



WORK STUDY TO REVIEW THE
STAFF STRENGTH OF
Sr. SECTION ENGINEER/ WORKS
AT NWL - CHENNAI DIVISION



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SOUTHERN RAILWAY

PLANNING BRANCH

G.275/WSSR-561819/2019-20

**WORK STUDY TO REVIEW THE
STAFF STRENGTH AT
SENIOR SECTION ENGINEER/WORKS
NWL- CHENNAI DIVISION**

**STUDIED BY
WORK STUDY TEAM
PLANNING BRANCH**

APRIL 2019

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(i)

ACKNOWLEDGEMENT

The study team expresses gratitude to the Officer and staff of Engineering Branch of Chennai Division, ADEN/NWL & coordinating Officer, SSE/W/NWL and his staff for providing valuable suggestions, assistance and necessary data to conduct and complete the study in time.

(ii)

AUTHORITY

Annual Programme of work studies approved by SDGM for the year 2018-19.

(iii)

TERMS OF REFERENCE

Work study to review the staff strength at SSE/W/NWL.

(iv)

METHODOLOGY

The following methodology has been adopted while conducting the study.

1. Collection of recorded data
2. Discussion with Officers, Supervisors and other staff.
3. Application of yardstick issued by Railway Board, wherever applicable.

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(v)

SUMMARY OF RECOMMENDATIONS

RECOMMENDATIONS:

12 Posts in various grades are found excess to the requirement and the same may be surrendered and credited to the Bank of Surplus Posts.

Sl. No.	Category	Grade Pay(Rs.)	No.of post
1.	COS	4600	1
2	Tech-I Black Smith	2800	1
3	Tech –I Tinker	2800	1
4	Tech –II B/layer	2400	2
5	Tech –II Carpenter	2400	2
6	Tech –II B/Smith	2400	1
7	Tech-II Tinker	2400	1
8	Tech-III B/Layer	1900	2
9	Tech-III Hammer man	1900	1
Total			12

(Total 12 Posts)

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CHAPTER – I**1.0 INTRODUCTION**

1.1 In Indian Railways, Works wing of Civil Engineering department plays a vital role for the maintenance of Station Buildings, Service Buildings, Residential Buildings, Water supply, Inspection of bridges and attention to them, periodical verification of stores, execution of all new buildings, maintenance of land boundaries, removal of encroachments, afforestation, other horticulture works and proper training to staff. Further duties are, maintenance of sewage & drainage system and approach roads, etc. Also inspects and attend to foot paths and bridges, maintenance of substructure of minor as well as major bridges.

1.2 **NWL** is a neighbourhood in Chennai. The NWL suburban Railway stations are located between the stations of VILLIVAKKAM and ARAKKONAM. The Chennai sub-urban railway network operates a sub-urban railway service from Chennai MAS to AJJ. More than 240 services are being operated between the Chennai Central–Arakkonam sections

The **North West Line** of Chennai Suburban Railway is the fifth longest line that runs west-north from Chennai (Madras) City. Suburban services terminate at Tiruttani and MEMU services run till Tirupati, across the state line in Andhra Pradesh.

Chennai Central (Madras Central) – Tiruvallur

This section has 2 dedicated lines for suburban train operations apart from 2 mail lines for mixed traffic.

EMUs are operated along 3rd and 4th main lines during peak hours.

9-car and 12-car EMUs are operated in this sector.

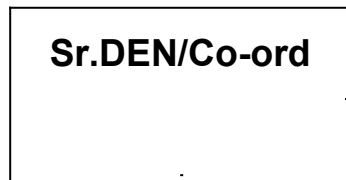
Tiruvallur – Arakkonam

This section has 2 dedicated lines for suburban train operations apart from 2 mail lines for mixed traffic.

9-car and 12-car EMUs are operated in this sector.

