

# EASTERN RAILWAY

WORK STUDY REPORT  
ON  
REVIEW OF CLEANING ACTIVITIES UNDER OPTG DEPARTMENT IN ASANSOL  
DIVISION CONSEQUENT UPON THE CHANGED SCENARIO.

(STUDY NO.WSER-05/19-20)

(Submitted on: 18.09.2019)

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BY  
GM'S EFFICIENCY CELL  
EASTERN RAILWAY

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KOLKATA

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## **ACKNOWLEDGEMENT**

The study team is thankful to Sr.DOM/ASN, Sr.DPO/ASN, and all concerned staff of Operating Deptt. in Asansol Division for their heartiest co-operation and guidance in conducting the subject work study successfully.

## **ATHORITY AND TERMS OF REFERENCE:**

### **AUTHORITY**

As desired by the competent authority and dully approved, the subject work-study has been undertaken by the GM's Efficiency Cell during the current financial year 2019-10.

### **TERMS OF REFERENCE**

The study team has conducted the subject work-study based on the following terms of references –

- i) Existing sanctioned strength and MOR of Safaiwala in ASN division.
- ii) Activities of Safaiwala.
- iv) Outsourcing of cleaning activities in station premises.

## **SUMMARY OF RECOMMENDATION**

Sl.No.	Recommendation	Para ref.
1	The Study Team recommends that 7 posts of Safaiwala should be surrendered immediately from the existing Sanctioned Strength of Safaiwala under Operating Department over ASN Division against implementation of contractual agency in cleaning activities. Hence, revised sanctioned strength of Safaiwala under OPTG deptt. in ASN division would be 35 (42-7) instead of 42.	2.10

## EXECUTIVE SUMMARY

Study Name & No:	<p>WORK STUDY REPORT ON REVIEW OF CLEANING ACTIVITIES UNDER OPTG DEPTT. IN ASN DIVISION CONSEQUENT UPON THE CHANGED SCENARIO.</p> <p>(STUDY NO.WSER-05/19-20)</p>
Year of conducting the study:	2019-20
Terms of reference:	<p>i) Existing sanctioned strength and MOR of Safaiwala in ASN division.</p> <p>ii) Activities of Safaiwala.</p> <p>iii) Outsourcing of cleaning activities in station premises</p>
Existing Sanctioned Strength:	42
On roll strength	40
Vacant post:	02
Proposed Surrender:	7

## CHAPTER-I

### 1.0 INTRODUCTION:

- 1.1 In the era of advancement of modern technologies Indian Railway has always kept pace with the introduction of technological advancement.

The object of modernization is to maintain safety, security and punctuality. In addition to that, with the advancement of technology, Railway has also upgraded the staff by giving training to acquaint with modern technology, so that they can keep pace with the line.

- 1.2 Asansol Division was established in 1925. This is one of the oldest divisions on the Indian Railways and has always been in the forefront of operations, both freight and passenger. As far as Eastern Railway is concerned, Asansol Division is referred to as the heart of operations, being at the crossroads of the Grand Chord route via Gaya and the main line route via Patna.

The division extends on the main line from the distant signal of Khana junction in the east to distant signal of Jhajha station in the west. On the Grand Chord line, the administrative control of Asansol Division is upto the distant signal of Pradhankhunta. The territorial jurisdiction of this division also extends over such branch lines as Andal-Sainthia, Andal-Tapasi-Barabani-Sitarampur, Madhupur-Giridih, Jasidih-Baidyanathdham and Jasidih to Dumka. It serves the densely populated states of West Bengal, Bihar & Jharkhand covering seven districts viz. Bardhaman and Birbhum in West Bengal, Jamui in Bihar & Dhanbad, Jamtara, Giridih, Deoghar and Dumka in Jharkhand.

- 1.3 The division comprises of 'A' route, a quadruple electrified section between Khana to Sitarampur with MACL signaling, a double line automatic signaling territory between Sitarampur to Chotoambona. On 'B' route, a double line section between Sitarampur - Jhajha with electrified branch single line between Jasidih - Baidyanathdham section and non-electrified branch single line between Madhupur-Giridih and Jasidih - Dumka. On 'E' route a twin single line working on electrified territory between Andal-Pandabeswar and double line non-electrified territory between Pandabeswar - Sainthia with MACL signaling.

