

दक्षिण पूर्व मध्य रेलवे
SOUTH EAST CENTRAL RAILWAY

कार्यालय
वरिष्ठ उपमहाप्रबंधक, बिलासपुर



Office of the
Sr. Dy. General Manager, Bilaspur.
Tel.No. 64006(Rly), 07752-414229

पत्र सं. No. WS/Staff Canteen-NGP/ 590

दिनांक Dated: 29.04.2019

The Divisional Railway Manager,
S.E.C. Railway,
Nagpur.

Sub. : Work Study of Staff Canteen at DRM Office/NGP of Personnel department in Nagpur Division.

Ref. This Office letters no.:

- [1] WS/Staff Canteen-NGP/1566 dated 22.11.2018.
- [2] WS/Staff Canteen-NGP/1702 dated 26.12.2018.
- [3] WS/Staff Canteen-NGP/174 dated 30.1.2019

The Work Study had been conducted to review the existing cadre strength of Railway Staff Canteen at DRM office/NGP of Personnel department in Nagpur Division with a view to optimize the utilisation of manpower, outsourcing the Staff Canteen considering non-core activities and to achieve economy.

A copy of Draft study report containing recommendation for surrender of 07 surplus post [Asst. Canteen Manager-01, Cook-01, Tea Maker-01, Bearer-04] after outsourcing was sent to your Office vide the letter under reference [1] for furnishing the remarks. Besides this letter, two more reminders dated 26.12.2018 & 30.1.2019 were also sent to the Office of Sr. DPO/Nagpur but no comment on the above cited Study report has been received by this Office till date.

Therefore, the Study report is hereby finalised without any change in recommendations made in the Draft report. One copy of final Work Study report is enclosed herewith.

Hence, it is requested that necessary instructions should be given to concern Officers for implementation of the above Study report. Copy of surrender memorandum issued by Sr.DPO/NGP may be sent to this office so that progress of implementation of work study recommendations may be advised to Railway Board accordingly.

This issues with the approval of SDGM.

(S. N. Pattnaik)

Asst. Work Study Officer

For- SR. DY. GENERAL MANAGER

Copy to/-

- 1) The Executive Director, E&R (ME), Railway Board for kind information.
- 2) Secretary/SECR for kind information of GM.
- 3) CPO / SECR / BSP for kind information and necessary action.
- 4) Sr.DPO/NGP for kind information and necessary action.

(S. N. Pattnaik) 29/4/19

Asst. Work Study Officer

For- SR. DY. GENERAL MANAGER

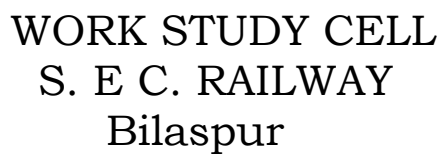


WORK STUDY CELL

Work study report on

**Review of Existing Work load vis-à-vis Cadre strength of
Divisional Office Staff Canteen, Nagpur
in Nagpur Division**

OVER S.E.C. RAILWAY



STUDY NO.

SEC/01/2019-2020

SOUTH EAST CENTRAL RAILWAY

WORK STUDY REPORT

ON

Review of Existing Work load vis-à-vis Cadre strength of Divisional Office Staff Canteen, Nagpur in Nagpur Division

OVER S.E.C. RAILWAY

GUIDED BY

SRI AMIT KUMAR SINGH

SR.DY. GENERAL MANAGER

LED BY

SRI S. N. PATTNAIK

ASST. WORK STUDY OFFICER

CONDUCTED BY

SRI VIKAS KUMAR SINHA
CH. WORK STUDY INSPECTOR

SRI SUNIL KUMAR MISHRA
WORK STUDY INSPECTOR

**WORK STUDY CELL
S. E. C. RAILWAY, BILASPUR**

**STUDY No.
SEC/01/2019-2020**

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SUMMARY OF RECOMMENDATIONS

S#	Description	Para ref.
	<u>RECOMMENDATIONS:-</u> On the basis of direct observations and critical analysis, the following recommendations are made:	
1.	<p>In order to save in manpower costs and improving quality, it is recommended that complete activities of Divisional Office Staff Canteen/NGP i.e. housekeeping, preparation & serving of meals, cleaning etc. should be outsourced and executed on the Contractual System. Existing supervision of staff canteen carried out by Staff & Welfare Inspector should be continued.</p> <p>Thus, out of total sanctioned of 07 posts of Divisional office staff canteen/NGP under Personnel Department, all 07 posts (Asst. Canteen Manager -01, Cook - 01, Tea Maker- 01, Bearer-04) are identified as surplus and should be surrendered after outsourcing of staff canteen activities and live men may be redeployed in suitable category in Personnel or other department as per need subject to fulfillment of other terms and conditions (as per extant rules).</p>	3.7

