.1.10. However, the said workload of the above sections do not have any justification to quantify the equated out-turn in terms of Man-Hrs vis-à-vis actual requirement of sectional manpower based on it. Ultimately, the revised MOR of different sections is assessed by adopting the scientific process of work study i.e. Random Activity Sampling Technique. While studying the workings of P-1, P-2, P-3, RRS, Ledger/IC/Meeting, General, Computer and RR section, the effective utilization of the sectional manpower has neatly been observed by the study team by adopting a scientific technique of Random Activity Sampling hypothesis, as there are no other alternatives except adoption of the technique of Random Activity Sampling hypothesis and this scientific technique would have a definite & positive direction to evaluate the actual requirement of manpower in the above sections based on the effective utilization of the sectional manpower. The data collected & recorded during study period and its critical analysis to assess the revised MOR may be seen from the following table.

Sr. no.	Wards/Sections	No. of staff deployed (GPR i.e. Gr.C Staff (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 GPR staff as assessed	
				Effectively (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= $E_f \times P$)	Bare Requirement (Rounded off) (Q)
1	RRS	04	128	88	40	68.75	82.50	3.3	04
2	Ledger/IC/Meeting	45	152	83	69	54.60	65.52	29.48	30
3	General	10	142	98	44	69.01	82.81	8.28	09
4	P-1/P-2/P-3	12	190	102	88	53.68	64.41	7.72	08
5	Computer	02	82	68	14	82.92	99.50	1.99	02
6	RR	08	140	116	24	82.85	99.42	7.95	08
	TOTAL	81							61

It is revealed from the derived results, as shown in the above table, that the bare requirement of ministerial, supervisory staff in total as assessed by the study team based on the effectiveness of the sections/wards wise staff will be 61 as against the existing deployment of 81. The deployment of 25 APR staff in the above sections is responsible for distribution of letters, files, maintaining the office records & other misc. work. Keeping in view of the responsibility involved, the study team feels that the work load is adequate enough for retention of existing deployment of 25 posts of APR staff of these sections. Thus, the total GPR and APR staff of the above sections will be 86 i.e. (61+25). The actual requirement of staff may be revised after providing LR @ 12.5%.

3.7.1 In view of the analysis made in the foregoing paragraphs, the actual requirement of manpower in LLH store Depot assessed by the study team would be as under:

Sl. No.	Section/Ward	Deployment of staff				Para Ref
		Existing		Proposed		
		GPR (Ministerial + Supervisor y staff)	APR (Artisan + GR-D staff)	GPR (Ministerial + Supervisory staff)	APR (Artisan + GR-D staff)	
1	A-1, A-2, B, C, D, F & LHB Ward	42	35	42	35	3.2.1, 3.2.1.1 & 3.2.1.2
2	Garage	-	11	-	11	3.6
3	RB	18	16	18	16	3.4
4	YM	2	25	2	25	3.5
5	GD	5	3	5	3	3.3
6	RRS	4	1	4	1	3.7
7	Ledger/IC/Meeting	45	7	30	7	-DO-
8	General	10	3	09	3	-DO-
9	P-1/ P-2 / P-3	12	7	8	7	-DO-
10	Computer	2	1	2	1	-DO-
11	RR	8	16	8	16	-DO-
12	PCMM/HQ & WAO/LLH	-	6	-	6	2.2
13	Dy.CYM/LLH	-	2	-	2	2.1.1
	Total	148	133	128	133	
	The proposed requirement of GPR & APR staff at LLH store depot			128+133 = 261		
	Adding LR@12.5%			33		
	Actual requirement of GPR & APR staff at LLH store depot			294		

3.7.1.1 It is concluded by the study team that the revised requirement of GPR i.e. Gr.C & APR i.e. Artisan/erstwhile Gr. D staff at LLH store depot will be 294 as against the existing deployment of 281. Hence, $(294-281) = 13$ excess posts is required to meet up the existing workload of LLH store depot.

3.8 Review of staff deployed in different sections of **LCD**:

The proposed requirement of staff for LCD have been critically analysed below based on the details workload in each ward/section as already mentioned in Chapter – II. So far entire workload of all issuing & stocking wards of LCD is concerned; it is divided into two parts.

a) Workload in regard to handling of materials i.e. loading and unloading of materials, in which erstwhile Gr. D staff are engaged.

b) Workload connected to issuance and receiving of vouchers and its related works, wherein ministerial staff and DMS of stocking and issuing wards (i.e. D, B, B-14, TRD, BI wards) are involved.

3.8.1 The APR i.e. Artisan/erstwhile Gr. D staff are engaged in Issuing and stocking wards of LCD and the following tonnage handled yearly for the purpose of receiving and issuing of material by APR staff are stated as under.

