



WORK STUDY REPORT
ON
REVIEW OF
LUGGAGE/PARCEL PORTERS WORKING
IN COMMERCIAL DEPARTMENT
OVER
FIROZPUR DIVISION
2018-19

WORK STUDY TEAM

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No. 16-CP/28/WS/2018-19

Central Planning Cell
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EXECUTIVE SUMMARY

This study was allotted to Central Planning Cell, HQ Office, on the directive of SDGM/NR to identify redundant/unproductive/wasteful activities of luggage/Parcel porters working over Firozpur Division and suggest ways and means to improve manpower productivity and economy.

STAFF POSITION

The total sanctioned and on roll strength of Luggage/Parcel Porters staffs are as under. The team has reviewed FZR, LDH, ASR, JRC, JUC, JAT, PTK and PTKC stations in this report.

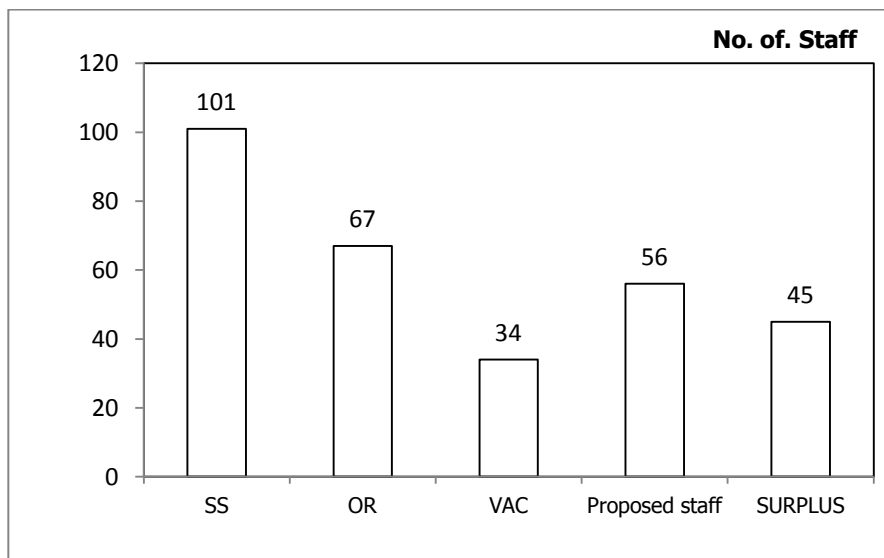
S.N.	Description	S/S	O/R	Var.(+/-)
1	Luggage/Parcel porters	101	67	-34
Total		101	67	-34

No. of posts identified as surplus and recommended for surrender: -

Gr. 'C' = NIL
Gr. 'D' = 45 posts
Total = 45 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = ■ 216.38 lakh per annum.
Capital saving = Nil
Total = ■ 216.38 lakh per annum



I N D E X

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SYNOPSIS

Indian Railway is the largest Government Organization which transports passenger and freight traffic from one place to another at an optimum level of safety, security, reliability and punctuality. The modernization and system developments in railway have resulted into closure of unproductive/ redundant/ wasteful activities thus enhancing productivity

To keep pace with growth of transport sector, it has become imperative to adopt advanced technological system for survival in today's competitive environment. The adoption of technological upgradations have become inevitable and challenging due to financial constraints. Consequently, railway administration reviews existing resources from time to time to identify redundant/wasteful/unproductive activities to improve manpower productivity and economy.

Manpower is the biggest component of the expenditure of Indian Railways and rightsizing of manpower is one of the effective ways to increase operational efficiency and to make the system financially viable. Due to changes in the working conditions many of the activities in Indian Railways have become redundant. Hence there is a need to take effective steps to reduce the uneconomic work force.

Keeping in view of above, SDGM/NR assigned work study on "Review of Luggage/Parcel Porters staff working in Commercial Department over Firozpur Division" to the Central Planning Cell, HQ Office with a view to improve manpower productivity and economy. The strength of luggage/Parcel porter staff was critically examined vis-à-vis existing workload. The work study team has identified 45 posts of luggage/Parcel porters as surplus and recommended for surrender. The implementation of the recommendation contained in the report will yield recurring saving worth ₹216.38 lakh per annum to the administration.

