



WORK STUDY REPORT  
ON  
REVIEW OF RUNNING ROOMS STAFF  
WORKING UNDER  
OPERATING DEPARTMENT  
OVER  
FZR DIVISION  
2019-20  
WORK STUDY TEAM

SH. LALIT KUMAR	AWSO	LEADER
SH. RAM PARSHAD	CWSI	MEMBER
SH. YOGESH BADHWAR	CWSI	MEMBER

STUDY COMMENCED ON: 10.07.2019  
STUDY COMPLETED ON : 22.08.2019

GUIDANCE BY  
SH. ASHOK KUMAR AGARWAL  
SWSO

No. 16-CP/24/WS/2019-20

Northern Railway,  
Headquarters Office,  
Baroda House, New Delhi.

## EXECUTIVE SUMMARY

This study was allotted to Central Planning Cell, HQ Office to identify redundant/unproductive activities and to suggest improved methods of working, outsourcing of certain activities in the Running Rooms of Firozpur Division under the control of Operating Department.

### STAFF POSITION:

The sanctioned and on roll strength of Running Rooms staff controlled by Operating Department is as under:-

S.No	Department	Category	S/S	O/R	Var.
1.	<b>OPERATING</b>	RR cook	18	07	-11
		RR Bearer	18	10	-08
	Total		<b>36</b>	<b>17</b>	<b>-19</b>

No. of posts identified as surplus: -

Group 'C' = 10 posts

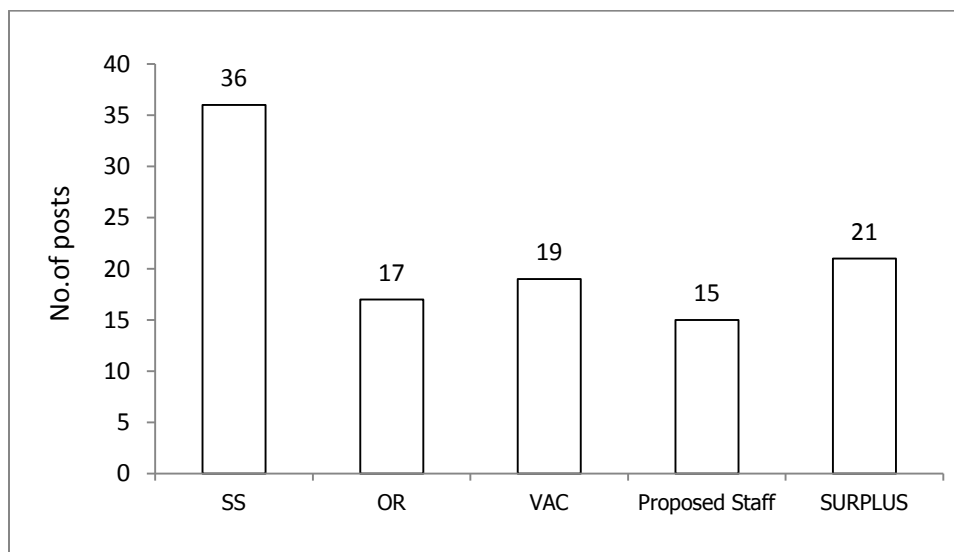
Group 'D' = 11 posts

Total = 21 posts

Anticipated recurring saving = ■ 127.00 lakh per annum

Capital saving = Nil

Total saving = ■ 127.00 lakh per annum



## INDEX

S.N.	Contents	Pages	
		From	To
1	Synopsis	4	--
2	Summary of recommendations	5	--
3	Acknowledgement	6	--
4	Introduction	7	--
5	Brief description, staff position, critical analysis, requirement of staff and recommendations	8	13
6	Financial implication	14	--
7	Productivity	15	--
8	Detailed work study report chart	16	
9	List of annexure	17	

\*\*\*\*\*

## SYNOPSIS

Indian Railways is a unique example of unity in diversity in which more than ten departments are working towards achieving single goal of carrying freight and passenger trains at the optimum level of safety, security, reliability and punctuality. To cope with the increasing volume of traffic, it has become imperative to adopt improved working techniques to enhance the efficiency and economy. With the introduction of advanced technology, the working pattern has also been changed and some activities have become redundant. The elimination of such redundant activities from the system has improved the system to the desired level.

