



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

SOUTHERN RAILWAY

PLANNING BRANCH

G.275/WSSR-131920/2019-20

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

STUDIED BY

**WORK STUDY TEAM
OF
PLANNING BRANCH**

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(i)

ACKNOWLEDGEMENT

The study team expresses its gratitude to the Officer and staff of Engineering Branch of Chennai Division, ADEN/KPD & coordinating Officer, SSE/W/KPD and 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 2019-20.

(iii)

TERMS OF REFERENCE

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

(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.



(v)
SUMMARY OF RECOMMENDATIONS (REVISED)

RECOMMENDATIONS:

The following 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	Designation	Grade pay (Rs.)	No of Posts
1	Sr.Tech Brick Layer	4200	1
2	Tech -1 Bricklayer	2800	4
3	Tech-II Brick Layer	2400	1
	TOTAL		6

Total No of posts: 6

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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.

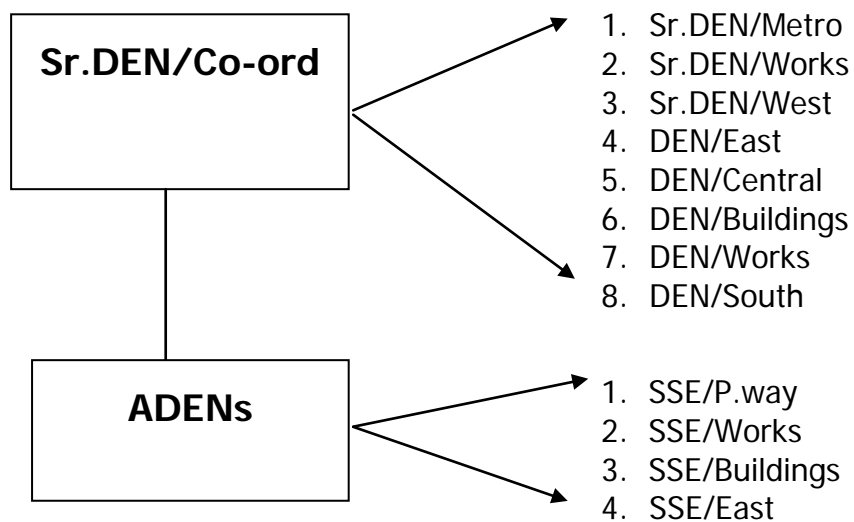
Further duties are maintenance of sewage & drainage system and approach roads, etc. Also inspects and attend to foot paths and bridges, maintenance of substructure of minor as well as major bridges.

- 1.2 **Katpadi** is a A- Category Junction Railway station located in the city of Vellore, nearly 245 trains halts at this junction. Major commuters are people who travel to Vellore Golden temple, CMC hospital and VIT University. On an Average it serves Approximately 18,000 passengers daily with 11 originating trains.
- 1.3 Katpadi Junction connects Tamilnadu to kerala, Karnataka, Andhra Pradesh. It is one of the most important railway junctions in Southern Railway.
- 1.4 The unit of SSE/Works/KPD is within the overall control of Sr.DEN/Co.ord/MAS and under the control of ADEN/KPD and SSE/W/KPD. An analysis has been made to study the present system of working and the staff requirement has been 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 / KPD are the field unit for which SSE/Works/KPD is responsible and functioning as Supervisory official under the administrative control of ADEN/KPD. This unit is under one bill unit managed with one OS/PB.

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



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 disinfectations 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	5866 sq. mts
2.	Service Buildings-Plinth area	25483 sq.mts
3.	Platforms covered Area	7328 sq.mts
4.	Platform uncovered area	75844 sq.mts
5.	Road-Length in Kms	8.519 kms
6.	Water pipeline length in kms	9980 mts
7.	Drainage Pipeline-length in kms	4530 mts

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

Description	Type I	Type II	Type III	Type IV	Type V	SPL	TOTAL
No. of Quarters available (OCCUPIED)	99	58	05	09			171
No. of Quarters condemned	-	-	-	-	-	-	NIL

2.6 WORKING HOURS:

The working hours of Works unit at KPD:

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 KPD section is given below:

SI No.	Category	Sr.Tech GP 4200		Technicians						Helper		Total		
				Gr. I 2800		Gr. II 2400		Gr. III 1900						
		S	A	S	A	S	A	S	A	S	A	S	A	Vac
1	Blacksmith	0	0	1	0	0	0	0	0	0	0	1	0	1
2	Plumber	1	0	1	0	1	0	0	1	0	0	3	1	2
3	Painter	1	1	1	0	0	0	0	0	0	0	2	1	1
4	Carpenter	0	0	2	0	0	0	1	1	0	1	3	2	1
5	Bricklayer	2	2	4	0	1	0	0	0	0	2	7	4	3
6	Non Artizan Khalasi	0	0	0	0	0	0	0	0	7	5	7	5	2
Total		4	3	9	1	2	0	1	2	7	8	23	13	10

Sl No.	Category	GP (Rs.)	Sanction	Actual	Vacancy	Excess
1	SSE/W/KPD	4600	1	1	0	0
2	JE/W/KPD	4200	1	0	1	1
3	OS/W/KPD	4200	1	0	1	0
TOTAL			3	1	2	1

2.8

Distribution of staff

- Activity wise & Brief outline of activities with reference to all the available sections.

