

# EASTERN RAILWAY

## WORK STUDY REPORT

ON

REVIEW OF WORKLOAD OF SAFAIWALAS  
AT HOWRAH STATION (NEW COMPLEX) UNDER  
CHI/ HWH GOODS OF MEDICAL DEPARTMENT

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

*(Submitted on 24.01.2020)*

***Study conducted by:- Sri P.K. Mondal, CPLI***

***Study guided by:- Sri S. Chandra, AEO, E.Rly***

BY  
GM'S EFFICIENCY CELL  
EASTERN RAILWAY  
KOLKATA

## CONTENTS

<b>Sl. No.</b>	<b>Particulars</b>	<b>Page No.</b>
1	<b><i>Acknowledgement</i></b>	3
	<b><i>Terms of Reference</i></b>	
	<b><i>Summary of Recommendation</i></b>	
2	<b><i>Executive Summary</i></b>	4
3	<u>CHAPTER-I</u> <b><i>Introduction</i></b>	5 - 6
4	<u>CHAPTER-II</u> <b><i>Existing Scenario</i></b>	7 - 12
5	<u>CHAPTER-III</u> <b><i>Critical Analysis</i></b>	13 - 19
6	<u>CHAPTER-IV</u> <b><i>Financial Appraisal</i></b>	20
7	<b><i>ANNEXURES</i></b>	<b><i>Annexure I , II &amp; III</i></b>

### **ACKNOWLEDGEMENT**

The study team is very much thankful to Chief Medical Superintendent/ HWH, ACMS/ H&FW/ HWH and AHO/HWH for their valuable guideline to complete the subject work-study report successfully. The study team is also thankful to CHI/ HWH Goods for his 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 House Keeping Assistant (*Safaiwala*) against workload.
- (iii) Assess the actual requirement in consideration with the Yardstick of sanitation staff under Medical Department.

### **SUMMARY OF RECOMMENDATION**

<b><i>Sl. No.</i></b>	<b><i>Recommendation</i></b>	<b><i>Para reference</i></b>
1	<i>It is recommended that the actual total requirement of House Keeping Assistant (Safaiwala) under CHI/ HWH Goods, will be 62 posts which would result in surrender of 12 nos. of vacant posts as against the present Sanctioned Strength of 74 posts.</i>	3.9

## **EXECUTIVE SUMMARY**

<i>Study Name &amp; No.:</i>	REVIEW OF WORKLOAD OF SAFAIWALAS AT HOWRAH STATION (NEW COMPLEX) UNDER CHI/ HWH GOODS OF MEDICAL DEPARTMENT <b>(Study No. WSER- 20 / 19-20)</b>
<i>Year of conducting the study:</i>	<b>2019 - 20</b>
<i>Terms of reference:</i>	<ul style="list-style-type: none"> <li>(i) Evaluate the quantum of existing workload.</li> <li>(ii) Examine the deployment of Safaiwala against workload.</li> <li>(iii) Assess the actual requirement in consideration with the Yardstick of sanitation staff under Medical Department.</li> </ul>
<i>Methodology:</i>	<ul style="list-style-type: none"> <li>• Collection of data.</li> <li>• Discussion with officers and concerned CHI and HI.</li> <li>• Study of existing workload and manpower.</li> <li>• Critical analysis of existing workload.</li> </ul>
<i>Existing Sanctioned Strength</i>	74
<i>Existing Men on Roll</i>	58
<i>Vacant posts</i>	<b>16</b>
<b>Proposed Surrender</b>	<b>12</b>

<b>Justification</b>
Assessment of the actual requirement of Safaiwalas under CHI/ Howrah Goods has been done in consideration with the Medical Department's Yardstick of sanitation staff.

## **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 6<sup>th</sup> 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 Howrah Station (New Complex) 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 Howrah Station (New Complex) is one of the busiest station in Indian Railway. This station handles load of long distance Mail/Express Trains, along with prestigious trains like Duronto Express. The Chief Health Inspector (CHI)/ HWH Goods is nominated for the keeping the railway platforms and surroundings neat and clean.

Along with the HWH New Complex station, he is also nominated for the maintenance of cleanliness at DRM office / HWH and Riviera.