Running Rooms play a vital role for providing adequate and comfortable rest to loco pilots, guards and other running staff to enable them to get refreshed so as to work trains smoothly and efficiently. Some of the running rooms are controlled by Mechanical O&F and Operating Department over Firozpur division have been outsourced, while few others running departmentally.

Keeping in view of above, SDGM/NR directed Central Planning Cell HQ to conduct a review of Running Rooms staff controlled by Operating Department with a view to optimize the manpower due to advancements/modernization. The work study team suggested certain improved methods in working to increase the man power productivity. The team also kept in view the local working conditions/outsourcing and held discussions at various levels while assessing the requirement of manpower.

Finally, the team is of the opinion that if the recommendations made in the report are accepted and implemented in toto, a net recurring saving to the tune of ■ 127.00 lakh per annum is likely to be achieved after surrendering of 21 posts identified as surplus.

\*\*\*\*\*

## SUMMARY OF RECOMMENDATIONS

Rec No	Recommendations	Refer para no.	Accepting/ Implementing authority																
1	<p>It is proposed that 21 posts of running room staff under Operating deptt. in different categories and grades identified as surplus and recommended for surrender as under:</p> <table border="1"> <thead> <tr> <th>S No</th><th>Category</th><th>Grade</th><th>Surplus Posts</th></tr> </thead> <tbody> <tr> <td>1</td><td>RR Cook</td><td>5200-20200+2400 (L-4)</td><td>10</td></tr> <tr> <td>2</td><td>RR bearer</td><td>5200-20200+1800 (L-1)</td><td>11</td></tr> <tr> <td colspan="3">Total</td><td>21</td></tr> </tbody> </table>	S No	Category	Grade	Surplus Posts	1	RR Cook	5200-20200+2400 (L-4)	10	2	RR bearer	5200-20200+1800 (L-1)	11	Total			21	2.4.7	ADRM/FZR Sr DOM/FZR Sr. DPO/FZR
S No	Category	Grade	Surplus Posts																
1	RR Cook	5200-20200+2400 (L-4)	10																
2	RR bearer	5200-20200+1800 (L-1)	11																
Total			21																
2	It is proposed to explore the possibility of outsourcing of the running rooms which are functioning departmentally to economise the system.	2.5.0	ADRM/FZR Sr DOM/FZR Sr. DPO/FZR																

\*\*\*\*\*

## ACKNOWLEDGEMENT

The Work Study team is highly grateful to Sh. Sukhvinder Singh, ADRM/FZR and Sh. Jusuf Kabir, Sr. DPO/FZR, Sh. Sudheer Kumar Singh Sr DOM/FZR and Sh. Jai Singh, DPO/FZR for giving their valuable guidance. The team is also thankful to all other functionaries for extending their cooperation in providing necessary data/information during the course of study

\*\*\*\*\*

## 1.0 INTRODUCTION:

- 1.1 Firozpur division is an important division of Northern Railway spread over Jammu Kashmir, Punjab, Haryana, Rajasthan & Himachal Pradesh and deals with freight and coaching traffic.
- 1.2 The movement of coaching and freight traffic is controlled by the operating department and employees of different departments contribute directly/indirectly in the train operation. The running room staff is involved indirectly in train operations by extending rest facilities to the loco pilots, guards and other running staff.
- 1.3 As a matter of fact, time bound train operation is essential to bring efficiency in the working system. Loco pilots and guards can work in train operations smoothly only if they have comfortable rest in running rooms. So adequate facilities like provision of AC, RO drinking water, Open Gym etc; have been provided in running rooms.
- 1.4 Running rooms at ASR controlled by Operating Department over Firozpur division have been outsourced, while few others are running departmentally. It is seen that outsourced running rooms are more economical than the departmental running rooms.
- 1.5 Keeping in view of above, SDGM/NR directed to conduct the "Review of running rooms staff working under control of Operating Department over Firozpur Division" to eliminate wasteful expenditure and to optimize utilization of assets and manpower. It was also emphasized that unproductive/obsolete activities to be eliminated to increase manpower productivity.

