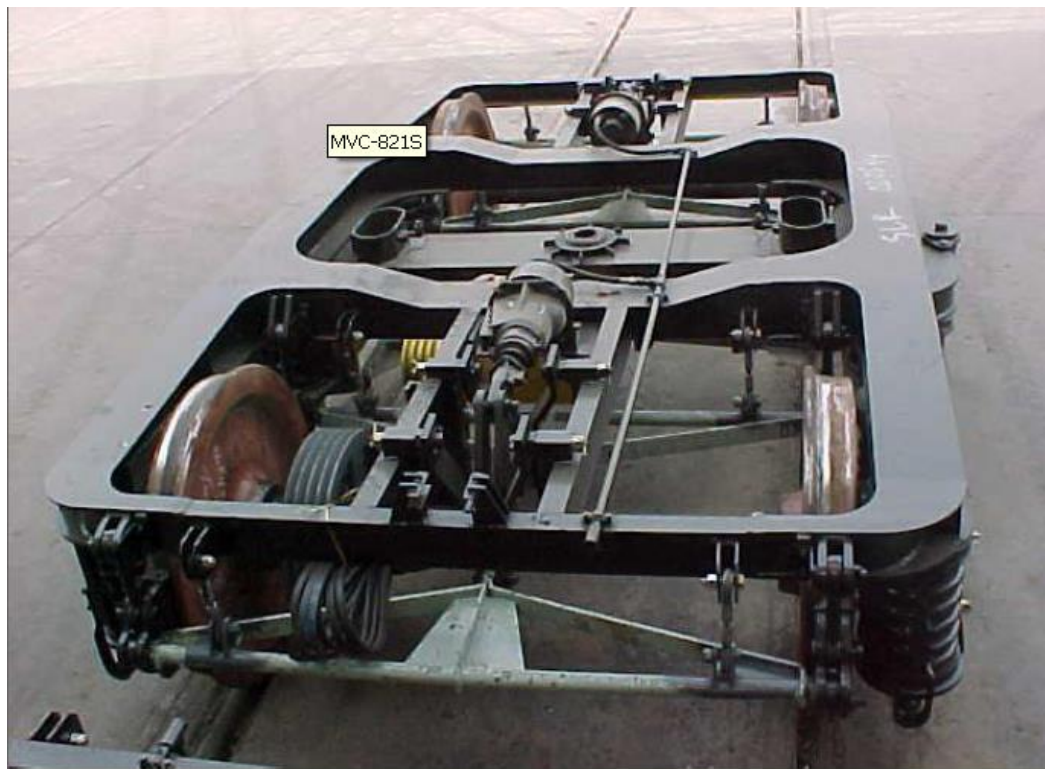


WORK STUDY TO REVIEW THE STAFF STRENGTH
AT SSE/C&W/SA, MTPP/MTDM UNITS
SALEM DIVISION



SOUTHERN RAILWAY

PLANNING BRANCH

G.275/WSSR-201920/2019-20

WORK STUDY TO REVIEW THE
STAFF STRENGTH AT
SSE/C&W/SA, MTPP & MTDM
SA DIVISION

STUDIED BY

WORK STUDY TEAM
OF
PLANNING BRANCH

SEPTEMBER 2019

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(i)**ACKNOWLEDGEMENT**

The work study team acknowledges the valuable guidance and co-operation rendered by ADME/SA (Co-ordinating Officer), SSE/C&W/SA & MTPP (Co-ordinating Supervisors) and other Supervisors in completing the study in time.

(ii)**AUTHORITY**

Annual programme of work studies approved by SDGM for the year 2019-20.

(iii)**TERMS OF REFERENCE**

To review the staff strength at SSE/C&W/SA, MTPP & MTDM- SA Division.

(iv)**METHODOLOGY**

The following methodology has been adopted while conducting the study.

1. Collection of data.
2. Observation of activities in all the units
3. Man power requirement on Need basis.
4. Effect of modern technologies, likely changes in the near future in the quantum of activities and improvements.