- 1.4 Operating Department in Railways is responsible for managing the smooth running of trains. Crew booking, running of trains, managing of Station premises are controlled by Operating Department. The Operating Deptt is also responsible for cleanliness and providing better passenger amenities at station premises at maximum stations in ASN division. Keeping this objective in view, special emphasis is laid on the collection and disposal of refuse and sewage in a scientific manner. Cleanliness of Railway areas is multidisciplinary approach by various departments of the Railways viz.

Medical, Engineering, Operating and Mechanical. Operating Department perform the Sanitation job at major Railway stations under the supervision of Station Managers.

- 1.5 Indian Railway is facing tremendous financial crunch after implementation of the 7th pay commission which will affect the financial growth in Railway. Operating ratio is gradually increasing in Railways. 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 100. In Performance Efficiency Index shown in the corporate plan booklet published by the Eastern Railway, the "Operating Ratios" from 2015-16 to 2018-19 are as given below –

Operating Ratio

2015-2016	180.75%
2016-2017	165.25%
2017-2018	181.15%
2018-2019	168.66% (Proposed)

In view of the above, Eastern Railway has taken serious consideration to make the operating ratio within limit (below 100%) by decreasing the Working Expense and increasing the earnings. For this purpose, Rly Board issued nos. of circulars, orders, etc to minimize Expenses and increase Earnings. The Zonal Railways also implement various measures for financial discipline.

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

- 1.6 Considering the above, the railway authority has suggested conducting the subject study in order to provide need based requirement of Safaiwala in Operating department in Eastern railway consequent upon the changed scenario. The subject work-study has been undertaken by GM's Efficiency Cell/E.Rly during the current financial year 2019-2020 to improve the productivity index of the railway. As per terms of reference, the study team has thoroughly observed the activities and deployment of staff at different station/unit and critically analyzed the involvement of staff to ascertain their optimum utilization and to find out the need based requirement.

## CHAPTER-II

## 2.0 EXISTING SCENARIO &amp; CRITICAL ANALYSIS:

2.1 All goods sheds, yard and stations of ASN division are under the overall control of Sr. DOM/ASN and under direct control of concerned DOM & AOM. Each goods sheds/yards are functioning directly under Traffic Inspectors and stations under Station Masters.

2.2 Presently, Medical Department of ASN Division supervises the cleanliness / sanitary works of the following stations through outsourcing i.e. Cleaning Works Contract.

- a) ASN
- b) PAN
- c) UDL
- d) STN
- e) BRR
- f) MDP

2.3 On the other hand, the operating department of ASN Division supervises the cleanliness / sanitary works of the rest stations.

2.4 As per the terms and conditions of the subject work-study, the study team has assessed the existing workload of Safaiwala, deployed in different work stations. The workload of these types of categories has been drastically changed after the introduction of contractual agency in cleaning operation in stations. The Sanctioned strength and On-Roll position of Safaiwala under Operating Department in ASN Division is tabulated as under:

TABLE-1

Category of Staff	Pay scale	Grade Pay	Sanctioned Strength	Men-On-Roll	Vacancy
Safaiwala	Rs. 5,200 - 20,200/-	Rs. 1800/-	42	40	2

2.5 The existing point-wise Sanctioned strength and On-roll position of Safaiwalas working under Sr. DOM/ASN over ASN Division are tabulated as under.

Sanctioned and MOR position of Safaiwala under Operating Department in ASN Division as on 01.07.2019				
SL No.	Stations	S/S	MOR	Vacancy
1	GLI	1	1	0
2	PAJ	1	1	0
3	MNAE	1	1	0
4	RBH	1	1	0
5	DGR	3	2	1
6	DCOP	0	1	-1
7	RNG	6	4	2
8	KPK	1	1	0
9	ULT	1	1	0
10	KMME	1	1	0
11	MMU	2	2	0
12	UKA	1	1	0
13	PAW	1	2	-1
14	SURI	2	2	0
15	SLS	1	1	0
16	RNPR	1	1	0
17	CRJ	1	3	-2
18	JMT	0	1	-1
19	JSME	2	2	0
20	STL	1	1	0
21	BDME	4	3	1
22	DGHR	1	1	0
23	BSKH	1	0	1
24	GRD	1	1	0
25	JGD	1	1	0
26	DSEY (SM)	3	2	1
27	HSME (YM)	1	1	0
28	DTC/MDP	2	1	1
<b>TOTAL</b>		<b>42</b>	<b>40</b>	<b>2</b>



2.6 As already stated earlier in above paragraph that, Operating department of ASN Division is catering cleaning activities of some stations with the utilization of 'Cash Imprest', Particulars of which is given below.