CHAPTER – I

INTRODUCTION

1.0 Background:

In present scenario, it is evident that the Operating/working expenses are increasing year after year. It is therefore imperative that to keep the working expenses within financially viable limits, Railways have to reduce the expenses from all corners. The major portion of expenses being staff expenses, all necessary efforts have to be made to curtail it. In order to exercise control over expenditure, many of the Non-Core activities which do not require technical expertise are being outsourced because that services can be made available at cheaper rate owing to abundance manpower availability.

With the implementation of 7th pay commission, the establishment charges have gone up drastically and hence manpower has become an important factor in bringing economy in the system. In order to check the cost of manpower, the Railway administration issues guidelines from time to time, in the form of yardsticks, circulars etc. Now-a-days, benchmarking is being utilized to ensure best utilization of manpower. Benchmarking is a continuous process of comparing different units and identifying which one is the best in the business, followed by learning how this excellence was achieved and then setting out to improve the efficiency of those units, which were left behind. The optimum utilization may further be ensured by multi skilled use of manpower. With the introduction of computers in the offices, paper activities has been reduced considerably resulting in further possibilities of diminution in manpower has become mandatory due to lesser manual exercise in all the offices over entire railways. Productivity has acquired a new and broader meaning.

1.1 Divisional Office Staff Canteen/ Nagpur:

The work study of Divisional Office Staff Canteen/Nagpur has been undertaken in view of outsourcing of complete management of staff canteen considering non-core activity and savings in manpower costs.

At present housekeeping, cooking, preparation and serving of meals, selling, cleaning etc. of Staff Canteen in Head Quarter office/BSP, DRM office/Raipur and other Zonal Head Quarter & Divisional offices have been outsourced. But Staff Canteen at DRM office/Nagpur and Bilaspur are running by departmental staff.

1.2 Railway administration is providing canteens at different offices/workshops as a welfare measure. Canteen performs distribution of Tea, Snacks & Lunch, Cutting of vegetables, Cooking, Collection/cleaning vessels + used plates + tables and attending to sales in counter, distribution of required provisions and monitoring of prepared items.

Canteens on Railways are of two types, viz: a. Statutory; and b. Non-statutory (recognized).

(a) Statutory Canteens: Under Section 46 of the Factories Act, 1948, it is incumbent on the employer to set up canteens in establishments which are governed by this Act and employ more than 250 workers.

(b) Non-Statutory (recognized) canteens: These canteens are set up as a welfare measure. Divisional Office Staff Canteen/NGP comes under Non-statutory canteen.

The Railway Staff Canteen/NGP is situated in the premises of Divisional Office Complex (DRM Office) in Nagpur. The main objective to set up this Canteen was to provide Breakfast, Lunch, and Snacks & Tea to Railway Employees working in DRM Office & staff coming from other offices/places. Before, April-1990 this Canteen was managed by the Co-operative Society and thereafter since 01.04.1990 it is run by Railway welfare Committee under the control of Sr. DPO/NGP. Presently, the Canteen is being run on the basis of no Profit & no Loss.

1.3 Staff Canteen in SECR:

The following 07 Staff Canteen in SECR are functioning:

- I. Staff Canteen at Zonal Head Quarter office (Outsourced)
- II. Staff Canteen at Divisional Head Quarter, Bilaspur (Departmental)
- III. Staff canteen at MDTC, Bilaspur (Outsourced)
- IV. Staff Canteen at ELTC, Uslapur/Bilaspur (Outsourced)
- V. Staff Canteen at Divisional Head Quarter, Raipur (Outsourced)
- VI. Staff Canteen at WRS, Raipur (Departmental)
- VII. Staff Canteen at Divisional Head Quarter, Nagpur (Departmental)

1.4 Term of Reference:

The work study of Staff Canteen at DRM Office/ Nagpur has been undertaken under following terms of reference:

- I. Review of Cadre strength vis-à-vis existing workload in present scenario.
- II. Outsourcing of Non-Core activities which are not directly related with Train Operation and Safety.
- III. Multi-skilling/MTS
- IV. Efficient utilization of Manpower

1.5 Railway Board's Reference:-

(i) Vide Railway Board's D.O. L. No. E(MPP)2006/1/89, dated 04.10.2006 regarding Catering staff, Cooks, Bearers "to be taken over by IRCTC or activity to be outsourced."

