

SOUTH WESTERN RAILWAY



Work Study

ON

“Review of Staff Strength in Safaiwalas in Health Units and CHI Railway colony of MYS Division ”

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The work study team expresses its special thanks for Medical Staff for their co-operation in carrying out the work study effectively.

SYNOPSIS

Work-Study on staff strength of Safaiwalasin Medical Department in Health units (HU) and CHI/Railway Colonies of MYS division was conducted in April - 2019. Work-Study team collected details of sanctions, actual and vacancies from the respective HU and CHI/Railway Colonies.

As per BOS 01/04/2017 Sanctioned staff strength of Safaiwalas in HI&HU units of MYS division are **60**, actual **55** there by net **05**vacant posts of Safaiwalas. The data collected was evaluated as per general principles of Work-Study vide “Railway Board letter dated; 10.01.2017 of Para 6 stating that more non-core activities, which are not directly related with train operations and safety can be outsourced”.

Based on the Railway Board guidelines Work-Study team recommends to outsource the activities of Safaiwalas in HU and CHI/Railway Colonies duly surrendering/redeploying **60** posts of Safaiwalas i.e. **55 incumbents** and **05 vacant** posts of Safaiwala in HU and CHI/Railway Colonies.

05 Posts of Safaiwalas which are lying vacant to be surrendered immediately as per pinpointing of posts of Safaiwalas Medical department MYS/Div vide BOS dated.01.04.2017.

The goal is to bring in perceptible changes in day to day management from the point of view of Railway Board letter dated; 10.01.2017. Cost benefit analysis for outsourcing Safaiwala activities has been worked out and found that outsourcing is much cheaper as compared with departmental staff,hence outsourcing is recommended resulting in reduction of expenditure.

However PCMD vide his office letter dated; 02.07.2018 has stated that Safaiwala posts which are vacant in Railway colonies will be surrendered duly outsourcing the activities of Safaiwala.

Optimisation of manpower results in improvement of work culture, and increase productivity.

TERMS OF REFERENCE

As per the approved Work-Study programme for the year 2019-20, a work study on staff strength of Safaiwala in Medical Department of HU and CHI/Railway Colonies of MYS division was conducted in April - 2019.

METHODOLOGY

- Collection of data from site.
- Discussion with field officials and staff.
- Critical Analysis.

SUMMARY OF RECOMMENDATIONS

The work–study team collected the Safaiwala details from Railway Health Units and Railway Colonies under Health Inspector of Medical Department over MYS division. It was critically analyzed and concluded that the Safaiwala post is non-essential and the activities fall under non-core activity. These identified **60** posts of Safaiwalas have been recommended to surrender and the activities can be outsourced as per Railway Board guidelines in a phased manner.

Consolidated Staff strength statement of Safaiwalas in Railway Colonies and Railway Health Units of Medical Department over MYS Division, as per the data collected from respective units of Health Inspector/Colonies and Health Units over MYS division is shown below;

SL. No.	DESIGNATION	SCALE	GRADE PAY	S	A	V	E
01.	Safaiwala in Health Units	5,200 – 20,200	1,800	10	10	Nil	Nil
02.	Safaiwala in Railway colony			50	45	05	Nil
	Total			60	55	05	Nil

Sanctioned staff strength of Safiwalas as per pinpointing of Safaiwala posts over MYS Division and as per Book of Sanctions of 01.04.2017. However the actual staff strength of Safaiwalas was collected from respective units of MYS division.

Railway Board guidelines vide letter dated dated; 10.01.2017 of Para 6 stating that more non-core activities, which are not directly related with train operations and safety can be outsourced” is enclosed as **Annexure -I**.

Work study team has worked out the cost for outsourcing the activity of Safaiwala in terms of Minimum Wages Act letter dated 03/04/2018 is enclosed as **Annexure –II**.

Cost of per day wages of Sweeping and cleaning activities as per Payment of Minimum Wages act dated: 03/04/2018.	₹.462/-
Cost of each contractor labour per month	₹. <u>462</u> x 1 x 30 = ₹. 13,860/-

Cost of contractor labour per year	₹.13860x 60 x 12 = ₹. 99,79,200/-
Cost of Railway employee per year. (wages of railway employee per month is 41,944/- @ 12% DA)	₹.41, 944 x 60 x 12 = ₹. 3,01,99,680/-

The total cost for 60 Railway men	=	Rs. 3,01,99,680.00
The total cost for 60 contractor men	=	Rs. 99,79,200.00
Net difference in wages	=	Rs.2, 02, 20,480.00

Comparative cost analysis shows if Safaiwala activities are outsourcing Railway can save Rs. 2, 02, 20,480.00.

Optimisation of manpower results in improvement of work culture, and increase in productivity.