(v)

SUMMARY OF RECOMMENDATIONS

Six posts in Helper Grade with grade pay Rs. 1800/- is found excess to the requirement, the same may be surrendered and credited to the vacancy bank

(Total- 6 Posts)

CHAPTER – I

1.0 INTRODUCTION

- 1.1 Salem junction is surrounded by Coimbatore in the North east, Bangalore in the South east, Chennai in the South West and is located at 340 Kms from Southern Railway Headquarters. The division comprises of 10 Operating sections.
- 1.2 Salem division, one of the six divisions of Southern Railway having a route kilometerage of 858 Kms with 1150 running Track kilometres is formed in the year 2007 carved out of Palakkad division and a small portion of Tiruchchirapalli divisions. Southern Railway network serves the states of Tamilnadu, Kerala, Puducherry and parts of Karnataka and Andhra Pradesh. The total Kilometres aggregate to 7342 Kms, of which 5081 is route kilometres comprising of 4909 Kms BG and 172 Kms as MG (closed for conversion). The progress of Electrification over Southern Railway is approximately 70% as on 01.04.2019.
- 1.3 Mechanical Branch plays a vital role in the transportation system of Railways connected with the production, maintenance and repairs of the Rolling Stock – viz., Locos, Carriages and Wagons. The C&W Wing is mainly responsible for maintenance and repair of rolling stock which is carried out under prescribed schedules and procedure. Standardisation and inspection is also an important aspect for smooth functioning of the system. Timely supply of Quality Stores is another important factor.
- 1.4 The improvements in the rolling stock, the latest being **CBC Coupling** has not only resulted in higher speeds and safety but also easy maintenance. The role of Electrical Branch is increasing after electrification, introduction of EMUs/DEMUs and computer applications in loco as well as in maintenance practices. The outsourcing of some activities is also a factor while reviewing the

staff strength. The overall productivity is to be achieved not only by more production but also by qualitative training and effective man power utilisation through rightsizing.

- 1.5 In order to implant a sense of belonging and better care in maintenance, the coaches of a particular base division are to run only by rakes primarily maintained by the Division. As per the revised policy circular No. 4 of 2007, maintenance pattern for coaching trains is broadly classified into 5 groups, in which it stipulates the schedule of maintenance for various categories of trains. Accordingly, Primary maintenance is to be carried out after a run of 3500 Kms in respect of Mail/Exp, whereas En-route attention be carried out after every 250 to 350 Kms. The details of work is broadly classified as
 - ✓ Preventive maintenance at Pit line.
 - ✓ Under gear examination and brake system
 - ✓ Internal cleaning, Passenger amenities and watering
 - ✓ External washing.
 - ✓ Continuity check and Brake power check.
- 1.6 For convenience of the administration, the coaching stock is classified into two categories. One is Passenger coaching vehicles (PCV), mainly used for carrying passengers and the second one is Other coaching vehicles (OCV) which includes Inspection carriage, Saloons, Pantry cars, Military car and composite luggage cum brake van etc.
- 1.7 Coaching stock is periodically overhauled in the workshops at prescribed intervals according to their service and usage. For PCVs, the periodicity for POH is 18 months. In respect of IOH, the periodicity is 9 months for ICF coaches.
- 1.8 Out of 18 Coaching depots of Southern Railway, Salem division has presently 5 depots viz., SA, MTPP, ED, CBE and MTP of which the study pertains to SA & MTPP units.

1.9 Primary Maintenance is to be undertaken on all running coaches at Primary Depot and shall include periodical schedules as also trip schedules.

Periodical Schedules are:

Schedule A : Every month (grace period 3 days).

Schedule B : Every three months (grace period 7 days)

IOH : Every nine months (grace period 30 days)

POH : 18 months

22 activities are listed under Schedule A including trip schedule, cleaning washing, testing, checking, oiling, lubrication, inspection etc. This can be done without detaching the coaches. Nine activities are listed under Schedule-B apart from all the activities under Schedule-A, for which no detachment is required in normal course.

1.10 **Trip Schedule**

Nine activities are listed under this head with many activities having sub-activities. All the coaches of long distance trains having 3500 kms run and Mail/Exp trains are given trip schedule at the end of the each trip.