Sl. No.	Category	Actual	Activities
1	Sr.Technician	2	Repair works in stations, platforms and staff quarters in the section
2	Brick layer helper	1	Assisting the brick layers
3	Carpenter	2	Attending of carpentry repair works at station, office buildings and staff quarters in section.
4	Carpenter helper	1	Assisting the carpenter
5	Blacksmith	1	Repairing and maintenance
6	Plumber	7	Repairing works to be attended Qtrs. & Service building and platforms.
7	Painter	2	Repairing works to be attended Qtrs. & Service building and platforms.
8	C.G. Man	1	Watch Man
9	Sanitary Cleaner	1	Office Cleaning
10	Trainee	1	Training with plumbers
Total Employees		18	

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 KPD 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.

2.9 SE/W/KPD Unit's assets and actual staff strength:

No.of staff quarters maintained	171
No.of Supervisors on roll	01
No.of Artisan staff/Group'D' on roll	13

2.10 In this unit, 13 staff is working against the sanctioned strength of 23. The Scale Check of this unit is appended as **Annexure – I**.

2.11 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).

2.12 The works are presently supervised by SSE/Works under the direct control of ADEN/KPD to ensure the quality and quantity of work done.

2.13 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	2015	250	295	102	202	348
2	2016	296	342	153	254	396
3	2017	345	405	207	298	445
Total - 3 years		891	1042	462	754	1189
Avg / year		297	347	154	251	396
Avg/ Month		25	29	13	20	33
Avg/ Day		0.8	1.0	0.4	0.7	1.0

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

2.14 Registers maintained at SSE/W/KPD

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/KPD Unit, 18 staff is working against the sanctioned strength of 23.
- 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 Twenty work orders are given during the past three years which comes to Rs.9,93,14,101/- The average comes to Rs 4,96,57,051/- per year on which 30% is taken as labour cost which comes to Rs.1,48,97,114 /-
- 3.4 There are 171 railway quarters available. This explicitly reflected to the present trend in occupation of quarters. Change of sophistication to essentiality in life style, lack of standard and provision, coupled with reduction in occupation of quarters, results in requirement of reduced labour cost.

Quarters details - Present details :-

- a. Total No. of Quarters -171 Qtrs
- b. Condemned Qtrs. = NIL

Sl. No	Type	No. of Qtrs	Plinth Area in M ²
1	I	99	2475.00
2	II	58	2436.00
3	III	05	246.45
4	IV	09	709.02
5	V	--	--
Total		171	5866.47

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

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	5866	1	5866
2.	Service building	25483	0.7	17838.1
3.	Platform area (Covered)	7628	0.3	2288.4
4.	Platform area (Un covered)	75844	0.1	7584.4
TOTAL				33576.9

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

Total EPA of Building = 33577 Sqm

No. of staff required = $33577 \div 1550$

= **21.66 staff 22**

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 2017-2019

So, average amount spent per year Rs 4,96,57,051/-

- b) (30%) Labour Cost for the above works : Rs.1,48,97,114 /-

Approximately 25-35% 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 labour 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 25% of the Total amount as labour cost:
14897114/533508 comes to 27.92

Therefore the annual cost of a Railway staff by the 27.92
way the amount of labour cost spent in Zonal **Say 28**
contract is converted into number of Railway staff

Hence while calculating the requirement of staff for the maintenance at SSE/W/KPD 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 = 22 – 28 = NIL

However, for attending emergency work, one employee may be provided on need basis.

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 = 8.519 kms

No. of staff required = $8.519 \div 5 = 1.6$ staff

Therefore, No. of staff required for Road Maintenance = **2 staff**

3.6.3 PIPE LINE MAINTENANCE

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

Total length of pipe line = 9.98 kms

Therefore, No. of staff required = $(9.98 \div 10) \times 3 = 2.9$ **Say 3 staff**

Therefore, No. of staff required for pipe line Maintenance = **3 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 = 4.53 kms

No. of staff required = $(4.53 \div 5) \times 3 = 2.7$ **Say 3 staff**

Hence, No. of staff required for pipe line Maintenance = **3 staff**

3.6.5 VALVEMAN

40 valves at KPD section are being operated and it was totally outsourced.

Two valve men can be utilized for emergency purpose on need basis.

Total Valve men required: 2 staff

3.6.6 WATCHMEN

At present there are no watchmen. Two watchmen are required in shifts.

Total Watchmen required = 2 staff.

3.6.7 Requirement of Supervisor

The total sanction supervisor strength is two and Actual is also two which is to be continued.

Supervisors: 2

3.6.8 Ministerial Staff

At present there are no staff for office work, the work study team allows one staff for office work.

