

EASTERN RAILWAY

WORK STUDY REPORT

ON

REVIEW OF WORKLOAD VIS-À-VIS MANPOWER OF PRINTING & STATIONARY AT HOWRAH AND FAIRLIE PLACE

(STUDY NO. WSER - 16 /19-20)

(Submitted on 24-09-2019)

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BY

GM'S EFFICIENCY CELL

EASTERN RAILWAY

KOLKATA

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The study team will ever thankful to all CDMS, DMS, SSE, JE and other staff of Forms & Stationary Depot, HWH and Printing Workshop, Howrah under the control of Sr. Materials Manager (P&S)/E.Rly./KKK for their appropriate opinion and co-operation by supplying necessary data and information to the study team to make the endeavour a success.

METHODOLOGY ADOPTED

The following methodology has been adopted in carrying out the study:

- Collection of data
- Discussion with officer/SSE in different sections
- Study of existing workload
- Critical analysis of workload and manpower

TERMS OF REFERENCE

The subject workstudy has been undertaken by the GM's Efficiency Cell of Eastern Railway in financial year 2019-20 in consideration with Rly. Bd's L .No. 2018/RS/Pty. & Sty./ AP/PP/IR dtd. 04.06.19 under the following terms of reference:-

- i. Evaluate the quantum of existing workload.
- ii. Examine the deployment of Staff against workload.
- iii. Scrutinize the possibility of more optimization of staff deployment.
- iv. To identify saving achievable in terms of manpower.

SUMMARY OF RECOMMENDATION

Sl. No.	Recommendation	Para ref.
1	Consequent upon the conclusion drawn in para 3.12, It is recommended to surrender 418 posts from existing Sanctioned strength of Printing press/ HWH, Printing Press Canteen/ HWH and SMPS Pool.	3.12

CHAPTER-I

1.0 INTRODUCTION:

- 1.1 Indian Railway is the 2nd largest system in the world under a single management control having approx 12 lakhs 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. Railway men have to reorient and re-channelize toward newer directions. Railway men have to deliver and perform at all times in every conceivable situation. The commitment, dedication and application to the job is the fabric that binds Indian Railway men concern for Safety and well being of men and materials is uppermost at all levels and operations of Railways
- 1.2 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%

- 1.3 The Eastern Railway Printing department was established by the then East Indian Railway (E.I.R.) during the year 1855.
- 1.4 The aim of conducting this Work study is to assess the requirement of staff in Printing Department under SMM (P&S)/ E.Rly in consideration with Rly. Bd's L .No. 2018/RS/Pty. & Sty./ AP/PP/IR dtd. 04.06.19 [*Annexure I*].

In the letter, it is referred for closure of the Rly Printing Press, HWH by March, 2020. In the subject workstudy, the workload after March'2020 has been analysed and the assessment for requirement of manpower is done accordingly. The optimization of manpower is also kept in consideration during the assessment.

CHAPTER-II

2.0 EXISTING SCENARIO:

2.1 The Printing and Stationary Unit/ HWH was set up on the bank of the river Hooghly end approaches to Rabindra Setu (Howrah Bridge). In pre-independence era, this workshop served the East Indian Railway and Bengal Nagpur Railways. This organization committed to self-reliance in the field of printing with a greater emphasis on quality, productivity, economy and innovativeness. This workshop has always risen in the service of the nation with devotion.

2.2 The Printing & Stationary/ HWH under Sr. Materials Manager (P&S)/E.Rly./KKK is broadly divided into two parts portions i.e i) Press and ii) Forms and Stationary (Depot).

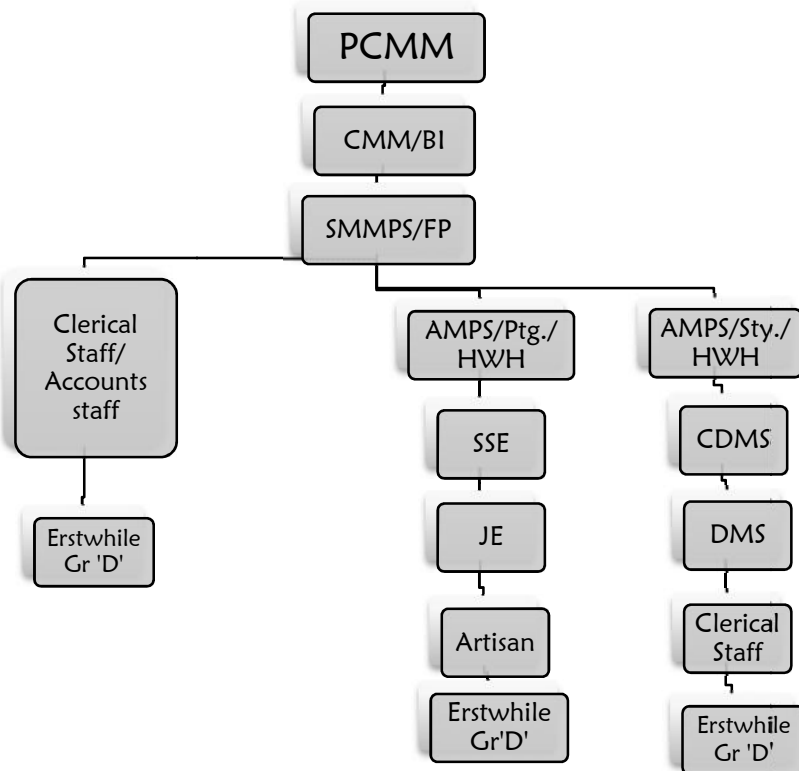
Press unit is involved in Printing of a variety of money value & non-money value forms/stationeries such as Tickets, Money Value Books Safety Forms & other utility forms.

