



REVIEW THE STAFF STRENGTH
OF
NON-SAFETY CATEGORY STAFF
OF
ALL SENIOR SECTION ENGINEER(WORKS)
OF
ENGINEERING DEPARTMENT
OVER
MUMBAI DIVISION

(No. G.463/WR/WS-11/2019-20)

Led by:
Shri Rakesh Kumar
Dy. Secy(PG)-CCG

Guided by:
Shri S. Sharma
SWSO-CCG

Study Conducted by:
Shri R. S. Warang
CWSI-CCG
Shri Sheenu Panicker
CWSI/CCG
Shri Ashish Dube
CWSI/CCG

Central Planning Organization
Headquarter Office
Churchgate
Mumbai – 20

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EXECUTIVE SUMMARY

Sr. No. of Study	-	11
Case No.	-	G.463/WR/WS-11/2019-20
Subject	-	Review the staff strength of Non-safety category of All SSE(Works) of Engineering department Over Mumbai Division, due to outsourcing of Certain Works Activities.
Area	-	Mumbai
Division	-	Mumbai
Department	-	Engineering
Authority	-	AGM/CCG
Terms of Reference	-	Assessment of Man power requirement – Corresponding to arising existing work load.
No. of Recommendations	-	One
Projected Manpower	-	

Category	Existing Cadre	Man on roll	Vacancy	Proposed Staff	Proposed for surrender	Vacant post	Live post
Gr. C	245	078	167	078	167	167	0
Gr. D	651	475	176	475	176	176	0
Total	896	553	343	553	343	343	0

Financial Implication - Total recurring Savings of **Rs. 2813.11 Lakhs** (approx.) per annum.

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I N D E X

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ACKNOWLEDGEMENT

The work study team is grateful to Shri. Venkat R. Make, DEN(Track)/MMCT, Shri Pravin Kumar Passi, SSE(P/way-Track Cell)/MMCT, Ms Padma, OS(Engg) / MMCT, all SSEs(Works), all JEs(Works) and other staff of Works Sections of Engineering Department over Mumbai division for their whole hearted co-operation extended during the course of the study.

TERMS OF REFERENCE

As directed by Additional General Manager, Churchgate, a work study to review the staff strength of Non-safety category of all SSE(Works) of Engineering department over Mumbai Division has been conducted with a view to assess the requirement of man power as a result of **Outsourcing of Certain Works Activities to private contractors** over Mumbai division.

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METHODOLOGY ADOPTED

- Visit to work place
- Collection of data – staff strength / activities / work load.
- Observation of working system
- Scrutiny of data collected (critical analysis)
- Discussion with nominated officials
- Assessment of man power
- Recommendation for acceptance and implementation
- Finalization of Work Study.

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SUMMARY OF RECOMMENDATIONS

Recommendation

Refer Para

Recommendation No.1

2.12

Due to outsourcing the Need based repair on day to day basis and Annual Maintenance of drainage system by Private Contractors.

The work study team proposed that 78 Gr. C (Technicians) & 475 Gr. D (Khalasi) are justified against the sanctioned cadre of 245 Gr. C (Technicians) & 651 Gr. D (Khalasi) posts. And 167 Gr. C (Technicians) & 176 Gr. D (Khalasi) posts are identified as Surplus to the requirement and are recommended for surrender.

While taking action/surrendering of Technicians/Khalasi posts of outsourced activities should be done in phased manner looking in their avenue of promotion i.e. upon promotion/retirement the post should be filled up from lower grade employed and the resultant vacancy in lower or entry grade, whichever is feasible, may be surrendered.

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CHAPTER- I

INTRODUCTION

1.0 Outsourcing the Certain Works Activities

Indian Railway is rapidly proceeding towards modernization in all fields. The need of the day is to devote basically on the core activities relating to the transportation part. The age old system of manual repairing has become obsolete. It not only requires a huge manpower but also is time consuming and not effective up to satisfactory levels. The present trend is to provide mechanized and modern equipment, which is cost effective with less involvement of manpower and also provide high satisfaction level to the user.