(ii) Vide Railway Board's L. No. E(MPP)2016/1/59 dated 10.01.2017 regarding "Effecting savings in manpower costs", wherein it has been stated that more non-core activities which are not directly related with train operations and safety can be outsourced.

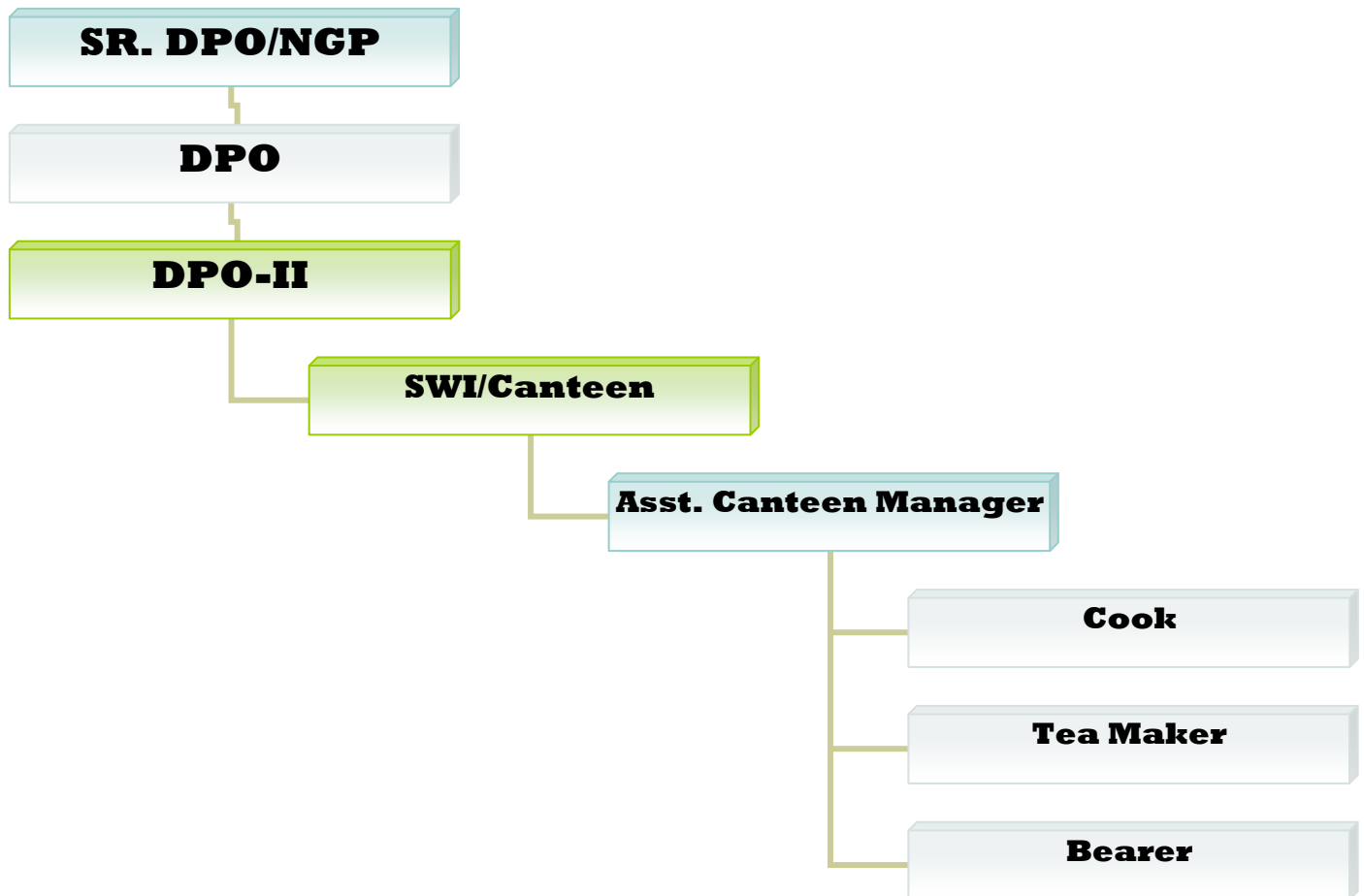
1.6 Methodology:

The following methodology has been adopted for conducting the study:

- (i) Unit visit,
- (ii) Collection of relevant data,
- (iii) Examination of records,
- (iv) Direct observations regarding working of staff,
- (v) Interaction with officers and staff,
- (vi) Critical Analysis and
- (vii) Applied Outsourcing.

