

# EASTERN RAILWAY

WORK STUDY REPORT

ON

REVIEW OF MANPOWER OF RCD, KATWA

***(STUDY NO.WSER- 25 / 19 - 20)***

*(Submitted on 04.03.2020)*

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### **ACKNOWLEDGEMENT**

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### **TERMS OF REFERENCE**

The subject work-study has been undertaken by the GM's Efficiency Cell of Eastern Railway in financial year 2019 - 20 under the following terms of reference:-

- (i) Evaluate the quantum of work.
- (ii) Examine the deployment of staff against workload.
- (iii) Analysis of the existing workload.

### **SUMMARY OF RECOMMENDATION**

<b>Sl. No.</b>	<b>Recommendation</b>	<b>Para reference</b>
1	<i>It is recommended to surrender 6 posts of Technician from the Sanctioned Strength of Power wing of HWH division.</i>	2.17

## **CHAPTER-I**

### **1.0 INTRODUCTION:**

- 1.1 Indian Railways is an Indian state owned enterprise, owned and operated by the Government of India through the Ministry of Railways. It is one of the world's largest railway networks comprising 121,407 km (75,439 mi) of track over a route of 67,368 km (41,861 mi) and 7,349 stations. Indian Railways is the world's ninth largest commercial or utility employer, by number of employees, with over 1.3 million employees.
- 1.2 Indian Railway is not a mere operation. It is an institution. It is an industry. It is a prime mover of India's infrastructure. It transported over 25 million passengers daily (over 9 billion on an annual basis).
- 1.3 Indian Railway is facing tremendous financial crunch after implementation of 7th Pay Commission. Operating ratio is gradually increasing. Though Indian Railway is not a business organization but to survive, it is always essential to make the organization in profit i.e. operating ratio should be less than 100. Performance Efficiency Index shown in the corporate plan published by the Eastern Railway, the "Operating Ratios" from 2015-16 to 2019-20 are as given below.

2015-16	:	180.75%
2016-17	:	165.25%
2017-18	:	181.15%
2018-19	:	185.98%
2019-20	:	159.65% (Proposed)

- 1.4 The subject work study has been undertaken by the G.M.'s Efficiency Cell during financial year 2019-20 to review the manpower of Railway Consumer Depot (RCD), Katwa consequent upon electrification of Bandel-Katwa-Azimganj Section.

## **CHAPTER-II**

### **2.0 EXISTING SCENARIO AND CRITICAL ANALYSIS:**

2.1 The Branch officer of Power wing of HWH division is Sr. DME (Power)/ HWH. The areas of operation of Power wing of HWH division are mentioned in details below:

1. Power wing is responsible for Crew Management of Diesel Loco hauled trains over Howrah Division.
2. This wing also maintains Disaster Management facilities as Accident Relief Trains at Howrah, Bandel, Rampurhat, Self Propelled Accident Relief Train at Barddhaman , Self Propelled Accident Relief Medical Van at Howrah and 140 Ton Break down Crane at Howrah & Rampurhat.
3. Booking of Dsl. Crew through Crew Booking Lobby.
4. Fuelling of Diesel Locomotive from Railway Consumer Depot (RCD) at Howrah, Barddhaman, Rampurhat & KWAE.
5. Maintenance of 06 nos. Running Room located at Howrah, Bandel, Rampurhat, Pakur , Katwa & Azimganj.
6. Maintenance & operation of 11 Nos. of road vehicles utilized for Division as well as Hd. Qtrs. and issue of fuel (Diesel & Petrol) to 92 Nos. vehicles.
7. Inspection & Certification of Air receiver/reservoir, steam Boiler, sterilizers of Railway Hospital, etc. over Howrah Division, SDAH Division & Kolkata Metro Railway.
8. In addition to the above, this wing also maintains 4 nos. Railway owned 120 Ton Electronic In-Motion Weighbridge located at Pakur, Rajgram, Dankuni & Howrah goods.
9. 2450 nos. of Fire Extinguishers are maintained at different stations (161places) over HWH Division, Rly. Hospitals, HQ, NKG etc by Power wing.