SUMMARY OF RECOMMENDATIONS

S. N	Recommendations	Refer para No.	Accepting/ implementing Authority.
1	It is proposed that 45 posts of luggage/Parcel porter in Grade ■ 5200-20200-1800 identified as surplus under the administrative control of Sr DCM/FZR and recommended for surrender.	2.5.0	ADRM/FZR Sr.DCM/FZR Sr.DPO/FZR

ACKNOWLEDGEMENT

The work study team is highly grateful to Sh. Sukhvinder Singh, ADRM/FZR, Sh. Hari Mohan, Sr.DCM/FZR and Sh Yusuf Kabir, Sr. DPO/FZR for giving their valuable guidance in conducting the study. The team is also thankful to all other functionaries for extending their cooperation and providing necessary data/information during the course of study.

1.0.0 INTRODUCTION

1.1.0 Firozpur Division is an important Division of Northern Railway. It is strategic with defense and trains operations point of view. It ensures safe passage to all trains over the Division round the clock. It is spread over the states of Punjab, Himachal Pradesh and Jammu & Kashmir

1.2.0 Though the coaching trains have increased but due to technological advancements and system developments, certain activities have become redundant. The parcel/luggage porter/ goods shed Hamal's activity is a non interface with the travelling passengers and it is a noncore activity. The Ministry of Railways (Railway Board) have adopted the policy to encourage the running of leased SLRs with mail/express trains and to run full train of parcel vans on some important specified sections.

1.3.0 Consequently, SDGM/NR directed the Central Planning Cell, HQ Office, to conduct a work study on "Review of Luggage/parcel Porters working in Commercial Department over Firozpur Division" with a view to improve manpower productivity and economy.

1.4.0 TERMS OF REFERENCE:

The following terms of references were adopted for conduct of the study:-

1. To review staff strength vis-à-vis existing workload.
2. To identify redundant/unproductive activities with a view to eliminate wasteful expenditure
3. To suggest ways and means to improve the efficiency and productivity of the system

1.5.0 METHODOLOGY ADOPTED

The following techniques of work study were adopted to conduct the study:-

1. Data collection of existing workload.
2. Work sampling, physical observation, spot checks, analytical estimation, prevailing yardstick in vogue if any, to assess the actual requirement.
3. Held discussions at various levels.

2.0.0 BRIEF DESCRIPTION, STAFF POSITION, CRITICAL ANALYSIS
REQUIREMENT OF STAFF AND RECOMMENDATIONS.

2.1.0 BRIEF DESCRIPTION

2.1.1 Firozpur Division is an important division of Northern Railway. It is a major food grains loading division. It is strategic with defense point of view. It is spread over the states of Punjab, Himachal Pradesh and Jammu & Kashmir.

2.1.2 Modernization and system development introduced in almost every sphere of railway working have made some activities as redundant/ unproductive/ wasteful. Computerization in reservation/booking tickets, point to point full rake loading in goods, leasing out of SLRs in parcel, parcel vans/trains etc. have proved efficient and economical.

2.1.3 Consequently, the workload of luggage/Parcel porter staff has reduced considerably. Keeping in view of above, SDGM/NR has desired to conduct "Review of luggage/Parcel porter staff working in Commercial Department over Firozpur Division" with a view to improve manpower productivity and economy.

2.2.0 STAFF POSITION

2.2.1 During the course of study, the team collected the sanctioned strength and on roll strength of luggage/parcel porters staff from 'P' Branch. The detailed position of luggage porters over Firozpur Division is placed as Annexure No.II in the report and the summarized position of the same is tabulated below:-

S. No	Category	Pay scale + Grade Pay	Sanctioned Strength	On roll	Variation (+/-)
1	Luggage/Parcel Porter	5200-20200-1800	101	67	-34
Total			101	67	-34

The above table reveals that the on roll strength is 67 posts against the sanctioned strength of 101 posts and 34 posts are lying vacant over Firozpur Division.