1.7 Functional Organizational Chart:

Functional Organization Chart of Divisional Office Staff Canteen, Nagpur is as under:



CHAPTER – II

2.0 OBSERVATIONS:-

2.1 Cadre Strength:- The cadre position of Staff Canteen at DRM Office/NGP furnished vide Sr. DPO/NGP office L. No. P/CA-I/Per/Work Study/2013 dated 16.10.2017 and as per data collected is as under:

S#	Designation	GP/Level	Sanction	Actual	Vac
1	Astt. Canteen Manager	1900/-& Level-2	01	01*	00
2	Cook	1900/-& Level-2	01	01	00
3	Tea Maker	1800/-& Level-1	01	01	00
4	Bearer	1800/-& Level-1	04	04	00
Total			07	07	00
* Note-One higher Grade Staff (OS) is working against the post of Astt. Canteen Manager.					

2.2 Duties of staff working at Staff Canteen of DRM office, Nagpur :-

Assistant Canteen Manager: Assistant Canteen Manager works under the supervision of Welfare Inspector and is responsible for smooth management of Staff Canteen. He is responsible to take attendance of canteen staff, to ensure cleaning & sweeping of canteen, maintaining T&P register etc. along with ensuring that entries in all records/accounts including Cash Book, Ledger, Stock Register are made timely and accurately. He provides raw material to canteen workers and keep vigil eyes on their day to day work. He collects cash and issue coupons to customer and maintains its record. He maintains record of daily expenditure and earnings.

Cook : They receive raw material and prepare breakfast, snacks, puri, kachori and other items as per menu and quantity as informed by Assistant Canteen Manager. The main activities of Cook-Cum-Halwai is as under:

- To prepare snacks like, dosa, idly, vada, samosa, , vegetable outlet etc.
- To prepare lunch/meals i.e. chapati, curd, dal, puri, raita, rice, sabzi, sambar etc.
- Any other additional duty allotted by the in-charge of the Canteen.

Tea Maker & Bearer: They are responsible for cleaning of utensils, cleaning and sweeping of canteen hall, cleaning and moping of window and gates of canteen etc and other allied works as instructed by Assistant Canteen Manager.

- To prepare & serve Tea/Coffee/Juice etc. for the users;
- To provide regular service to the Officers/Staff;
- To collect the used cups/plates & utensil's etc. within the canteen premises, after concluding of official meetings and also from the rooms of Senior Officers.
- To clean crockery/cutlery/utensils etc. in three stage i.e. in running normal water; in hot detergent water and in potassium permanganate solution;
- To sweep and wash the floor area;
- Cleaning/dusting table, chair and other furniture in canteens.
- Cleaning slabs and area where food is cooked.
- Any other additional duty allotted by the in-charge of the Canteen.

2.3 Working Hours:

- 09:30 – 18:00 Hrs.

2.4 Existing deployment of staff at Staff Canteen / DRM office, Nagpur:-

S#	Name of staff	Designation	Date of Appointment	Date of Posting in Canteen	Main activities
1	K.V. Ganeshan	OS/Asst.Canteen Manager	09.02.1982	09.02.82	Overall management and Supervision of canteen activities.
2	Thana M. Meena	Cook	01.08.1988	01.08.1988	Cooking like preparing Meals (Rice, Vegetables. Dal etc.)
3	Pawan Sakhare	Tea Maker	24.01.1994	24.01.1994	Tea making, washing & Cleaning.
4	Naresh Wandre	Bearer	18.01.1995	18.01.1995	To carry & serve the Food Materials, washing and Cleaning.
5	Chandrashekhar Sharma	Bearer	23.01.1995	23.01.1995	
6	Ramchandra Chute	Bearer	15.09.1908	15.09.1908	
7	Sanjay G. Naidu	Bearer	12.03.1999	17.10.1908	

2.5 Position of Earning & Expenditure of Staff Canteen/ DRM office/ Nagpur in the year 2017-18:-

S#	Month	Total selling (RS.)	Total expenditure on Materials (Rs.)	Saving
1	Aprill-2017	120746	100399	20347
2	May-2017	161319	133422	27897
3	June-2017	177345	192460	-15115
4	July-2017	163186	137599	25587
5	August-2017	138610	134605	4005
6	September-2017	147225	126891	20334
7	October-2017	145249	141541	3708
8	November-2017	145810	155803	-9993
9	December-2017	143439	140634	2805
10	January-2018	147360	145239	2121
11	February-2018	127259	134449	-7190
12	March-2018	122353	124909	-2556
Total		17,39,901	16,67,951	71950
Average per month		1,44,982/-	1,38,996/-	5996/-