- 1.6 Medical department of Howrah division has outsourced a considerable portion of the departmental workload to the External agencies. Consequently, this will result in reduction of the workload of the staff.
- 1.7 The subject study has been undertaken to review the staff requirement consequent upon the outsourcing of cleaning activities of a considerable portion of HWH station which has not only resulted in remarkable financial savings but also the quality of cleaning has increased drastically.
- 1.8 Keeping the above facts 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 optimum utilization of manpower keeping in view of 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 Howrah (New Complex) Station has been reviewed and the assessment of manpower has been done accordingly in paragraphs below.

2.2 Howrah Station (*New Complex*) is one of the important Railway station in Eastern Railway and huge number of 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/HWH Goods is the over all In-charge of all sanitation and cleaning activities of Howrah Station (New Complex).

The jurisdiction of CHI/HWH Goods is HWH station (New Complex) including all service buildings at Station, concourse & Station approach area and HWH DRM Office and Riviera. Cleaning activities of all the platforms and washing of tracks have been outsourced to external agencies. The working of departmental staff of sanitation wing is to cater cleaning activities of concourse area, approaches, service buildings of HWH new complex station area. Along with this, sanitation of HWH DRM office and Riveria are maintained by the departmental staff.

2.3 Total On-Roll position of CHI an HI at the unit of CHI/ HWH Goods are tabulated underneath:

S. No.	Designation	Pay Level	Men- On-Roll
1	CHI	Level -7	1
2	HI	Level -6	3
<b>Total</b>			<b>4</b>

2.3.1 The present Sanctioned Strength and On-roll position of Safaiwalas (House Keeping Assistant) under CHI/ HWH Goods for catering the existing workload of cleaning activities at HWH New Complex (*as on 30.10.2019*) are given in table below. [Annexure I]

S. No.	Designation	Pay Level	Staff Strength		
			Sanctioned Strength	On-Roll	Vacancy
1	Sr. House Keeping Assistant/ House Keeping Assistant	Level – 1,2	74	58	16
<b>Total</b>			<b>74</b>	<b>58</b>	<b>16</b>

2.4 The total working period of safaiwalas under CHI/ HWH Goods 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).

- i) Deployment of Safaiwalas at Station are done for all three shifts and for all 7 days of the week. 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.
- ii) Deployment at Riveria is done as and when required basis.
- iii) Deployment of Safaiwalas at HWH DRM office is done for morning shift only and for week days only.

2.5 Shift-wise deployment of Safaiwalas under CHI/HWH Goods along with the description of workload catered by them are mentioned in details in tables below:

2.5.1 **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 33 nos. of Safaiwala are deployed at HWH DRM office and Service buildings, concourse areas & Circulating areas of HWH New Complex in this shift. The deployment of Safaiwalas vis-à-vis workload catered is given below:

S.No.	Work point	Workload (sqm)	Job Description	No. of Safaiwalas deployed
<b>HWH DRM Office</b>				
<b>1.</b>	<b>DRM Main Building</b>			
	Ground Floor	<b>780.01 sqm</b>		
1.1	Stair, Verandah, Hall		Dry sweeping and moping	<b>1</b>
	First Floor			
1.2	Chambers of officers including Meeting room Chamber's Toilets		Dry sweeping and moping Cleaning and spraying	<b>1</b>
<b>2.</b>	<b>DRM Annex Building</b>			
	Ground Floor	<b>6076.39 sqm</b>		
2.1	Control Test Room to CPLI office Toilets at Ground floor		Dry sweeping and moping Cleaning	<b>1</b>
2.2	CONTROL Room Toilets at Control Room		Dry sweeping and moping Cleaning	<b>1</b>
	First Floor			
2.3	Officer's chambers, offices and stairs Toilets of officer's chambers		Dry sweeping and moping Cleaning and spraying	<b>2</b>
	Second Floor			
2.4	Officer's chambers, offices and stairs Toilets of officer's chambers		Dry sweeping and moping Cleaning and spraying	<b>1</b>
2.5	Officer's chambers and stairs Toilets of officer's chambers Common Toilets of DRM Annex Building		Dry sweeping and moping Cleaning and spraying Cleaning	<b>1</b>
<b>3.</b>	<b>DRM 1<sup>st</sup> Building (Old shed No. 1)</b>			
	Ground Floor	<b>4359.15 sqm</b>		
3.1	Cash office to RPF office		Dry sweeping and moping	<b>1</b>
	First Floor			
3.2	Officer's chambers and offices Toilets of officer's chambers		Dry sweeping and moping Cleaning and spraying	<b>1</b>



