

**WORK STUDY REPORT
ON
REVIEW OF STAFF STRENGTH OF
GROUP "D" / GENERAL ASSISTANT
COMMERCIAL DEPARTMENT**

OVER

RAJKOT DIVISION

Study No.G.463/WR/WS- 18/2019-20

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EXECUTIVE SUMMARY

Serial No.	-	18
Study No.	-	WR/WS-18/2018-2019
Case No.	-	G.463/WR/WS-18/2018-2019
Subject	-	Review of staff strength of Group –D Assistant (Commercial) Dept. over Rajkot Division.
Area	-	Rajkot Division
Department	-	Commercial
Authority	-	AGM/CCG
Terms of Reference	-	Assessment of Man power requirement – Corresponding to existing staff strength.
No. of Recommendations	-	01 (ONE)
Summary of Recommendations	-	Placed on Page No. 6

Projected Manpower

Sr No.	Category	Existing Cadre	Men on roll	Vacant post	Live post	Proposed for surrender	Proposed Cadre
1	Safaiwala (House Keeping Assistant)	23	13	10	13	23	00
2	Khalasi (General Assistant-Commerical)	09	06	03	00	03	06
3	WRB/RRB (General Assistant-Commerical)	08	07	01	00	01	07
4	Sealman/ Marker (General Assistant-Commerical)	07	07	00	00	00	07
5	Scaleman (General Assistant-Commerical)	02	02	00	02	00	00
	Total	49	35	14	15	29	20

Financial Implication - Recurring Savings of **Rs. 18,733,072 /- per annum**

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Shri. Ravindra Shrivastava	Sr. DCM- RJT
Shri Rakesh Purohit	ACM – RJT
Shri Aslam M Shaikh	ACM – RJT

The work study team wishes to acknowledge its gratitude to Shri Vishal Bhatt, CMI- RJT, Sectional CMI's & staff of Commercial Department of Rajkot Division for the assistance given by them during the course of the study.

TERMS OF REFERENCE

As per Additional General Manager's directives, Secy./PG has instructed to conduct a work study to review the staff strength of Group D /General Assistant (Comml.) staff of Commercial department of Rajkot Division. Accordingly, a study has been conducted with a view to assess the requirement of man power over Rajkot Division.

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<u>METHODOLOGY</u>	
Collection	Of data required for conducting the Work Study.
Observation	Of area wise and activity wise working system.
Scrutiny	Of data collected, existing staff strength, deployment, quantum of workload arising.
Discussion	With Co-ordinating Personnel & Commercial officers. Staff in regard to workload arising and actual requirements of staff.
Consideration	Of suggestions and guidelines given by Co-ordinating Officers.
Assessment	Critical examination of existing of working and comparison with cost of manpower provided by Railway vis-a-vis opting for out sourcing the activity.
Provision	Of Leave Reserve and Rest Givers on the bare proposed manpower.
Identification	Of surplus posts available over of surplus posts available over and above the need based requirement and discussion with DCM - RJT at the time of Study.
Proposal	For adoption of change in existing working system.
Finalization	Of Work Study report with recommendations.

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SUMMARY OF RECOMMENDATIONS

SUMMARY OF RECOMMENDATIONS

Recommendation No.

Refer Para

Recommendation No.1

2.08

Recommendation:-

After carefully scrutinizing the current working scenario of entire cadre of Group-'D'/ General Assistant (Commercial) the work study team proposes, **20** posts against the sanctioned cadre of **49** i.e. 29 posts are identified as surplus to the requirement and recommended for surrender immediately.