2.6 Details of Items being sold per day in Staff Canteen /DRM office/Nagpur:-

S#	Name of Item	Rate (in Rs.)	Avg. Quantity of Items sold per day	Average Sale/day (Rs.)
1	Tea	03/-	120	360
2	Aloo Poha	08/-	74	592
3	Upma	08/-	116	928
4	Samosa,AlooBonda,Kachori, Saboo Dana Wada (Any One Item in a day)	04/- Per Piece	223	892
5	Balusai	04/- Per Piece	168	672
6	Gulab Jamun	04/- Per Piece	190	760
7	Halwa	08/- Per Plate	384	384
8	Lunch (Thali)	20/- per Thali	124	2480
Average total sale per day				7068

CHAPTER-III

3.0 CRITICAL ANALYSIS & RECOMMENDATIONS:

3.1 Present Scenario:

At present housekeeping, cooking, preparation and serving of meals, selling, cleaning etc. of Railway Staff Canteen located in Head Quarter office/BSP, DRM office/Raipur and other Zonal Head Quarter & Divisional offices have been outsourced. But Staff Canteen at DRM office/Nagpur and Bilaspur are running by departmental staff. In view of successful implementation of staff canteen activities by outsourcing and monetary beneficial, the same may be implemented for Staff Canteen at DRM office/NGP to achieve economy and quality.

- 3.2** With the implementation of 7th pay commission, the establishment charges have gone up drastically and hence manpower has become an important factor in bringing economy in the system. In order to check the cost of manpower, the Railway administration issues guidelines from time to time, in the form of yardsticks, circulars etc.

Vide Railway Board's L. No. E(MPP)2016/1/59 dated 10.01.2017 regarding "Effecting savings in manpower costs", wherein it has been stated that more non-core activities which are not directly related with train operations and safety can be outsourced.

As the maintenance & operation of canteen is a non-core activity, managing the canteen through departmental sources, is a financial burden for Railway. This can be reduced by outsourcing the canteen activity and so that more attention can be given on core activities. And the resultant posts of Canteen should be surrendered after outsourcing and live men (Staff) may be redeployed in suitable category in needy places as per extant rules.

- 3.3** Vide Railway Board's D.O. L. No. E(MPP)2006/1/89, dated 04.10.2006 wherein it has been stated that Catering staff, Cooks, Bearers "to be taken over by IRCTC or activity to be outsourced."

It is found that operation of Staff canteen executed on outsourcing basis is more economical and qualitative than managed by Railway staff. Hence after implementation of outsourcing of complete activities of Staff canteen/DRM office/NGP, the post of Asst. Canteen Manager, Cook, Bearer & Tea Maker will become redundant and no more required.

In addition to above, there is no promotional channel in AVC for Cook, Bearer, Tea Maker category in Personnel Deptt. Hence, It is suggested that existing Cook, Bearer & Tea Maker may be redeployed in suitable category against vacant posts in Personnel department or other department as per need subject to fulfillment of other terms and conditions (as per extant rules).

3.4 Analysis of Expenditure and Earning of Staff Canteen at DRM Office/Nagpur:

- I. The existing/sanctioned strength of staff in Divisional office staff canteen, Nagpur is 07.
- II. Average Monthly Expenditure on Establishment of Canteen staff comes to Rs. 3 Lacs approx. (details given in Para 4.0).
- III. Average Monthly expenditure on consumable raw material is Rs. 138996.(details given in Para-2.5)
- IV. Average Monthly Selling/Earning of Divisional office staff canteen, Nagpur is Rs. 144992. (details given in Para-2.5)

- V. Therefore, total monthly expenditure (establishment cost of staff + material cost) of Divisional office staff canteen, Nagpur is Rs. 438996 (300000+138996) plus maintenance cost of the Staff canteen.
- VI. Thus, there is huge amount of difference (438996-144992=294004 say **Three Lakhs per month** between expenditure and earning of canteen which indicates that presently this Canteen is being run on the loss.
- VII. Considering the above facts in present scenario, there is need for looking the alternative mode of operation to run the Divisional office staff canteen/NGP likewise the existing system of managing the Staff Canteen at HQ Office/SECR/BSP and in the DRM Office Complex/Raipur through outsourcing which needs no railway Staff but only requires supervision of Canteen activities.
- VIII. However, during implementation of Outsourcing process, the credentiality of the Contractor should be kept in view and adequate care should be taken so that the contractors shall execute quality work by employing trained Staff and by using better food materials.
- IX. Keeping the Quality control of Canteen activities and redressal of complaints in view, existing supervision of canteen by SWI may be continued.