- 1.3 Development Plans have been proposed by the State government to build a Sub-urban train by CMDA as a long-term Urban transportation Scheme Avadi – Sriperumbudur – Kanchipuram.
- 1.4 The unit of SSE/Works/NWL is within the overall control of Sr.DEN/Co.ord/MAS and under the control of ADEN/NWL and SSE/W/NWL. An analysis has been made to study the present system of working and the staff requirement is arrived and is detailed in the subsequent chapters.
- 1.5 Indian Railways is a social welfare organization which adopts perceivable change in the attitude, style, execution, spirit of competition and consequent awareness in the organization. It is expected by the society not only for concession, maintenance of buildings and cultures with better standard but also effecting economy, durability, quality, better aesthetics and safety.
- 1.6 For which unified standard of rates and related uniform standard specification for uniform adoption on Indian Railways, for work activities will help in quick updating of location, computerized planning, estimation, contract finalization, execution of building and payment activities through online process.
- 1.7 SSE / Works / NWL is the field unit for which SSE/Works/NWL is responsible and functioning as Supervisory official under the administrative control of ADEN/NWL.

The Organizational structure of the Works branch in Civil Engineering Department in a Division is shown diagrammatically as follows:



1. Sr.DEN/Metro
2. Sr.DEN/Works
3. Sr.DEN/West
4. DEN/East
5. DEN/Central
6. DEN/Buildings
7. DEN/Works
8. DEN/South



1. SSE/P.way
2. SSE/Works
3. SSE/Buildings
4. SSE/East

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CHAPTER-II**2.0 PRESENT SCENARIO**

2.1 The duties of SSE/Works are detailed in the various chapters of the Indian Railway Works Manual. The main duties include:

- Inspection and maintenance of Service buildings, staff quarters and other structures, Approach Roads, Water supply, drainage and sewage works.
- **Inspection of bridge works as assigned.**
 - ✓ Execution of all new buildings/structural works.
 - ✓ Accountal and periodical verification of stores and tools in his charge.
 - ✓ Maintenance of land boundaries, as specified.
 - ✓ Removal of encroachments at his headquarters and at other places in his jurisdiction as specified.
 - ✓ Afforestation and other horticultural works.
 - ✓ Ensuring proper training to the staff working under the administrative control, as provided in the training modules of the Civil Engineering Department.

2.2. Knowledge of Rules and Regulations:-

- ✓ SSE/Works shall be in possession of books, codes, manuals and compendium as prescribed.
- ✓ He shall be conversant with the rules, regulations and procedures contained in these books concerning his work.
- ✓ He shall also ensure that all staff working under him are conversant with the relevant rules and working methods and efficiently perform their duties. If not, he shall explain and educate them to achieve the objective.
- ✓ Co-ordination with Permanent Way, Bridge and other staff.

- ✓ The SSE/Works shall co-operate effectively with the Permanent Way, Bridge, Signaling, Electrical staff etc., where they are required to work jointly.

2.3 Inspections:

The most important inspections required to be carried out by SSE/Works are summarized below:

- ❖ SSE/Works shall systematically inspect all buildings and structures in his charge and record brief details of repairs to be undertaken as prescribed in the Works Manual.
- ❖ SSE/Works shall maintain petty repairs books at all station buildings and other important buildings as specified in the manual and shall check them during his inspections and ensure prompt action/repairs.
- ❖ He shall inspect bridge foundations and substructures.
- ❖ He shall have details of total requirement of water, sources of water and their yield, storage capacity and shortfall etc. along with complete water supply plans of yards and staff colonies in his charge.
- ❖ The SSE/Works shall also complete history and data of tube wells in his jurisdiction and ensure testing of yield of tube wells and other sources of water once every year in co-ordination with Electrical Department when sub-soil water is at its lowest and decide, according to the seasons, the time of pumping water.
- ❖ At wayside stations, monitoring of pumping hours shall be entrusted with station Master for effective control.

- ❖ He shall control distribution of water supply at main stations, while on way-side stations where engineering staff is not posted, the work may be assigned to pump drivers of Electrical/Mechanical Department.
- ❖ SSE/Works shall ensure cleaning of Overhead/Underground Storage tanks. He shall be responsible for the disinfections of water supply wherever specified.
- ❖ SSE/Works shall inspect periodically sewerage and drainage system and ensure their efficient performance as prescribed in the Manual.
- ❖ SSE/Works shall periodically inspect land and land boundaries in his jurisdiction as detailed in the Manual and furnish necessary certificates to the Assistant Engineer.

2.4 Execution of Works:

- SSE/Works shall be personally responsible for the accruals setting out and execution of all works under his charge according to approved drawings and specifications. He shall plan every work, organize labour in an efficient manner and maintain detailed accounts of materials and tools received and issued. He shall exercise frequent checks on the quality and quantum of work being done in his charge and submit progress reports periodically as prescribed.