2.2.2 The work study team collected the station wise sanctioned and on roll position of luggage porters staff from divisional headquarters' office over Firozpur Division, which is depicted as under:-

S. No.	Station	Sanctioned strength	On Roll Staff	Vacancy
1	FZR,KKP,FDK	101	08	34
2	LDH,MQF,JGN		15	
3	ASR		08	
4	JRC		05	
5	JUC		14	
6	JAT		12	
7	PTK, BAT		09	
8	PTKC		02	
9	SVDK, SINA, BDGM		04	
TOTAL		101	67	34

2.3.0 CRITICAL ANALYSIS

- Parcel handling at stations has for long remained one of the major concerns for the Railways. With parcel traffic, parcel/luggage loading/unloading and its handling at platforms has become chaotic and cause of major inconvenience to the commutes/passengers at stations. The changes due to modernization and system developments like rationalization, outsourcing, parcel traffic leasing of SLRs/VPs etc. are being done progressively so as to improve economy, eliminate wastages and achieve effective utilization of manpower etc.
- Therefore vide Railway Board letter No 2018/Transf. Cell/Traffic/Parcel-Cloak and waiting room Dt 09.01.2018. guidelines have already been issued for outsourcing the parcel handling activities at stations to economise the system.
- The idea behind outsourcing these noncore activities through and outside agencies is that the organisation can concentrate on the core activities and the outsourced activity can be efficiently carried out at low cost thereby saving revenue to the organisation.

2.3.1 WORKLOAD

The work study team collected the workload in terms of no. of packages of parcel & luggage, their respective weight in QTLS and earning from the division. The detailed position of workload for the FY 2017-18 is depicted as Annexure No.III in the report and summarized position is given below:-

The summarized position of workload in terms of no. of parcel & Luggage and their respective weight in QTLS over FZR Division for the FY 2017-18.

Station	No. of parcel packages			Weight in Qtls		
	No. of parcel packages	No. of luggage packages	Total of parcel & luggage packages	Weight of parcel in Qtls	Weight of luggage in Qtls.	Total weight of Parcel/Luggage in Qtls.
FZR	29369	3992	33361	15216	2717	17933
LDH	220402	6425	226827	177712	4160	181872
ASR	1259059	23868	1282927	418504	15299	433803
JRC	46766	8090	54856	25524	5737	31261
JUC	57955	13252	71207	32374	11832	44206
JAT	145921	77412	223333	48504	31551	80055
PTK	6772	5274	12046	3036	2714	5750
PTKC	12032	6933	18965	4807	4546	9353

2.4.0 REQUIREMENT OF STAFF

2.4.1 The work study team has collected the station wise work load from divisional headquarters' office, which is annexed as annexure No III in the report. The team has taken into consideration, the yard stick in vogue, deployment of staff, held discussion at various levels, lease contract of SLRs/VPs etc while proposing the requirement of staff. The requirement of luggage porters vis-à-vis existing workload at stations where the sanctioned strength of luggage porters has been provided by the Division viz. FZR, LDH, ASR, JRC, JUC, JAT, PTK & PTKC over Firozpur Division has been discussed as follow:

2.4.2. *FIROZEPUR CANTT (FZR) (including KKP & FDK).*

The total number of packages and their weight handled during 2017-18 are depicted as Annexure No.III in the report and the summarized position of same at FZR is tabulated below:-

S. No	Year	Total packages	Total weight (in Qtls)
1	2017-18	33361	17933
Average per day		91.4	49.13 Qtls or 4.913 MT*

*One Mt = Ten Quintals

The average weight handled per day is 49.13 Qtls or 4.913 MT.

As per norms, one luggage porter is required to handle 4 MT of parcel packages per day. Hence, the requirement of luggage porters to handle 4.913 MT parcel packages at FZR comes to $4.913/4 = 1.23$

Add RG @ 16.5% (on 1.23) = 0.20

Add LR @ 12.5% (on 1.23) = 0.15

Total = 01.58 Say 2 post

One man each at KKP & FDK is also proposed = 02

Hence, the requirement of luggage/parcel porter at FZR including KKP & FDK comes to 04 posts.