## 2.2 The activities of Power wing of HWH division is tabulated underneath:

Sl. No	Activities		Description
1	Office of the SSE(Loco)		06 Nos. (HWH, BDC, BWN, RPH, KWAE & AZ).
2	Crew Booking Lobby		04 Nos.at HWH, RPH , AZ & KWAE.
3	Accident Relief Train		'A' Class-2 Nos. (HWH & RPH), 'B' Class-2 Nos. BDC &BWN (SPART),
4	ARMV/SPARMV		ARMV – 02 Nos. (HWH/SPARMV & RPH).
5	140T Breakdown Crane		02 Nos. – (HWH & RPH ).
6	Running Room	RPH	Running Room is equipped with 86 beds for Crews and guards of MLDT-SBG-UDL-BWN-SDAH & HWH.
		PKR	Running Room is equipped with 56 beds for crews and guards of MLDT-SBG-UDL-BWN & HWH. 26 beds at Goods shed 30 beds running room on PF No.1.
		AZ	Running Room is equipped with 54 beds for drivers and guards for MLDT-SBG- SDAH-RPH & HWH.
		KWAE	Running Room is equipped with 33 beds for drivers and guards for HWH, BDC, AZ & SDAH.
		BDC	Running Room is equipped with 21beds for Motorman and guards for HWH.
		HWH	Running Room is equipped with 72 beds for drivers and guards for GOMO, DHN, ASN, BWN, KWAE, BDC, UDL, RPH, SBG, MLDT
7	Fuelling Installation	HWH	Capacity: Tank No (1):- 242 KL, Tank No (2):- 242 KL & Tank No.(3):- 379 KL, Average daily issue: 31 KL
		BWN	Capacity: Tank No. (1):- 454.9 KL & Tank No. (2): 290.7 KL Average daily issue: 10 KL
		RPH	Capacity: Tank No. (1):- 256.3 KL, Tank No. (2):- 257.7 KL & Tank No. (3):- 571.6 KL, Average daily issue: 41 KL
		KWAE	Capacity: Tank No.(1):- 70 KL & Tank No. (2):- 70 KL
8	Maintenance Inspector (Out Door) activities and FIO/P activities		i. 2450 nos. of Fire Extinguishers are maintained at different stations (161places) over HWH Division, Rly. Hospitals, HQ, NKG etc. ii. Maintenance of all 04 Nos. of Railway owned 120 Ton Electronic In-Motion Weigh bridge located at Howrah Goods, Dankuni, Rajgram & Pakur .
9	Lorry Garage activities(MF)		Maintenance of 11 Nos. of road vehicle utilized for Division as well as Hd. Qtrs. and issue of fuel (Diesel & Petrol)to 92 Nos. vehicles.
10	BIO		Maintenance of Air receiver/reservoir, steam Boiler, sterilizer of Railway Hospital, etc. over Howrah Division, SDAH Division & Kolkata Metro Railway.

2.3 Among the units mentioned in above table, the units under Mechanical Power wing present at Katwa Station are:

- i) Crew booking Lobby,
- ii) Railway Consumer Depot (RCD) or Fuelling Installation, and
- iii) Running Room.

2.4 In these units of Power wing, basically two categories of staff are deployed i.e Running staff and Non-Running staff.

The subject study is regarding the manpower concerned with RCD, Katwa. So the non-running staff of Power wing at Katwa are under purview of the study.

2.5 Personnel branch of HWH division was requested for furnishing the pin-pointed Sanctioned strength vis-a-vis on-roll staff position of RCD, Katwa. In reply, Personnel branch has informed this office that pin-pointed Sanctioned strength of Mechanical Power wing of Katwa station is not available with them, instead a combined staff position of Power wing of whole HWH division has been provided by them. Further, it was stated to contact concerned branch for pin-pointed staff position. (*Annexure I*)

2.5.1 Accordingly, Sr. DME (Power)/HWH was requested for furnishing the pin-pointed Sanctioned strength vis-a-vis on-roll staff position of RCD, Katwa. The concerned Branch also informed this office about their non-availability of pin-pointed Sanctioned Strength for RCD, Katwa. (*Annexure II*)

2.6 In consideration with the above mentioned facts, there is no other option except for considering the deployment of staff as their basic staff requirement for catering the designated workload of RCD, Katwa.