2.5 Measurement of Works:

- Every SSE/Works shall be responsible for proper measurement of contractual works as per powers delegated to him as per the Indian Railways Code for Engineering Department.
- He shall maintain movement registers of measurement Books and Standard Measurement Registers for Works.

Workload in this Works unit has to maintain/operate the following assets:

Sl.No.	Description	Area / Length
1	Residential Buildings	21957.26 sq. mts
2.	Service Buildings-Plinth area	1872 sq.mts
3.	Platforms covered Area	26496.6 sq.mts
4.	Platform uncovered area	105168.4 sq.mts
5.	Road-Length in Kms	22.80 kms
6.	Water pipeline length in kms	28.10 kms
7.	Drainage Pipeline-length in kms	21.08 kms

The details of Railway Quarters under the jurisdiction of SSE/Works/NWL, type wise indicated as follows:

Description	Type I	Type II	Type III	Type IV	Type V	SPL	TOTAL
No. of Quarters available	189	174	50	7	--	--	420
No of Quarters Vacant	55	29	15	3	----		102
No. of Quarters condemned	-	-	-	-	-	-	--

2.6 WORKING HOURS:

The working hours of Works unit at NWL:

07.00 – 12.00 hrs
14.00 – 17.00 hrs

2.7 STAFF STRENGTH & STAFF DISTRIBUTION:

As per Sr/DPO, the staff strength and deployment of staff in NWL section is given below:

Sl No	Category	G pay	San	Act	VAC	EXCESS
1	SSE/WORKS	4600	1	1	0	
2	JE/WORKS	4200	1	0	1	
3	COS/WORKS	4200	1	0	1	
4	Jr Clerk	2000	1	1	0	
5	Sr Tech B/Smith	4200	1	0	1	
6	Sr Tech Plumber	4200	1	2	0	1
7	Sr Tech Carpenter	4200	0	5	0	5
8	Sr Tech Painter	4200	1	1	0	
9	Sr Tech B/layer	4200	1	1	0	
10	Tech-I B/L	2800	6	1	5	
11	Tech-I Carpenter	2800	2	0	2	
12	Tech -1 painter	2800	1	0	1	
13	Tech-I Plumber	2800	3	0	3	
14	Tech –I B/Smith	2800	1	0	1	
15	Tech –I Tinker	2800	1	2	0	1
16	Tech-II B/L	2400	3	4	0	1
17	Tech –II Carpenter	2400	3	2	1	
18	Tech-II painter	2400	1	0	1	
19	Tech-II Plumber	2400	2	1	1	
20	Tech-II Tinker	2400	1	0	1	
21	Tech –II B/Smith	2400	1	0	1	
22	Tech-III B/L	1900	2	3	0	1
23	Tech-III Carpenter	1900	2	2	0	
24	Tech-III painter	1900	1	1	0	
25	Tech-III Plumber	1900	1	1	0	
26	Tech III Hammer.Man	1900	1	0	1	

27	B/layer helper	1800	1	0	1	
28	Painter helper	1800	1	0	1	
29	Plumber helper	1800	3	2	1	
30	Carpenter Helper	1800	2	0	2	
31	Non –Artisan Helper	1800	21	6	15	
32	Drainage helper	1800	2	0	2	
33	Colony G Man	1800	1	1	0	
34	Lascar	1800	1	0	1	
	TOTAL		72	37	44	9

Artisan staff report for duty in the morning and are allotted duties based on the petty complaints

- Registered by the occupants of the quarters at NWL in the Complaints Register
- Registered by the occupants of the quarters at wayside stations in the Petty Repairs book kept at the stations
- Complaints made by the officers/Supervisors/staff through memo/emergency calls over CUG mobile phone.

The staff then collects the required materials from Stores and proceeds to the work spot to perform the work allotted. The works are supervised by SSE/Works to ensure that the quality and quantity of work performed is as per specifications /norms.