1.11 **Washing and Cleaning of Coaches :**

- a) External cleaning and washing
- b) Cleaning of buffers and screw coupling
- c) Interior cleaning of 1st class, AC coaches, second class coaches.
- d) Interior cleaning of parcel, luggage and brake vans
- e) Cleaning of lavatories

1.12 An attempt has been made to arrive at the manpower requirement based on purely need basis as Primary and Secondary maintenance is not being carried out in these depots.



CHAPTER-II

2.0 PRESENT SCENARIO:

2.1 The C&W Depot/SA is situated at Platform Number 3 & 4 of Salem Junction and MTPP unit in the premises of Mettur Thermal power Plant. SA junction is a concourse of trains from various directions viz.,

1. SBC, TPT & JTJ
2. SBC, OML, MTDM & KRI
3. MS & VRI
4. NCJ, MDU & KRR
5. TVC, SRR, CBE & ED
6. MAQ, CBE & ED
7. MTP, CBE & ED
8. MAQ, PDY

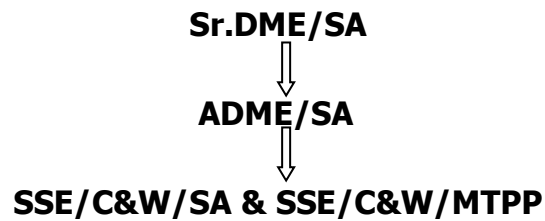
86 trains (Up & Down) are running via Salem. It includes Daily/ Weekly/ biweekly/Triweekly/IRCTC special trains & PFTR trains. Also approximately 25 freight trains on an average per day is being dealt at this station of which 10 trains are having loco change/GDR checking.

2.2 The core activities of the SA depot is:

- Maintenance of PFTR trains (4);
Loco change trains (2) and
ETR trains (2 trains).
- Fuelling to nominated Diesel locos (37 locos)
- Rolling in/out examination including Freight trains

2.3 Watering and dry cleaning of 4 rakes of PFTR trains (46 coaches) is being carried out through Contract by M/s Global Agency, Bangalore for 4 years from 2018 to 2022.

2.4 The organisation set up of these units:



2.5 THE STAFF STRENGTH AT SSE/C&W/SA & MTPP

The Sanction, Actual and Vacancy statement as given in the scale check furnished by Sr.DPO/SA is also placed as **Annexure-I**.

The Sanction, Actual and vacancy statement of SSE/C&W/SA & MTPP depots:

Sl. No.	Category	Sanction	Actual	Vacancy	Excess
SSE/C&W/SA					
1	SSE	1	2	0	1
2	JE	1	0	1	0
3	Sr.Technician	8	7	1	0
4	Technician Gr.I	8	9	0	1
5	Technician Gr.II	1	4	0	3
6	Technician Gr.III	6	9	0	3
7	Helper	6	8	0	2
TOTAL		31	39	2	10

SSE/C&W/MTPP		Sanction	Actual	Vacancy	Excess
1	SSE	1	1	0	0
2	JE	1	0	1	0
3	Sr. Technician	2	3	0	1
4	Technician Gr.I	5	1	4	0
5	Technician Gr.II	2	1	1	0
6	Technician Gr.III	0	2	0	2
7	Helper	6	6	0	0
TOTAL		17	14	6	3

Net vacancy in MTPP is 3 whereas in SA it is excess operation of 8 posts.

2.6 Jurisdiction of SSE/C&W/SA:

SA to MGS(TPT) - 6 Kms
 SA to VRI - 120 Kms
 SA to KRR - 100 Kms
 SA to DC - 45 Kms

2.7 BRIEF OUTLINE OF ACTIVITIES:

- Attending of Rolling in & out examination of the PFTR trains/loco change trains/ETR trains and pass through freight trains at platform.
- Receiving the BPC of PFTR Trains/loco change trains/ETR trains.
- Ensuring the brake release/air pressure after attaching/detaching of Loco.
- Measuring the Axle box temperature of PFTR trains.
- Attending Passenger complaints.
- Attending complaints of freight trains.