- 2.7 The present On-roll position of Group C Non-running staff of Mechanical Power wing at Katwa (as on 01/02/2020) are as under: [Annexure III]

S. No.	Category	On-Roll staff position
<b><u>Group C</u></b>		
<b><i>Supervisory Category staff</i></b>		
1	Dft. CCNL	01
2	CLI	02
	<b><i>Sub-Total</i></b>	<b><i>03</i></b>
<b><i>Ministerial category staff</i></b>		
3	Ministerial staff	02
	<b><i>Sub-Total</i></b>	<b><i>02</i></b>
<b><i>Artisan Category staff</i></b>		
4	Technician	04
	<b><i>Sub-Total</i></b>	<b><i>04</i></b>
	<b><i>Total</i></b>	<b><i>09</i></b>

- 2.7.1 Similarly, the present On-roll position of Erstwhile Group D Non-running staff of Mechanical Power wing at Katwa (as on 01/02/2020) are as under: [Annexure III]

S. No.	Category	On-Roll staff position
<b><u>Erstwhile Gr. D</u></b>		
1	Call Man	02
2	Peon	01
3	Sweeper	02
	<b><i>Total</i></b>	<b><i>05</i></b>

- 2.8 The above mentioned staff of Power wing at Katwa are deployed at Crew Control Lobby (Loco Pilot) and RCD, Katwa office. All the activities of Running Room such as Cooking, cleaning, bed roll cleaning, etc has been outsourced.

The Crew Control Lobby (Loco Pilot) and RCD office is functioning under supervision of 2 CLIs. They are also responsible for proper functioning of the Running Room, Katwa.



2.8.1 The duties and responsibilities borne by different categories of staff of Mechanical Power wing at Katwa are as under:

<b>S. No.</b>	<b>Category of staff</b>	<b>Duties and responsibilities of the staff</b>
1	Chief Loco Inspector (CLI)	In the absence of SSE (Loco)/Loco Foreman at Katwa, CLIs are bearing the responsibility of supervision of all the units of Katwa under Mechanical Power wing under instruction of the concerned officers. The responsibilities carried by CLIs are: i) Supervision work of RCD. ii) Management of Crew Control Lobby. iii) Looking after proper functioning of Running Room.
2	Dft. CCNL	All duties regarding Crew controlling under supervision of CLIs and concerned officers.
3	Ministerial staff	All ministerial workload of both Crew Control Lobby (Loco Pilot) and RCD office including attendance, leave, issuance of Passes/ PTOs, and various correspondences, etc. Along with this, work of Combined Train Posting and Shed notice of Loco Pilots are also executed by the ministerial staff.
4	Technicians	They are deployed at RCD, Katwa to carry out the following workload: i) Decanting fuel oil from Lorry to Tank. ii) Attachment of pipe to loco. iii) Valve operation. iv) To take fuel oil reading from Loco gauge and fueling of locos to the required amount. v) To attend Troubleshooting of locos as per instructions of PCNL/HWH.
5	Call Man	Callman are utilised at Crew Control Lobby for calling Loco Pilots for duty from Running Room.
6	Peon	Assisting CLIs and Dft. CCNL for various catering official workload of RCD, CCNL & Running Room.
7	Sweeper	The sanitation of Running Room is being maintained by External Agency. The two nos. of sweepers are utilised for maintaining cleanliness at RCD, Katwa office and Crew Control Lobby office.

2.9 From the scrutiny of duties of various categories of staff mentioned in above table, it can be concluded that Technician category of staff are mainly concerned with the workload related to RCD, Katwa.

2.10 Now, the deployment of Technician during the year 2018 and 2019 for catering workload of RCD, KWAE are as under:

<b>Year</b>		<b>Shifts</b>	<b>Deployment of staff</b>
<b>2018</b>	<i>(Jan-Aug)</i>	12:00 hrs to 20:00 hrs	Technician – 06 nos.
	<i>(Aug-Dec)</i>		Technician – 05 nos.
<b>2019</b>		12:00 hrs to 20:00 hrs	Technician – 04 nos.

2.11 Earlier, Railway Consumer Depot (RCD), Katwa was entrusted with the workload of:

- i) Maintenance of Narrow Gauge Locos ran at KWAE to Ahamadpur Jn (AMP).
- ii) Fuelling of Diesel Locos of Bandel – Azimganj section and KWAE - AMP narrow gauge section.
- iii) ART of KWAE - AMP narrow gauge was also maintained by the staff of RCD, KWAE.

2.11.1 After gauge conversion of this section from narrow gauge to Broad gauge, the narrow gauge locos were disused. As a result, the maintenance activities of Narrow gauge locos and ART of Narrow gauge lines were no longer exists. Only the workload of fuelling of Diesel locos passing through the section was continued.