S.No.	Work point	Workload (sqm)	Job Description	No. of Safaiwalas deployed	
4.	DRM 2 <sup>nd</sup> Building (Old shed No. 2)				
	First Floor	2113.53 sqm			
4.1	Officer's chambers and offices		Dry sweeping and moping	1	
	Toilets of officer's chambers		Cleaning and spraying		
5.	DRM 3 <sup>rd</sup> Building (Old shed No. 3)				
	First Floor	2146.55 sqm			
5.1	Officer's chambers and offices		Dry sweeping and moping	1	
	Toilets of officer's chambers		Cleaning and spraying		
6.	ADRM Building				
	Ground Floor	2230.37 sqm			
6.1	Telephone Exchange		Dry sweeping and moping	1	
	First Floor				
	Offices				
	Toilets at ADRM building				
6.2	Second Floor				
	Officer's chambers, offices and stairs		Dry sweeping and moping	1	
	Toilets of officer's chambers		Cleaning and spraying		
6.3	Third Floor				
	Officer's chambers, offices and stairs		Dry sweeping and moping	1	
	Toilets of officer's chambers		Cleaning and spraying		
7.	Common toilet at DRM 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> building and ADRM building	10 (approx)	Cleaning	1	
8.	Removal of Garbage from DRM building to nominated Vat	--			
HWH (New Complex) Station Area					
9.	PF Road and Parcel Area				
9.1	PF Road	16103 sqm	Dry sweeping	1	
9.2	Parcel Road		Dry sweeping	1	
9.3	Road in front of Base kitchen		Dry sweeping and removal of garbage	1	
9.4	Super Godown to Lease Godown		Dry sweeping	1	
	Godown Toilets		Cleaning		
9.5	LPO office to MIOD office		Dry sweeping		1
	Toilets		Cleaning		
9.6	GRPF office		Dry sweeping	1	
	Toilets		Cleaning		
9.7	Removal of garbage from PF Road & Parcel road to nominated vat			Garbage Removal	1
	All open drain	--	Cleaning and spraying		

S.No.	Work point	Workload (sqm)	Job Description	No. of Safaiwalas deployed
10.	Circulating Area			
10.1	Road in front of New complex	14834 sqm	Dry sweeping	1
10.2	Road in front of Post office to RPF checking room		Dry sweeping and Removal of garbage	1
10.3	Road in front of RPF checking room to Big water tank		Dry sweeping and Removal of garbage	1
10.4	Road in front of Big water tank to RIVIERA		Dry sweeping and Removal of garbage	1
10.5	New Power House		Dry sweeping, drain cleaning and Removal of garbage	1
11.	Service Building (New Complex)			
1.1	2 <sup>nd</sup> class waiting hall and stairs	2513.2 sqm	Dry sweeping and moping	1
	Booking offices		Dry sweeping and moping	
	Toilets of booking offices		Cleaning	
	Various offices at Verandah at 1 <sup>st</sup> floor		Dry sweeping and moping	
	Toilets at 1 <sup>st</sup> floor		Cleaning	
11.2	1 <sup>st</sup> class Waiting Hall		Dry sweeping and moping	1
	Toilets of Waiting hall		Cleaning	
	Various offices including VIP lounge		Dry sweeping and moping	
	Toilet of VIP Lounge		Cleaning	
	Washing			
12.	Concourse (North)			
12.1	Concourse (North)	1996 sqm	Dry sweeping and washing	2
12.2	Pillar Base & Water		Cleaning	1
	Garbage Removal from Concourse(N) & Road in front of New complex to nominated Vat		Garbage Removal	
13.	RIVIERA			
13.1	Riviera	1792 sqm	Dry sweeping and moping	1
	Toilets of Riviera		Cleaning	
	Nominated Vat Road		Dry sweeping	

### 2.5.2 **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 06 nos. of Safaiwalas are deployed at HWH station area only (for cleaning Circulating area, Service area and Concourse area) under one Health Inspector in this shift. The deployment of Safaiwalas along with the workload catered by them is tabulated below:

S.No.	Work point	Workload (sqm)	Job Description	No. of Safaiwalas deployed
<b>HWH (New Complex) Station Area</b>				
<b>1.</b>	<b><i>Circulating Area</i></b>			
1.1	Road in front of New complex	<b>14834 sqm</b>	Dry sweeping	<b>2</b>
	Road in front of Post office to RPF checking room		Dry sweeping and Removal of garbage	
<b>2.</b>	<b><i>Service Building (New Complex)</i></b>			
2.1	2 <sup>nd</sup> class waiting hall and stairs	<b>2513.2 sqm</b>	Dry sweeping and moping	<b>1</b>
	Booking offices		Dry sweeping and moping	
	Toilets of booking offices		Cleaning	
	Various offices at Verandah at 1 <sup>st</sup> floor		Dry sweeping and moping	
	Toilets at 1 <sup>st</sup> floor		Cleaning	
	1 <sup>st</sup> class Waiting Hall		Dry sweeping and moping	
	Toilets of Waiting hall		Cleaning	
<b>3.</b>	<b><i>Concourse (North)</i></b>			
3.1	Concourse (North)	<b>1996 sqm</b>	Dry sweeping and washing	<b>2</b>
3.2	Pillar Base & Water		Cleaning	<b>1</b>
	Garbage Removal from Concourse(N) & Road in front of New complex to nominated Vat		Garbage Removal	

### 2.5.3 **Night Shift (22:00 hrs to 06:00 hrs):**

The working hour of Night shift is from 22.00 hrs to 6.00 hrs. In this shift also, around 06 nos. of Safaiwalas are deployed at HWH station area only (for cleaning Circulating area, Service area and Concourse area) under one Health Inspector. The deployment of Safaiwalas along with the workload catered by them is tabulated below:

S.No.	Work point	Workload (sqm)	Job Description	No. of Safaiwalas deployed
<b>HWH (New Complex) Station Area</b>				
<b>1.</b>	<b><i>Circulating Area</i></b>			
1.1	Road in front of New complex	<b>14834 sqm</b>	Dry sweeping	<b>2</b>
<b>2.</b>	<b><i>Service Building (New Complex)</i></b>			
2.1	2 <sup>nd</sup> class waiting hall and stairs	<b>2513.2 sqm</b>	Dry sweeping and moping	
	Verandah at 1 <sup>st</sup> floor		Dry sweeping and moping	
	Toilets at 1 <sup>st</sup> floor		Cleaning	
	1 <sup>st</sup> class Waiting Hall		Dry sweeping and moping	
	Toilets of Waiting hall		Cleaning	
<b>3.</b>	<b><i>Concourse (North)</i></b>			
3.1	Concourse (North)	<b>1996 sqm</b>	Dry sweeping and washing	<b>3</b>
3.2	Garbage Removal from Concourse(N) & Road in front of New complex to nominated Vat		Garbage Removal	<b>1</b>

- 2.6 Sanitation work of Howrah Station (New Complex) between Platform no. 17 to 23 has been outsourced to private agencies.

The details of the contractual works of Howrah Station (New Complex) executed by Medical Department of Howrah Division along with corresponding Work Schedule are as under (*Annexure II*) :

<b><i>Details of Contract :</i></b>	Mechanized Cleaning works of in between PF 17 to 23 of New Complex for a period of (One Year) or till finalization of SBD Contract whichever is earlier.
<b><i>LOA Letter No. :</i></b>	MC/EnHM/MCL/17 to 23/T-14/HWH/19-20 Dtd. 24/05/19
<b><i>Place of Work :</i></b>	Howrah Station (New complex)
<b><i>Contractor Name :</i></b>	BINDHYA BASHINI TRADERS, 268/10 G.t Road, Liluah, Howrah - 711204
<b><i>Duration of Contract :</i></b>	One year (365 days)
<b><i>Agreement Value :</i></b>	Rs 2,37,20,316.80/- (Rs. Two crores thirty seven lakhs twenty thousand three hundred sixteen and paisa eighty 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/HWH Goods.

- (1) Assessment of present workload of Safaiwalas has been done separately for HWH New Complex and HWH DRM Building.
- (2) Critically examine the point-wise deployment of Safaiwala against present workload.
- (3) Assessment of actual requirement of Safaiwalas under CHI/HWH Goods 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- III*) based on non-mechanical system. Physical observation has also been taken into consideration 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 existing departmental workload.

3.2 At first, the assessment for requirement of staff for HWH New Complex has been done. In the analysis, study team has adopted the formula of Yardstick 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 2.5.1, 2.5.2 & 2.5.3*).

3.3 It has been mentioned in previous Chapter that cleaning activities of Platform area from PF no. 17 to 23 are carried out by External Agency.