- En-route attention such as Hot axle, Train parting, Brake binding, air pressure dropping, skidded wheel, broken/hanging & dragging under gear parts.
- Issuing of BPC for departmental stabled stock/enroute and
- Any untoward incidence.

Duty Hours:

Platform - 06.00 – 14.00; 14.00 – 22.00; 22.00-06.00

General – 07.30- 16.30

RCD – 07.00 13.00; 13.00-21.00; 21.00-07.00

2.8 Activities involved in Platform Maintenance:

1. Rolling in examination
2. Visual Inspection of hanging parts, unusual sound.
3. Axle box feeling.
4. Pulling of DV release valve.
5. Cleaning, watering and certification of PFTR trains.
6. Continuity check.
7. Rolling out examination.

2.9 OEA/Platform Attention activities:

- a) **Pass through trains** – Rolling in and rolling out examination, axle box feeling and carriage watering.

b) **Starting trains**

Air-continuity test, spraying of deodorant, issue of BPC and rolling out examination.

c) **Terminating trains :**

Rolling in examination, axle box feeling, releasing of brakes, safety check, interior check for amenities, carpentry, water service, repair attention, dry sweeping, lavatory cleaning and closing of doors and shutters.

2.10 Details of PFTR Trains

Sl. No	Train No.	Train Name	No. of coaches	Days of Maintenance /week	Daily average
1	56242/56241	YPR-SA	12	Daily	12
2	22153/22154	MS-SA	18	Daily	18
3	76847	DEMU –SA-VRI	08	Daily	08
4	76849	DEMU- VRI-SA	08	Daily	08
Average / day			46		46

2.11 Nearly 70 trains are shown as passing through trains at SA in various frequencies.

2.12 Details of T & P items:

Total number of T& P items : 93 Nos
 Heritage Model : 03 Nos
 Imprest items : 63 Nos
 Non-Imprest items : 82 Nos
 Infrared thermometer : 05 Nos
 Walkie-Talkie : 02 Nos

2.13 Platform Register :

1. TXR diary - RS 7
2. TXR handbook – RS 5
3. Axle box feeling register
4. Staff sign ON and OFF
5. Platform message register
6. SLR Equipment Register
7. Component failure
8. Spare coach register
9. Incoming LP remarks RS-5
10. Brake power certificate RS-6 Goods & Coaching
11. Theft Report Register - RS-18
12. Sick memo - Rs-16
13. Fit Memo - Rs.17
14. Memo Book

15. Thermal Hunter
16. Inspection Light
17. Goods yard attention.

Duties of contract staff:

- PFTR and Passing through trains:
- High pressure jet washing with cleaning solution
- Dry sweeping on PFTR trains
- Cleaning the mirrors and AC smoked glass
- Dry mopping on floor ways.
- Garbage collection and disposal.
- Application of deodorants on toilets.
- Closing of al shutters and doors.

The duty of the departmental staff is to supervise the works carried out by the contract staff, maintenance of registers documentation and correspondence works.

2.14 RAILWAY CONSUMER DEPOT/SA:

RCD is commissioned at SA on 15.04.2016 and fuelling started from 09.12.2016 and was made round the clock from 25.07.17 onwards

Totally 37 locos are nominated for fuelling.

The activities involved are:

- Ensuring the empty of the lorry tank after decanting.
- Operation of pumps at RCD.
- Monitoring the flow meter.
- Measuring the oil level by dip stick in the storage tanks.
- Measuring the oil tank of the train by dip stick
- Fuelling the loco.
- Conveying the information to the staff on duty at RCD regarding the requirement of the oil.
- Preparation of the receipt for the fuelling and get signed from the loco pilot.

2.15 **C&W/MTPP Depot:**

- ✓ Two sick lines are available with holding capacity of 14 wagons each.
- ✓ Jurisdiction of this unit is from MTPP to OML covering 36 Kms.