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 has issued a letter for ***Outsourcing certain activities of non-safety staff of some of the departments taking into account Technology Up gradation, Outsourcing experience and Benchmarking standards*** set by different Railways. Accordingly, Railway Board has intimate to Zonal Railways that the requirement of manpower for the certain activities should be calculated based on the outsourcing of certain activities to Private Contractor and due to reduction in work load of works department due to outsourcing of major work. The Manpower strength for the existing assets should be reviewed, based on the Outsourcing activities and excess posts be surrendered.

Accordingly, AGM/CCG has directed to conduct the work study to review the staff strength of Non-safety category of all SSE(Works) of Engineering department over Mumbai Division.

Hence, the study has been undertaken with a view to analyse the feasibility of **Outsourcing of Certain Works Activities to private contractors** of Non-safety category of all SSE(Works) of Engineering department over Mumbai Division.

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CHAPTER – II

2.0 Existing & Proposed Working System of SSE(Works) of Engineering Department over Mumbai Division :-

2.1 Railway is a big organization under Single Management System. Public image of a Public Organization like Railways to a great extent depends on its maintenance of infrastructure. However, the role of Engineering Department in Railways has a greater role to play apart from maintenance. It has to play further role in developing the assets and creating more comfortable amenities for its patrons by way of creating better facilities, innovative, CCO-environmental and ascetic atmosphere. The other sphere of its activity is the staff welfare.

2.2 Activities :-

The activities of the engineering (Works) can be broadly classified into :

- (a) Execution work
- (b) Field work.
- (c) Ancillary or allied work.

The work includes maintenance of the following :

- (i) Service buildings.
- (ii) Residential & Welfare building
- (iii) Roads, circulation areas.
- (iv) Gardens/playgrounds/lawns.
- (v) Water drainage/sewage disposal.
- (vi) Platforms in passenger & Goods yards, etc.

2.3 Procedure for working

The maintenance/creation of new assets is carried out with the help of the following types of works :

- a) Revenue works : Works carried out with the help of departmental staff looked after by SSE.
- b) Estimate works : Works entrusted to outside contractors, under the supervision of SSE.

Major works are taken under Zonal Contracts, whereas, minor repairs (Petty Repairs) are done departmentally as well as through outsourcing by Private Contractors.

- 2.4 The critical analysis of the work load vis-à-vis man power is evaluated through Optimum Utilization of Resources taking into consideration of ***the Need based repair on day to day basis by outsourcing and Annual Maintenance of drainage system by Private Contractors.***

2.5 **Work Load**

Sr. Section Engineer (Works) performs duty of both office and field, the works are broadly classified as follows :

- a) Executive works
- b) Stores works
- c) Establishment works
- d) Industrial relations, staff welfare etc.

2.5.1 The normal duties performed by SSE/SE Works are :

- (a) Inspections and maintenance of service buildings, staff quarter, foot over bridges and masonry bridges.
- (b) Inspection and maintenance of water supply drainage/sewage maintenance.
- (c) Accountal, procurement and periodical verification of stores and tools required for regular revenue maintenance.
- (d) Maintenance of land boundaries of Rly. as specified in the Engineering code/ manual.
- (e) Execution of new/sanctioned works including Zonal/Contract works.
- (f) Measurements and bills pertaining to works including correspondences if any.
- (g) Periodical inspection of new works and inspections as specified in the Engineering manual.
- (h) Maintenance of repairing of Roads, etc.

- 2.5.2 The work load can only be accessed through the number of complaints received for maintenance and the number of complaints attended and complied by SSE(Works). But due to the Need based repair on day to day basis by outsourcing and Annual Maintenance of drainage system by Private Contractors the work load of SSE(Works) reduced. Thus, the Present/Existing workload can be easily manage by SSE(Works) of Engineering Department with existing staff.