2.4.3. *LUDHIANA (LDH) (including MQF, JGN).*

The total number of packages and their weight handled during 2017-18 are depicted as Annexure No.III in the report and the summarized position of same at LDH is tabulated below:-

S. No	Year	Total packages	Total weight (in Qtls)
1	2017-18	226827	181872
Average per day		621.44	498.28 Qtls or 49.828 MT

The average weight handled per day is 498,28 Qtls or 49.828 MT.

As per norms, one luggage porter is required to handle 4 MT of parcel packages per day. Hence, the requirement of luggage porters to handle 498.28 MT parcel packages at LDH comes to $49.828/4 = 12.46$

Add RG @ 16.5% = 02.05

Add LR @ 12.5% = 01.55

Total = 16.06

Say 16 post

At MQF & JGN, one staff at each station = 02 posts

Hence, the requirement of luggage/parcel porter at LDH including MQF & JGN comes to 18 posts.

2.4.4. *AMRITSAR (ASR)*

The total number of packages and their weight handled during 2017-18 are depicted as Annexure No.III in the report and the summarized position of same at ASR is tabulated below:-

S. No	Year	Total packages	Total weight (in Qtls)
1	2017-18	1282927	433803
Average per day		3514.86	1188.50 Qtls or 118.85 MT

The average weight handled per day is 1180.50 Qtls or 118.85 MT. It is observed that 8 parcel/luggage porter is handling the existing workload at ASR since long. If it is felt the workload of parcel porter/luggage porter is not being handled in proper than the this activity can be outsourced at ASR, as per Rly. Bd's letter No. 2018/Transf. Cell/Traffic/Parcel-Cloak & Waiting Room dt.09.01.2018. However, the work study team is of the opinion that the existing on roll 8 PP/LP staff should continue till outsourcing.

2.4.5 *JALANDHAR CANTT (JRC).*

The total number of packages and their weight handled during 2017-18 are depicted as Annexure No.III in the report and the summarized position of same at JRC is tabulated below:-

S. No	Year	Total packages	Total weight (in Qtls)
1	2017-18	54856	31261
Average per day		150.29	85.64 Qtls or 8.564 MT

The average weight handled per day is 85.64 Qtls or 8.564 MT.

As per norms, one luggage porter is required to handle 4 MT of parcel packages per day. Hence, the requirement of luggage porters to handle 8.564 MT parcel packages at JRC comes to $8.564/4 = 02.14$

Add RG @ 16.5% = 00.35

Add LR @ 12.5% = 00.27

Total = 02.76

Say 03 post

Hence, the requirement of luggage/parcel porter at JRC comes to 03 posts.

2.4.6 *JALANDHAR CITY (JUC).*

The total number of packages and their weight handled during 2017-18 are depicted as Annexure No.III in the report and the summarized position of same at JUC is tabulated below:-

S. No	Year	Total packages	Total weight (in Qtls)
1	2017-18	71207	44206
Average per day		195.08	121.11 Qtls or 12.111 MT

The average weight handled per day is 121.11 Qtls or 12.11 MT.

As per norms, one luggage porter is required to handle 4 MT of parcel packages per day. Hence, the requirement of luggage porters to handle 12.111 MT parcel packages at JUC comes to $12.111/4 = 3.02$

Add RG @ 16.5% = 0.49

Add LR @ 12.5% = 0.38

Total = 3.89

Say 04 post

Hence, the requirement of luggage porter at JUC comes to 04 posts.

2.4.7 JAMMU TAWI (JAT).

The total number of packages and their weight handled during 2017-18 are depicted as Annexure No.III in the report and the summarized position of same at JAT is tabulated below:-

S. No	Year	Total packages	Total weight (in Qtls)
1	2017-18	223333	80055
Average per day		611.87	219.32 Qtls or 21.932 MT

The average weight handled per day is 219.32 Qtls or 21.932 MT.

As per norms, one luggage porter is required to handle 4 MT of parcel packages per day. Hence, the requirement of luggage porters to handle 21.932 MT parcel packages at JAT comes to $21.932/4 = 5.48$

Add RG @ 16.5% = 0.90

Add LR @ 12.5% = 0.68

Total = 7.06

Say 07 post

Being a important station 1 man is proposed for misc work =01

Hence, the requirement of luggage/parcel porter at JAT comes to 08 posts.