3.5 Divisional office staff canteen /Nagpur comes under Non-statutory canteen and management of canteen is supervised by nominated Advisory Committee. The work study team have gone through the workload vis-à-vis staff strength of Divisional office staff canteen/NGP and discussed the same with Assistant Canteen Manager and SWI. After thorough analysis, the assessment of the work study team about Staff Canteen is that the major expenditure cost to run the staff canteen is establishment expenditure of staff. However, presently this Canteen is being run on the policy of “No profit, No loss”.

At present, the staff canteen of HQ office, SECR and staff canteen at DRM office/Raipur except DRM office, Bilaspur/Nagpur, are being run by the Staff Benefit Fund Committee through outsourcing. The Railway provides building, furniture and utensils to the contractor in lieu of which he sells the products on rates approved by the SBF committee.

Therefore, it is suggested that the operation of Divisional office staff canteen, Nagpur should be revised and it should be run on the alternative model i.e. through outsourcing likewise the Staff canteen being run at Zonal Head Quarter office and Divisional office/Raipur and other Zonal & Divisional offices so that large amount of expenditure on the establishment of canteen staff can be saved.

3.6 Summary of Sanctioned, Actual, Proposed staff and Manpower saving on outsourcing for Staff Canteen/DRM Office/Nagpur:

Sr. No.	Category	Sanction	Actual	Proposed	No. of surplus post to be Surrendered
1	Asst. Canteen Manager	01	01	00	01
2	Cook	01	01	00	01
3	Tea Maker	01	01	00	01
4	Bearer	04	04	00	04
GRAND TOTAL		07	07	00	07

3.7 RECOMMENDATION:

On the basis of above observations and critical analysis, the following recommendations are made:

In order to save in the manpower costs and improving quality, it is recommended that complete activities of Divisional Office Staff Canteen/NGP i.e. housekeeping, preparation & serving of meals, cleaning etc. should be outsourced and executed on the Contractual System. Existing supervision of staff canteen carried out by Staff & Welfare Inspector should be continued.

Thus, out of total sanctioned of 07 posts of Divisional office staff canteen/NGP under Personnel Department, all 07 posts (Asst. Canteen Manager, Cook - 01, Tea Maker- 01, Bearer-04) are identified as surplus and should be surrendered after outsourcing of staff canteen activities and live men may be redeployed in suitable category in Personnel or other department as per need subject to fulfillment of other terms and conditions (as per extant rules).

CHAPTER-IV

4.0 FINANCIAL EVALUATION & RESULTS:-

Savings due to surrender of 07 identified surplus posts of Divisional Office Staff Canteen/NGP:-

Design.	Level (7 th CPC)	G.P. (6 th CPC)	Pay Structure (7 th CPC)	No. of Post to be surrendered	Mean pay of the level	Approx. Cost per Month per staff (Mean Basic pay+ D.A. @ 9%)	Total cost per month (in Rs.)	Total cost per year (in Rs.)
Asst. Canteen Manager	Level-2	1900	19900- 63200	01	41550	45290	45290	543480
Cook	Level-2	1900	19900- 63200	01	41550	45290	45290	543480
Tea Maker	Level-1	1800	18000- 56900	01	37450	42690	42690	512280
Bearer	Level-1	1800	18000- 56900	04	37450	42690	170760	2049120
TOTAL				07			304030	3648360

Thus, recurring savings to the tune of Rs. 36,48,360 say **Rs. 36 Lakhs Per annum** can be achieved due to surrender of **07 posts** of Asst. Canteen Manager, Cook, Tea Maker & Bearer of Divisional Office Staff Canteen/NGP from Personnel Department of Nagpur Div. and surrender memorandum to be issued by Sr. DPO/NGP/SECR.

-X-X-X-

Railway Board's letter mentioned in Para 2.6 is as under:

Ragini Yechur,
Executive Director (Trg. & MPP)

D.O. No.E(MPP)2006/1/89.