Revised amount of 'Cash Imprest' for Stations over ASN Division is

For 'A-1' & 'A' Class Stations: Rs. 15,000.00

For 'B' Class Stations: Rs. 10,000.00

For 'D' Class Stations: Rs. 5,000.00

For 'E' / 'F' Class Stations: Rs. 4,000.00

2.6.1 The station wise allotted imprest cash is tabulated below.

Sl. No.	Name of stations	Class of Stations	Amount to be recouped
1	Sitarampur	D	5,000.00
2	Salanpur	E	4,000.00
3	Rupnarayanpur	E	4,000.00
4	Chittaranjan	B	10,000.00
5	Bodma	E	4,000.00
6	Jamtara	D	5,000.00
7	Vidyasagar	D	5,000.00
8	Kaseetanr	F	4,000.00
9	Madankatta	E	4000.00
10	Joramow	E	4000.00
11	Mathurapur	F	4000.00
12	Giridih	D	5000.00
13	Jagdishpur	E	4000.00
14	Maheshmunda	F	4,000.00
15	Madankatta	E	4000.00
16	Joramow	E	4000.00
17	Mathurapur	F	4000.00
18	Galsi	E	4000.00
19	Paraj	E	4000.00
20	Mankar	D	5000.00
21	Rajbandh	E	4000.00
22	Khana Link	E	4000.00
23	Barachak	E	4000.00
24	Kulti	D	5000.00
25	Barakar	D	5000.00

26	Kumardubi	D	5000.00
27	Mugma	E	4000.00
28	Thaparnagar	E	4000.00
29	Kalubathan	E	4000.00
30	Chhotambona	E	4000.00
31	Hirapur	E	4000.00
32	Kunuri	E	4,000.00
33	Chinpai	E	4,000.00
34	Dubrajpur	E	4,000.00
35	Panchra	E	4,000.00
36	Bhimgara	E	4,000.00
37	Pandaveswar	D	5,000.00
38	Ukhra	E	4,000.00
39	Kajoragram	E	4,000.00
40	Suri	D	5,000.00
41	Barabani	E	4,000.00
42	Topsi	E	4,000.00
43	Sonachara	E	4,000.00

Sl No.	Name of stations	Class of Stations	Amount to be recouped
44	Kumrabad Rohini	E	4000.00
45	Shankarpur	E	4000.00
46	Ghorparan	E	4000.00
47	Simultala	D	5000.00
48	Narganjo	E	4000.00
49	Lahabon	E	4000.00
50	Rajola Halt	E	4000.00
51	Telwa Bazar	E	4000.00
52	Kumrabad Rohini	E	4000.00
53	Shankarpur	E	4000.00
54	Ghorparan	E	4000.00
55	Simultala	D	5000.00
56	Pinjrapol	F	4,000.00
57	Waria	E	4,000.00
58	DCOP	F	4,000.00
59	Kalipahari	E	4,000.00
60	Nimcha BH	E	4,000.00
61	Baktarnagar	E	4,000.00
62	DSEY	F	4,000.00
63	Dumka	E	4000.00
64	Basukinath	E	4000.00
65	Ghormara	E	4000.00
66	Deoghar	C	4000.00

<b>67</b>	<b>Chandan</b>	<b>E</b>	<b>4000.00</b>
<b>68</b>	<b>Karjhausa</b>	<b>E</b>	<b>4000.00</b>
<b>69</b>	<b>Katoria</b>	<b>E</b>	<b>4000.00</b>
<b>70</b>	<b>Jasidih</b>	<b>A</b>	<b>15,000.00</b>
<b>71</b>	<b>Madhupur</b>	<b>A</b>	<b>15,000.00</b>
<b>72</b>	<b>Panagarh</b>	<b>B</b>	<b>10,000.00</b>
<b>73</b>	<b>Andal Spl</b>	<b>B</b>	<b>5,000.00</b>
<b>74</b>	<b>Raniganj</b>	<b>B</b>	<b>10,000.00</b>
<b>75</b>	<b>Asansol</b>	<b>B</b>	<b>10,000.00</b>
<b>76</b>	<b>Durgapur</b>	<b>A</b>	<b>7,000.00</b>

2.6.2 From para 2.5, it is noticed that cleaning activities are done from station impresent at most of the stations in ASN division. The stations having departmental Safaiwala and Cash Imprest both are tabulated below.