The activities involved in this unit are:

- Examination of incoming goods train which is 5 rakes on an average per day.
- While Post tipping examination, the following safety items are ensured for safe running.
 1. Position and working condition of Angle cock
 2. All disconnected Brake air hose pipes to be re-coupled.
 3. CBC lock position and locking condition.
 4. Bolster coil springs positions such as bent/outward.
 5. Hand brake wheel condition from bend/outward
 6. Position of DV isolation handle
 7. Wagon side body from bulging/damage
 8. Door closing conditions such as bend/hinges
 9. Undergear / brake gear fittings such as SAB hanging/control rod/Horizontal lever bracket conditions.
 10. Axle box conditions such as grease oozing out/temperature

In addition to the above, the following activities are also dealt:-

- 25 sick wagons on an average per month is being dealt by the yard staff.
- En-route attention from MTPP to OML (MALCO siding, Chemplast siding, MCSI/Mechery siding and stations upto Omalur). The maintenance work includes brake binding, train parting, under gear defect, Hot axle and roll back of formation
- Certification for Steel loading by SSE at MCSI/Mechery.

2.16 Sick Outturn for the past two years in MTPP:

MONTH	2017	2018	2019 up to AUG
JAN	34	33	21
FEB	26	28	36
MAR	35	28	44
APR	22	30	29
MAY	25	32	32
JUN	25	27	13
JUL	22	15	17
AUG	22	11	17
SEP	11	15	---
OCT	19	18	---
NOV	22	19	---
DEC	21	29	---
TOTAL	284	285	209
SICK PER MONTH	24	24	17

Loading certification of steel consignment at MCRD is 80 for the Year 2018-19 i.e., 7 per month on an average. One Double ended grinder and one welding plant is available in the sick line.

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CHAPTER – III**3.0 CRITICAL ANALYSIS**

- 3.1 The periodical maintenance of coaching stock is a very important requirement for ensuring safety, punctuality and customer service. The regular attendance at platform and at the end of rake link at the base stations, secondary depots and at notified junction stations in the rake link is also of paramount importance. Watering, cleaning, attendance of amenities is also part of these activities.
- 3.2 There are some additional factors to be taken into consideration while arriving at the right size of man power required for each activity. They are late running trains, detention on account of other departments, different timings during monsoon trains, running of special trains, extra coaches, weather related issues etc. The timely supply of stores, running of departmental and freight trains, the obligation under inter change quotas with other division / zone, disasters etc also affect the coaching operations.
- 3.3 However there is a dire need to minimise the utilisation of manpower because it is the main factor in arriving at productivity. The overall shortage of earnings from expenditure, operating ratio, and performance efficiency index (PEI) of Southern Railway calls for prudent steps in this direction.
- 3.4 The following improvements have an impact on the efforts required for maintenance activities.
- a) Improved fittings like couplings, springs, break blocks, braking system, bearings etc.
 - b) All steel bodied, anti telescopic, anti climbing coaches
 - c) Reduction in attachment / detachments, slip coaches and shunting operations.

- d) Advanced technology and equipments for inspection, checking, maintenance, attendance etc.
- e) Better training facilities and induction of technically better qualified staff for ART, SPART, MRV, Cranes there of etc.
- f) Outsourcing activities like watering, cleaning etc.
- g) Computerisation for records maintenance, stores works etc
- h) Possibilities for multi skilling under changed pattern of working
- i) The requirement for each activity is calculated based on the inputs from SSE/C&W, yardsticks and ground realities.

3.5 As per Railway Board's norms, staff provision for coach maintenance (for Primary & Secondary maintenance) is listed as under (Board's letter 2000/M/143/5 dated 24.12.2001)

Maintenance	SF/LD Trains	Express Trains	Passenger Trains
Primary	1.1 Men / Coach	0.9 Men / Coach	0.75 Men /Coach
Secondary	0.55 Men/ Coach	0.45 Men / Coach	0.38 Men / Coach
OEA/PFTR	0.26 Men/Coach	0.23 Men/Coach	0.18 Men/Coach
Sick line & IOH	0.14 Men per coach inclusive of RG & LR		

3.6 Platform Activities at Salem:

A separate Batch is deployed round the clock at Platform and the duties are Rolling In examination, measuring axle temperature, receiving RS 5, BPC as also attaching train engines, built air pressure, issue BPC, rolling out and attending Enroute problem.