2.11.2 Before 2018, there were two shifts operative at RCD (i.e 6:00 hrs to 14:00 hrs and 14:00 hrs to 22:00 hrs). After 2018, all the locos for fuelling are available at KWAE between 12:00 hrs to 20:00 hrs. So, from the year 2018, only one shift of 12:00 hrs to 20:00 hrs is operative.

- 2.12 The description of Fuelling done at RCD, KWAE during the year 2018 and 2019 is tabulated underneath:

<b>Months</b>	<b>Year 2018</b>		<b>Year 2019</b>	
	<b>Nos. of Fuelling done in a month</b>	<b>Total quantity of fuelling done in the month (in litres)</b>	<b>Nos. of Fuelling done in a month</b>	<b>Total quantity of fuelling done in the month (in litres)</b>
January	144	2,06,550	119	1,93,525
February	125	1,92,900	98	1,44,375
March	139	2,29,100	98	1,51,000
April	133	2,13,850	108	1,55,425
May	149	2,21,675	101	1,55,675
June	125	2,08,525	108	1,64,675
July	122	1,98,975	95	1,54,500
August	130	2,10,950	99	1,64,400
September	139	2,36,200	90	1,52,000
October	94	2,20,550	31	49,075
November	144	2,21,700	21	33,725
December	141	2,44,425	4	8,300
<b>Average</b>	<b>132</b>	<b>2,17,117</b>	<b>81</b>	<b>1,27,223</b>

- 2.13 It can be observed from above table that during the year 2018, on an average 132 nos. of fuelling and 2,17,117 litres of fuelling were done per month. Total 6 nos. of technician category staff caters the workload of fuelling upto Aug' 2018. After Aug'18, 5 staff carried out the workload of fuelling.

In the year 2019, fuelling of locos gradually decreased due to electrification of Bandel - AZ Section, and finally in the month of October'19, fuelling activity almost got stopped at RCD, Katwa. 4 nos. of Technicians were deployed to cater the workload of RCD in the year 2019.

- 2.14 Earlier, fuelling of around 4 passenger trains, 2 goods trains and 4 shunting locos were done at RCD, Katwa on daily basis. After electrification of Azimganj - Bandel Section, the trains ran by Diesel Locos were replaced by Electric Locos, due to which the necessity of fuelling at RCD, Katwa were no longer required. At present, only KWAE-Ahmedpur section is non-electrified and only 1 pair of train runs between the two stations daily. The fuelling of Diesel Loco used to haul the KWAE- Ahmedpur is being done at Bandel. Due to this reason, all the activities of RCD, KWAE has almost stopped since from December,2019.

- 2.15 It has been already stated in para 2.5 and 2.5.1 that the Sanctioned Strength of RCD Katwa is not available with Personnel and concerned department, and hence study team considered the deployment of staff during the year 2018 i.e **6 posts of Technicians** as their basic staff requirement for catering the peak workload of RCD unit smoothly (*considering the workload for the period of 2018 & 2019*).
- 2.16 Since, the activities of RCD, Katwa has totally ceased due to electrification of the Azimganj-Bandel Section, the deployment of 06 posts staff required for catering workload of RCD Katwa is no longer required. Hence, in view of above, it is recommended to surrender 06 posts utilised for catering the workload of RCD, Katwa.
- 2.17 **Recommendation:**
- From para 2.16, it is recommended to surrender 6 posts of Technician from the Sanctioned Strength of Power wing of HWH division.**

**CHAPTER-IV****4.0 FINANCIAL APPRAISAL:**

- 4.1 As per recommendation made in Para 2.17, the total surplus posts works out to **6 posts of Technician**.

A statement showing the total annual financial savings on account of surrender of 6 posts of Technician III is furnished below.

Category & Scale of Pay (Rs.)		Grade Pay (Rs.)	Mean pay (in Rs)	Mean Pay (as per 7th PC) = 2.57 X Mean Pay (as per 6th PC)	D.A (17%) (in Rs)	Total (in Rs)	No. of posts Recommended for Surrender	Monthly savings of total staff (in Rs)	Annual savings. (in lakhs Rs)
(as per 6th Pay Commission)				(as per 7th Pay Commission )					
Technician III	5200-20200/-	2000/-	14700/-	37779/-	6422/-	44201/-	6	2,65,206/-	31.82
TOTAL							6		31.82

Thus, the annual financial savings works out to **Rs. 31.82 lakhs.**