

EASTERN RAILWAY

WORK STUDY REPORT

ON

REVIEW OF WORKLOAD OF SAFAIWALAS
AT SEALDAH STATION COMPLEX UNDER
CHI OF MEDICAL DEPARTMENT

(STUDY NO.WSER- 10 / 19 - 20)

(Submitted on 25.07.19)

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ACKNOWLEDGEMENT

The study team is very much thankful to Medical Director/ BRSH/ SDAH, CMS/ BRSH/ SDAH and ACMS/ H&FW/ BRSH/ SDAH for their valuable guideline to complete the subject work-study report successfully. The study team is thankful to CHI/ SDAH Station for the heartiest co-operation to furnish data relating to study report

TERMS OF REFERENCE

The subject work-study has been undertaken by the GM's Efficiency Cell of Eastern Railway in financial year 2019-20 under the following terms of reference:-

- (i) Evaluate the quantum of work.
- (ii) Examine the deployment of Safaiwala against workload.
- (iii) Assess the actual requirement in consideration with the Yardstick of sanitation staff under Medical Department.

SUMMARY OF RECOMMENDATION

Sl. No.	Recommendation	Para reference
1	<i>It is recommended that the actual total requirement of safaiwalas at Sealdah station, will be 62 posts which would result in surrender of 7 nos. of vacant posts as against the present total sanctioned strength of 69 posts.</i>	3.6

EXECUTIVE SUMMARY

<i>Study Name & No.:</i>	REVIEW OF WORKLOAD OF SAFAIWALAS AT SEALDAH STATION COMPLEX UNDER CHI OF MEDICAL DEPARTMENT (Study No. WSER- 10/19-20)
<i>Year of conducting the study:</i>	2019 - 20
<i>Terms of reference:</i>	(i) Evaluate the quantum of existing workload. (ii) Examine the deployment of Safaiwala against workload. (iii) Assess the actual requirement in consideration with the Yardstick of sanitation staff under Medical Department.
<i>Methodology:</i>	<ul style="list-style-type: none"> • Collection of data. • Discussion with officers and CHI/ SDAH Station. • Study of existing workload and manpower. • Critical analysis of existing workload.
<i>Existing Sanctioned Strength</i>	69
<i>Existing Men on Roll</i>	50
Proposed Surrender	7

Justification

Assess the actual requirement of Safaiwalas under CHI/ SDAH Station has been done in consideration with the Yardstick of sanitation staff under Medical Department.

CHAPTER-I

1.0 INTRODUCTION:

1.1 **Indian Railways** is an Indian state owned enterprise, owned and operated by the Government of India through the Ministry of Railways. It is one of the world's largest railway networks comprising 115,000 km (71,000 mi) of track over a route of 65,000 km (40,000 mi) and 7,500 stations. Indian Railways is the world's ninth largest commercial or utility employer, by number of employees, with over 1.4 million employees. Indian Railway is not a mere operation. It is an institution. It is an industry. It is a prime mover of India's infrastructure. As of December 2012, it transported over 25 million passengers daily (over 9 billion on an annual basis).

1.2 The main theme of the study is to improve the quality of sanitation work by maximum utilization of Safaiwalas keeping in view the financial achievements.

1.3 Indian Railway is facing tremendous financial crunch after implementation of 6th Pay Commission. Operating ratio is gradually increasing. Though Indian Railway is not a business organization but to survive, it is always essential to make the organization in profit i.e. operating ratio should be less than 1. Performance Efficiency Index shown in the corporate plan published by the Eastern Railway is given below.

2013-14	:	173.32%
2014-15	:	177.27%
2015-16	:	180.75%
2016-17	:	165.25%
2017-18	:	181.15%

1.4 The subject work study has been undertaken to review the quality of sanitary services at Sealdah Station premises under the Medical department keeping in view the financial achievement. This is possible only by maximum utilising of workforce with mechanical devices for cleaning operations. Study team considers the maximum participation of foreign agencies in cleaning and washing process in station premises and adjacent colonies to make it world class.