Summary of Recommendation:

Sr No.	Category	Existing Cadre	Men on roll	Vacant post	Live post	Proposed for surrender	Proposed Cadre
1	Safaiwala (House Keeping Assistant)	23	13	10	13	23	00
2	Khalasi (General Assistant- Commerical)	09	06	03	00	03	06
3	WRB/RRB (General Assistant- Commerical)	08	07	01	00	01	07
4	Sealman/ Marker (General Assistant- Commerical)	07	07	00	00	00	07
5	Scaleman (General Assistant- Commerical)	02	02	00	02	00	02
	Total	49	35	14	15	29	20

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CHAPTER – I

INTRODUCTION

Indian Railway is one of the biggest transportation organizations among all other transport organizations in the country. In fact the Railway is backbone of the national economy. In recent time, Railway is facing tremendous competition from road and air. Indian Railways begun to lose out freight to the Roadways since the last decade despite its inherent advantages of being environment friendly and more reliable. Today the Railway's freight share stands at approximately 35% against 64% of two decades ago. This slows down in freight loading eroded the Railways revenue.

In the time of competition transport system should not only the agile, prompt and amenable but also financially viable. In order to bring economy in expenditure the optimum utilization of man, machine and material will have to be ensured. Productivity has acquired a new and broader meaning in the light of highly competitive economic environment, increasing educational levels, degradation of physical environment and increasing population creating pressure on the limited available resources. To be relevant, the output dimension of the productivity equation needs to be stressed more than before, because improvement in the use of resources alone may not give the desired competitive advantage. Productivity should be viewed as increasing value addition to be achieved by:- i) Providing products and services that enhance customer satisfaction; ii) Reducing costs; and iii) Enhancing safety. After introduction of new policies of parcel and passenger traffic over the period of time various categories of Commercial department has lost their significance. For example due to 'Comprehensive leasing policy' most of the parcel vans over Indian Railway are out sourced.

Further, policy regarding receiving through traffic only, without any transshipment has also restricted the parcel traffic to be handled by the department. After introduction of various software programs for reserved/unreserved ticket booking, parcel booking, goods booking and other latest mode of communications like E-Dak etc. role of messengers (Couriers) have become insignificant. Facilities like waiting rooms and retiring rooms cannot be operated on loss basis hence in absence of adequate earning either these facilities may be operated through outsourcing or effort may be made to convert in to earning sources.

Presently, more than half of the total working expenses are expended towards staff costs in the Indian Railways. The administration should plan towards achieving a quantum reduction in man power costs, especially those relating to the non-core activities, for sustaining the financial viability of the Indian Railways taking into account the impact of VIIth Pay Commission recommendations. Railway Board vide letter No. E(MPP)2018/21/1 dated 11.09.2018 has advised to review the cadre of safaiwala in the Railways.

In light of above facts, it become essential to review the staff strength of categories like- Safaiwala, Khalasi, WRB/ RRB, Seaman/Marker, Scaleman of Commercial department, Rajkot Division.

CHAPTER – II

EXISTING SCENARIO AND CRITICAL ANALYSIS.

2.0 GENERAL

The subject work study is conducted to review of manpower pertaining to Group-D/Assistant (Commercial) Dept. category of staff deployed in Rajkot Division. While conducting the subject study the present deployment of such staff against its pinpointed posts and the corresponding involvement vis- a vis effectiveness of such staff in their respective field of work under has been collected from the concerned authority. For collection of data note alongwith data collection form was given to describe the duties performed by each staff.

Railway Board vide Letter No. PC-VI/2009/I/1/3 (Vol.II) dated 27.12.2019(**RBE 201/2018**) revised the designations of the erstwhile Group 'D' categories. As per the RB letter the revised designations of the Group 'D' categories is mentioned against the category taken up for workstudy.

During the study period, the sanctioned cadre, MOR & Vacancy position of Group- 'D'/ Assistant (Commercial) Dept. as on 04.12.2019 (submitted by ET Department, RJT) were collected by the work study team which is shown as under:

Item No.	Category	Revised Designation
I	Safaiwala	(House Keeping Assistant)
II	Khalasi	General Assistant(Commercial)
III	Waiting Room Bearer(WRB)/ Retiring Room Bearer(RRB)	General Assistant(Commercial)
IV	Sealman/Marker	General Assistant(Commercial)
V	Scaleman	General Assistant(Commercial)