The core activities of the SA depot is:

- Maintenance of PFTR trains (4); Loco change trains (2) and ETR trains (2 trains).
- Fuelling to nominated Diesel locos (37 locos)
- Rolling in/out examination including Freight trains

Details of PFTR Trains

Sl. No	Train No.	Train Name	No. of coaches	Days of Maintenance /week	Daily average
1	56242/56241	YPR-SA	12	Daily	12
2	22153/22154	MS-SA	18	Daily	18
3	76847	DEMU –SA-VRI	08	Daily	08
4	76849	DEMU- VRI-SA	08	Daily	08
Average / day			46		46

Watering and dry cleaning of 4 rakes of PFTR trains (46 coaches) is being carried out through Contract by M/s Global Agency, Bangalore for 4 years from 2018 to 2022

Since Primary and Secondary maintenance is not being done in this depot, the works study team has arrived the manpower requirement on Need basis in commensurate with the volume of workload.

3.7 Requirement of staff including RG & LR at SA:

ACTIVITY	Requirement
Platform activities (3x3 shifts)	9
OEA/PFTR (1x3shifts)	3
RCD (3x3 shifts)	9
RG @16.66% for 21 staff	3
LR@ 12.5% for 24 staff	3
Supervisory posts	2
TOTAL	29

3.8 Yard activities at MTPP:

In addition to the maintenance works, the following activities are also dealt.

- 24 sick wagons on an average per month is being dealt by the yard staff.
- En-route attention from MTPP to OML (MALCO siding, Chemplast siding, MCSI/Mechery siding and stations upto Omalur). The maintenance work includes brake binding, train parting, under gear defect, Hot axle and roll back of formation. The number of cases attended per year on an average is 7.
- Certification for Steel loading by SSE at MCSI/Mechery which is 80 per year on an average
- Number of formations per day is 4 - 5 rakes.

3.9 Sick Outturn for the past two years in MTPP:

MONTH	2017	2018	2019 up to AUG
JAN	34	33	21
FEB	26	28	36
MAR	35	28	44
APR	22	30	29
MAY	25	32	32
JUN	25	27	13
JUL	22	15	17
AUG	22	11	17
SEP	11	15	---
OCT	19	18	---
NOV	22	19	---
DEC	21	29	---
TOTAL	284	285	209
SICK PER MONTH	24	24	17

3.10 Requirement of staff including RG & LR at MTPP:

ACTIVITY	Requirement
Yard activities (2x3 shifts)	6
Sick line activities	2
RG @16.66% for 8 staff	2
LR@ 12.5% for 10 staff	1
Supervisory posts	2
TOTAL	13

3.11 Sanction vs. Requirement at SALEM

Sl. No.	Category	Sanction	Actual	Req	Surplus
SSE/C&W/SA					
1	SSE/JE	2	2	2	0
2	Sr.Technician	8	7	8	0
3	Technician Gr.I	8	9	8	0
4	Technician Gr.II	1	4	1	0
5	Technician Gr.III	6	9	6	0
6	Helper	6	8	4	2
TOTAL		31	39	29	2

Sanction vs. Requirement at MTPP

SSE/C&W/MTPP		Sanction	Actual	Req	Surplus
1	SSE/JE	2	1	2	0
2	Sr. Technician	2	3	2	0
3	Technician Gr.I	5	1	5	0
4	Technician Gr.II	2	1	2	0
5	Technician Gr.III	0	2	0	0
6	Helper	6	6	2	4
TOTAL		17	14	13	4

3.12 Overall summary of Sanction Vs. Requirement:

Sanction	Actual	Requirement	Surplus
48	53	42	6

Recommendation: Six posts in Helper grade with grade pay Rs. 1800/- is found excess to the requirement, the same may be surrendered and credited to the vacancy bank.