The Forms and /stationery depot is entrusted with the workload of keeping records, maintaining documentation, issuing clearance certificates by various departments in course of Rly. Operation and its allied services like Manufacturing, Repairing and Overhauling of various vital Railway items.

2.3 Day by day, due to increase in traffic load, Indian Railways is facing huge hardship to modernize itself to increase its capacity so that more traffic could be handled by the constrained track length with greater frequency. In view of that, Printing Workshops plays a vital role in supplying newer versions of forms and related stationeries for certifications, documentations, etc.

2.4 The Eastern Railway Printing Press consists of a) General Press, and b) Ticket Printing Press. The Printing Presses are functioning under Factory Act.

2.4.1 The Organizational structure of Printing & Stationary Depot/E. Rly is as under.



2.5 The wing-wise vis-à-vis category-wise position of existing Sanctioned Strength and On-Roll position of staff under SMM(P&S)/E.Rly (as on 01.07.19) [Annexure II] are tabulated as under:

2.5.1 The category-wise position of existing Sanctioned Strength and On-Roll position of staff of Forms & Stationary Depot (as on 01.07.19) is tabulated below:

Sl. No.	Designation	Scale of Pay (Rs.)	Grade Pay (Rs.)	Level	Sanc. Strength (S/S)	Men-On-Roll (MOR)	Vacancy
1	Ch. DMS	9300-34800/-	4600/-	7	12	12	0
2	DMS	9300-34800/-	4200/-	6	2	2	0
3	Ch. Office Supdt.	9300-34800/-	4600/-	7	13	11	2
4	Office Supdt.	9300-34800/-	4200/-	6	28	24	4
5	Clerk : Gr. I	5200-20200/-	2800/-	5	7	1	6
6	Clerk : Gr. II	5200-20200/-	1900/-	2	1	0	1
7	Ch. Office Supdt./ MC	9300-34800/-	4600/-	7	3	2	1
8	Office Supdt. /MC	9300-34800/-	4200/-	6	8	3	5
9	Clerk : Gr. I /MC	5200-20200/-	2800/-	5	2	1	1
10	Clerk : Gr. II /MC	5200-20200/-	1900/-	2	1	1	0
11	Supdt. Typist	9300-34800/-	4200/-	6	2	1	1

12	Packer man/ Depot	5200-20200/-	1800/-	1	12	10	2
13	Forms Issuer	5200-20200/-	1800/-	1	1	1	0
14	SDS	5200-20200/-	1800/-	1	1	1	0
15	PTC	5200-20200/-	1800/-	1	2	2	0
16	Record Sorter	5200-20200/-	1800/-	1	1	1	0
17	Duftry	5200-20200/-	1800/-	1	3	3	0
18	Tindal	5200-20200/-	1800/-	1	1	1	0
19	Khalashi & Upgraded Khalasi/ Depot	5200-20200/-	1800/-	1	32	32	0
20	Peon & Upgraded Peon	5200-20200/-	1800/-	1	5	4	1
Total —————					137	113	24

2.5.2 The category-wise position of existing Sanctioned Strength and On-Roll position of staff of Printing Press (as on 01.07.19) is tabulated below:

<i>Sl. No.</i>	<i>Designation</i>	<i>Scale of Pay (Rs.)</i>	<i>Grade Pay (Rs.)</i>	<i>Level</i>	<i>Sanc. Strength (S/S)</i>	<i>Men-On-Roll (MOR)</i>	<i>Vacancy</i>
1	Sr. Section Engineer	9300-34800/-	4600/-	7	26	12	14
2	Jr. Engineer	9300-34800/-	4200/-	6	8	3	5
3	Progress Chaser	5200-20200/-	2400/-	4	0	1	-1
4	Sr. Technician: Reader	9300-34800/-	4200/-	6	2	2	0
5	Technician: Gr.I : Reader	5200-20200/-	2800/-	5	5	4	1
6	Technician: Gr.II : Reader	5200-20200/-	2400/-	4	1	0	1
7	Sr. Technician: Binding	9300-34800/-	4200/-	6	43	31	12
8	Technician: Gr.I : Binding	5200-20200/-	2800/-	5	84	54	30
9	Technician: Gr.II : Binding	5200-20200/-	2400/-	4	2	16	-14
10	Technician: Gr.III : Binding	5200-20200/-	1900/-	2	0	2	-2
11	Sr. Technician: Machine	9300-34800/-	4200/-	6	20	14	6
12	Technician: Gr.I : Machine	5200-20200/-	2800/-	5	40	24	16
13	Technician: Gr.II : Machine	5200-20200/-	2400/-	4	2	12	-10
14	Technician: Gr.III : Machine	5200-20200/-	1900/-	2	0	0	0