Dear Shri

dated 4.10.2006

Sub: Review of Sanctioned Strength and Creation of posts.

Proposals are being received in the Railway Board from the Zonal Railways for providing money value to create posts for new assets, services and activities. The requirement of staff for additional work is appreciated but there is a need to keep the staff strength within control to ensure that Indian Railways remain a financially viable organization. There is tremendous competition from road and air and it is necessary that our transport system remains agile, prompt and amenable to the needs of the customer.

The reality is that we are managing the train operation successfully with the existing staff strength and that a substantial fat still exists in many traditional, unproductive and non-core activities. Before sending any proposal for additional posts on your railway, it is requested that the following possibilities for surrender of posts be considered:-

- (i) Elimination of activity.
- (ii) Multi-skilling
- (iii) Outsourcing
- (iv) Upgradation of technology and introduction of IT.
- (v) Application of yard stick and benchmarking
- (vi) Review of work study done

Although a number of the above proposed measures must already be in vogue on your system, the consequent effect of reduction of posts is still not proportionately visible. A greater rationale and ordered approach using the above, would lead to an efficient output, greater financial benefits and the capability to change to the need of the customer and the environment.

A flexible organization is the need of the hour to meet the industrial and commercial changes taking place at exponential pace. Since, retrenchment of staff is not the Railway's policy any thought of fresh recruitment should be preceded by realization that the person would be with us for the next 30 to 40 years.

60/2
In order to initiate action in this regard, and to set up a suitable monitoring system, Board has desired that an annexure (enclosed) be filled up in all earnestness and also be scrutinized by finance before a decision considering creation of any additional post on your Railway. The guidelines and yardstick in the proforma are indicative and suggestive but not directive. This is expected to trigger thoughts and processes to rightsize the staff in different activities. It is definitely not meant to be a tool for additional staff.

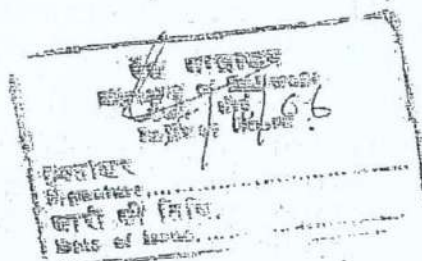
Through the above proforma, it is expected that a desired level of faith is inculcated in future, in the matter of additional posts 'You propose and the Board agrees' is practiced.

With regards,

Yours sincerely,

RC
(Ragini Yechury)

Shri V.K. Kaul/GM/CR/Mumbai
Shri S.S. Khurana/GM/ER/Kolkata
Shri V.N. Mathur/GM/NR/New Delhi
Shri Sukhbir Singh/GM/NER/Gorakhpur
Shri A.K. Sanwalka/GM/NFR/Guwahati
Shri Thomas Verghese/GM/SR/Chennai
Shri D.N. Mathur/GM/SCR/Secunderabad
Shri V.K. Raina/GM/SER/Kolkata
Shri V.K. Kaul/GM/WR/Mumbai
Shri S.S. Khurana/GM/CLW/Chittaranjan
Shri R. Sharma/GM/DLW/Varanasi
Shri P.R. Goundan/GM/ICF/Perambur
Shri P. Srivastava/GM/RCF/Kapurtala
Shri Girish Bhatnagar/GM/RWF/Bangalore
Shri S.M. Bhardwaj/CAO/DMW/Patna
Shri S.K. Vij/GM/ECR/Hajipur
Shri N.K. Goel/GM/ECOR/Bhubaneswar
Shri Budh Prakash/GM/NCR/Allahabad
Shri S.B. Bhattacharya/GM/NWR/Raipur
Shri P. Sudhakar/GM/SECR/Bilaspur
Shri T.N. Perti/GM/SWR/Hubli
Shri Maheep Kapur/GM/WCR/Jabalpur