Only the cleaning activities of Service buildings, Circulating area and Concourse area at Howrah New Complex are presently executed by departmental Safaiwalas. In addition, cleaning activities of RIVERIA are also maintained by the departmental safaiwalas. The deployment of Safaiwalas at Riveria is done as and when basis i.e at the time when Riveria is booked.

3.4 It has been 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 has been taken into consideration for the assessment of sanitation staff under CHI/HWH Goods. The detailed analysis is shown as under:

**REQUIREMENT OF SAFAIWALA TO CATER EXISTING WORKLOAD OF DEPARTMENTAL SAFAIWALAS OF HOWRAH STATION NEW COMPLEX 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	<b>PF Road and Parcel Area</b>					
1.1	PF Road	Manual Sweeping	Shift (06-14) - 1 time	Sweeping - <b>173331 sqft</b>	(a) Sweeping of roads, 70000 sqft per safaiwala in 8 hrs	$\frac{173331}{70000} = 2.4$
1.2	Parcel Road					
1.3	Road in front of Base kitchen					
1.4	Super Godown to Lease Godown					
1.5	LPO office to MIOD office					
1.6	GRPF office					
1.7	Removal of garbage from PF Road & Parcel road to nominated vat	Garbage collection & disposal to vat	Shift (06-14) - 1 time	<b>173331 sqft</b>	(b) 160000 Sqft per Safaiwala in 8 hrs	$\frac{173331}{160000} = 1.1$
1.8	Toilets at Godown, GRPF office and other offices	Cleaning	Shift (06-14) - 1 time	<b>5 nos.</b>	For cleaning Toilet - 15 minutes per toilet per safaiwala ( <b>32 common toilets in 8 hrs</b> )	$\frac{5}{32} = 0.1$
2	<b>Circulating Area</b>					
2.1	Road in front of New complex	Manual Sweeping	Shift (06 - 14) - 1 time Shift (14 - 20) - 1 time Shift (20 - 06) - 1 time	Sweeping - [159671 Sqft X 3 = <b>479013 Sqft]</b>	(a) Sweeping of roads, 70000 sqft per safaiwala in 8 hrs	$\frac{479013}{70000} = 6.6$
2.2	Road in front of Post office to RPF checking room					
2.3	Road in front of RPF checking room to Big water tank					
2.4	Road in front of Big water tank to RIVIERA					
2.5	New Power House					
2.6	Removal of garbage from Circulating Area to nominated vat	Garbage collection & disposal to vat	Shift (06 - 14) - 1 time Shift (14 - 20) - 1 time Shift (20 - 06) - 1 time	159671 Sqft X 3 = <b>479013 Sqft</b>	(b) 160000 Sqft per Safaiwala in 8 hrs	$\frac{479013}{160000} = 2.7$