15	Sr. Technician: R/Caster	9300-34800/-	4200/-	6	1	1	0
16	Technician: Gr.I : R/Caster	5200-20200/-	2800/-	5	3	3	0
17	Technician: Gr.II : R/Caster	5200-20200/-	2400/-	4	0	0	0
18	Technician: Gr.III : R/Caster	5200-20200/-	1900/-	2	1	1	0
19	Sr. Technician: (Clubbed)	9300-34800/-	4200/-	6	15	12	3
20	Technician: Gr.I : (Clubbed)	5200-20200/-	2800/-	5	29	22	7
21	Technician: Gr.II : (Clubbed)	5200-20200/-	2400/-	4	0	2	-2
22	Technician: Gr.III : (Clubbed)	5200-20200/-	1900/-	2	0	2	-2
23	Sr. Technician: Fitter	9300-34800/-	4200/-	6	6	5	1
24	Technician: Gr.I : Fitter	5200-20200/-	2800/-	5	12	8	4
25	Technician: Gr.II : Fitter	5200-20200/-	2400/-	4	0	4	-4
26	Technician: Gr.III : Fitter	5200-20200/-	1900/-	2	0	1	-1
27	Sr. Technician: Mechanist	9300-34800/-	4200/-	6	2	2	0
28	Technician: Gr.I : Mechanist	5200-20200/-	2800/-	5	3	1	2
29	Technician: Gr.II : Mechanist	5200-20200/-	2400/-	4	0	1	-1
30	Sr. Technician: Carpenter	9300-34800/-	4200/-	6	1	0	1
31	Technician: Gr.I : Carpenter	5200-20200/-	2800/-	5	2	1	1
32	Sr. Technician: Printer	9300-34800/-	4200/-	6	15	12	3
33	Technician: Gr.I :Printer	5200-20200/-	2800/-	5	30	19	11
34	Technician: Gr.II :Printer	5200-20200/-	2400/-	4	0	4	-4
35	Technician: Gr.III :Printer	5200-20200/-	1900/-	2	0	1	-1
36	Sr. Technician: Counter	9300-34800/-	4200/-	6	13	12	1
37	Technician: Gr.I :Counter	5200-20200/-	2800/-	5	24	13	11
38	Technician: Gr.II :Counter	5200-20200/-	2400/-	4	2	6	-4
39	Technician: Gr.III :Counter	5200-20200/-	1900/-	2	0	0	0
40	Vehicle driver	5200-20200/-	1900/-	2	1	1	0
41	Helper (Khalasi): Erst while Gr'D'	5200-20200/-	1800/-	1	0	2	-2
Total ———					393	311	82

2.5.3 The category-wise position of existing Sanctioned Strength and On-Roll position of Printing Press Canteen staff (as on 01.07.19) is tabulated below:

Sl. No.	Designation	Scale of Pay (Rs.)	Grade Pay (Rs.)	Level	Sanc. Strength (S/S)	Men-On-Roll (MOR)	Vacancy
1	Sr. Manager/ Master Cook	9300-34800/-	4200/-	6	2	0	2
2	Manager-II/ Sr. Cook	5200-20200/-	2400/-	4	4	3	1
3	Manager-III/ Halwai	5200-20200/-	2000/-	3	4	3	1
4	Cook-II	5200-20200/-	1900/-	2	1	1	0
5	Tea Maker/ Cleaner/ Salesman	5200-20200/-	1800/-	1	0	3	-3
Total ———					11	10	1

2.5.4 The category-wise position of existing Sanctioned Strength and On-Roll position of staff of SMPS's Pool (as on 01.07.19) is tabulated below:

Sl. No.	Designation	Scale of Pay (Rs.)	Grade Pay (Rs.)	Level	Sanc. Strength (S/S)	Men-On-Roll (MOR)	Vacancy
1	Ch. Office Supdt.	9300-34800/-	4600/-	7	15	11	4
2	Office Supdt.	9300-34800/-	4200/-	6	32	26	6
3	Clerk : Gr. I	5200-20200/-	2800/-	5	8	6	2
4	Clerk : Gr. II	5200-20200/-	1900/-	2	3	4	-1
5	Sr. SO/ Accounts	9300-34800/-	4800/-	8	1	0	1
6	Accounts Clerk	9300-34800/-	4200/-	6	1	1	0
7	Steno	9300-34800/-	4200/-	6	1	1	0
8	Ch. Typist	9300-34800/-	4200/-	6	1	1	0
9	S & VM	9300-34800/-	4600/-	7	1	0	1
10	G. Operator	5200-20200/-	1900/-	2	1	1	0
11	Peon & Upgraded Peon	5200-20200/-	1800/-	1	9	10	-1
Total ———					73	61	12

- 2.5.5 From para 2.5.1 to 2.5.4, the summarize position of staff under SMM (P & S) (as on 01.07.19) is tabulated underneath:

Sl. No.	Wing/ Unit	Sanctioned Strength	Men-On-Roll	Vacancy
1	Forms & Stationary Depot	137	113	24
2	Printing Press	393	311	82
3	Printing Press Canteen	11	10	1
4	SMPS's Pool	73	61	12
Total		614	495	119

- 2.6 The Printing Press produces different kinds of 'Forms' in course of their normal day to day functioning. Both general forms and money value forms are printed here and supplied to Eastern Railway and other Zonal Railway.