## 1.5 TERMS OF REFERENCE

The work study has been conducted under the following terms of reference: -

- i) To review staff strength vis-à-vis workload.
- ii) To suggest ways and means to identify redundant/unproductive activities to eliminate wasteful expenditure.
- iii) To suggest ways and means to improve the system economically in view of modernization and systems development.

## 1.6 METHODOLOGY ADOPTED

The following method study and work measurement techniques were adopted to conduct the study: -

- i) Data collection and its critical analysis.
- ii) Work sampling, analytical estimation, spot observations, physical checks and yardstick in vogue, if any, to assess the requirement of staff.
- iii) Held discussions at various levels.

2.0.0 BRIEF DESCRIPTION, STAFF POSITION, WORKLOAD, CRITICAL ANALYSIS, REQUIREMENT OF STAFF, RECOMMENDATIONS & OBSERVATIONS

2.1.0 Guards and other running staff are booked to work mail/Express/passenger/goods train and DMU trains as per their link and supervised by Crew Controllers. To provide comfort to the incoming crews/guards, the running rooms facilities are provide at running rooms which are under the control of Operating Department over Firozpur Division.

2.1.1 The study is confined to review the staff working in running rooms under the control of Operating Department over Firozpur Division.

2.2.0 STAFF POSITION

2.2.1 During the course of study, the team collected the category and grade wise staff position of all running rooms from the divisional headquarter, which is annexed as annexure no. II in the summarized position of the same is given as under.

RUNNING ROOMS UNDER OPERATING DEPARTMENT:

R. Room	S/S	O/R	Vac
Amritsar (ASR)	12	01	-11
Fazilka (FKA)	03	02	-01
Firozpur City (FZP)	05	04	-01
Jaijon Doaba (JJJ)	00	01	+01
Ludhiana (LDH)	16	09	-07
Total (B)	36	17	-19

The above table reveals as under:

The on roll staff strength of running room under Operating Deptt is 19 against the sanction strength of 36 and 17 posts are lying vacant.



### **2.3.0 CRITICAL ANALYSIS**

During the course of study, the work study team collected the data of running room staff working under Operating Department from the divisional headquarter and examined critically. It has been observed as under:

- i) It has been observed the running rooms on contract basis are functioning efficiently than that of managed by departmental staff.
- ii) All the activities i.e. catering, housekeeping, linen management etc of ASR running room are outsourced on quotation basis @ Rs 106400/- per month on quotation basis.
- iii) The cleaning standard being maintained by contractual labour is satisfactory as well as the contractual cleaning activities are cheaper than the departmental staff
- iv) The running rooms of FZP, FKA, JJJ and LDH are managed by departmental staff.
- v) It is proposed to explore the possibility of outsourcing of the running rooms which are functioning departmentally to economise the system.
- vi) After surrendering of 21 running room staff as recommended than 296.03 lakh per annum recurring saving will be achieved.

## 2.4.0 RUNNING ROOMS ON CONTRACT BASIS:

### Operating Department:

Depot	Name of work	Validity	Total value of contract in ■■	Value of contract for one Month in ■■	Remarks
ASR	Management of guard running room for catering, washing, ironing & distribution of linen, upkeep & cleaning of running rooms at ASR	For three months on quotation basis	425600	106400	Running Successfully on quotation basis
Total			425600	106400	

The above table reveals that management of guard running room for catering, washing, ironing & distribution of linen, upkeep & cleaning of running rooms at ASR is being carried out on quotation basis successfully @ Rs. 106400/-PM.