Sl. No.	Areas of Working (approx)		Activities	Frequency of cleaning	Total Volume of Work in Sqft	Present Yard Stick	Total Manpower required (Rounding Off)		
3	Service Building (New Complex)								
3.1	2nd class waiting hall and stairs	2513.2 sqmt (27051 sqft)	Manual Sweeping	Shift (06 - 14) - 1 time Shift (14 - 20) - 1 time Shift (20 - 06) - 1 time	Sweeping and Moping - [27051 Sqft X 3 = 81153 Sqft]	(a) For sweeping PF area, 80000 Sqft per Safaiwala in 8 hrs	81153 = 1 80000	8.4	
3.2	Booking offices		Swabing				(b ) For swabing station facilities - 3.75 minutes per Safaiwala per 1000 Sft (12800 Sft in 8 hrs)		81153 = 6.1 12800
3.3	Various offices and Verandah at 1st floor						(c ) For washing waiting halls and station facilities- 6 minutes per Safaiwala per 1000 Sft (80000 Sft in 8 hrs)		27051= 0.3 80000
3.4	1st class Waiting Hall		Washing	Shift (06 - 14) - 1 time	Washing - 27051 Sqft	(d) 160000 Sqft per Safaiwala in 8 hrs	81153 =0.5 160000		
3.5	Garbage Removal from Service buildings to nominated Vat		Garbage collection & dispoasl to vat	Shift (06 - 14) - 1 time Shift (14 - 20) - 1 time Shift (20 - 06) - 1 time	27051 Sqft X 3 = 81153 Sqft				
3.6	Toilets at various offices of 1st floor	6 (approx)	Cleaning	Shift (06 - 14) - 1 time Shift (14 - 20) - 1 time Shift (20 - 06) - 1 time	6 X 3 = 18	For cleaning Toilet - 15 minutes per toilet per safaiwala (32 common toilets in 8 hrs)	18 = 0.5 32		
3.7	Toilets of Booking ofices & Waiting hall and VIP lounge								
4	Concourse (North)								
4.1	Concourse (North)	1996 sqmt (21484 sqft)	Manual Sweeping	Shift (06 - 14) - 3 times Shift (14 - 20) - 3 times Shift (20 - 06) - 2 times	Sweeping and Washing - [21484 Sqft X 9 = 193356 Sqft]	(a) For sweeping PF area, 80000 Sqft per Safaiwala in 8 hrs	193356 = 2.3 80000	6	
			Washing			(b ) For washing PF area - 6.25 minutes per Safaiwala per 1000 Sft (76800 Sft in 8 hrs)	193356 = 2.3 76800		
4.2	Garbage Removal from Concourse(N) & Road in front of New complex to nominated Vat	Garbage collection & dispoasl to vat	Shift (06 - 14) - 1 time Shift (14 - 20) - 1 time Shift (20 - 06) - 1 time	21484 Sqft X 9 = 193356 Sqft	(c ) 160000 Sqft per Safaiwala in 8 hrs	64452 =0.4 160000			
4.3	Pillar Base & Water booths	--	Cleaning	Shift (06 - 14) - 1 time Shift (14 - 20) - 1 time	--	The study team felt that 1 safaiwala is sufficient enough to cater the mentioned job.	1		
5	RIVIERA and drain cleaning and Misc. workload								
5.1	Riviera, Toilets of RIVERIA	1792 sqmt (19288 saft)	The workload of Riveria is of occational nature. However, study team recommends 1 safaiwala to cater the mentioned workload. At the time, when he is not engaged in Riveria Workload, he can be utilised for drain cleaning and other misc. workload.				1		
5.2	Misc. workload	--							
BARE REQUIREMENT							28.3		
REST GIVER (RG) @ 16.5%							4.6		
LEAVE RESERVE (LR) @ 12.5%							4.1		
REVISED REQUIREMENT FOR HOWRAH STATION NEW COMPLEX							37		

- 3.4.1 So, the Revised requirement of Departmental Safaiwala for carrying out existing Sanitary & Conservancy work at Howrah New Complex has been assessed to 37 [*including Rest Giver (RG) and Leave Reserve (LR)*].
- 3.5 Now, in further paragraphs the requirement of safaiwalas at Howrah DRM office has been assessed. The sanitation at DRM Office, HWH are fully catered by the departmental staff. Study team has adopted the formula of Yardstick for assessment of actual requirement of Safaiwalas deployed at Howrah DRM office based on the present volume of Sanitary & Cleaning work as mentioned in table under para 2.5.1, 2.5.2 & 2.5.3
- 3.5.1 During physical observation, it is noticed that in many areas, mainly in ground floor, mopping is unmanageable due to the following reasons:-
- i) stacking of goods,
  - ii) uneven surfaces,
  - iii) various instruments are installed, etc.
- Study team, in consideration with above mentioned facts, has estimated the mopping workload of several areas based on physical observation.
- 3.6 Safaiwalas at DRM office are deployed mainly in day shift and on week days only. Hence, Rest Giver (RG) is not required.
- The assessment for the requirement of safaiwalas for sanitary & cleaning work at DRM office, HWH is shown in table below.