1.5 Sealdah Station is one of the busiest station in Indian Railway. This station handles both types of load of Suburban trains and as well as long distance Mail/Express Trains, along with prestigious trains like Rajdhani Express. The Chief Health Inspector (CHI)/ SDAH is nominated for the keeping the railway platforms and surroundings neat and clean.

- 1.6 With the introduction of Mechanical devices for cleaning operation, it is easier now to make the platform and surroundings clean and hygienic. As the subject work study is undertaken to review the existing deployment of Safaiwalas vis-à-vis their workload as a regular manner, it is essential to assess the optimum utilization of Safaiwalas to cater the daily workload. The subject study is also undertaken to review consequent upon the use of Mechanical cleaning devices by which the quality of cleaning has increased drastically along with remarkable financial savings. Keeping the above ideas into consideration, the study team has given their concentration on the existing pattern of working and existing deployment of Safaiwalas according to their work point. The study team has also given full stress on the matter of privatization of cleaning activities of Sealdah Station and adjacent colonies keeping in view the financial achievements and also better quality of cleaning.

CHAPTER-II

2.0 **EXISTING SCENARIO:**

2.1 The existing infrastructure i.e. the organizational set up and the present workload on daily measures including the present pattern of working system at Sealdah Station Complex has been reviewed and the assessment of manpower has been done accordingly in paragraphs below.

2.2 Sealdah Station is one of the important Railway station in Eastern Railway and huge number of Suburban trains as well as long distance Mail/Express Trains arrive/depart from this station. So, it is necessary to maintain the platform and surroundings neat and clean round the clock. CHI/SDAH is the over all In-charge of all sanitation and cleaning activities of Sealdah Station.

The jurisdiction of CHI/Sealdah is Sealdah North, Sealdah Main and Sealdah South including new building, all service buildings at Station and Station approach area. It includes all concourses and subways. The working of sanitation wing of Sealdah Station is to clean all platforms, concourse area, approaches, service buildings and to wash rail tracks, pan strains and platform surfaces. Total On-Roll and Sanctioned Position of CHI at Sealdah Station are tabulated as under:

S. No.	Designation	Pay Level	Staff Strength		
			Sanctioned Strength	On-Roll	Vacancy
1	CHI	Level -7	6	6	0
Total			6	6	0

2.3 The present Sanctioned Strength and On-roll position of safaiwalas under CHI/Sealdah Station (as on 01/07/19) for catering the workload of cleaning activities at Sealdah Station Complex are given in table below:

S. No.	Designation	Pay Level	Staff Strength		
			Sanctioned Strength	On-Roll	Vacancy
1	Safaiwala	Level - 1	69	50	19
Total			69	50	19

2.4 The total working period at Sealdah station is divided into three shifts i.e morning shift (6:00-14:00 hrs), evening shift (14:00-22:00 hrs) and night shift (22:00-6:00 hrs). Among three shifts, morning shift and evening shift has maximum load since maximum trains arrive/depart in between 6:00 hrs. to 22:00 hrs. The Organizational setup and corresponding workload under CHI/SDAH are as under:

2.4.1 **Morning Shift (6:00 hrs to 14:00 hrs):**

The working period of Morning shift is 6:00 hrs to 14:00 hrs. In present system of working, around 18 nos. of Safaiwala are deployed under CHI in this shift. The deployment of Safaiwalas is given below:

S.No.	Work point	No. of Safaiwalas deployed
Ground Floor		18 (approx)
1	Cleaning of Main & new Booking office	
2	Cleaning of South Booking & Luggage office	
3	Cleaning of Cabins	
4	Cleaning of SS office, SM office, Loco office & Toilet	
5	Cleaning of CC TV,RPF office& booth	
6	Cleaning of Inward & out ward parcel & shed	
7	Cleaning of GRPS open area & Diesel road	
8	Cleaning of guard roster, trains clerk, main enquiry & reservation room	
9	Refuse Curt	
First Floor		
10	Cleaning of Dy.SS(com) & corridor	
11	Cleaning of Crew booking Lobby	
Second Floor		
12	Cleaning of Guard driver 's rest rooms	
13	Cleaning of Retiring room & TTE rest room	
14	Cleaning of SS,CIT, Record etc. office	
15	Cleaning of Computer reservation	
16	Cleaning of AHO &CHI Store & office	
17	Cleaning of cobweb of service building	
18	Cleaning of Anti Malaria spray	
19	Cleaning of Pan stains and poster removal (service building)	
20	Cleaning of Dusting	
21	Cleaning of all stair cases & IOW office	
22	Cleaning of Refuse Curt (Rc)	

