

**REVIEW
OF
STAFF STRENGTH
OF
PERSONNEL DEPARTMENT
WORKING
AT
DHANBAD DIVISION
(ECR/Effi/WSR/DHN/18-19/01)**

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EXECUTIVE SUMMARY

Study No.	(ECR/Effi/WSR/DHN/18-19/01)
Subject	REVIEW OF STAFF STRENGTH OF PERSONNEL DEPARTMENT OF DHANBAD DIVISION .
Area	DHANBAD DIVISION
Division	DHN
Department	PERSONNEL.
Terms of Reference	Assessment of Man Power requirement
Total No. of Recommendations	01
No. of posts recommended for surrender	03
Financial Implication	27.93 lacs
Month of Circulation	JUNE, 2018

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TERMS OF REFERENCE

The study has been conducted under the following terms of references:

- a) To Personnel staff vis-à-vis workload of Personnel Department of Dhanbad Division with a view to identify the surplus manpower in different section.
- b) To assess the effective utilization of Personnel staff working in Personnel Department of Dhanbad Division.
- c) To suggest ways and means to improve working of Personnel staff of Personnel Department of Dhanbad Division.

METHODOLOGY ADOPTED

The following techniques have been applied to conduct the study:-

- i) Data collection and its critical analysis to arrive on factual status of present working.
- ii) Hold discussions at various levels with a view to produce fruitful results.
- iii) Reassessment of manpower requirement by applying Indian Railway Benchmark and Indian Railway Average Benchmarking.

SYNOPSIS

1. In Railways, the process of absorption of modernization has been started and still in progress in every sphere of the system. These technological up gradations have shown the considerable improvement in the efficiency and manpower productivity in Railways.
2. Keeping in view, all these constraints, the Work Study Cell was assigned to conduct work study of Personnel Branch staff at DRM office DHN with a view to assess the staff requirement as per existing workload.
3. Ministerial/Personnel staff of Personnel Department of Dhanbad Division also plays a role in Indian Railways and leads in performance of any zonal Railway. At present 21680 men are working in different departments of Dhanbad Division. A sanctioned strength 217 staff is provided in Personnel Branch of DRM office Dhanbad to deal with establishment and personnel matters of total men working in this division.

CHAPTER-I

INTRODUCTION

Benchmarking is a continuous process of comparing different units and identifying which one is the best in the business and then learning how this excellence was achieved and the setting out to improve the efficiency of those units, which were behind. If this concept is implemented it will result large reduction in the cost and make significant contribution in improving the efficiency of various divisions of the Railways.

The personnel matters of the staff in divisions are being dealt by the Divisional Personnel Branch headed by one Sr.DPO, one DPO and Assisted by 04 Assistant Personnel Officer. With the improvement of information technology and rationalization of working pattern due to introduction of computers as well as change in working hours have created enough scope of improving efficiency of staff.

Thus can be achieved by optimum utilization of computer in the field of letter drafting and typing and record keeping etc.

CHAPTER- II

Present scenario:

BOS=217

MOR=179

Vacancy=38

1.1 The Personnel Branch of Dhanbad Division is divided into the following sections with the job entrusted to:-

Sl.No.	Section
01	ET-I
02	ET-II
03	E/E&Med.
04	Pay Bill/RG
05	Pay Bill/Trasnportation
06	E.L.Section
07	Pay Bill C&W
08	Pay Bill E&M
09	ERS
10	S&T Cadre
11	Law Cell
12	Confidential
13	Settlement
14	Pass Section
15	Welfare Section
16	MPP Section
17	Recruitment
18	Despatch
19	Gazetted
20	E.O Section
21	Quarter Section

1.2 Duties of Ministerial staff:-

Main duties of Ministerial (Personnel) staff are as follows:-

- i) Personnel Branch deals with the establishment matters of staff.
- ii) Recruitment of staff
- iii) Selection/Promotion of staff
- iv) Maintenance of Service Records
- v) Preparation of Salary Bills
- vi) Maintaining personnel files
- vii) Final settlement/retirement
- viii) Redressal of grievance
- ix) Welfare of staff
- x) Law matter
- xi) D&AR
- xii) Compassionate ground appointment
- xiii) Pass/PTO and allied matters.

CHAPTER -III

2.0.0 CRITICAL ANALYSIS, REQUIREMENT OF STAFF VIS-À-VIS WORK LOAD AND RECOMMENDATIONS:

2.1.0 Personnel department Dhanbad is working under the control of Sr.DPO Dhanbad. To arrive at a factual conclusion on requirement of personnel staff for Personnel Department at DRM office Dhanbad. The work study team collected the workload of all activities. For calculation of manpower required, the team applied on spot observations and discussions at various levels and applied on the basis of need base.

2.2.0 APPLYING BENCH MARKING NORMS:-

Since manpower is the biggest component of the expenditure of Indian Railway, rightsizing of manpower to reduce unit costs is an effective way to increase efficiency of Indian Railway.

There is no specific yardstick for measuring the workload of Personnel Department of Danapur Division. It is very difficult to assess the efficiency of Personnel department and quantum of work, an individual has to perform on a working day.

Benchmarking offers us a solution for reduction and redistribution of staff and can be very handy tool for rightsizing of Indian Railway.

Benchmarking is the continuous process of comparing different units; identifying those who are the best then learning how this

excellence was achieved and then setting out to improve the efficiency of those who are behind.

