

# **SOUTH WESTERN RAILWAY**



## **Work Study**

**On**

**“Review of staff strength of Safaiwala in Health units and  
CHI/Railway Colony at YPR and BNC/SBC division.”**

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# I N D E X

Sl. No .	Description	Page	
		From	To
	<b><u>PART – I</u></b>		
1.	Acknowledgement, Synopsis, Terms of reference & Methodology		3
2.	Summary of Recommendations		4
	<b><u>PART – II</u></b>		
3.	Chapter – I : Existing Manpower		5-6
4.	Chapter - II : Introduction		7
5.	Chapter – III: Critical Analysis/Suggestions		8
6.	Chapter – IV: Conclusion		9
7.	Chapter – V: Financial Implications		
8.	Annexure		10

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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 Safaiwala in Medical Department of SBC Railway Health Units and CHI/Railway Colony/SBC of SBC division was conducted in July - 2019. Work-Study team collected details of sanctions, actual and vacancies from Sr.DPO/SBC, Health units & CHI/ colony of division/SBC. 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 Safaiwala in Railway Health units and CHI Colony in SBC division duly surrendering/redeploying **35** posts of Safaiwala i.e. **21** incumbents and **14 vacant** posts of Safaiwala in Railway Hospital.

**14** Posts which are lying vacant to be surrendered immediately as per pinpointing of posts of Safaiwala Medical department SBC/Div.

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 to be cheaper as compared to Railway Salaried employee, 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 SBC Railway Hospital and CHI/Railway Colony/SBC of SBC division was conducted in July - 2019.

## **METHODOLOGY**

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

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## SUMMARY OF RECOMMENDATIONS

The work–study team collected the Safaiwala details from Railway Health Units and Railway Colonies under Health Inspector of Medical Department of SBC division. In view of the Railway Board’s guidelines the data collected was critically analyzed and concluded that the Safaiwala post is non-essential and the activities fall under non-core activity. Hence the **35** posts of Safaiwala has been identified and recommended to surrender and the activities can be outsourced in a phased manner.

**Consolidated Staff strength statement of Safaiwalas in Railway Colonies and Railway Health Units of Medical Department of SBC Division, as per the data collected from respective units of Health Inspector/Colonies and Health Units of SBC 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	04	03	01	Nil
02.	Safaiwala in Railway colony	5,200 – 20,200	1,800	31	18	13	Nil
	<b>Total</b>			<b>35</b>	<b>21</b>	<b>14</b>	Nil

Sanctioned staff strength of Safiwalas was collected from respective units of SBC 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**.

<b>Cost of per day wages of Sweeping and cleaning activities as per Payment of Minimum Wages act dated: 03/04/2018.</b>	₹.462/-
Cost of each contractor labour per month	₹. <u>462</u> x 1 x 30 = ₹. <b>13,860/-</b>
Cost of contractor labour per year	₹.13860x <b>35</b> x 12 = ₹. <b>58,21,200/-</b>
Cost of Railway employee per year. (wages of railway employee per month is 41,944/- @ 12% DA)	₹.41, 944 x <b>35</b> x 12 = ₹. <b>1,76,16,480/-</b>

The total cost for 35 Railway men	= Rs. <b>1,76,16,480.00</b>
The total cost for 35 contractor men	= <u>Rs. <b>58, 21,200.00</b></u>
Net difference in wages	= Rs. <b>1, 17, 95,280.00</b>

Comparative cost analysis shows if Safaiwala activities are outsourcing Railway can save **Rs. 1, 17, 95,280.00**.

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 SBC division as per data collected from Health Units and CHI/office at YPR and BNC of SBC division is shown below:-**

SL. No.	Name of the Unit/Station	S	A	V	E
01.	Health Unit/YPR	02	01	01	Nil
02.	Health Unit/BNC	02	02	Nil	Nil
	<b>Total</b>	<b>04</b>	<b>03</b>	01	Nil
01.	Chief Health Inspector/YPR	11	09	02	Nil
02.	Chief Health Inspector/BNC	20	09	11	Nil
	<b>Total</b>	<b>31</b>	<b>18</b>	<b>13</b>	Nil
	<b>Grand Total</b>	<b>35</b>	<b>21</b>	<b>14</b>	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 CHI/Colonies of SBC Division to carry out sweeping and cleaning activities is shown below:-**

**CHI/Railway Colony, YPR**

<b>SL. No</b>	<b>Area wise distribution of Safaiwalas</b>	<b>No. of Staff</b>
01.	Sweeping the roads of YPR colony	09
02.	Washing toilets in offices.	
03.	Drainage Cleaning, Mosquito spraying	
04.	Garbage removal from colony	
<b>TOTAL</b>		<b>09</b>

**Railway Health Unit, YPR**

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

**CHI/Railway Colony, BNC**

<b>SL. No</b>	<b>Area wise distribution of Safaiwalas</b>	<b>No. of Staff</b>
01.	Sweeping the roads of BNC colony	09
02.	Washing toilets in offices.	
03.	Drainage Cleaning, Mosquito spraying	
04.	Garbage removal from colony	
05.	Sweeping the roads of YPR colony	
<b>TOTAL</b>		<b>09</b>

**Railway Health Unit, BNC**

<b>SL. No</b>	<b>Area wise distribution of Safaiwalas</b>	<b>No. of Staff</b>
01.	Cleaning of Health Unit and surrounding premises	01
<b>TOTAL</b>		<b>01</b>

During the discussion with CMS/SBC it was brought to the notice that if the Safaiwala activities are out sourced, **25** 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.

## **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 Medical Department of SBC Railway Hospital and CHI/Railway Colony/SBC of SBC 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 means maintaining a clean environment so that the beneficiaries stay in neat and hygienic environment. The modern scientific term is Environmental Engineering. Railway colonies 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, circulating area, and service buildings.

At Railway colony/SBC the activity of cleanliness is carried out by Railway Safaiwala staff. However, activity of picking up garbage from dust bin is outsourced.

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.1,25,83,200.00/-**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	04	03	01	04	41,944.00	<b>20,13,312.00</b>
Safaiwala in Railway colony	31	18	13	31	41,944.00	<b>1,56,03,168.00</b>
<b>Total</b>	<b>35</b>	<b>21</b>	<b>14</b>	<b>35</b>	41,944.00	<b>1,76,16,480.00</b>

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# ANNEXURES

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