Presently 517 nos. of standardized forms are supplied by Stationary Depot/ HWH and a considerable nos. of Forms are printed in-house in Printing Press/HWH, printing of some forms has been outsourced.

Besides the above, some special printing are also been undertaken by this press like Calendar, Safety Bulletins, Safety Posters, Pension Booklet, GM's Annual Reports, Crew Log book, etc.

- 2.6.1 The detailed description vis-à-vis deployment of staff of different wings of Printing department of Eastern Railway is discussed in ongoing paras.

2.7 Forms and Stationery Depot/ HWH :

The detailed function of Forms and Stationery Depot Office and allied Depot Wards and deployment of staff (as on 01/08/19) [Annexure III] are as under:

Sl No	Section Name	Staff on Roll	Detailed Sectional work
1.	Establishment Section		
i.	Establishment Section	Ch. OS (G) - 1 Ch.OS - 2 <u>General Asstt.- 3</u> Total - 6	Establishment section of Forms & Stationary Depot, HWH is working under supervision of Ch. OS(G) and total 3 ministerial staff including Ch. OS(G) and 3 General Asstt. are deployed in this section to cater the sectional workload. Dealing of establishment matters and some files and registers of Forms and Stationery Wards are maintained by this section, namely- Attendance Register, Leave Register, Absentee statement, Office Order, Retirement & No Claim Certificate, CCL file, Encashment of leave, Holiday file, Repair & sanitary file, Training of staff file, Union & Association, Circular file, Identity & Medical Card, Election, ERECB file, Quarter Committee file, Sty. stock sheet file, Performance(Sty.) report, Monthly PCDO & Quarterly statistical statement etc. All kinds of correspondence related to above files are also done from this section.
ii.	Forms Letter Receiving Section	Ch.OS - 1 <u>General Asstt.- 1</u> Total - 2	All varieties of letters are received in this section with official number and sent to the nominated person of the respective section for taking delivery of materials or otherwise, HQ Dak, P&T Dak, Letters from suppliers, P.O. from PCMM Office, S.O. from DGS&D/NDLS and complains from parties and PRS/UTS supplied Ticket are also received in this section and put up to AMPS/Sty. for remarks. After remarks the letters are sent to respective section for onward action through Peon Book.

2.	Forms & Stationary Recoupment Section	CDMS - 1 Ch.OS - 4 OS - 1 Clerk Gr. I - 1 <u>General Asstt. - 1</u> Total - 8	<p>Presently, there are around 517 nos. of standardized forms supplied by Forms & Stationary Depot/ HMH. Under supervision of 01 CDMS, 05 ministerial staff are deputed for recoupment of total stock line forms, non-stock & D.O. Forms and stationary. In this connection, following work are performed by the staff of this section:</p> <p>(i) In the beginning of the year (i.e. April to March of every year) average Annual consumption of each form is computed on the basis of last 3 years actual consumption.</p> <p>(ii) During the year, W.O (Work Order) is placed for a particular form on the basis of last stock balance is collected from stock section in every month.</p> <p>(iii) After placing of work order in the HMH Press for printing, frequent chasing is done for timely printing.</p> <p>(iv) Printed Forms received from HMH Press is recorded in the Recoupment register for each form, whether it is a part receipt or full, time to time. For this, dealing staff is to be kept himself in touch with the Forms Receipt Section where the record of the printed forms are maintained.</p> <p>(v) For non-stock & D.O forms, demand letters from different consuming units are kept in a separate file. Those letters are sent to AMPS/Press for onward process. After confirmation from AMPS/Press whether it can be printed or not. W.O is prepared, otherwise failure certificate is issued to the respective office. For this, separate register & files are opened and drafts regarding printing of non-stock forms are made, if required.</p>
3	Forms Committee Section	Ch.OS - 1 <u>OS - 1</u> Total - 2	<p>One Ch.OS and one OS is posted in this Section for sectional work. For smooth supply of UTS & PRS Ticket and money value items, this section makes necessary arrangement well in advance for printing of UTS & PRS Tickets in Press and assess for procurement of above tickets through Local Trade & for Money Value items, SRS/SPS are prepared.</p> <p>Necessary steps is being taken by the dealer of this section for appropriate modification in UTS & PRS tickets as per direction of Commercial Department duly covered by Railway Board Circulars. Steps are taken for deletion and inclusion in standard stock Forms are also done by the dealer of the section.</p> <p>For introduction of PMS & ATM tickets over E.Rly. this section has take proper steps for the same.</p> <p>In the first week of every month the dealer of the section has prepared pending list of Money Value Forms and chase PCO Section of the Press for early printing and supply.</p>
4.	Forms and Stationary P.I and outstanding Section	Ch.OS - 1 OS - 3 <u>General Asstt. - 2</u> Total - 6	<p>The day to day work of the section staff is to prepare PI (Permanent Indent) issue Note well in advance so that periodical supply of material to the consumer cannot be hampered. Around 2000 Nos. of PI issue note are issued from this section every year and arrangement is made to send these Issue Slips to respective CDMS for necessary issue of Forms & Stationary items.</p> <p>Handmade Issue Note for construction parties and on date issues are prepared by the dealer of the section. Record of the consumer parties are being also maintained by the dealer of the section.</p> <p>After preparation of Issue Note the same is put up to respective CDMS for signature. After their signature the dealer of the section make necessary arrangement to send these Issue Notes to DMS/CDMS of respective Ward for necessary issue of the Materials.</p>