SSE/W/NWL Unit's assets and actual staff strength:

No. of staff quarters maintained	420
No. of Supervisors on roll	01
No. of Artisan staff/Group'D' on roll	36

- 2.8 In this unit, 37 staff is working against the sanctioned strength of 72. The Scale Check of this unit is appended as **Annexure – I.**

2.9 STAFF DISTRIBUTION

Plumbing, drainage, repair works are mostly outsourced and the emergency work only being attended by departmental staff. Further pruning branches of trees, cleaning wells, maintenance of water hydrants, gathers clearing, clearing vegetation in colony areas and platforms, attention to roof repairs are also done by the staff. The maintenance of RUB/ROB, major & minor bridges, sub-structures and barricading works in the section/stations to prevent encroachments are being done as per CE's instructions (Major repair works and routine works are done by zonal contract).

- 2.10 The works are presently supervised by SSE/Works/NWL under the direct control of ADEN/NWL to ensure the quality and quantity of work done.
- 2.11 In addition to the above, the staff is attending emergency calls and complaints received and based on the inspection notes of the officers.

The number of complaints received and attended for the last three years (cumulative) is given as under:

No. of Complaints & Attending of last three years.

Sl. No	Year	Mason	Plumber	Painter	Carpenter	Drainage
1	2016	660	990	440	720	1100
2	2017	580	910	520	680	1220
3	2018	520	870	480	610	1050
Total - 3 years		587	923	480	670	1123
Avg / year		196	308	160	223	374
Avg/ Month		16	26	13	19	31
Avg/ Day		0.5	0.9	0.4	0.6	1.0

Of the above, most of the complaints, it is highlighted by SSE/Works/NWL, are given orally over mobile phone with CUG facility.

Registers maintained at SSE/W/NWL

1. Complaints register.

2. Water supply register.
3. Staff programs register.
4. Asset register.
5. Land boundary register.
6. Quarters service building inspection register.
7. Building register.
8. General imprest register and & water imprest.
9. SM book for periodical white wash and colour washing.
10. Stores:
 - (a) DBR
 - (b) DBI
 - (c) Ledger
 - (d) Quotations
 - (e) Challans, purchase order& local purchase.
11. Special work: (a) Each work—9 registers (b) Zonal work registers.
12. Staff grievance register.
13. MCDO
14. Cement & empty register.
15. Pass/PTO registers.
16. Medical Register.
17. Leave, Absent, NHA, NDA & TA register.
18. Contract register.
19. Land Encroachment Register.

20. Land Lease Register.

CHAPTER – III

3.0 CRITICAL ANALYSIS

- 3.1 In Senior Section Engineer/Works/NWL Unit, **37** staff is working against the sanctioned strength of **72**.
- 3.2 Most of the works viz., the repairs and maintenance of station, service buildings and staff quarters, cleaning of septic tank, drainage, removing and re-fixing of the existing coping slabs, water proofing of leaky roof surface, painting and white washing of building, etc., are being executed through zonal contract only (the details of contract are given in **(Annexure-II)**).
- 3.3 Five work orders were given during the past three years which comes to Rs Rs.1,28,04,930 /-. The average comes to Rs Rs 42,68,310/-per year on which 40% is taken as labour cost which comes to Rs.17,07,324 /-
- 3.4 There are 420 railway quarters available out of which 103 quarters remain vacant .

Quarters details - Present details :-

- a. Total No. of Quarters -420
- b. Condemned Qtrs. = Nil

Sl. No	Type	No. of Qtrs	Plinth Area in M ²
1	I	189	8486.10
2	II	174	9764.88
3	III	50	3355.00
4	IV	7	351.28
Total		420	21957.26

- 3.5 The study team provided staff requirement as per the yardstick specified for the present workload based on the allotment of petty works.

3.6 STAFF REQUIREMENT

3.6.1 BUILDING & PLATFORM MAINTENANCE

Plinth area of Residential Buildings, Station Buildings and other service buildings are converted into 'Equated Plinth area' by adopting the weightage described for each of them **Annexure II.**

Sl. No.	Category	Plinth Area (Sq.m)	Weightage	Equated Plinth area (Sq.m)
1.	Residential Building	21957.26	1	21957.26
2.	Service building	1872	0.7	1310.4
3.	Platform area (Covered)	26496.6	0.3	7948.98
4.	Platform area (Un covered)	105168.4	0.1	10516.84
TOTAL				41733.48

As per the yardstick for maintenance of Buildings, one staff is required for every 1550 Sq.m including LR.