PCMD vide his office letter dated; 02.07.2018 has accepted that Safaiwala posts which are vacant in Railway colonies will be surrendered duly outsourcing the activities of Safaiwala enclosed as **Annexure –III**

CHAPTER – I

Existing Manpower

Station wise actual staff strength statement of Safaiwala in Health Units and Railway Colonies of Medical Department in MYS divisionas per pinpointing Memorandum dated 29/05/2018, and the actual staff strength collected from Health Units and CHI/office of MYS division is shown below:-

SL. No.	Name of the Unit/Station	S	A	V	E
01.	Health Unit/AP	02	02	Nil	Nil
02.	Health Unit/ASK	02	02	Nil	Nil
03.	Health Unit/HRR	02	02	Nil	Nil
04.	Health Unit/SMET	02	02	Nil	Nil
05.	Health Unit/ SKLR	01	01	Nil	Nil
06.	Health Unit/ KBPR	01	01	Nil	Nil
	Total	10	10	Nil	Nil
01.	Chief Health Inspector/AP	12	12	Nil	Nil
02.	Chief Health Inspector/ASK	14	12	02	Nil
03.	Health Inspector/HRR	09	08	01	Nil
04.	Chief Health Inspector/SMET	08	07	01	Nil
05.	Chief Health Inspector/ SKLR	05	04	01	Nil
06.	Chief Health Inspector/ KBPR	02	02	Nil	Nil
	Total	50	45	05	Nil
	Grand Total	60	55	05	Nil

Workload:-

- 1) Sweeping of Roads, backyards, open area, ground and staircase of Multi-storied Railway Quarters.
- 2) Removal of vegetation growth up to one feet of both side of drainage.
- 3) All the wastes arises after cleaning activity will be dumped into dustbins.
- 4) The bleaching powder and lime powder will be mixed and sprinkled in various locations of
Railway Colony and Health Units.
- 5) Arranging spraying of insecticides and flogging Railway Colonies.
- 6) Removal of animal carcass also done by Safaiwalas.

Station wise Workload distribution of Safaiwalas under Health units and in Colonies of MYS Division to carry out sweeping and cleaning activities is shown below:-

CHI/Railway Colony, AP

SL. No	Area wise distribution of Safaiwalas	No. of Staff
01.	CWM/O/MYSS	01
02.	Dy.CMM/MSD/MYSS	01
03.	Sr.AFA/W&S/MYSS	01
04.	CENTRAL WORKSHOP	06
05.	Ramamandira colony	02
06.	Officer line	
07.	Medical colony	
08.	Drains	01
TOTAL		12

Railway Health Unit, AP

SL. No	Area wise distribution of Safaiwalas	No. of Staff
01.	Sweeping and wet and dry cleaning of Health Unit, AP and in emergency accompanying with Doctor	02
TOTAL		02

CHI/Railway Colony, ASK

SL. No	Area wise distribution of Safaiwalas	No. of Staff
01.	ASK colony roads sweeping	12
02.	Centre line colony	
03.	Hasan side Colony	
04.	Drainage Cleaning, Mosquito spraying	
05.	Garbage removal from colony	
TOTAL		12

Railway Health Unit, ASK

SL. No	Area wise distribution of Safaiwalas	No. of Staff
01.	Cleaning of Health Unit and surrounding premises	02
TOTAL		02

CHI/Railway Colony, HRR

SL. No	Area wise distribution of Safaiwalas	No. of Staff
01.	Good shed Colony	02
02.	Ayyappa swamy Colony	02
03.	Last Boundary Colony	02
04.	Running Room & outside area	02
TOTAL		08

Railway Health Unit, HRR

SL. No	Area wise distribution of Safaiwalas	No. of Staff
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01.	Sweeping and wet and dry cleaning of Health Unit, SMET and in emergency accompanying with Doctor	02
TOTAL		02

Railway Health Unit, SMET

SL. No	Area wise distribution of Safaiwalas	No. of Staff
01.	Sweeping and wet and dry cleaning of Health Unit, SMET and in emergency accompanying with Doctor	02
TOTAL		02

HI/Railway Colony, SMET

SL. No	Area wise distribution of Safaiwalas	No. of Staff
01.	SMET Railway Colony	07
02.	Anti mosquito spraying	
03.	Assisting HI for collecting samples of water and Food	
TOTAL		07

CHI/Railway Colony, SKLR

SL. No	Area wise distribution of Safaiwalas	No. of Staff
01.	Station Colony sweeping roads	04
02.	Open drains cleaning	
03.	Garbage collection	
TOTAL		04

Railway Health Unit, SKLR

SL. No	Area wise distribution of Safaiwalas	No. of Staff
01.	Cleaning hospital premises and inside cleaning/mopping at all rooms in Health Unit.	01
TOTAL		01

CHI/Railway Colony, KBPR

SL. No	Area wise distribution of Safaiwalas	No. of staff
01.	Station Colony sweeping roads	02
02.	Open drains cleaning	
03.	Garbage collection	
TOTAL		02

Railway Health Unit, KBPR

SL. No	Area wise distribution of Safaiwalas	No. of Staff
01.	Cleaning of Health Unit and Health Unit premises	01
TOTAL		01

During the discussion with CMS/MYS it was brought to the notice that if the Safaiwala activities are out sourced, **60** posts of Safaiwalas in GP- 1800 can be surrendered and the money value can be utilized for creation of safety posts and for new assets.