2.4.8 PATHANKOT (PTK).

The total number of packages and their weight handled during 2017-18 are depicted as Annexure No.III in the report and the summarized position of same at PTK is tabulated below:-

S. No	Year	Total packages	Total weight (in Qtls)
1	2017-18	12046	5750
Average per day		33.00	15.75 Qtls or 1.575 MT

The average weight handled per day is 15.75 Qtls or 1.575 MT.

As per norms, one luggage porter is required to handle 4 MT of parcel packages per day. Hence, the requirement of luggage porters to handle 1.575 MT parcel packages at PTK comes to $1.575/4 = 0.39$

Add RG @ 16.5% = 0.06

Add LR @ 12.5% = 0.04

Total = 0.49 Say 01 post

Being a important station 1 men are proposed for misc work =01

One man at BAT=01

Hence, the requirement of luggage/parcel porter at PTK & BAT comes to 03 posts.

2.4.9 PATHANKOT CANTT (PTKC).

The total number of packages and their weight handled during 2017-18 are depicted as Annexure No.III in the report and the summarized position of same at PTKC is tabulated below:-

S. No	Year	Total packages	Total weight (in Qtls)
1	2017-18	18965	9353
Average per day		51.95	25.62 Qtls or 2.562 MT

The average weight handled per day is 25.62 Qtls or 2.562 MT.

As per norms, one luggage porter is required to handle 4 MT of parcel packages per day. Hence, the requirement of luggage porters to handle 2.562 MT parcel packages at PTKC comes to $2.562/4 = 0.64$

Add RG @ 16.5% = 0.10

Add LR @ 12.5% = 0.08

Total = 0.82 Say 01 post

Being a important station 1 man is proposed for misc work = 01

Hence, the requirement of luggage/parcel porter at PTKC comes to 02 posts.

2.4.10 Sri Mata Vaishno Devi Katra (SVDK) is pilgrimage and terminating/originating station. During the conduct of study, the work load of SVDK for luggage & Parcel/activity was not available, but the work study team observed the importance of this pilgrimage station and proposed 04 men including LR/RG and 01 man each at BDGM & SINA.

2.5.0 THE SUMMARISED EXISTING SANCTION, PROPOSED STAFF AND SURPLUS POSTS OF PARCEL/LUGGAGE PORTERS OVER FZR DIVISION:

The summarized existing sanction, proposed staff and surplus posts of parcel/luggage porters over FZR division is summarized as under:-

S. No.	Station	Sanctioned strength	Proposed staff	Surplus posts
1	FZR,KKP,FDK	101	04	45
2	LDH,MQF,JGN		18	
3	ASR		08	
4	JRC		03	
5	JUC		04	
6	JAT		08	
7	PTK, BAT		03	
8	PTKC		02	
9	SVDK, SINA, BDGM		06	
TOTAL		101	56	45

The above table reveals that the proposed requirement of luggage porters/parcel porter staff come to 56 against the sanctioned strength of 101 and 45 posts are identified as surplus and recommended for surrender under the administrative control of Sr DCM/FZR.

RECOMMENDATION NO.1

It is proposed that 45 posts of luggage porters/parcel porter in Gr. 5200-20200-1800 identified as surplus under the administrative control of Sr DCM/FZR and recommended for surrender.

SUGGESTIONS FOR IMPROVEMENT IN WORKING

- It is suggested to further increase lease out SLR to private agencies to facilitate expeditious movement of parcel traffic, curtail claim cases and increase efficiency.
- It is suggested to make efforts to outsource loading/unloading of parcel packages activities to improve economy and manpower productivity.

2.5.1 The position of leasing of SLR and VP over FZR division:

The work study team collected the position of leasing & earning of SLR and VP from the divisional HQ is annexed as Annexure No IV in the report and the summarized position is as under:

Sr No	Type of lease	No of Trains	Earning in Rs.
1	SLR	36	1314788/-
2	VP	05	1409208/-
Total			2723996/-

The above table reveals that earning to Railways through lease of SLR & VP is Rs.27,23,996/-per day for Booking, loading/unloading of parcel/luggage in FZR Division.