Total EPA of Building = 41733.48 Sqm

No. of staff required = $41733.48 \div 1550$

= **26.92 staff says 27**

The yardstick prescribed by Railway Board is applicable when all the works are carried out by the staff at Works Branch. The major works of service buildings, station buildings and residential buildings are carried out through the Zonal Contract. Maintenance works attended through Zonal Contract at various places in this jurisdiction for the period of one year was analyzed as detailed below:

- a) Total amount spent on Zonal Contract (exclusive of cost towards material supply) for the past 3 years 2015-2018 : Rs.12804930
So, average amount spent per year : Rs 4268310
- b) (40%) Labour Cost for the above works : Rs. 1707324

Approximately 40% of the total amount is taken as Labour cost since, major works are carried out through Zonal Contract. The labour cost spent is converted into the labour cost of Railway staff (the labor cost for each work is available in Book of Schedule Rates).

The salary of Tech. Gr.III per year (Mean Pay + GP
+ DA w.e.f(01.07.16) Rs 5,33,508

Taking 40% of the Total amount as labor cost:
1707324/533508 comes to 3.20

Therefore the annual cost of a Railway staff by the 3.20 **Say 3**
way the amount of labor cost spent in Zonal
contract is converted into number of Railway staff

Hence while calculating the requirement of staff for the maintenance at
SSE/W/NWL Depot, equivalent number of staff required working the Zonal
Contract work are excluded from the total staff requirement, at this Depot.

Net staff required for Building maintenance = 27 – 3
= 24 Staff

3.6.2 ROAD MAINTENANCE

The yardstick for maintenance of roads is for every 5 kms one staff is
required including LR.

Total length of road = 22.80 kms

No. of staff required = $22.80 \div 5 = 4.56$ staff

Therefore, No. of staff required for Road Maintenance = **5 staff**

3.6.3 PIPE LINE MAINTENANCE

The yardstick for maintenance of pipe line is 1 Artisan + 2 Helper Gr.II for
every 10 Kms.

Total length of pipe line = 28.10 kms

Therefore, No. of staff required = $(28.10 \div 10) \times 3 = 8.43$ **Say 8 staff**

Therefore, No. of staff required for pipe line Maintenance = **8 staff**

3.6.4 DRAINAGE MAINTENANCE

As per the yardstick 1 Artisan + 2 Khalasis are required to maintain 5 Kms drainage pipeline.

Total length of Drainage pipe line = 21.08 kms

No. of staff required = $(21.08 \div 5) \times 3 = 12.64$ **Say 13 staff**

However, the drainage staff looking after only on emergency since the work has been outsourced; the work study allows 11 staff on need basis for drainage maintenance.

Therefore, No of staff required for drainage maintenance= **11 staff**

3.6.5 VALVEMAN

122 valves at NWL section are being operated. The Valve maintenance work has been outsourced .Two valve men can be utilized for emergency purpose.

Total Valve men required: 2 staff

3.6.6 WATCHMEN

At present there are no watchmen. One watchman is required for general shift.

Total Watchmen required = 1 staff.

3.6.7 Requirement of Supervisor

The total sanction supervisor strength is two and present supervisor strength is 1 , there is requirement of Two supervisors , the sanctioned strength is allowed to continue. **Supervisors - 2**

3.6.8 Ministerial Staff

The Sanction strength of Ministerial staff is two. One COS and One Clerk . At present there is only one clerical staff, which may be allowed to continue duly surrendering the vacant COS Post.

Office clerk required: 1 staff

3.7.0 SUMMARY OF STAFF REQUIREMENT

Sl. No.	Category	Requirement of staff	Refer para No.
---------	----------	----------------------	----------------

1	Supervisor	2	3.6.7
2	Ministerial Staff	1	3.6.8
Total		3	

Sl. No.	Category	Requirement of staff	Refer para No.
1.	Building maintenance	24	3.6.1
2.	Road Maintenance	5	3.6.2
3.	Pipeline Maintenance	8	3.6.3
4.	Drainage	11	3.6.4
5.	Valve men	2	3.6.5
6.	Watchmen	1	3.6.6
Total		51	
LR @ 12.5%		6	
Grand Total		57	

- Supervisor Requirement = 2
- Ministerial staff requirement = 1
- Technician & Assistant requirement = 57