2.4.2 **Evening Shift (14:00 hrs to 22:00 hrs):**

The working hours of Evening shift are from 14:00 hrs to 22:00 hrs. Around 09 nos. of Safaiwalas are deployed under one Chief Health Inspector in this shift. The deployment of Safaiwalas is tabulated below:

S.No.	Work point	No. of Safaiwalas deployed
Ground Floor		09 (approx)
1	Cleaning of Main & new Booking office	
2	Cleaning of South Booking & Luggage office	
3	Cleaning of SS office, SM office, Loco office & Toilet	
4	Cleaning of CC TV,RPF office& booth	
5	Cleaning of Inward & out ward parcel & shed	
6	Cleaning of guard roster, trains clerk, main enquiry & reservation room	
7	Cleaning of all water booth	
First Floor		
8	Cleaning of Dy.SS(oom) & corridor	
9	Cleaning of Crew booking Lobby	
Second Floor		
10	Cleaning of Guard driver 's rest rooms	
11	Cleaning of Computer Reservation	
12	Cleaning of AHO &CHI Store & office	
13	Cleaning of cobweb of service building	
14	Cleaning of Pan stains and poster removal (service building)	
15	Cleaning of all stair cases & IOW office	
16	Cleaning of Refuse Curt (Rc)	

2.4.3 **Night Shift (22:00 hrs to 06:00 hrs)::**

The working hour of Night shift is from 22.00 hrs to 6.00 hrs. Total cleaning work is conducted by Contractual Agencies. Only cleaning of Crew control lobby and north / main / south booking office are catered by departmental staff. Around 2 nos. of Safaiwala are deployed under one Chief Health Inspector in this shift to cater emergency situation along with the said workload.

- 2.5 It is also observed by the study team that Medical Department has outsourced a noticeable percentage of workload of the sanitation work of Sealdah Station to private agencies.

The details of the contractual works of Sealdah Station executed by Medical Department of Sealdah Division along with corresponding Work Schedule are as under:

Details of Contract :	Daily mechanized cleaning of all Tracks within platform area, track drains, PF Surface, concourse, service building, water booths, Foot Over bridge, Circulating area & Taxi stand, Rag picking including removal & disposal of all accumulated garbage at SEALDAH Station area for 730 days. (ANNEXURE- I)
Agreement No. :	H/San/Agt/ SDAH Stn/ MC/RP/G/17 Dtd. 29/11/17
Place of Work :	Sealdah Station complex area.
Contractor Name :	M/s Reliable Facility Services Pvt. Ltd.
Duration of Contract :	08/10/17 to 07/10/19 (730 days)
Agreement Value :	Rs 8,23,05,959.70/- (Rs. Eight crore twenty three lakh five thousand nine hundred fifty nine and seventy paise only)

CHAPTER-III

3.0 CRITICAL ANALYSIS

3.1 While reviewing the subject study, the study team has critically examined and analyzed the all possible ways to optimize the Safaiwalas. The study team has given full stress on the following points to improve the quality of cleaning as well as rationalized the deployment of Safaiwalas working under CHI/SDAH Station.

- (1) Assessment of present workload of Safaiwalas of SDAH Station Complex has been taken into consideration.
- (2) Critically examine the point-wise deployment of Safaiwala against present workload.
- (3) Assessment of actual requirement of Safaiwalas under CHI/SDAH Station has been made in consideration with the Yardstick of sanitation staff under Medical Department vide CMO/E.Rly's letter No. MD. 248/0 dated 12.4.79 (ANNEXURE- II) based on non-mechanical system. Physical observation has also been taken for assessment of man power.
- (4) Scrutinize the possibility of more participation of foreign agencies in the cleaning activities keeping the economical benefits of Railway in mind.