2.1 **Sanctioned cadre of Group 'D' /Assistant (Commercial) as on 04.12.2019**

Category	Scale of Pay	Cadre	Men on roll	Vacancy
Safaiwala (House Keeping Assistant)	5200-20200 + 1800 Level-I	23	13	10
Khalasi (General Assistant-Commerical)	5200-20200 + 1800 Level-I	09	06	03
WRB/RRB (General Assistant-Commerical)	5200-20200 + 1800 Level-I	08	07	01
Sealman/ Marker (General Assistant-Commerical)	5200-20200 + 1800 Level-I	07	07	00
Scaleman (General Assistant-Commerical)	5200-20200 + 1800 Level-I	02	02	00
Total		49	35	14

2.2 Station wise deployment of entire Group-D/Assistant (Commercial) cadre provided by Rajkot Division is as under:

Safaiwala (House Keeping Assistant)					
Sr. No.	Station	Sanction Cadre	Men on Roll	Vacancy	Excess
1	BMRN	01	01	00	00
2	GRJA	01	00	01	00
3	WML	01	01	01	00
4	HXP	02	01	01	00
5	RJT	05	02	02	00
6	WKR	02	02	00	00
7	NLK	03	00	03	00
8	WWA	01	00	01	00
9	DAC	01	01	00	00
10	MVI	02	01	01	00
11	LUN	01	01	00	00
12	SUNR	02	02	00	00
13	ATS/RJT	01	01	00	00
	Total	23	13	10	00

Khalasi General Assistant (Commercial)						
Sr. No.	Station	Sanction Cadre	Men on Roll	Vacancy	Excess	
01	OKO	01	01	00	00	
02	DWK	01	01	00	00	
03	RJT	03	02	01	01	
03	RJT COURIER	02	01	01	01	
04	TFC/WS	02	01	01	00	
08	Total	09	06	03	00	
Waiting Room Bearer/Retiring Room Bearer General Assistant (Commercial)						
Sr. No.	Station	Sanction Cadre	Men on Roll	Vacancy	Excess	
01	DWK	04	03	01	00	
02	JAM	01	01	00	00	
03	RJT	02	02	00	00	
04	SUNR	01	01	00	00	
	Total	08	07	01	00	
Sealman/ Marker General Assistant (Commercial)						
Sr. No.	Station	Sanction Cadre	Men on Roll	Vacancy	Excess	
01	RJT	04	04	00	00	
02	MTKD	01	01	00	00	
03	WML	01	01	00	00	
04	JAM	01	01	00	00	
	Total	07	07	00	00	
Scaleman General Assistant (Commercial)						
Sr. No.	Station	Sanction Cadre	Men on Roll	Vacancy	Excess	
01	JAM	01	01	00	00	
02	SUNR	01	01	00	00	
	Total	02	02	00	00	

2.3 Safaiwala- (House Keeping Assistant).

Safaiwala	Sanction Cadre	Men on Roll	Vacancy	Excess
Total	23	13	10	00

2.3.1 Workload :- The current workload of Safaiwala from the Commercial Dept. Over Rajkot Division was collected in the Workstudy Data Collection Form submitted by the concerned Sectional CMI.

The details of the workload are as under:

1. Doing cleaning work in In Goods Office, Booking office, PRS Office, HTC Office, CTI Office, Traders room, labour rest room, Inward & Outward Goods Shed, Yardmaster office, Control cabin, SS/SM Office & Building, circulating area, waterhut, cleaning of Toilet & Bathroom, Rag picking from the tracks.