2.6 **Existing Staff** :- The Sanctioned Cadre (as on 01.04.2019), Man on Roll, Vacancy/ Excess position of Non-safety Staff of SSE(Works) of Engineering Department over Mumbai Division is as follows :-

2.6.1 **Non- Safety Technician Staff**

Sr. No.	Location	Sanctioned Cadre	Man on Roll	Vacancy
1	SSE(Works)-CCG	38	24	14
2	SSE(Works)-BCT I	25	7	18
3	SSE(Works)-BCT II	20	7	13
4	SSE(Works)-PL I	18	8	10
5	SSE(Works)-PL II	14	3	11
6	SSE(Works)-STC	10	3	7
7	SSE(Works)-BVI	14	6	8
8	SSE(Works)-DRD	9	4	5
9	SSE(Works)-BIM	8	0	8
10	SSE(Works)-BL	60	9	51
11	SSE(Works)-ST	11	2	9
12	SSE(Works)-VYA	6	1	5
13	SSE(Works)-NDB	10	4	6
14	SSE(Works)-AN	2	0	2
	Total	245	78	167

2.6.2 **Non- Safety Khalasi Staff:-**

Sr. No.	Location	Sanctioned Cadre	Man on Roll	Vacancy
1	SSE(Works)-CCG	65	53	12
2	SSE(Works)-BCT I	65	49	16
3	SSE(Works)-BCT II	44	33	11
4	SSE(Works)-PL I	59	44	15
5	SSE(Works)-PL II	28	18	10
6	SSE(Works)-STC	60	39	21
7	SSE(Works)-BVI	47	36	11
8	SSE(Works)-DRD	39	25	14
9	SSE(Works)-BIM	29	20	9
10	SSE(Works)-BL	85	62	23
11	SSE(Works)-ST	43	33	10
12	SSE(Works)-VYA	23	17	6
13	SSE(Works)-NDB	41	28	13
14	SSE(Works)-AN	23	18	5
	Total	651	475	176

2.6.3 Total Existing Staff :-

Sr. No.	Category	Sanctioned Cadre	Man on Roll	Vacancy
1	Gr. C (Technician)	245	078	167
2	Gr. D (Khalasi)	651	475	176
	Total	896	553	343

2.7 Critical Analysis :-

Railway Board has issued a letter for ***Outsourcing certain activities of non-safety staff of some of the departments taking into account Technology Up gradation, Outsourcing experience and Benchmarking standards*** set by different Railways. Accordingly, Railway Board has intimate to Zonal Railways that the requirement of manpower for the certain activities should be calculated based on the outsourcing of certain activities to Private Contractor and due to reduction in work load of works department due to outsourcing of major work. The Manpower strength for the existing assets should be reviewed, based on the Outsourcing activities and excess posts be surrendered.

2.8 According, the Engineering Department of Mumbai Central Division has **outsourced the Need based repair on day to day basis and Annual Maintenance of drainage system by Private Contractors.**

2.9 Due to the outsourcing the Need based repair on day to day basis and Annual Maintenance of drainage system by Private Contractors. The workload of SSE(Works) of Engineering Department over Mumbai Division has been reduced. ***Thus, the Technician staff & Khalasi staff are found idle. Hence,, the Work Study team has suggested that 50% of Vacant posts of Technician and 100% of Vacant posts Khalasi are recommended for surrender immediately.*** Balance posts in phased manner looking in their avenue of promotion

2.10 Upon outsourcing of certain Activities as explained in Para 2.9 above, the posts of existing staff thus rendered idle have to be dealt/surrender in phased manner looking in their avenue of promotion.

The non-safety category posts to outsourced activities such as Carpenter, Painter/Polisher, Mason, Pipe Fitter, Fitter General, Fitter Electrical, Fitter Operator, Khalasi, etc. are including entry grade and higher grade as well.