Benchmarking is being implemented not only on Indian Railway, but also other than the Railways. Even for Technical staff, for those specific yard sticks are derived, also exercising benchmarking, since the yard sticks which are framed in very olden days according to the then working pattern. Now, in this competitive world of computer era, those yard sticks are outdated. Therefore, benchmarking is being observed every where.

2.3.0 THE REQUIREMENT OF STAFF AS PER BENCHMARKS NORMS

2.3.1 Staff cadre in Division:-

Sl.No.	Category	Sanctioned Strength	Men on Roll	Vac.	Excess
1.	Gr. "C" & "D"	27810	21697	6113	

2.3.2 Staff cadre in Personnel Branch:-

Sl.No.	Category	Sanctioned Strength	Men on Roll	Vac.	Excess
1.	Gr. "C" & "D"	217	179	38	

2.3.4 Staff required as per benchmarks norms:-

As per benchmarking norms of Feb, 2018. The Benchmarking norms of Personnel staff are follows:-

Norms	IR Avg.BM	Current Benchmark	
		Division	IRBM
Division>18000 staff	10.15	FZR	5.51

As on date on roll strength of DHN division is 21697. So Dhanbad Division comes under the category of Division >18000 staff. If current benchmarking as above is taken into consideration the minimum staff requirement comes out to = $21697 \times 5.51 / 1000 = 119.55$ say 120 men. However, if the calculation of staff requirement is done in most liberal way i.e IR Average Benchmarking Feb, 2018 is taken into consideration the staff requirement comes out to to = $21697 \times 10.15 / 1000 = 220.22$ say 220 men.

Sl.No.	Description	No. Of Post.
1.	Staff sanctioned	217
2.	Staff required	220

The requirement is more than sanctioned strength as per IR average Benchmarking norms but day to day, the work of personnel department is computerised and lap top to be given to each officers as per railway board guideline. At present, 01 Typist are sufficient for smooth official work. Hence, 03 vacant post of Typist is recommended for surrender on need base.

2.4.0 Staff required as per need base.

As per discussion with concerning authority and on spot observation presently 01 typist is required for personnel department.

The work study team observed that, 01 typist is required for present work load. Hence, work study team observed and discussion with concerning authority, that 03 posts of Ch.Typist may be recommended for surrender.

CHAPTER- IV

RECOMMENDATION

As there is no yardstick for calculation of staff. The work study team has made its assessment of staff on the benchmarking norms and need base, it is observed that at present there is no use of 03 vacant posts of Ch.Typist. The work is going on without any hindrance.

Hence, 03 vacant posts of Ch.Typist may be surrendered.

CHAPTER V

FINANCIAL SAVINGS:

If recommendation of the work study report is implemented, the annual recurring financial savings will be as under:

S. No.	Designation	Scale	Grade pay	No of post	Saving per Annum per staff	Annual financial savings (Rs.)
01	Chief typist	9300-34800	4200	03	931140	931140x3 =2793420
Total				03		2793420 (27.93 Lacs)

CHAPTER VI

Summary :-

After critically examining the work load of Ch. Typist working in Personnel department of Dhanbad Division, work study team proposes as below:-

Sl. No.	Designation	BOS	Requirement	Proposed surrender
01	Chief typist	03	00	03
Total		03	00	03

Annexure –I

Staff position of Personnel Department of Dhanbad Division,
as data given by Sr.DPO/DHN on dt. 01.06.2018.

Sl NO.	Deptt.	Category	Scale	Grade pay	Sanction ed Strength	Men on Roll	Vac.	
1	Persnl.	Ch. Office Superintendent	9300-34800	4600	35	33	02	
2		Office Superintendent	9300-34800	4200	99	89	10	
3		Sr. Clerk	5200-20200	2800	28	19	09	
4		Jr.Clerk	5200-20200	1900	24	19	05	
5		CA	9300-34800	4200	01	00	01	
		LS	9300-34800	4600	03	00	03	
6			Ch.LA	9300-34800	4600	01	02	+01
7			Superintendent	9300-34800	4600	1	1	0
8			Typist	9300-34800	4600			
9			Chief typist	9300-34800	4200	03	00	03
10			Steno-I	9300-34800	4200	01	02	+01
11			Steno	5200-20200	2400	04	01	03
12			Jr.Programmer	9300-34800	4200	01	00	01
13			CSWI	9300-34800	4600	12	09	03
14	SWI	9300-34800	4200	06	04	02		
Total					217	179	38	

EAST CENTRAL RAILWAY

**Office of the
General Manager (Vig.)
Hajipur
Dated:-12.06.18**

No.: - ECR/Eff./WSR/DHN/18-19/01

**Sr. DPO
East Central Railway,
Dhanbad**

Sub.:- Work study report on adequacy of staff strength of
Personnel Department of Dhanbad Division.

In connection to the above, it is inform that a work study has been conducted by work study team on adequacy of staff strength of Personnel Department of Dhanbad Division.

The work study team recommended for surrender of 03 vacant posts of Ch.Typist.

The report is being sent to your end for scrutiny, after scrutiny please send your reply within 10 days so that, the report may be finalized and intimated to Railway Board.

(A.K.Mishra)
Efficiency Officer
For SDGM

Copy to: (i) PCPO/ HJP for kind information please.
(ii) ADRM/DHN for kind information please.

For SDGM



**EAST CENTRAL RAILWAY
WORK STUDY REPORT
ON**

**To assess the utility of staff strength of
Personnel Department of Dhanbad Division.**

EFFICIENCY CELL

EAST CENTRAL RAILWAY

HAJIPUR

STUDY NO. ECR/EFF./WSR/DHN/18-19/01