The study team has given full attention on the above points to calculate the revised requirement of Safaiwalas considering the actual workload.

3.2 In the analysis, study team has adopted the formula of Yardstick given in Annexure-I to assess the actual requirement of Safaiwalas in their different work points based on the present workload catered by departmental safaiwalas (*tabulated in table para 2.4.1 & 2.4.2*).

3.3 During analysis of workload in regard to cleaning activities of service building at Sealdah Station Complex presently executed by departmental Safaiwalas, it is observed that, there is no Yardstick for several activities catered by departmental safaiwalas. So, for such activities, study team assesses the requirement of manpower based on physical observations. Both Yardstick and physical observation are taken in to consideration for the assessment of sanitation staff under CHI/SDAH Station. The details analysis is shown as under:

REQUIREMENT OF SAFAIWALA TO CATER EXISTING WORKLOAD OF DEPARTMENTAL SAFAIWALAS OF SEALDAH STATION AS PER YARD STICK AND ASSESSMENT BASED ON PHYSICAL OBSERVATION

Sl. No.	Areas of Working (approx)	Activities	Frequency of cleaning	Total Volume of Work in Sqft	Present Yard Stick	Total Manpower required (Rounding Off)	
1	Cleaning of service bldg. such as motorman rest room, guard rest room, retiring rooms, Cabins, Computer reservation rooms, offices, chambers, booking offices, parcel areas, etc. 45000 Sqft (approx)	Manual Sweeping & Swabing	Shift (06-14) - 2 times Shift (14-22)-2 times Shift (22-06)-1 times	45000 Sqft X 5 times = 225000 Sqft	(a) For sweeping the offices and waiting hall, 25 minutes per safaiwala per 1000 Sqft (19200 Sft in 8 hrs) (b) For swabing - 3.75 minutes per Safaiwala per 1000 Sft (12800 Sft in 8 hrs)	225000 = 11.72 (12) 19200 225000 = 1.76 (2) 128000	18
		Washing	Shift (06-14) - 1 time Shift (14-22)-1 time Shift (22-06)-1 time	45000 Sqft X 3 times = 135000 Sqft	(c)For washing 2nd Class waiting halls, 6 minutes per Safaiwala per 1000 Sft (80000 Sft in 8 hrs)	135000 = 1.69 (2) 80000	
		Garbage collection & disposal to vat	Shift (06-14) - 2 times Shift (14-22)-2 times	45000 Sqft X 4 = 180000 Sqft	160000 Sqft per Safaiwala in 8 hrs	180000 = 1.13 (2) 160000	
2	Concourse area of 1st & 2nd floor of North, Main & Old building.	Manual Sweeping.	Shift (6-14)-2 times Shift (14-22)-2 times	-	The study team felt that 6 safaiwalas are required to attend the mentioned job.	(6)	6
		Collection of Rags, Waste Papers, Piece of Plastic, Garbage from above area including dustbin and disposal at vat	Two times daily	-	The study team felt that 2 safaiwalas are sufficient enough to cater the mentioned job.	(2)	2
3	Sweeping of stair-cases of North, Main & Old Buildings	Manual Sweeping	Shift (6-14)-2 times Shift (14-22)-2 times	-	The study team felt that 3 safaiwalas are sufficient enough to cater the mentioned job.	(3)	3
4	Cleaning of Waterbooths North, South, Main 13 Nos.	Washing	Shift (06-14) - 1 time Shift (14-22)-1 time	13 X 2 = 26 Nos Water booths	From assessment based on physical observation, study team concluded that 4 Safaiwalas can cater the mentioned workload of cleaning Waterbooths	(4)	4
5	Cleaning of Cob web and Pan stains North, South, Main	Washing	Twice daily	-	Based on physical observation, study team assess that 3 Safaiwalas can cater the washing work of Cob web & Panstains	(3)	3
6	Sweeping of parcel road	Manual Sweeping.	Shift (06-14) - 2 times	-	Based on the physical observation that 2 safaiwalas are required to attend the mentioned job.	(2)	2
7	Anti Malaria works	-	-	-	Study team felt that a group of 4 Safaiwalas is sufficient to cater the anti malaria works	(4)	4
8	VIP visit, misc. workload, etc	-	-	-	Study team recommends a group of 2 Safaiwalas to cater the workload related to misc. activities & VIP visit.	(2)	2
9	Deployment at Night Shift for emergency workload	Manual Sweeping	Shift (22-06)	-	The deployment of 3 safaiwalas at Night Shift to cater emergency cleaning work as asked by the authority.	(3)	3
TOTAL						47	