5.	Receipt Section		
i).	Forms Receipt & General Section	CDMS - 1 OS - 2 <u>Asstt. Depot - 1</u> Total - 4	One CDMS (incharge) along with 2 ministerial staff and 1 Erstwhile Gr. D are posted in this section for catering the sectional workload. Receiving of all printed Forms both Stock / Non-Stock and MVV items from HMH Press against WO and making over those to the CDMS of the concerning Ward. Receiving of Staff-consumable items from SMM/D/HMH and distributing those to the staff/Section throughout the year. Making proposal for cash purchase of consumables. Processing Tender for Lorry Contract. Disposal of Scrap materials. Processing for AMC of Office machine. Maintaining of Dead-Stock Register, Assets Register, PO Register, Log Book of Contracted Lorries, In-house Production(Ticket) Acceptance Register, Consumable Store Register, Stock/Non-Stock Forms Receipt Register etc.
ii).	Sty. Receipt Ward	CDMS - 1 OS - 1 <u>Asstt. Depot - 1</u> Total - 3	One CDMS, one OS and one Erstwhile Gr. D staff are deputed for maintaining day to day work of the ward. Receiving of all stationery Stock items through PO and Press Products through WO. Checking of all materials after delivery and making all formalities before acceptance by R/Notes through IMMIS. After receiving, the materials are handed over to the CDMS/ DMS of the concerning Ward. Maintaining of PO Register, Daily Receipt Register, Consignee Inspection Register, R/Note Acknowledgement Register, Rejection Register, RO Register for PWR ,RO Register for GWR, Card Ticket acceptance(MMS) Register etc. are done in the Stationery Receipt Ward. Moreover, chasing for some materials are done by attending personally from other Railway.
6	Despatch Section		
i).	Forms Despatch Section	CDMS- 1 OS - 2 Forms Issuer - 1 Asstt. Depot - 6 <u>Genl. Asstt. - 5</u> Total - 15	After completion of Issue by Forms Issuer according to the respective issue notes, forms are assembled in Hall and Final check is made at Dispatch Ward. After this, forms are properly packed in Gunny bags or Packet, and labelled according to PL No., Station and Nos. of packets of G/bags etc. After packing & labeling, No.of packets/G. bags entered in register along with marking of I/Note (for issued/non-issued/partly issued) has also to be done. The consignment is dispatched through Free service/Parcel Booking through Credit note along with forwarding memo and Credit Note along with duplicate marked copy of I/Note after recording consumer name, station and numbers of G/Bags/Packets in the Record keeping register. Original marked I/Note would be sent to OS/Supply for further issue of the material (per Bearer supply). When consignment booked through Parcel at HMH & SDAH, RR generated by the respective CPLIs. After getting RRs, Photo copies of RRs are pasted in register for ready reference and dispatch materials, and duplicate copy of marked issue note along with RRs sent to the users of E.Rly. & E.C.Rly through free service. Local parties such as HMH, LLH, SDAH & HQ are also supplied on Door to door delivery basis by using Railway contracted Lorries. Sometimes user sends their staff and collects their quota as per PI Issue Note/Emergent indent/Requisition, which is called per bearer supply. When a per bearer reached for taking delivery of the material, the CDMS instructs issuer to issue material after checking validity of documents. Issuer issued material as per their requirements or as per slip made by outstanding section as well as stock availability. Subsequently 3 rd copy of Issue Voucher prepared in triplicate & 2 nd copy of Gate Pass issued in duplicate is handed over to the per bearer along with material after acknowledging the same by him. Dispatch section maintains a register for number of per bearer taking delivery in each and every working days with voucher No. & Gate Pass No. and date. All the above work is done in regular basis by the section supervisor and three attached clerical staff. If one or two is absent or in leave all the concerned work has to be adjusted within remaining staff.