Total 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	

3.	Building maintenance	1	3.6.1
4.	Road Maintenance	2	3.6.2
5.	Pipeline Maintenance	3	3.6.3
6.	Drainage	3	3.6.4
7.	Valve men	2	3.6.5
8.	Watchmen	2	3.6.6
Total		13	
LR @ 12.5% of 13 (sl no 3 to 8)		2	
Grand Total		15	

- Supervisor Requirement = 2
- Ministerial staff requirement = 1

TOTAL = 18

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

SI No	Category	G pay	San (a)	Act (b)	Req (c)	Surplus (a-c)
1	SSE/WORKS	4600	1	1	1	0
2	JE/WORKS	4200	1	0	1	0
3	OS/WORKS	4200	1	1	1	0
4	Sr Tech Plumber	4200	1	0	1	0
5	Sr Tech Brick layer	4200	2	2	0	2
6	Sr Tech Painter	4200	1	1	1	0
7	Tech-I B/L	2800	4	0	0	4
8	Tech-I Painter	2800	1	0	1	0
9	Tech-I Carpenter	2800	2	1	2	0
10	Tech –I B/S	2800	1	0	0	1
11	Tech –I Plumber	2800	1	0	1	0
12	Tech –II B/Layer	2800	1	0	0	1
13	Tech-II Carpenter	2400	0	0	0	0
14	Tech-II Plumber	2400	1	0	1	0
15	Tech-III Carpenter	1900	1	1	1	0

16	Tech-III Plumber	1900	0	1	0	0
17	Non Artisan Khalasi (Helpers ,trainee khalasi , atrizans helpers,C-G Man, store Watchman)	1800	7	11	7	0
	TOTAL		26	19	18	8

SANCTION VS REQUIREMENT

Sanction	Actual	Requirement	Surplus
26	19	18	8

RECOMMENDATION:

8 posts in various grades in different categories are found excess to the requirement and the same may be surrendered and credited to the vacancy Bank.

Summary of Recommendations:

8 Posts in various grades are found excess to the requirement and the same may be surrendered and credited to the vacancy bank.

Sl. No	Designation	Grade pay (Rs.)	No of Posts
1	Sr.Tech Brick Layer	4200	2
2	Tech -1 Bricklayer	2800	4
3	Tech-II Brick Layer	2400	1
4	Tech –I Black Smith	2800	1
	TOTAL		8

Total No of posts: 8

CHAPTER – IV**4.0 PLANNING BRANCH'S REMARKS ON CO-ORDINATING OFFICER'S VIEWS**

With reference to the above subject, the undersigned wants to highlight certain points with respect to the assumptions taken out while carrying out the SSE/W/KPD staff strength review. In view of the introduction of Zonal contracts for maintaining as well as repairing the service buildings, station buildings and residential buildings, it is proposed to surrender a total of 08 Nos of post which involves 02 Nos of Sr.Tech Brick Layer, 04 Nos of Tech I Brick Layer and 07 No each for Tech II, Tech III Brick Layer & Tech I Black Smith. Here it has become indispensable to highlight that in KPD-Sub division multiple works are going on parallelly through out the year which varies in scope from platform raising, multi level parking, residential quarters etc. It is indeed impractical for SSE/W/KPD to be available at each and every site on all occasions to ensure the quality standards of the work. On such occasions, the availability of the staff in the office shall assist in smooth flow of the work progress at all sites and in turn targets set during the Divisional meetings can be adhered properly.

With respect to surrendering the only post of the Tech I Blacksmith, it has become pertinent to highlight that any minor item to be attended as desired by the occupants of the colony with respect to Doors, window grills etc. can be attended without any inconvenience to them.

I hereby would like to suggest that instead of surrendering the 08 Nos of post, it can be considered to surrender 04 Nos of post which involves 01 No of Sr.Tech Brick Layer and 03 Nos of Tech I Brick Layer.

PLANNING BRANCH REMARKS:

Agreed to.

As per the remarks of the coordinating officer, the work study team agrees to allow retaining ONE post of Sr Tech Brick Layer to ensure the quality standards of work and ONE post of Tech-I Black smith as per the need of the section.

Hence it is recommended to surrender the balance SIX posts (One post of Sr Tech Brick layer, FOUR posts of Tech-I Brick layer and ONE post of Tech-II Brick layer) identified by the work study team and credited to the vacancy bank.

Summary of Recommendations :(REVISED)

6 Posts in various grades are found excess to the requirement and the same may be surrendered and credited to the vacancy bank.

Sl. No	Designation	Grade pay (Rs.)	No of Posts
1	Sr.Tech Brick Layer	4200	1
2	Tech -1 Bricklayer	2800	4
3	Tech-II Brick Layer	2400	1
	TOTAL		6

Total No of posts: 6

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 posts	Money value (Rs.)	Annual savings (Rs.)
1.	Sr.Tech Brick Layer	4200	1	86,463	10,37,556
2	Tech -1 Bricklayer	2800	4	71,078	34,11,744
3	Tech-II Brick Layer	2400	1	62,361	7,48,332
Total			6		51,97,632



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