Tonnage handled while receiving the materials = 4500 MT as shown in Para 2.5.7

Tonnage handled while issuing the materials = 7000 MT as shown in Para 2.5.6

Total Tonnage handled during 2018-19 = 11500 MT

APR i.e. Artisan/erstwhile Gr. D staff (deployed in D, TRD; B, & B-14 wards) are being utilized to load and unload the materials at LCD whose total weight in terms of tonnage handled is stated above.

3.8.1.1 It is observed during field study that 9 APR staff is required to unload the materials from 12 MT loaded truck with the assistance of crane. In view of the above, it is concluded that one APR staff can easily handled 1.3 MT materials per day. Presently 52 APR staff is proportionately being utilized in different wards/sections to cater their usual workload in regard to loading, unloading and shifting of materials. The proposed requirement of APR staff is assessed as under.

Total Tonnage handled during 2018-19 = 11500 MT and 50% of total weight will be added for shifting and stacking of materials. Thus the total workload works out to 11500 MT + 5750 MT = 17250 MT.

Workload per month – $17250 \text{ MT} / 12 = 1437.5$ i.e. 1438 MT and per day = $1438 / 22 = 65.36$ MT (22 working days per month as stated in Para 3.2).

Bare requirement of APR i.e. Artisan/ erstwhile Gr. D staff at LCD @ 1.3 MT/Man/day would be = $65.36 / 1.3 = 50.27$ i.e. 51 instead of 52 staff.

3.8.2 Altogether 27 ministerial and supervisory staff is deployed in different wards and sections to cater their usual workload in regard to receive the materials with relevant vouchers and issue the same with issue note and maintenance of different registers and also dealt with establishment matters etc. Total 631 nos. of vouchers (issue note + receipt note) dealt with by ministerial staff. As for utilization of ministerial and supervisory staff in different wards/sections, the study team has taken some observation during the working period of the staff deployed in different sections/wards which reflects the total action and inaction period of

staff deployed in different section of LCD. The revised requirement of ministerial and supervisory staff deployed in different sections/wards is assessed by adopting the scientific process of work study i.e. Random Activity Sampling Technique which is shown as under.

Sr. no.	Wards/Sections	No. of staff deployed (GPR i.e. 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 GPR & APR staff as assessed	
				Effectively (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 ($R=E_f \times P$)	Bare Requirement (Rounded off) (Q)
1	General	03	98	65	33	66.32	79.58	2.38	03
2	Ledger	04	77	58	19	75.32	90.38	3.61	04
3	YM	02	88	67	21	76.13	91.35	1.82	02
4	RB	04	95	78	17	82.10	98.52	3.94	04
5	B-I/B-14	04	82	62	20	75.60	90.72	3.62	04
6	D/B/TRD	04	93	72	21	77.41	92.89	3.71	04
7	GD	03	76	57	19	75	90	2.7	03
8	Crane	03	84	66	18	78.57	94.28	2.82	03
	Total	27							27

It is revealed from the derived results, as shown in the above table, that the bare requirement of ministerial & supervisory staff in total as assessed by the study team based on the effectiveness of the sections/wards wise staff will be 27 as against the existing deployment of 27. The actual requirement of staff may be revised after providing LR @ 12.5%.

3.8.2.1 Considering the analysis made in Para 3.8.1.1 & 3.8.2, the bare requirement of staff under Liluah construction depot (LCD) has assessed as $(51 + 27) = 78$. Adding LR @12.5% of 78 i.e. 9.75 say 10. The actual requirement of staff will be $(78+10) = 88$ instead of existing on roll of 79 staff. Thus, $(88 - 79) = 09$ excess posts is required to meet up the existing workload of Liluah construction depot.

3.9 Review of staff deployed in different sections of **Belur Scrap Yard**:

3.9.1 The section wise workload vis-à-vis staff deployed as per MOR position is explained in Para 2.7.1, 2.7. It is revealed from Para 2.7 that 84 GPR staff i.e. (ministerial & supervisory staff) are being utilization in different sections/wards to cater their usual workload. In order to complete the field study at a shorter period of time, an occupation study in regard to effective utilization of these staff is conducted to assess the actual requirement of GPR staff presently deployed in Belur Scrap Yard in consideration with random activity sampling method.