### 2.4.1 REQUIREMENT OF STAFF IN RUNNING ROOMS UNDER OPERATING DEPARTMENT:

During the conduct of study the work study team observed that running rooms under the control of Operating department i.e. ASR is functioning on contract basis whereas FKA, FZP, JJJ and LDH are managed by departmental staff.

The work study team collected the data from divisional headquarter/FZR and examined carefully. The work study team has taken into considerations, the deployment of staff, held discussion at various levels, outsourcing of activities and yard stick in vogue if any while proposing the requirement of staff. The running room wise proposed requirement of staff is given as under.

### 2.4.2 RUNNING ROOM AMRITSAR

#### STAFF POSITION

The sanctioned and on roll strength of running room staff is as under:-

S No	Category	S/S	O/R	Vacancy
1	RR Cook	06	--	-06
2	RR Bearer	06	01	-05
Total		12	01	-11

The above table reveals that the on roll strength is 01 against the sanctioned strength of 12 and 11 posts are lying vacant.

This running room is supervised by the SS/ASR. The average occupancy per day is 22 men and 31 beds are provided in 06 rooms at ASR. 01 man is deployed as caretaker to supervise the work of contractor. Out sourcing of management of guard running room for catering (for preparing the food, the material is supplied by the guard), washing, ironing & distribution of linen, upkeep & cleaning of running room at ASR is running successfully @ Rs 106400/- per month on quotation basis.

#### OBSERVATIONS AND PROPOSED REQUIREMENT OF STAFF:

At present on roll staff strength is 01 against the sanctioned strength of 12 and 11 posts are lying vacant. Even after outsourcing of all activities in running room, departmental staff is still deployed which is uneconomical on Railway account and must be curtailed. Since all the activities in running room/ASR are going on contract basis, the work study team is of the opinion that 12 sanctioned posts of running room staff is rendered surplus and proposed requirement comes to nil. Thus **12** sanctioned posts of running room staff is rendered surplus and recommended for surrender.

#### 2.4.3 RUNNING ROOM FAZILKA:

##### STAFF POSITION

The sanctioned and on roll strength of running room staff is as under:-

S No	Category	S/S	O/R	Vacancy
1	RR Cook	02	01	-01
2	RR Bearer	01	01	00
Total		03	02	-01

The above table reveals that the on roll strength is 02 against the sanctioned strength of 03 and 01 post is lying vacant.

This running room is supervised by the SS/FKA. The running room at FKA is functioning by departmental staff hence staff is proposed as follow.

At present 02 men are working at running room FKA to cope up the existing work. The work study team is of the opinion that existing system hold good and may continue and one post of running room staff identified as surplus and recommended for surrender.

#### 2.4.4 RUNNING ROOM/TRAINING SCHOOL FIROZPUR CITY:

S No	Category	S/S	O/R	Vacancy
1	RR Cook	02	01	-01
2	RR Bearer	03	03	-00
Total		05	04	-01

The above table reveals that the on roll strength is 04 against the sanctioned strength of 05 and 01 post is lying vacant.

This running room/Training school is supervised by the SS/FZP. Trainee from the FZR division stays here for their training. This running room/training school at FZP is functioning by departmental staff hence staff is proposed as under.

At present 04 running room staff is working at running room/Training school FZP to cope up the existing work. The work study team is of the opinion that existing system hold good and may continue and **one** post of running room staff identified as surplus and recommended for surrender.

#### 2.4.5 RUNNING ROOM AT JAIJON DOABA:

During discussion the work study team was apprised that occupancy of running room JJJ is about 03 running staff per day. At present 01 running room staff is working at running room JJJ and there is no sanctioned posts of running room staff at JJJ. The work study team is of the opinion that deployment of one running room staff is not justified; therefore no departmental staff should be deployed.

#### 2.4.6 RUNNING ROOM LUDHIANA:

S No	Category	S/S	O/R	Vacancy
1	RR Cook	08	04	-04
2	RR Bearer	08	05	-03
Total		16	09	-07

The above table reveals that the on roll strength is 09 against the sanctioned strength of 16 and 07 posts are lying vacant.