2.3.2 Critical Analysis.

1. During the work-study it has been observed that the cleaning activities have already been outsourced to the private contractor including the scope of works of cleaning of ORH, Retiring Room(RR) & Waiting Room (WR) wherein, 13 no. of Railway Safaiwala's utilised for same work at different locations. It is also observed that they are also utilised for other type of work other than cleaning.
2. It is observed that the Mechanised Cleaning & Rag picking contract at OKHA, DWK, JAM, HAPA, RJT , WKR & SUNR has been outsourced to various parties for a period of 03 years . Further, the housekeeping and rag picking work at other stations has been also outsourced for period of 3/ 4 years.
3. The utilisation of Railway manpower for which the activities have been already outsourced are found not required at all and is also causing loss of revenue to the Railway Administration. Railway Board vide letter No. E(MPP)2018/21/1 dated 11.09.2018 has advised to review the cadre of safaiwala in the Railways so as to outsource the non-core activities .. Therefore, it is firmly recommended that the 13 nos. of safaiwala's currently posted **BMRN, WML, HXP, RJT, WKR, DAC, MVI, LUN, SUNR, ATS/RJT** should be surrendered immediately to avoid duplication of works.

2.3.3 Recommendation:

The entire activities of cleaning have already been outsourced and wherever it is not done, the remaining areas maybe incorporated in the contract as Rly. Board has already instructed the non-core activities such as cleaning needs to be outsourced. Due to outsourcing of cleaning activities the entire cadre of 23 Safaiwala's are found surplus, thus it is recommended that entire cadre of Safaiwala (House Keeping Assistant) i.e. 13 Live post & 10 vacant post may be surrender , immediately in the financial period 2019-20.

2.4 . Khalasi- General Assistant. (Commercial).

Khalasi	Sanction Cadre	Men on Roll	Vacancy	Excess
Total	09	06	03	00

2.4.1 Workload:- The current workload of Khalasi of the Commercial Dept. over Rajkot Division was collected in the Work Study Data Collection Form submitted by the concerned Sectional CMI.

The details of the workload are as under:

1. Currently 06 Khalasi are working and looking after cleanliness of the Offices like PRS, carrying reservation to CTI Office, collecting of EDR from CTI Office, arranging & stacking of reservation charts in CTI Office, opening and closing of office, working as helper in IOW(TWS) office doing painting work assigned, assisting CTI in all type office work, working in commercial branch of Division office & assisting CMI in all type of work assigned.

2.4.2 Critical Analysis

During work study it was observed that at present there is cadre of 09 Khalasi out of which 06 are currently working and there is vacancy of 03. The 03 posts of Khalasi is found lying vacant since long time hence, needs to be surrendered immediately and looking into the variety of work performed by Khalasi at different offices in which they are posted the posts of 06 Khalasi are currently justified.

2.4.3 Recommendations

As per the workstudy done on the working of Khalasi the posts of 06 posts are currently justified. The vacant 03 posts needs to be surrendered immediately.

2.5 Waiting Room Bearer/Retiring Room Bearer.General Assistant (Commercial)

WRB	Sanction Cadre	Men on Roll	Vacancy	Excess
Total	08	07	01	00

Waiting Room Bearer/ Retiring Room Bearer, General Assistant Commercial

The work of WRB/RRB is to ensure entry of bonafide passengers in the waiting rooms & retiring rooms and its upkeep.

2.5. 1 Workload: - The current workload of Waiting Room Bearer & Retiring Room Bearer from the Commercial Dept. over Rajkot Division was collected in the

Work Study Data Collection Form submitted by the concerned Sectional CMI.

The details of the workload are as under:

1. The WRB are looking after the waiting room located at major stations and stations having waiting room.
2. There are taking the details of the passengers and making respective entries in the register maintained for the purpose.
3. Looking after the cleaning activities of the waiting room.
4. In case of complaints regarding waiting room intimating to concerned officials.
5. Looking after Retiring Rooms and dormitory wherever provided. Handing over and collecting of keys of Retiring rooms.
6. Looking after the Ticket Checking, Guard & Loco Pilot Rest rooms wherever provided. Changing of linens, bed sheets, pillow covers, blankets.
7. Looking after VIP guests in VIP Room, providing assistance during SIG, Hindi Meetings etc.

2.5.2 Critical Analysis

During work study it was observed that at present there is cadre of 08 WRB/RRB, out of which 07 are currently working and there is vacancy of 01. The current MOR of 07 is justified as the waiting rooms at all major 7 important stations are to be manned round the clock. Even there are three different type of waiting room one for Ladies, other for Upper class passengers and third one for Sleeper class passengers. As of now the 01 vacant post needs to be surrendered immediately.