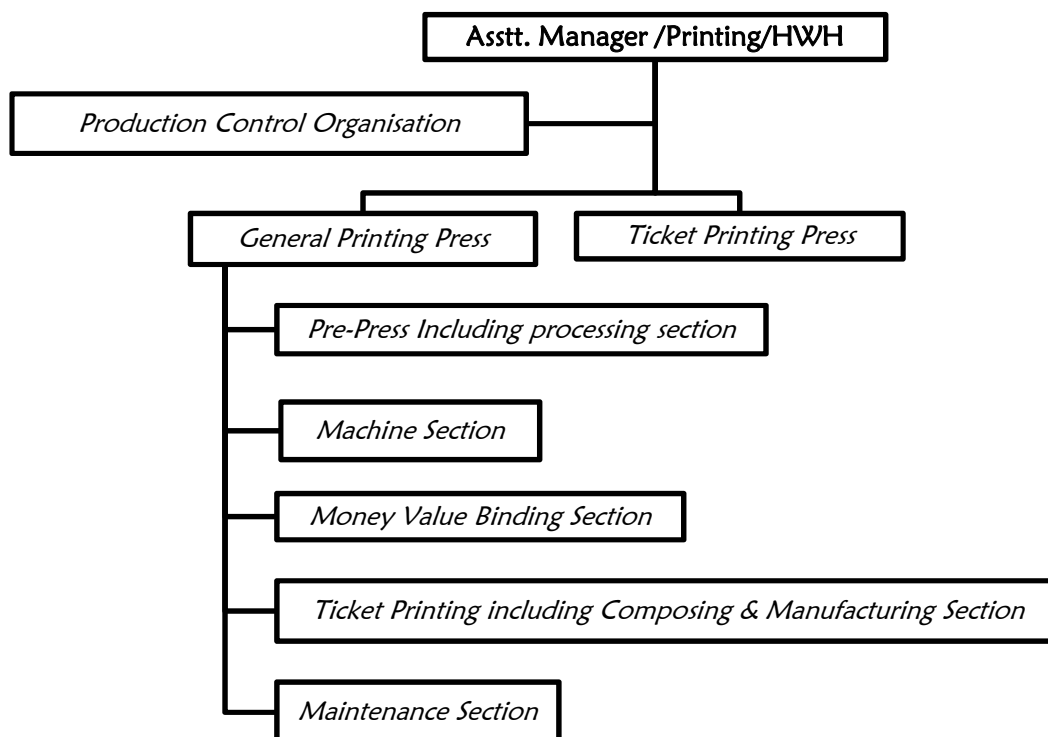
			In addition to this, dispatching of MV Forms, P.N. Sheet , Safety Forms and Non-stock forms are also done by this section.
ii)	Sty. Dispatch Ward	CDMS - 1 OS - 2 Asstt. Depot - 5 <u>Genl. Asstt. - 3</u> Total - 11	After PI issue of the material the issued material with PI issue sheet duly marked handed over to CDMS/Dispatch for further action. Dispatch dealer checked the issued material as marked Issue Note, arrange to prepare credit Note, order for issue Gate Pass, Forwarding Note and noted in Dispatch Register etc. Packerman pack the material with seal card/label on which No. of packets and consumer's name are mentioned. After that, other dealer prepare Gate Pass for per bearer supply and noted the same in Register for record. For Parcel delivery the Packet/Gunny bag are sent to CPLI/HMH & SDAH along with official papers for free service with RR.
7.	<u>CDMS/Forms</u>	CDMS- 1	Overall supervisor of Forms portion.
8.	<u>CDMS/Sty.</u>	CDMS- 1	Overall supervisor of Stationary Portion.
9.	<u>Inspector's Job</u>	DMS - 1	Monitoring of PI scale. Perform amendment, modification of PI scale.
10.	<u>Computer Section</u>	CDMS- 1	Maintain computer systems, IMMIS related issues of Depot.
Stocking Wards			
11	Sty. General Ward (Stock)	CDMS - 1 Ch.OS(MC) - 1 OS - 3 Asstt. Depot - 1 <u>General Asstt. - 1</u> Total - 7	<p>One CDMS (incharge) along with 4 ministerial staff and 2 Erstwhile Gr. D are posted in this section.</p> <p>Sty. General Ward is a vital ward and the main workload of this ward is to receive materials from Receipt Ward and make necessary arrangement for taking the material into stock for issue. Material are issued as per PI Quota of user. Around 2000 Nos. consumer are dealt by this ward. Generally material are issued based on PI Quota and Emergent Indent. Nearly 90 Nos. of stationery like Ruled and White Register, Oblong, Pencil, Envelop, Pen, Office pin, Gum, Sealing wax, Statement Ruled & White paper, Xerox paper, Computer paper etec.etc. are stocked for issue and supply at this ward.</p> <p>Regarding letter for short supply and non-supply queries of users', correspondences are arranged from this ward.</p> <p>At the end of year Divisional supply for DRIM Offices are also issued by this ward.</p>
12	Forms Stock Ward	CDMS- 1 OS - 3 OS(MC) - 2 CGI(MC)/SDS- 1 CGI(MC) - 1 SDS- 1 Asstt. Depot - 10 <u>Genl. Asstt. - 1</u> Total - 20	<p>This Ward maintained stock of all non Money Value Forms items. Nearly Stock Form of 517 Nos varieties of Forms are available in this word.</p> <p>On receipt of division wise Consumer P.I. issue notes from PI section all the issue notes are noted in a register division wise by the dealer of the ward. Dealer of the Ward issued the divisional issue note to the Issuer of the Ward for issue of material one day before the actual issue. On receipt of PI issue note by the issuer of the ward make a plan for issue of material as per availability of stock.</p> <p>At the time of issue of material, the issuer marked 'X' for the item which are not available in stock and issued material are posted, make a tally with ledger balance to actual ground balance of the material.</p> <p>After completion of issue the issued materials along with marked PI issue note send to Forms dispatch section where all the issued materials are checked with marked Issue note and packed carefully so that the materials cannot be damaged or mixing with other consumers materials. All the materials are packed with label in which the name of consumer, Nos. of Packet etc is mentioned for easy identification. After completion of packet one copy of marked PI issue note send to Ch.OS/Forms Outstanding section for outstanding supply as and when demanded</p>