<b>SL No.</b>	<b>Stations</b>	<b>MOR</b>	<b>Cash Imprest</b>	<b>Recouped</b>
1	GLI	1	4000	Once in a month
2	PAJ	1	4000	Once in a month
3	MNAE	1	5000	Once in a month
4	RBH	1	4000	Once in a month
5	DGR	2	7000	Once in a month
6	DCOP	1	4000	Once in a month
7	RNG	4	10000	Once in a month
8	KPK	1	4000	Once in a month
9	ULT	1	5000	Twice in a month
10	KMME	1	5000	Twice in a month
11	MMU	2	4000	Once in a month
12	UKA	1	4000	Once in a month
13	PAW	2	5000	Twice in a month
14	SURI	2	5000	Once in a month
15	SLS	1	4000	Once in a month
16	RNPR	1	4000	Once in a month
17	CRJ	3	10000	Once in a month
18	JMT	1	5000	Once in a month

19	JSME	2	15000	Once in a month
20	STL	1	5000	Once in a month
21	BDME	3	4000	Once in a month
22	DGHR	1	4000	Once in a month
23	BSKH	0	4000	Once in a month
24	GRD	1	5000	Once in a month
25	JGD	1	4000	Once in a month
26	DSEY (SM)	2	4000	Once in a month
27	JSME (YM)	1		
28	DTC/MDP	1		
<b>TOTAL</b>		<b>40</b>		

2.7 It is also noticed during physical observation that cleaning activities of some major stations are done by the Medical department. The following stations also recouped station imprest cash. The details are tabulated below.

SI No.	Station	Imprest cash recouped
1	ASN	10000
2	PAN	10000
3	UDL	5000
4	STN	5000
5	BRR	5000
6	MDP	15000

2.8 The study team also observed that cleaning activities of some stations are performed by outside agencies. The particulars of Cleanliness Contracts, under execution in Operating Department / ASN Division, are tabulated below.

Sl No.	Name of Station	Contract Value in Rs.	Validity		Scope of work	remarks
			From	To		
1	DGR	2901037	20.08.18	19.08.19	Over all mechanized cleaning for one year.	
2	JSME	2610392			Over all mechanized cleaning for one year.	Tender accepted on 23.08.18
3	RNG	892527			Rag picking & adjacent drain cleaning for one year.	Tender accepted on 23.08.19
4	CRJ					
5	BDME					
6	SURI	3107231			Rag picking & adjacent drain cleaning for two years.	
7	MNAE					
8	ULT					
9	KMME					
10	JMT					
11	PAW					
12	VDS					
13	STL					
14	GRD					
15	DUMKA	8117997	01.01.17	31.12.19	Over all mechanized cleaning for three years.	
16	DGHR				Rag picking from PF end to Adv. Starter both end for 03 years	
17	GHRA					
18	BSKN					
19	CNDN					

2.8.1 It is also noticed during field study that complete outsourcing of sanitation work in mechanized way such as rag picking, cleaning of all platform surfaces, cleaning of waiting rooms & offices, disposal of accumulated garbage to nominated vats are going to be implement shortly at RNG, SURI, PAW, MNAE, OYR stations . Similarly same proposals have been implemented recently at CRJ, JMT, VDS stations.

2.8.2 The departmental Safaiwala and cash imprest provided at these stations are tabulated below. For these stations, Imprest Cash is utilized for other misc. purpose also.

Sl. No	Stations	Departmental Safaiwala provided (Sanctioned Strength)	Cash imprest recouped	Remarks
1	RNG	6	10000	
2	SURI	2	5000	
3	PAW	1	5000	
4	MNAE	1	5000	
5	OYR	Nil	4000	
6	CRJ	1	10000	
7	JMT	Nil	5000	
8	VDS	Nil	5000	
9	DGR	3	7000	
10	JSME	2	15000	
	<b>TOTAL</b>	<b>16</b>		

2.8.3 From above para 2.6.1, 2.7 & 2.8.2, it is seen that out of total 76 stations, complete cleanliness contracts have been awarded for only (10+6) stations over ASN Division which are under OPTG/Medical department. For the remaining 60 stations, Imprest Cash to the tune of Rs. 4000.00 to Rs.5 000.00 are allotted in monthly basis for the purpose of cleanliness according to the class of station.

2.8.4 It is also noticed that out of 76 stations only 28 stations (para 2.5) are provided with departmental Safaiwala. It is quite obvious that the remaining stations in ASN division are maintaining their cleanliness activities at station and surrounding area with Imprest cash depending on the class of station.

2.8.5 There are 25 Safaiwalas (sanctioned strength) deployed for sanitation work at the above mentioned 60 stations which are not under the purview of Cleanliness Contracts, though Imprest Cash to the tune of Rs. 4000.00 to

Rs.5, 000.00 is also allotted for sanitation (monthly basis) works and other miscellaneous purpose for these stations.