As per Rly Board Letter No. 2005/TGIV/35/Policy/RR dated 02.05.2019(CC 24/2019) the current Retiring Rooms/ Dormitories are to be handed over to IRCTC. Hence, necessary steps to be taken at Divisional level to process the proposal of handing over of Retiring Rooms to IRCTC with due approval of HQ as mentioned in the **CC 24/2019**.

As of now the 01 vacant post needs to be surrendered immediately and the rest 07 posts to be surrendered on handing over of Retiring Rooms to IRCTC and on outsourcing of waiting rooms.

Further, the Division needs to work out some plan that the manning of waiting rooms are outsourced to private contractors or attempts to made that it is included in the existing or future contract on similar lines of outsourcing of cleaning activities and the remaining cadre to be phased out in future.

2.5.3 Recommendation:

The work of WRB/RRB is to ensure that only bonafide passengers may allowed in respective waiting room as per entitlement of class and in

Retiring Rooms also. The work of WRB/RRB is to make entry in register and if any irregularities noticed regarding cleanliness or any amenities may report to Station Manager/Master.

Looking to the quality & responsibility of works, Division needs to work out some plan that the manning of waiting rooms are to be outsourced to private contractors or attempts to made that it is included in the existing or future contract on similar lines of outsourcing of cleaning activities and the remaining cadre to be phased out in future.

Thus, 01 vacant post is found surplus and may be surrendered immediately and rest (07) Man on Roll staff may be surrendered after outsourcing the said activity.

2.6 Sealman / Marker, General Assistant (Commercial)

Sealman	Sanction Cadre	Men on Roll	Vacancy	Excess
Total	07	07	00	00

Marker is responsible making enteries on the outward booked parcel to be loaded in the parcel vans/SLR's at the parcel booked stations. Sealman is responsible to seal the loaded wagons/parcel vans in SLRs of outward traffic goods booked from the stations.

2.6.1 Workload:- The current workload of Marker of the Commercial Dept. over Rajkot Division was collected in the Work Study Data Collection Form submitted by the concerned Sectional CMI.

The details of the workload are as under:

1. Currently they are deployed for marking over the packages in shift 08.00 to 18.00 hours. Currently, a large chunk of parcel traffic has been leased out and limited parcels are being handled through Parcel offices. This has reduced the need of Marker in parcel offices. The parcel other related works as been outsourced to Handling contractors. Marking of packages plays an important role and helps in granting delivery at the destination station. It also helps in reducing claims.
2. Currently sealman/marker are posted at MTKD, WML, JAM & RJT stations.
3. Sealman posted at WML, Goods Shed are looking after cleaning and upkeep of Goods shed, cleaning of In Motion Weighbridge, closing of doors of rakes, labelling and sealing of doors.

2.6.2 Critical Analysis

During work study it was observed that at present there is cadre of 07 sealman/ markers, out of which 07 are currently working and there is no vacancy. The current work of the sealman/marker is justified looking into the work performed by them.

Currently installation of PMS(Parcel Management System) is in process. With introduction of PMS, the work and role of Marker will diminish as writing of PWB details of each and every parcel will reduce to pasting of PMS sticker on the packages. In future whenever PMS is fully operational in Rajkot Division, the authorities may decide the future of the cadre depending upon the work.

2.6.3 Recommendation:

PLM(Packaging, Labelling & Marking) plays a important role in reducing claims of Railways. Looking to the importance of the work performed by sealman /marker which in long run helps in proper guidance to other parcel staff for proper loading & unloading of parcels and accountal of Parcels.

Thus, 07 sealman/markers currently working are found justified.

2.7 Scaleman- General Assistant(Commercial).

<u>Scaleman</u>	Sanction Cadre	Men on Roll	Vacancy	Excess
Total	02	02	00	00

Scaleman assist ticket checking staff to weigh & measure the luggage during the journey. This has to detect un booked lugged being carried beyond permissible weight.