It can be viewed from the above table that *bare requirement* of Safaiwalas is assessed to 47 for carrying out the cleaning work of service building at Sealdah Station complex. The Actual Requirement of Safaiwalas is calculated as under:

Bare Requirement	47
RG (Rest Giver) as 16.5%	$47 \times 16.5\% = 7.75$ say 8
LR (Leave Reserve) as 12.5%	$(47 + 8) \times 12.5\% = 6.8$ say 7
Actual Requirement	62

So, the ***actual requirement*** of Safaiwala for existing cleaning work at service building of SDAH station complex has assessed to 62.

- 3.4 The revised requirement of staff as shown in para 3.5, the posts to be rendered as surplus against the total existing sanctioned strength with the consideration of assessment made in the above paragraphs, may be seen from the following table.

	<i>Sanctioned Strength</i>	<i>Men-On- roll</i>	<i>Total requirement of staff duly revised</i>	<i>Surplus posts</i>
	<i>(from para 2.3)</i>		<i>(from para 3.3)</i>	
Safaiwalas under CHI/SDAH Station	69	50	62	07

- 3.5 It is observed from the above table under para 3.4 that, the revised requirement of safaiwala to cater the existing departmental workload at Sealdah Station Complex is calculated as 62. It may be mentioned here that there are total 50 nos. of staff working under CHI/ SDAH station (*i.e. MOR = 50*) as against Sanctioned strength of 69 posts, (*as evident from para 2.3*) which indicates that presently, there is a clear vacancy of $(69 - 50) = 19$ posts in the above units. On scrutiny, it is assessed by the study team that there is a need of filling up 12 vacant posts to tackle the existing workload which has neatly been analysed in the foregoing paragraphs of the Critical Analysis chapter. Hence, $(69 - 62) = 07$ nos. of posts are found to be excess to the present requirement after filling up of 12 vacant posts.

3.6 **Recommendation:** -

It is recommended that the actual requirement of safaiwala at Sealdah station complex, will be 62 posts which would result in surrender of 07 nos. of vacant posts as against the present total sanctioned strength of 69 posts. The actual total requirement of manpower has been revised by the study team on the basis of assessment & analysis made in the foregoing paragraphs.

CHAPTER-IV**4.0 FINANCIAL APPRAISAL:**

4.1 As per recommendation made in Para 3.6, the total surplus posts works out to **07 posts**.

A statement showing the total annual financial savings on account of surrender of **07** posts is furnished below.

<i>Category & Scale of Pay (Rs.)</i>		<i>Grade Pay (Rs.)</i>	<i>Mean pay (in Rs)</i>	<i>Mean Pay (as per 7th PC) = 2.57 X Mean Pay (as per 6th PC)</i>	<i>D.A (12%) (in Rs)</i>	<i>Total (in Rs)</i>	<i>No. of posts Recommended for Surrender</i>	<i>Monthly savings of total staff (in Rs)</i>	<i>Annual savings. (in lakhs Rs)</i>
<i>(as per 6th Pay Commission)</i>				<i>(as per 7th Pay Commission)</i>					
Safaiwalas	5200-20200/-	1800/-	14500/-	37265/-	4472/-	41737/-	07	2,92,159/-	35.06
TOTAL							10		35.06

Thus, the annual financial savings works out to **Rs. 35.06 lakhs.**