TOTAL = 60

3.7.1 The Composite requirement of Manpower – SSE/Works/NWL

Sl No	Category	G pay	San A	Act B	Req C	Surplus D (A-C)
1	SSE/WORKS	4600	1	1	1	0
2	JE/WORKS	4200	1	0	1	0
3	COS/WORKS	4200	1	0	0	1
4	Jr Clerk	2000	1	1	1	0
5	Sr Tech B/Smith	4200	1	0	1	0
6	Sr Tech Plumber	4200	1	2	1	0

7	Sr Tech Carpenter	4200	0	5	0	0
8	Sr Tech Painter	4200	1	1	1	0
9	Sr Tech B/layer	4200	1	1	1	0
10	Tech-I B/L	2800	6	1	6	0
11	Tech-I Carpenter	2800	2	0	2	0
12	Tech -1 painter	2800	1	0	1	0
13	Tech-I Plumber	2800	3	0	3	0
14	Tech –I B/Smith	2800	1	0	0	1
15	Tech –I Tinker	2800	1	2	0	1
16	Tech-II B/L	2400	3	4	1	2
17	Tech –II Carpenter	2400	3	2	1	2
18	Tech-II painter	2400	1	0	1	0
19	Tech-II Plumber	2400	2	1	2	0
20	Tech-II Tinker	2400	1	0	0	1
21	Tech –II B/Smith	2400	1	0	0	1
22	Tech-III B/L	1900	2	3	0	2
23	Tech-III Carpenter	1900	2	2	2	0
24	Tech-III painter	1900	1	1	1	0
25	Tech-III Plumber	1900	1	1	1	0
26	Tech III Hammer. Man	1900	1	0	0	1
27	B/layer helper	1800	1	0	1	0
28	Painter helper	1800	1	0	1	0
29	Plumber helper	1800	3	2	3	0
30	Carpenter Helper	1800	2	0	2	0
31	Non –Artisan Helper	1800	21	6	21	0
32	Drainage helper	1800	2	0	2	0
33	Colony G Man	1800	1	1	1	0
34	Lascar	1800	1	0	1	0
	TOTAL		72	37	60	12

SANCTION VS REQUIREMENT

Sanction	Actual	Requirement	Surplus
72	37	60	12

Summary of Recommendations:

12 Posts in various grades are found excess to the requirement and the same may be surrendered and credited to the Bank of Surplus Posts.

SI No	Designation	Grade pay	No of Posts
1	COS	4600	1
2	Tech-I Black Smith	2800	1
3	Tech –I Tinker	2800	1
4	Tech –II B/layer	2400	2
5	Tech –II Carpenter	2400	2
6	Tech –II B/Smith	2400	1
7	Tech-II Tinker	2400	1
8	Tech-III B/Layer	1900	2
9	Tech-III Hammer man	1900	1
	TOTAL		12

Total No of posts: 12

CHAPTER – IV

4.0 PLANNING BRANCH'S REMARKS ON CO-ORDINATING OFFICER'S VIEWS

The work study draft report was handed over on 15.02.2019, to the Co-ordinating Officer to offer his remarks if any within 15 days.

A reminder was also sent on 15.03.2019 to offer his remarks at the earliest on 22.03.2019, and contacted over phone many times, but no remarks has been offered.

The remarks were not offered upto 04.04.2019. Hence, the work study report is released without the remarks of Co-ordinating Officer.

CHAPTER - V

5.0 FINANCIAL SAVINGS

5.1 If the recommendation made in the study report is implemented, the annual recurring financial savings will be as under:

Sl. No.	Category	Grade Pay(Rs.)	No.of post	Mean Pay (Rs.)	Annual savings (Rs.)
1.	COS	4600	1	102079	1224948
2	Tech-I Black Smith	2800	1	66218	794616

3	Tech –I Tinker	2800	1	66218	794616
4	Tech –II B/layer	2400	2	58097	1394328
5	Tech –II Carpenter	2400	2	58097	1394328
6	Tech –II B/Smith	2400	1	58097	697164
7	Tech-II Tinker	2400	1	58097	697164
8	Tech-III B/Layer	1900	2	45290	1086960
9	Tech-III Hammer man	1900	1	45290	543480
Total			12		86,27,604



**WORK STUDY TO REVIEW THE STAFF
STRENGTH OF Sr. SECTION ENGINEER/
WORKS AT NWL -
CHENNAI DIVISION**



**WORK STUDY TO REVIEW THE STAFF
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