2.7.1 Workload:- The current workload of Scaleman of the Commercial Dept. over rajkot Division was collected in the Work Study Data Collection Form submitted by the concerned Sectional CMI.

The details of the workload are as under:

1. Currently the scaleman are working under CTI and posted at 02 stations SUNR & JAM stations.
2. The working of scaleman is to assist Ticket Checking staff like weighing of luggage to detect unbooked and overweight of luggage, upkeep of collected tickets, assisting Ticket checking staff working in Squads and further working as per instructions of DCTI/CTI.
3. There work is to accompany the ticket checking staff in the train and weighting /measuring the luggage being carried by the passenger to detect the overweight. They accompany the ticket checking staff squad as

per their schedule.

4. Currently they are assisting CTI looking after issuing, maintain record of EFTs & collection of used EFTs. Stamping on EFTs before issuing to ticket checking staff.
5. Proper stacking and upkeep of records.
6. Collection & submitting of letters and other correspondence with Division Office.

2.7.2 Critical Analysis

During work study it was observed that at present there is cadre of 02 Scaleman, out of which 02 are currently working and there is no vacancy. Earlier scaleman used to assist the ticket checking staff in train for measurement & weighing the luggage to detect overweight but now days the digital weighing machines are available at all the Major stations and these are being used by the ticket checking staff for weighment of luggage. Hence, the two 02 posts of Scaleman staff have been considered surplus and advised to surrender forthwith. Hence, the two posts of scaleman needs to be surrendered immediately and rest 05 also to be surrendered.

2.7.3 Recommendation:

Now the work of scaleman is no more required in the present conditions. As of now digital weighing machines are available at all the major stations and they are being used by the ticket checking staff for weighment of luggage. During workstudy it was observed that 02 of the scaleman posted at SUNR & JAM needs to be surrendered immediately.

2.08 Summary of Recommendations:

On critical examination of all the activities carried out by entire Group- 'D'/ General Assistant (Commercial Dept.) of Rajkot Division and looking at the existing work load, the work study team proposes, **20** posts against the sanctioned cadre of **49** i.e. 29 posts are identified as surplus to the requirement and recommended for surrender immediately.

Summary of Recommendation:

Sr No.	Category	Existing Cadre	Men on roll	Vacant post	Live post	Proposed for surrender	Proposed Cadre	Para
1	Safaiwala (House Keeping Assistant)	23	13	10	13	23	00	2.3
2	General Assistant (Khalasi)	09	06	03	00	03	06	2.4
3	General Assistant WRB/RRB	08	07	01	00	01	07	2.5
4	General Assistant Sealman/ Marker	07	07	00	00	00	07	2.6
5	General Assistant (Scaleman)	02	02	00	02	02	02	2.7
	Total	49	35	14	15	29	20	

CHAPTER – III

FINANCIAL IMPLICATION

Group- D/ General Assistant Commercial Department

- 1.1 After carefully scrutinizing the current working scenario of entire cadre of Group-D/ General Assistant (Commercial) the work study team proposes **27** posts as surplus against sanctioned cadre of **49** to the requirement and recommended for surrender immediately in the financial year 2019-2020.
- 1.2 The phase wise proposed surrender and resultant annual saving is tabulated as under:

Sr No.	Name. of Surplus Posts	No. of the surplus posts	Average cost per employee	Annual Savings
1	Safaiwala (House Keeping Assistant)	29	Rs 6,45,968/-	Rs18,733,072/-
2	Khalasi (General Assistant-Commerical)			
4	WRB/RRB (General Assistant-Commerical)			
5	Sealman/ Marker (General Assistant-Commerical)			
7	Scaleman (General Assistant-Commerical)			
8	Safaiwala (House Keeping Assistant)			
	Total			

On implementation of the recommendations brought out in the work study report, annual recurring saving, per annum can be achieved as follows:-

1. Annual recurring saving of **Rs 18,733,072 /-** i.e **Rs 1.87 crores per annum** can be achieved.

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