Sr. no.	Wards/Sections	No. of staff deployed (GPR i.e. 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 GPR staff as assessed	
				Effectively (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 ($R=E_f \times P$)	Bare Requirement (Rounded off) (Q)
1	Esstt/Paybill	34	150	88	62	58.66	70.39	23.93	24
2	Sale	13	142	116	26	81.69	98.02	12.74	13
3	General	11	138	98	40	71.01	85.21	9.37	10
4	RB	05	122	89	33	72.95	87.54	4.37	05
5	EWB	04	128	102	26	79.68	95.62	3.82	04
6	North yard	02	93	72	21	77.41	92.89	1.85	02
7	South yard	05	76	57	19	75	90	4.5	05
8	VM	06	148	120	28	81.08	97.29	5.83	06
9	TK	01	82	58	24	70.73	84.87	0.84	01
10	YM	03	132	104	28	78.78	94.54	2.83	03
	Total	84							73

It is seen from above table that the bare requirement of ministerial & supervisory staff in total as assessed by the study team based on the effectiveness of the sections/wards wise staff will be 73 as against the existing deployment of 84. The actual requirement of staff may be revised after providing LR @ 12.5%.

3.9.2 The study team has observed the activities performed by the Artisan/Gr.D staff deployed in Belur scrap yard and the main activities performed by them emerged as follows:-

- Utilization of artisan staff at the time of incoming scrap loaded truck for unloading the scrap in specified area of Belur scrap yard and
- Engagement of artisan staff for loading the scrap materials in the truck at the time of sale.
- Daily segregation and shifting of scrap materials and formation of lot in the different ward.
- Maintaining the existing garden & beautification of BESY scrap depot.
- Engagement of misc. works in the depot as and when required as instructed by competent authority.

In view of the above activities catered by Artisan/Gr.D staff, the study team has conducted a occupation study in regard to effective utilization of these staff to assess the actual requirement of Artisans erstwhile /Gr.D staff presently deployed in different sections/wards in consideration with random activity sampling method.

Sr. no.	Wards/Sections	No. of staff deployed (APR i.e. Artisan/Gr.D) (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 GPR staff as assessed	
				Effectively (B)	Idle (C)	Effectiveness without contingent allowance $E=B/A \times 100$ (E in %)	Effectiveness with contingent allowance @ 20% $Ef=1.2E$ (Ef in %)	Bare Requirement $(R=Ef \times P)$	Bare Requirement (Rounded off) (Q)
1	Belur scrap yard	102	172	136	36	79.06	94.88	96.78	97
	Total	102							97

The assessment made in the above table that the bare requirement of Artisan/ erstwhile Gr.D staff in total as assessed by the study team based on the effectiveness of the staff will be 97 as against the existing deployment of 102. The actual requirement of staff may be revised after providing LR @ 12.5%.

3.9.2.1 Summarizing the analysis made in Para 3.9.1 & 3.9.2, the bare requirement of GPR i.e. Gr.C & APR i.e. Artisan/ erstwhile Gr.D staff under Belur scrap yard (BESY) has assessed as $(73 + 97) = 170$. Adding LR @12.5% of 170 i.e. 21.25 say 22. The actual requirement of staff will be $(170+22) = 192$ instead of existing on roll of 186 staff. Thus, $(192 - 186) = 06$ excess posts is required to meet up the existing workload of Belur scrap yard.

- 3.10 Based on the analysis made in the Para 3.7.1.1, 3.8.2.1, 3.9.2.1 & 2.1.1, the proposed on roll strength i.e. revised sanctioned strength of GPR i.e. Gr.C & APR i.e. Artisan/ erstwhile Gr.D staff of LLH, LCD and Belur scrap yard under Dy.CMM/D/BESY will be 584 Posts as against the existing sanctioned strength of 646 rendering surrender of 62 i.e. (646 - 584) vacant posts which is tabulated as under.

DEPOT/UNIT	Existing Sanctioned Strength	Existing MOR	Vac	Proposed MOR i.e. Revised S/S	Recommended Surplus
Liluah Store Depot	646	281	90	294	62
Liluah construction Depot		79		88	
Belur Scrap Yard		186		192	
HQ		10		10	
	646	556	90	584	62

RECOMMENDATION

It is recommended by the study team that the revised requirement of Gr.C & erstwhile Gr.D staff of LLH stores depot complex under Dy.CMM/D/BESY will be 584 as against the existing sanctioned strength of 646. Hence, (646-584) = 62 vacant posts should be rendered as surplus and surrendered from the existing sanctioned strength.

CHAPTER-IV

4.0 FINANCIAL APPRAISAL:

- 4.1 According to recommendation made in Para 3.10, the financial savings achieved on account of surrender of 62 vacant posts of Gr.C and Artisan/erstwhile Gr.D staff of LLH stores depot complex under Dy.CMM/D/BESY is calculated based on lower scale as under:

Category	No. of posts	Scale of Pay	Mean pay	DA @ 9%	Monthly	Yearly
		Figures in Rs.				
Gr.C and Artisan/erstwhile Gr.D	62	19900-63200	41550	3740	45290x62 =2807980	3,36,95,760/-

Thus, consequent upon implementation of recommendations the annual savings would be Rs. 3, 36, 95,760/-