Thus, while taking action/surrendering of posts of outsourced activities should be done in phased manner looking in their avenue of promotion i.e. upon promotion/retirement the post should be filled up from lower grade employed and the resultant vacancy in lower or entry grade, whichever is feasible, may be surrendered.

- 2.11 **Proposed Staff** :- Due to the Need based repair on day to day basis by outsourcing and Annual Maintenance of drainage system by Private Contractors, the work load of SSE(Works) reduced. Thus, the Present/Existing workload can be easily manage by SSE(Works) of Engineering Department with existing staff. Thus, the Work Study Team is of opinion that the present available staff of SSE(Works) are justified for present/existing workload and vacant posts are found surplus to the requirement and recommended for surrender. The detail are as follows :-

Sr. No.	Category	Sanctioned Cadre	Man on Roll	Proposed Staff	Identified surplus for surrender
1	SSE(Works)-CCG	103	77	77	26
2	SSE(Works)-BCT I	90	56	56	34
3	SSE(Works)-BCT II	64	40	40	24
4	SSE(Works)-PL I	77	52	52	25
5	SSE(Works)-PL II	42	21	21	21
6	SSE(Works)-STC	70	42	42	28
7	SSE(Works)-BVI	61	42	42	19
8	SSE(Works)-DRD	48	29	29	19
9	SSE(Works)-BIM	37	20	20	17
10	SSE(Works)-BL	145	71	71	74
11	SSE(Works)-ST	54	35	35	19
12	SSE(Works)-VYA	29	18	18	11
13	SSE(Works)-NDB	51	32	32	19
14	SSE(Works)-AN	25	18	18	7
	Total	896	553	553	343

2.12 **Recommendation No.1**

Due to outsourcing the Need based repair on day to day basis and Annual Maintenance of drainage system by Private Contractors. *The work study team proposed that 78 Gr. C (Technicians) & 475 Gr. D (Khalasi) are justified against the sanctioned cadre of 245 Gr. C (Technicians) & 651 Gr. D (Khalasi) posts. And 167 Gr. C (Technicians) & 176 Gr. D (Khalasi) posts are identified as Surplus to the requirement and are recommended for surrender.*

While taking action/surrendering of Technicians/Khalasi posts of outsourced activities should be done in phased manner looking in their avenue of promotion i.e. upon promotion/retirement the post should be filled up from lower grade employed and the resultant vacancy in lower or entry grade, whichever is feasible, may be surrendered.

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CHAPTER – III

3.0 FINANCIAL IMPLICATION

- 3.1. Due to outsourcing the Need based repair on day to day basis and Annual Maintenance of drainage system by Private Contractors. The work study team proposed that 78 Gr. C (Technicians) & 475 Gr. D (Khalasi) are justified against the sanctioned cadre of 245 Gr. C (Technicians) & 651 Gr. D (Khalasi) posts. And 167 Gr. C (Technicians) & 176 Gr. D (Khalasi) posts are identified as Surplus to the requirement and are recommended for surrender.
- 3.2 While taking action/surrendering of Technicians/Khalasi posts of outsourced activities should be done in phased manner looking in their avenue of promotion i.e. upon promotion/retirement the post should be filled up from lower grade employed and the resultant vacancy in lower or entry grade, whichever is feasible, may be surrendered.
- 3.3 On implication of the study report and surrendering the posts of Non-safety Staff of SSE(Works) of Engineering Department over Mumbai Division, annual recurring saving will be achieved as tabulated below :-

<i>Category</i>	<i>No. of Surplus posts</i>	<i>Average cost per Employee</i>	<i>Annual saving in Rs.</i>
Gr. C	167	Rs. 10,03,714	Rs. 1676,20,238
Gr. D	176	Rs. 06,45,968	Rs. 1136,90,368
Total	343		Rs. 2813,10,606

- 3.4 On implementation of the recommendations brought out in the work study report of Non-safety Staff of SSE(Works) of Engineering Department over Mumbai Division, annual recurring saving, of **Rs. 2813.11 Lakhs** per annum can be achieved.

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