			<p>by consumer.</p> <p>CDMS/Stock/Form is the overall in charge of the above. He makes plan for division wise distribution of issue note and how many forms are to be issued to consumer etc. He issued important numbering forms himself, working as a liaison with Press and Recoupment section for timely printing and supply of Forms, opening and closing of Wards and submitting stock position to all concern at the beginning of every month.</p>
13	Paper Ticket Ward	<p>DMS - 1</p> <p>Ch.OS - 1</p> <p>CH.OS(M/C) - 1</p> <p>OS - 3</p> <p>OS(M/C) - 1</p> <p>PTC - 2</p> <p>Asstt. Depot - 4</p> <p><u>General Asstt. - 2</u></p> <p>Total - 15</p>	<p>Paper Ticket Ward under AMPS/Press is a vital Ward where indents of Money Value items are stocked & dispatched over ER & E.C.Rly. against vetted indents of Traffic Accounts Deptts i.e CAO/TS.</p> <p>Issuance of these items is done from this section against vetted indents. However, Voucher is prepared in addition to existing procedure while issuing Gate Pass/Sty & P.W.Bill/Sty being PL Items.</p> <p>Printed Money Value books/Cards are received from press with voucher in quadruplicate copies. 1st two foils including block copy are retained by press where acknowledgment of receipt of material is given by the stock holder (DMS/CDMS) of Paper Ticket section. Third (Press receipt) & fourth (consignee's) copies of voucher and kept with this section. Necessary entry of stock is then made in stock receipt register with voucher No., W/Order No., Indent No., Qty. received with nomenclature of the material along with Series & No. Forth foil of original voucher (consignee's copy) is sent to the respective Traffic Accounts office of ER/ECER according to the supply received for allotment of material and third foil/press receipt copy is rotated for necessary reflection in ledger book. Then this foil is kept in the respective file where print order is kept. After receipt of the material the stock along with supplying vouchers are sent to CAO/TA for further allotment. On receipt of the voucher, Traffic Accounts office send the vetted indents of the subject material of the respective zone to this office for supply of the materials to the consignees.</p> <p>The indents are received and entered in the respective register. On receipt of the vetted indents from Traffic Accounts office, these are entered first and noted in the register of respective zone of ER/ECR in details. Then these are handed over to the Despatch section/PT for getting necessary reflection of debit against every indent against each item.</p> <p>After necessary entry, indents are sent to OS(M/C) for issuance after necessary checking & scrutiny. Checking is done by PTCs (Asstt. Depot). If any discrepancy found, it is sent for Gazette Notification by doing necessary formalities. Otherwise materials are issued which are finally verified by other M/Cs. When materials are ready for dispatch, indents are sent to the respective dealer of that division. Dealer of that section issue packing labels of the packets for pasting in the respective packets and prepares Credit notes & forwarding notes for dispatch of the materials.</p> <p>When the materials are dispatched, necessary guidance & Gate Pass are prepared before dispatch. One copy of the original vetted indent is also dispatched with the materials. After dispatch RR/s are collected from Parcels & posted by the respected dealer in the register who later on dispatch these RRs to the consignees through Free Service.</p> <p>When the dispatch work is completed, one copy of the other indent is sent to the Traffic Accounts office for compliance report duly noting the date of compliance in the indent receipt register.</p> <p>Since this section deals with the Money Value section, it needs always to keep special attention while receiving & issuance of materials keeping vigilant eyes. Moreover, periodical stock is to check for tallying the ground balance & ledger balance. Besides, sometimes transfer of stock becomes essential from ER to ECR & vice versa for administrative interest for smooth functioning of demanding office by maintaining official formality. Chasing to Press is also an essential part of this section to feed the urgency against any demand as desired by indenting offices. Sometimes correspondence works multiply to reply against an enquiry being</p>