(Total- 6 Posts)

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

Co-ordinating Officer's views were received vide ADME/SA letter No. SA/M.271/WS dt. 24.09.2019 and the remarks of the Planning Branch on the co-ordinating officer's views/comments are given below.

Co-ordinating Officer's views/comments:

1. At Salem C&W depor the core activities pertaining to C&W side are
 - a) PFTR attention for five pair of PFTR trains & 2 Pair of ETR trains such as Rolling in examination, Axle box feeling, Brake releasing, Engine attaching, Air continuity checking, brake power ensuring, BPC endorsing and Rolling out examination.
 - b) Rolling in examination & Axle box feeling of freight trains having stoppage of more than 20 minutes.
 - c) Engine change for more than 10 trains those involves Rolling in examination, axle box feeling, brake releasing, O/G Engine attaching, Air continuity checking, Brake power checking and endorsing of BPC etc.
 - d) Apart from these, the PFTR trains cleaning activities to be supervised and coach cleaning to be evaluated and Score card to be maintained. Based on that the payment to the contractor to be arrived and in some occasion penalty also to be levied for substandard work.
 - e) There are 86 Up & Dn trains passing through SA junction, cleaning complaints, watering complaints etc are to be attended within the stoppage time.
 - f) SSE/C&W/SA jurisdiction is upto TPT(113 Kms in SA-JTJ section) but it is mentioned as upto MGS (6 Kms); main line section with all trains from South running via this route, comparatively more number of enroute attentions in this section.

g) All these activities need One Senior Technician, Four Fitters and one Helper (Total Six men per shift) but the Work study committee recommended only three per shift, with which it would be extremely difficult to attend the above listed activities which are mandatory in view of safety of train operation.

2. RCD fuelling activity:

There are 37 locos nominated for fuelling & an average 35,000 litres of HSD is issued in a day. Average two road trucks are decanted in a day which involves many procedures to be followed for which no men given in the work study report

3. Yard activities at MTPP:

- a) On an average five incoming Coal rakes and five Empty rakes are attended at MTPP yard, Hose pipes connecting, RE. Incoming rakes examination involves Rolling in examination, Axle box feeling and brake releasing. Outgoing Empty rake examination involved Post tipping examination, ensuring coupling, Hose pipes connecting, Engine attaching & Air continuity ensuring etc.
- b) On an average seven steel rakes are examined in a month for post loading certification at MCSI siding.
- c) 24 sick wagons on an average per month is being dealt at Sick line.
- d) Enroute attention in MTDM-MGSJ section.
- e) Work study committee recommended two men per shift with which it would be very difficult to carry out the above listed mandatory activities which directly affects the safety of train operation.

Hence it is concluded that the reduction of staff strength recommended by the work study committee is not justified. However, considering the outsourcing of activities and to meet the target of surrenders, 6 posts in Helper category with Grade Pay Rs. 1800/- can be surrendered.

Planning Branch Remarks:

Noted. The maintenance activities in the platform has to be judiciously planned and 4 staff per shift including PFTR activities is sufficient to meet out the requirements. It is observed that there is no bunching of trains at SA and moreover Rolling out examination can be avoided in case of emergencies.

With regard to RCD activities 3 staff is allowed per shift which commensurate with the existing roster i.e., one staff at RCD to look after the measurement flow and decanting works and two staff at fuelling point.

AT MTPP, the work study team has allowed the actuals as such and identified only the vacancy as surplus.

However, the Division`s remarks of 6 Helper posts can be surrendered owing to Outsourcing of activities and to meet the target of surrenders is highly appreciable and it is requested to issue the necessary Joint Memorandum.

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CHAPTER– V**5.0 FINANCIAL SAVINGS**

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

Sl. No.	Category	Grade pay	No. of posts	Money value	Annual financial savings
1.	Helper	1800	6	41944	30,19,968
TOTAL			6		30,19,968

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G.275/ WSSR – 201920/ 2019-20

**WORK STUDY TO REVIEW THE STAFF
STRENGTH AT SSE / C&W / SA, MTPP AND
MTDM – SALEM DIVISION.**