35	Telecom staff					Due to automation of advanced technology in the field of telecommunications as also partial outsourcing of this activity, the requirement of telecom staff, telephone operators etc. should be reduced through normal attrition.	12
36	Engineering Gateman					Total Gatemen should be 3 for EI Roster and 4 for Continuous Roster which includes provision for LR, RG, Safety camp, medical, etc.	
37	Gangman and keyman and JE/SE/supervisors of P-way					Calculated requirement of gangmen should be based on the Copalakrishnan Committee Report. Least staff should be kept for branch lines where traffic is negligible. Supervisor should be 1 for 40 kms.	
38	Track Machine Organization					The strength of track m/c operation and maintenance staff should be based on number, type of machines available, their optimum utilization.	
39	Staff in Civil(Works), horticulture, water supply etc.					To be outsourced to the maximum and remaining to be calculated as per benchmarking norms.	
40	Draftsmen in all depts.					To be taken as diminishing category with use of CAD/CAM software.	
41	Vehicle drivers and vehicle maintenance staff					To be taken as diminishing category and activity to be outsourced.	
42	Painters in all depts.					To be outsourced to the maximum and remaining to be calculated as per benchmarking norms.	
43	Safaiwala in all depts.					To be outsourced to the maximum and remaining to be calculated as per benchmarking norms.	
44	Catering staff, cooks, bearers etc.					To be taken over by IRCTC or outsourced.	

<-----X-X-X-X----->

Railway Board's letter mentioned in Para 2.6 is as under:



Government of India (Bharat Sarkar)
Ministry of Railways (Rail Mantralaya)
(Railway Board)

No. E(MPP)2016/1/59

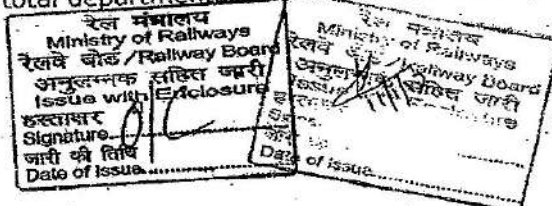
New Delhi, Dated 10.01.2017

The General Managers,
All Indian Railways &
Production Units

Sub: Effecting savings in manpower costs.

Effecting savings in manpower costs, increasing productivity and developing skilled human resources is essential for any organization. The action plan given below lays down some specific areas and timelines. This should receive due attention by all the concerned officers.

1. **Review of staff in Reservation Offices** be done in two stages-
 - a) By freezing the existing strength duly anticipating future needs.
 - b) By reviewing and locating surpluses, which could be used to meet the requirement of additional posts of ticket checking staff for new trains introduced over the years.
2. **Continuous review of crew links and requirements of Running Staff:** Review of crew links, faster running of goods trains, extension of Crew runs after due process of consultation with all the stakeholders, beyond the territorial limits of the Zone/division, considered.
3. **Zero based review of staff:** Board has issued instructions on "Pool of Surrendered Posts" vide letter dated 28.10.2016, wherein it has been stated that GMS/DRMs shall carry out a zero based review of all posts appearing in the Book Of Sanctions.
This zero based review *inter alia* would include the following:
 - Total quantum of the work being carried out in that particular work unit/depot as of a fixed date every year, say 1st of April.
 - How much manpower is required for carrying out these activities given the present state of equipment/tools/procedures and yardsticks, etc.
 - Comparison of the above required manpower with the existing men on roll in that work unit/depot.
 - Possibility of meeting the shortage if any by re-deployment of posts from elsewhere.
 - The total departmental cost of this shortfall in available manpower even after redeployment if the entire requirement were to be met departmentally.
 - Possibility of outsourcing, by limiting the total outsourcing cost not exceeding 40%-50% of the total departmental cost of shortfall in manpower.

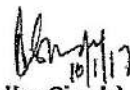


4. **Multi-skilling:** It can be planned from the initial stage itself in new activities and new workshops. The new activities would include sections being electrified, new lines, new sheds and maintenance depots. Even in the older establishments it can be encouraged by calling for suggestion from employees and employee Unions.

5. **Benchmarking:** The benchmarking data are issued regularly by the E&R directorate. The bench marking data needs to be worked out by taking total activities and total manpower (Departmental plus outsourced). The effort to bring the divisions higher than the All India Average to the AIBM level has to be followed up more rigorously. This will lead to huge reduction in costs and increased productivity.

6. **Outsourcing:** More non-core activities, which are not directly related with train operations and safety can be outsourced.

7. **Monitoring of Travelling Allowance and Overtime:** For example higher officials like branch officers and ADRMs can watch the trend of overtime and TA and take necessary steps to reduce avoidable travel out of station or restrict it to fewer numbers. As a suggestion, any TA bill for a period beyond 21 days should require to be countersigned by the branch officer concerned. Overtime can also be controlled by giving compensatory off wherever possible. The Supervisors (Traffic Inspectors, Loco Inspectors) who bring about the maximum reduction in overtime over their respective jurisdictions can be suitably rewarded. Monitoring of TA and OT are to be started w.e.f. 01.01.2007.


(Anuradha Singh)
Director/ MPP
Railway Board.