2.8.6 After going through the present cleanliness scenario of Railway stations over ASN Division in detail, it is clear that in one hand departmental Safaiwalas are deployed for stations cleaning and on the other hand a very good amount of impreset cash per month is recouped for station cleaning. Moreover, during physical observation, it is observed that the quality of housekeeping maintained by the private agencies at the station premises is far better than that maintained by departmental staff.

2.8.7 Study team has given thrust upon the necessity of retaintation of Safaiwala over the stations where sanitation works are completely outsourced. During conversation with concerned Station Manager at the time of field study, the study team is convinced that a skeleton structure of Safaiwala should be retained at these stations to cater any emergent situation, VIP movement, and maintenance of staff quarters at road side stations etc. In this respect, the following Safaiwalas may be kept ready at stations to meet up any kind of exigencies for the time being. In future, these staff may be surrendered in a phase wise after the inclusion of maintenance of sanitation works of staff quarters in the contractual agreement.

Sl. No.	Station	Departmental Safaiwala			Proposed	
		Sanctioned Strength	On Roll	Vacancy	Requirement	Surrender
1	RNG	6	4	2	2	4
2	DGR	4	3	1	3	1
3	MNAE					
4	SURI	3	4	-1	2	1
5	PAW					
6	JSME	3	5	-2	2	1
7	CRJ					
	<b>TOTAL</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>9</b>	<b>7</b>

2.8.8 In this regard, the study team wants to draw the attention of Railway Board's view on Safaiwala. The Railway Board has directed to all zonal railways to review of Safaiwala cadre specially where the sanitation work has been outsourced. (Annexure-A)

## 2.9 Opinion:

The study team opines that after outsourcing of cleaning activities at the above mentioned stations (para 2.8.7), the present deployment of departmental Safaiwala should be reduced to 9 instead of 16 for maintenance of sanitation work at staff quarters as well as to overcome the emergent situation at these stations.

2.9.1 Hence, considering the above facts and figures, after outsourcing of cleaning activities at the above mentioned stations the revised requirement of departmental Safaiwalas in ASN division would be as under.

Activity centre	Existing deployment of Safaiwala			Proposed	
	S/S	MOR	Vac	S/S	Surrender
Stations where cleaning activities are carried out by departmental staff as well as from station cash imprest	26	24	2	26	0
Stations where cleaning activities are carried out by outside agency	16	16	0	9	7
<b>TOTAL</b>	<b>42</b>	<b>40</b>	<b>2</b>	<b>35</b>	<b>7</b>

## 2.10 RECOMMENDATION:

**The Study Team recommends that 7 posts of Safaiwala should be surrendered immediately from the existing Sanctioned Strength of Safaiwala under Operating Department over ASN Division against implementation of contractual agency in cleaning activities. Hence, revised sanctioned strength of Safaiwala under OPTG deptt. in ASN division would be 35 (42-7) instead of 42.**



### 2.10 Suggestion:

After the through discussion with concerned station manager regarding cleaning activities at stations, the study team urges to the concerned official to look after the following:

- a) Proposal for complete outsourcing of sanitation work in mechanized way at the stations mentioned above is purely on Platform surfaces, station buildings and circulating areas. Presently, the Safaiwala deployed at these stations are responsible for cleanliness work at stations areas as well as staff quarters. Hence, cleanliness works of these road side stations should be included in the outsourcing contract of corresponding stations.
- b) During field study it is noticed that a lump sum amount is allotted to the Station Manager according to the class of station for various miscellaneous works including sanitation works. It is also informed that stations like PAW, KMME, and ULT are allowed recently to recoup the station cash imreset twice in a month. Similarly, stations, where departmental Safaiwalas are not provided, are required to increase the station cash imreset or increase the frequency of withdrawal for better maintenance of sanitation activities.

## CHAPTER-III

## 3.0 FINANCIAL APPRAISAL:

3.1 According to summery of recommendation made in para-2.10, the financial savings achieved on account of surrendering 7 posts of Safaiwala under Operating Deptt. in ASN division is calculated below.

LEVEL	G.P	PAY	MEAN PAY	D.A	NO OF POSTS	MONEY VALUE	
				12%		MONTHLY	ANNUAL
2	1900	19900-63200	41550	4986	7	325752	3909024

Thus, consequent upon the implementation of recommendation, the annual savings for surrendring of 7 posts of Safaiwala would be Rs. 39.09 Lakh.