3.0.0 FINANCIAL IMPLICATIONS

SN	Category	Pay scale + Grade pay	No. of posts	Rec. No	Monthly value per posts	Total annual recurring saving
1	Parcel/Luggage porter	5200-20200+1800	45	1	40072/-	2,16,38,880/-
Total			45			2,16,38,880/-

No. of posts identified as surplus: -

Group 'C'= NIL

Group 'D'= 45 posts

Total = 45 posts

Anticipated recurring saving = 216.38 lakh per annum

Capital saving = Nil

Total saving = 216.38 lakh per annum

4.0.0 PRODUCTIVITY

4.1.0 The total annual expenditure on establishment of Luggage/Parcel Porter staff working under CPS over FZR division

S	Category	Pay Scale + Grade Pay	Monthly value per posts	Sanctioned strength	Total annual expenditure in ■
1	Parcel/L Porter	5200-20200 +1800	40072/-	101	4,85,67,264/-
Total				101	4,85,67,264/-

The above table reveals that the railway incurs ■ 4,85,67,264/- per annum on the sanctioned strength of 101 posts of Luggage/Parcel staff.

4.1.1 The annual expenditure on the proposed Luggage/Parcel Porter staff working under CPS over FZR division will be as under:

S N	Category	Pay Scale + Grade Pay	Monthly value per posts	Proposed staff	Total annual expenditure in ■
1	Parcel/L Porter	5200-20200+1800	40072/-	56	2.69.28.384/-
		Total		56	2.69.28.384/-

The above table reflects that after the implementation of the work study report, the annual expenditure on the proposed staff will come to ■ 2.69.28.384/-Therefore the annual expenditure will be reduced from ■ 4,85,67,264/- to ■ 2.69.28.384/-

WORK STUDY REPORT DETAILED CHART

Department : - Commercial

Name of study : - Review of Parcel/Luggage Porter working in Commercial Department over FZR division.

Activity centre: - Over Firozpur Division

S N	Station	Brief description of workload	Actual staff deployed	Work Study recommendations	Representative workload
1	FZR, FDK, KKP, LDH, MQF JGN ASR, JRC, JUC, JAT, PTK, PTKC and SVDK over Firozpur Divn.	Loading, unloading and unloading of luggage/ parcel packages	SS= 101 posts OR= 67 posts Vac= 34 posts	SS=101 Proposed staff=56 posts surplus=45 posts	loading/ unloading of luggage/parcel packages

LIST OF ANNEXURES

S.N.	Description	Annex. No.
1	GM/C.P.C letter No. 16-CP/28/WS/18-19 as authority to conduct the study	I
2	Stations wise sanctioned and on roll position of luggage porter staff over FZR Division.	II
3	Station wise number of packages of parcel and luggage, their respective weight & earnings during the year 2017-18 over FZR Division.	III
4	Statement showing trains SLR & VP on lease and their earnings over FZR Division.	IV

ANNEXURE NO.I

ANNEXURE NO.II

STATION WISE SANCTIONED AND ON ROLL POSITION OF LUGGAGE PORTER
STAFF WORKING OVER FIROZPUR DIVISION.

S. No.	Station	Grade Pay	Sanctioned strength	On Roll Staff	Vacancy
1	FIROJPUR (FZR)	Rs.5200-20200 +1800	101	05	34
2	LUDHIANA (LDH)			13	
3	AMRITSAR (ASR)			08	
4	JALANDHAR CANT (JRC)			05	
5	JALANDHAR CITY (JUC)			14	
6	PATHANKOT (PTK)			08	
7	PATHANKOT CANT (PTKC)			02	
8	JAMMU TAWI (JAT)			02	
9	SRI MATA VAISHNO DEVI KATRA (SVDK)			02	
10	SRINAGAR (SINA)			01	
11	BADGAON (BDGM)			01	
12	BATALA (BAT)			01	
13	FARIDKOT (FDK)			01	
14	KOTKAPURA (KKP)			02	
15	MOGA (MQF)			01	
16	JAGRAON (JGN)			01	
TOTAL			101	67	34