**REQUIREMENT OF SAFAIWALA TO CATER EXISTING WORKLOAD OF DEPARTMENTAL SAFAIWALAS OF DRM OFFICE, HOWRAH 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	DRM Main Building								
	Ground floor	780 sqmt (8395 sqft)	Manual Sweeping and Moping	Shift (06-14) - 1 time	Sweeping and moping - 8396 Sqft	(a) For sweeping the offices, 25 minutes per safaiwala per 1000 Sqft (19200 Sft in 8 hrs)	8395 = 0.4 19200	1.2	
1.1	Hall and stairs								
	First Floor								
1.2	Verandah								
1.3	Officers chamber's								
1.4	Meeting Room					(b) For swabing - 3.75 minutes per Safaiwala per 1000 Sft (12800 Sft in 8 hrs)	8395 = 0.6 12800		
1.5	All toilets of DRM main building including chamber's toilet	10 nos. (approx)	Cleaning and spraying	Shift (06-14) - 1 time	10 nos.	For cleaning Toilet - 10 minutes per toilet per safaiwala (48 toilets in 8 hrs)	10 = 0.2 48		
2	DRM Annex Building								
	Ground Floor	6076.3 sqm (65404 sqft)	Manual Sweeping and Moping	Shift (06-14) - 1 time	Sweeping and moping - 65404 Sqft	(a) For sweeping the offices, 25 minutes per safaiwala per 1000 Sqft (19200 Sft in 8 hrs)	65404 = 3.3 19200	7.1	
2.1	Control Test Room to CPLI office								
2.2	CONTROL Room								
	First Floor								
2.3	Officer's chambers, offices and stairs								
	Second Floor								
2.4	Officer's chambers, offices and stairs								
2.5	Officer's chambers and stairs				Moping - 43600 Sqft	(b ) For swabing - 3.75 minutes per Safaiwala per 1000 Sft (12800 Sft in 8 hrs)	43600 = 3.4 12800		
2.6	Toilets of Officer's chamber's and offices of DRM Annex Building	15 nos. (approx)	Cleaning and spraying	Shift (06-14) - 1 time	15 nos.	For cleaning Toilet - 10 minutes per toilet per safaiwala (48 toilets in 8 hrs)	15 = 0.3 48		
2.7	Commom Toilets at DRM Annex Building	5 nos. (approx)	Cleaning		5 nos.	For cleaning Toilet - 15 minutes per toilet per safaiwala (32 common toilets in 8 hrs)	5 = 0.1 32		
3	DRM 1st Building (Old shed No. 1)								
	Ground Floor	2179.5 sqm (23460 sqft)	Manual Sweeping	Shift (06-14) - 1 time	Sweeping - 46921 Sqft	(a) For sweeping the offices , 25 minutes per safaiwala per 1000 Sqft (19200 Sft in 8 hrs)	46921 = 2.3 19200	4.1	
3.1	Cash office to RPF office								
	First Floor	2179.5 sqm (23460 sqft)	Manual Sweeping and Moping		Moping - 23460 Sqft	(b ) For swabing - 3.75 minutes per Safaiwala per 1000 Sft (12800 Sft in 8 hrs)	23460 = 1.7 12800		
3.2	Officer's chambers and offices								
3.3	Toilets of officer's chambers	8 nos. (approx)	Cleaning and spraying	Shift (06-14) - 1 time	8 nos.	For cleaning Toilet - 10 minutes per toilet per safaiwala (48 toilets in 8 hrs)	8 = 0.1 48		

Sl. No.	Areas of Working (approx)	Activities	Frequency of cleaning	Total Volume of Work in Sqft	Present Yard Stick	Total Manpower required (Rounding Off)		
4	DRM 2nd Building (Old shed No. 2)							
	First Floor	2113.53 sqm (22749 sqft)	Manual Sweeping and Moping	Shift (06-14) - 1 time	Sweeping and moping - 22749 Sqft	(a) For sweeping the offices, 25 minutes per safaiwala per 1000 Sqft (19200 Sft in 8 hrs)	22749 = 1.2 19200	3
4.1	Officer's chambers and various offices					(b ) For swabing - 3.75 minutes per Safaiwala per 1000 Sft (12800 Sft in 8 hrs)	22749 = 1.7 12800	
4.2	Toilets of officer's chambers					5 nos. (approx)	Cleaning	
5	DRM 3rd Building (Old shed No. 3)							
	First Floor	2146.55 sqm (23105 sqft)	Manual Sweeping and Moping	Shift (06-14) - 1 time	Sweeping and moping - 23105 Sqft	(a) For sweeping the offices and waiting hall, 25 minutes per safaiwala per 1000 Sqft (19200 Sft in 8 hrs)	23105 = 1.2 19200	3.1
5.1	Officer's chambers and offices					(b ) For swabing - 3.75 minutes per Safaiwala per 1000 Sft (12800 Sft in 8 hrs)	23105 = 1.7 12800	
5.2	Toilets of officer's chambers					5 nos. (approx)	Cleaning	
6	ADRM Building		Manual Sweeping	Shift (06-14) - 1 time	Sweeping - 24007 Sqft	(a) For sweeping the offices , 25 minutes per safaiwala per 1000 Sqft (19200 Sft in 8 hrs)	24007 = 1.3 19200	2.7
	Ground Floor							
6.1	Telephone Exchange	2230.36 sqm (24007 sqft)	Manual Sweeping and Moping		Moping - 18005 Sqft	(b ) For swabing - 3.75 minutes per Safaiwala per 1000 Sft (12800 Sft in 8 hrs)	18005 = 1.3 12800	
	First Floor							
6.2	Various Offices							
	Second Floor							
6.3	Officer's chambers, offices and stairs							
	Third Floor							
6.4	Officer's chambers, offices and stairs	8 nos. (approx)	Cleaning		Shift (06-14) - 1 time	8 nos.	For cleaning Toilet - 10 minutes per toilet per safaiwala (48 toilets in 8 hrs)	
6.5	Toilets of officer's chambers							
7	Common toilet at DRM 1st, 2nd and 3rd building and ADRM building	10 nos. (approx)	Cleaning	Shift (06-14) - 1 time	10 nos.	For cleaning Toilet - 15 minutes per toilet per safaiwala (32 common toilets in 8 hrs)	10 = 0.3 32	0.3
8	Removal of garbage from DRM building to nominated vat	158182 sqft	Garbage collection & disposal to vat	Shift (06-14) - 1 time	158182 Sqft	160000 Sqft per Safaiwala in 8 hrs	158182 = 0.9 160000	0.9
BARE REQUIREMENT							22.4	
LEAVE RESERVE (LR) @ 12.5%							2.8	
REVISED REQUIREMENT FOR DRM OFFICE, HOWRAH							25.2 ~ 25	