This running room is supervised by the SS/LDH. Only TTE staff stays here. The kitchens of running room at LDH are proposed as follow.

Category	Proposed staff	Remarks
RR cook	02	Morning 06-14
	01	Evening 14-22
	01	Night 22-06
RR Bearer	01	Morning 06-14
	01	Evening 14-22
	01	Night 22-06

Total	07	
LR @ 12.5%	0.87	
RG @ 16.5%	1.15	
Total	9.02 say 09	

The proposed requirement of running room staff at LDH comes to 09 against the sanctioned strength of 16 and **07** posts are identified as surplus and recommended for surrender.

**2.4.7 The summarized position of existing sanctioned strength, proposed staff and surplus posts of running room staff working under Operating Department over FZR division is given as under:**

S No.	R. Room	S/S	Proposed staff	surplus	Remarks
1	Amritsar	12	--	+12	Outsourced
2	Fazilka	03	02	+01	
3	Firozpur city	05	04	+01	
4	Jaijon Doaba	--	--	--	
5	Ludhiana	16	09	+07	
Total		36	15	+21	

The proposed requirement of running room staff working under Operating Department over FZR division comes to 15 against the sanctioned strength of 36 and 21 posts identified as surplus and recommended for surrender.

**Recommendation No 1:**

It is proposed that 21 posts of running room staff under Operating deptt. in different categories and grades identified as surplus and recommended for surrender as under:

S No	Category	Grade	Surplus Posts
1	RR Cook	5200-20200+2400 (L-4)	10
4	RR bearer	5200-20200+1800 (L-1)	11
Total			21

**2.5.0 GENERAL OBSERVATIONS:**

During the conduct of study the work study analysed the working of running room staff working under Operating Department. It has been observed that the contractual work is found more economical and satisfactory than the departmental staff. The work study team is of the opinion that the kitchen activities at FKA, FZP and LDH should also be outsourced and after outsourcing resultant posts of running rooms staff will be rendered surplus.

**Recommendation 2:** It is proposed to explore the possibility of outsourcing of the running rooms which are functioning departmentally to economise the system.

### 3.0.0 FINANCIAL IMPLICATIONS:

Deptt	S No	Category	Grade	Refer Recom No.	Surplus Posts	Monthly value per post ■■	Anticipated annual recurring saving ■■
Operating	1	RR Cook	5200-20200+2400 (L-4)	Para 2.4.7	10	59696/-	7163520
	2	RR bearer	5200-20200+1800 (L-1)		11	41944/-	5536608
Total					21		12700128

No. of posts identified as surplus: -

Group 'C' = 10 posts

Group 'D' = 11 posts

Total = 21 posts

Anticipated recurring saving = ■■ 127.00 lakh per annum

Capital saving = Nil

Total saving = ■■ 127.00 lakh per annum

\*\*\*\*

#### 4.00 PRODUCTIVITY

4.1.0 The total annual expenditure on the sanctioned strength of Running room staff of Mechanical /O&F and Operating Department working over FZR Division is tabulated as under:-

Deptt	S No	Category	Grade	Sanctioned Strength	Monthly value per post ■■■	Anticipated annual recurring saving ■■■
Operating	1	RR Cook	5200-20200+2400 (L-4)	18	59696/-	12894336
	2	RR bearer	5200-20200+1800 (L-1)	18	41944/-	9059904
				36		21954240

The above table reveals that ■■■ 21954240/- per annum is being spent on the above sanctioned strength of running room staff over FZR Division.

4.2.0 The annual expenditure on the proposed strength running room staff working over FZR Division is tabulated as under:-

Deptt	S No	Category	Grade	Proposed staff	Monthly value per post ■■■	Anticipated annual recurring saving ■■■
Operating	6	RR Cook	5200-20200+2400 (L-4)	08	59696/-	5730816
	7	RR bearer	5200-20200+1800 (L-1)	07	41944/-	3523296
Total				15		9254112

The above table reveals that after the implementation of the work study report, the expenditure on the proposed staff will come to ■■■ 21954240/- Therefore the expenditure will be reduced from ■■■ 21954240/- to ■■■ 9254112/-.