CMS/MYS has also agreed for the same as Annexure-**IV**.

CHAPTER – II

INTRODUCTION:-

Capital and labour are the basic factors of production for any organization. The role of these two factors is complimentary and not supplementary. While the capital provides for basic infrastructure, labour makes use of the same and contributes for production. The requisite production cannot be achieved in the absence of any of these two factors.

Human resources are the most indispensable asset of any organization. Effective utilization of this asset is the prime responsibility of the Management, especially for an organization like Indian Railways.

The work force cost constitutes around 52% (excluding pension) of ordinary working expenses of Indian Railways. Human resource development and manpower planning are thus crucial for Indian Railways financial viability. Continuous updating and designing of job descriptions, reduction of number of categories for job enrichment through multi skilling, qualifications and responsibilities are need of the day.

Review of work methods and sequences regularly, so as to create groups for execution of job whenever new technologies are introduced. The controlling of the manpower and its best utility is the need of the hour in the organization. It is realized that output of every individual railway employee has to be substantially optimized to enable the railway system to work with requisite economy and achieve more productivity.

Keeping the reforms in view, there should be sweeping changes in the content and composition of manpower.

In view of the fore said objectives, PCMD/SWR has advised the Work-Study cell to take up study on Review of Staff Strength of Safaiwala in Health Units and CHI/HI/Railway Colony of Medical Department in MYS division.

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CHAPTER – III

Critical Analysis

Cleanliness is next to godliness. A clean environment is a need of society. In the present circumstances the importance of cleanliness has been stress time and again. Cleanliness in Railway Colonies and Railway Health Units means maintaining a clean environment so that the beneficiaries stay in neat and hygienic environment. The modern scientific term is Environmental Engineering. Railway colonies, Railway Health Units and all service buildings are to be maintained in a hygienic and clean manner and adequate care is to be taken at the planning stage itself. Cleaning services are to be provided in the entire railway premises including Railway colonies, Railway Health Units, circulating area, and service buildings.

Cleanliness has been one of the most neglected areas of Railway working. With enhanced awareness, there has been an expectation of high standards of cleaning, failing to which results in complaints.

Major factor of unsatisfactory cleanliness are identified as, use of traditional manual method of cleaning and shortage of manpower in comparison of increase footfall.

Being a physical labour oriented work, the increase in average age in age profile of Safaiwala has resulted into reduction in performance activity.

As a solution to this problem and for improved and better standard of cleanliness and hygiene is given on introduction of latest, improved and state of art technology in this area. Service agencies with expertise in field of cleanliness activity are hired for day to day maintenance of cleanliness and hygiene by deploying latest cleaning equipments and workforce.

The Railway colonies are maintained departmentally through Safaiwalas and outsourced activities for removal of garbage from Railway Colonies. Effective manpower management and contract management are, therefore, essential. Railways should have effective monitoring mechanism in place to ensure quality in all cleanliness related activities.

There were no norms for providing Safaiwalas in colonies. The sanctioned strength was based on requirement of staff assessed far back when the stations were first introduced.

Multiple departments were involved in cleanliness activities leading to lack of coordination among them and rendering the cleanliness efforts ineffective. As such, accountability did not go with responsibility.

CHAPTER – IV

CONCLUSION:

The work study is concluded with the recommendation summarized as under:

- 1) Railway staff residing in Railway Quarters should be made more aware about the importance of cleanliness.
- 2) Outsourcing the cleaning activities in Railway Colonies and Railway Health Units in a phased manner.
- 3) Service agencies with expertise in the field of cleanliness activity are hired for day to day maintenance of cleanliness and hygiene by deploying latest cleaning equipments and workforce.
- 4) A comprehensive review of cleaning contracts should be done for minimizing over lap.
- 5) Intensified systems to ensure desired out-put is also required.
- 6) Surrender of **05** vacant posts immediately.

CHAPTER – V

FINANCIAL IMPLICATIONS:-

Implementation of work study recommendations will increase productivity and SWR can save **Rs.3,01,99,680.00/-**annually as shown below:-

Category	S	A	V	No. of Posts recommended for surrender/ Redeployment	Emoluments per month in Rs.	Total Emoluments per annum is Rs.
Safaiwala in Health Units	10	10	Nil	10	41,944.00	5,033,280.00
Safaiwala in Railway colony	50	45	05	50	41,944.00	2,51,66,400.00
Total	60	55	05	60	41,944.00	3,01,99,680.00

ANNEXURES

Sl. No .	Description	Annexure
1.	Railway Board guidelines letter dated 10.01.2017	I
2.	Minimum Wages Act letter dated 03/04/2018	II
3.	PCMD vide his office letter dated; 02.07.2018	III
4.	CMS/MYS Remarks	IV

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