3.6.1 So, the Revised requirement of Departmental Safaiwala for carrying out existing Sanitary & Conservancy work at DRM building, HWH has been assessed to 25 (including LR).

3.7 Summarizing the total revised requirement of staff as shown in para 3.4.1 and 3.6.1, 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.

	<b>Sanctioned Strength</b>	<b>Men-On- roll</b>	<b>Total requirement of staff duly revised</b>		<b>Surplus posts</b>
	<i>(from para 2.3.1)</i>		<i>(from para 3.4.1 &amp; 3.6.1)</i>		
Safaiwalas at Howrah New Complex Station	<b>74</b>	<b>58</b>	<b>37</b>	<b>62</b>	<b>12</b>
Safaiwalas at DRM office, HWH			<b>25</b>		
<b>TOTAL</b>	<b>74</b>	<b>58</b>	<b>62</b>		<b>12</b>

3.8 It is observed from the above table under para 3.7 that, the total revised requirement of safaiwala to cater the existing departmental workload at Howrah Station New Complex and DRM office, HWH is calculated as 62. It may be mentioned here that there are total 58 nos. of staff working under CHI/ HWH Goods (i.e. total MOR = 58) as against the Sanctioned strength of 74 posts, (as evident from para 2.3.1) which indicates that presently, there is a clear vacancy of  $(74 - 58) = 16$  posts in the above unit. On scrutiny, it is assessed by the study team that there is a need of filling up 4 vacant posts to tackle the existing workload which has neatly been analysed in the foregoing paragraphs of the Critical Analysis chapter. Hence,  $(74 - 62) = 12$  nos. of posts are found to be excess to the present requirement after filling up of 4 vacant posts.

### 3.9 **Recommendation:** -

It is recommended that the Revised total requirement of House Keeping Assistant (Safaiwala) under CHI/ HWH Goods, will be 62 posts which would result in surrender of 12 nos. of vacant posts as against the present Sanctioned strength of 74 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 3.9, the total surplus posts works out to **12 posts**.

A statement showing the total annual financial savings on account of surrender of **12** posts is furnished below.

Category & Scale of Pay (Rs.)		Grade Pay (Rs.)	Mean pay (in Rs)	Mean Pay (as per 7th PC) = 2.57 X Mean Pay (as per 6th PC)	D.A (17%) (in Rs)	Total (in Rs)	No. of posts Recommended for Surrender	Monthly savings of total staff (in Rs)	Annual savings. (in lakhs Rs)
(as per 6th Pay Commission)				(as per 7th Pay Commission )					
House Keeping Assistant (Safaiwala)	5200-20200/-	1800/-	14500/-	37265/-	6335/-	43600/-	12	5,23,200/-	62.78
TOTAL							12		62.78

Thus, the annual financial savings works out to **Rs. 62.78 lakhs.**