## WORK STUDY REPORT DETAILED CHART

Department : - Operating Department

Name of study: - Review of Running Rooms staff controlled by Operating Department over FZR Division.

Activity Centre: - Running rooms of ASR, LDH, FKA, FZP and JJJ over FZR Division.

S. No	Sub-activity	Actual staff deployed	Work Study recommendation	Representative Workload
1	Running rooms over FZR Division controlled by Operating Department provides rest & catering services to guards and other running staff.	SS =36 OR =17 Vac =19	SS =36 Prop =15 Surplus =21 (Gr 'C' =10 Gr 'D' =11)	To provide accommodation for rest and catering services to guards and other running staff over FZR division.

\*\*\*\*



## LIST OF ANNEXURES

S.N.	Description	Annex. No.
1	Letter of C.P. Cell to initiate the work study No. 16-CP/19/WS/2019-20 dt.10.07.2019	I
2	Statement showing Category wise, Grade wise staff position of running room staff of Operating Department over FZR Division.	II

\*\*\*\*



THE TOTAL SANCTIONED AND ON ROLL STRENGTH OF RRC/RRB STAFF WORKING IN RUNNING ROOMS UNDER OPERATING DEPARTMENT OVER FZR IS DETAILED BELOW:-

R. Room	RR Care Taker GP: Rs. 1900		RR Cook GP: Rs. 2400		RR Cook GP: Rs. 1900		RR Cook GP: Rs. 1800		RR Bearer GP: Rs. 1800		Total		
	S/S	O/R	S/S	O/R	S/S	O/R	S/S	O/R	S/S	O/R	S/S	O/R	Vac
ASR	--	--	06	--	--	--	--	--	06	01	12	01	-11
FKA	--	--	02	01	--	--	--	--	01	01	03	02	-01
FZP	--	--	02	01	--	--	--	--	03	03	05	04	-01
JJJ	--	--	00	01	--	--	--	--	00	00	00	01	+01
LDH	--	--	08	04	--	--	--	--	08	05	16	09	-07
Total	--	--	18	07	--	--	--	--	18	10	36	17	-19

SUMARIZED CATEGORY WISE & GRADE WISE STAFF POSTION OF RUNNING ROOM STAFF UNDER OPERATING DEPARTMENT OVER FZR DIVISION:

Deptt	S No	Category	Grade	S/S	O/R	Vacc
Operating	6	RR Cook	5200-20200+2400 (L-4)	18	10	-08
	7	RR bearer	5200-20200+1800 (L-1)	18	07	-11
Total				36	17	-19

## Salient features of work study report No. 16-CP-24/WS/2019-20

Sub: "Work Study on Review of Running Room staff of Operating Department over Firozpur Division"

1. Staff Position:

Department	S/S	O/R	Vac	Proposed Staff	Identified Surplus Staff
Operating	36	17	-19	15	21
Total	36	17	-19	15	21

2.

2.

- i) Running rooms under Operating Department at LDH, FKA, FZP and JJJ over FZR Division are managed by Departmental staff.
- ii) Running rooms under operating deptt at ASR is functioning on contract basis successfully @ Rs. 106400/-per month on quotation basis, but departmental staff is still deployed which is not proper utilization of staff and non productive to the Railways.
- iii) Running rooms under operating deptt at FKA, FZP, LDH and JJJ are function departmentally. It is proposed to explore the possibility of outsourcing of the running rooms which are functioning departmentally to increase the productivity of Railways.

3. Financial implication:

Anticipated recurring saving	= ■ 127.00 lakh per annum
Capital saving	= Nil
Total saving	= ■ 127.00 lakh per annum

4. After surrendering of 21 running room staff as recommended than 296.03 lakh per annum recurring saving will be achieved.