			money value items. Besides, keeping records of all incoming & outgoing materials are also an additional responsibility of this section.
14	Paper Ward	CDMS- 1 OS - 1 <u>Genl. Asstt. - 5</u> Total - 7	On receipt of any accepted material from Receipt Ward the 1st duty of paper Ward is to note the material in received Register. In this way Paper Ward credited all varieties of White Paper Reel & Flat, Water marked security paper Reel & Flat, Ticket Board, Pulp Board, Brown Wrapping and Kraft paper and supplied by DGS&D/NDLS all varieties of printing Ink, Wire stitching etc. supplied by Local Traders against PCMM's P.O. These White paper, Coloured paper, both Reel & Flat, Ticket Board, Pulp Board etc. are issued with the help of Khalasi against demand by Indent by Howrah Press through debit voucher prepared by the dealer of the Ward. Approximately 50-60 varieties of paper items including Ticket Board, Pulp Board, Brown Wrapping and Kraft paper, 8-10 types of Printing Ink, 02 types of Wire stitching are stocked in Paper Ward and issued on demand through issue voucher by the dealer of Paper Ward.
15	UTS & PRS	CDMS- 1 Ch. OS - 1 <u>OS - 1</u> Total - 3	UTS & PRS Ward is situated inside the Ticket Printing press building where UTS & PRS tickets are stocked & dispatched over ER & E.C.Rly. against vetted indents of Traffic Accounts Deptts i.e CAO/TS. Issuance of these items is done from this section against vetted indents. However, Voucher is prepared to existing procedure and in addition issue Gate Pass & P.W.Bill.
Total		113	

2.8 Printing Press/ HWH:

The various sections of Printing Press / Howrah under Asstt. Manager/Printing/HWH are graphically shown below:



2.9 It can be seen that from above chart that the Printing press is broadly divided into two parts i.e General Printing and Ticket Printing. The deployment of staff [Annexure IV] and details of workload of various sections of both wing of Printing press/ HWH is mentioned in details in underneath paragraphs.

2.9.1 PCO (Production Control Organization):

The workload carried out in this section are mentioned in details below:

- i) Production Control Organization (PCO) prepares work orders for on demand non-stock printing works and also receives work orders from Forms Depot. and maintain the register for its entry , distribution to different sections as per the work cycles.
- ii) PCO also plans for the Job schedule and set the priority for printing and follow up the work orders for its completion and delivery in time.
- iii) Obtaining the production status of different print jobs on daily basis from different sections.
- iv) In case of non stock items keeping liaison with the inventors for error free printing.
- v) PCO also prepares monthly PCDO and other production related statements.
- vi) After compliance of Work Orders PCO reconcile and send the Work Orders for costing.

The deployment of staff in PCO section is shown below:

<i>Sectional Manpower involved</i>	
No. of staff deployed in the section to cater the above mentioned workload	1

2.10 **General Press:**

2.10.1 Pre-Press Section

In this Pre-Press section works prior to printing is carried out here. The details of workings are as under:

- i) Computer based composing based on the manuscript / sample is carried out as per the paper size, layout. Then after the proof reading and approval print out will be taken on the film for offset printing. These print outputs are imposed as per layout of the required paper size. Then imposed film will be used for offset plate preparation by exposing the same through exposing unit and the plates will be processed by developing and gumming up for use on offset printing machine.
- ii) For production of Non-Stock Items, normally the above activities are necessary for each job as its printing requirements are not regular in nature. But, for Stock items, the same are necessary only when the offset printing quality becomes poor, using previous old/used Plate or the plate gets damaged due to any other reason.

The deployment of staff in Pre-press is shown below:

<i>Sectional Manpower involved</i>	
Nos. of staff deployed	Composing - 04 DTP - 05 Reader - 03 Stereotyper - 02 Plate Maker - 05
<i>Total nos. of staff deployed</i>	19

2.10.2 Machine Section:

The physical printing of the 'matter' on the machine is carried out in this section by mounting plates on the Offset Printing Machine. Stages of complete printing operations are as follows –

- i) Preparation of machine for ink & water (dampening solution) balance.
- ii) Setting of machines for multiple pages printing and other outputs according to print job requirements which includes arranging, loading & conversion of paper like roll to sheet, fold & multi-cuts with or without in-line numbering.
- iii) In case of Money Value (M.V.) items printing, set of foils & number sequence have to be ensured to avoid any kind of duplicate/fraudulent activities. The said work out is labour intensive and needed extra care/precaution.

The deployment of staff in Machine section for carrying out above mentioned workload is shown below:

<i>Sectional Manpower involved</i>	
Nos. of staff deployed in the section	31

2.10.3 Binding section:

All General forms Private Number Book Safety Booklets and non-stock Forms and registers are dealt in this section.

The printed sheets from Press section collected and processed here as per binding requirements like knocking, folding, gathering the foils, arranging as per serial numbers, checking, cutting, stitching and finishing as per sample and requirements. Maximum manual oriented work with machine assistance like paper cutting and stitching.

Finally the finished books are bundled and serial number written over it and sent for despatch to Forms Depot for final distribution to indenters.

Every care is being taken to check the number and arranging for error free.

The deployment of staff in Pre-press is shown below:

<i>Sectional Manpower involved</i>	
Nos. of staff deployed for binding ' <i>Money Value</i> ' items	24
Nos. of staff deployed for binding ' <i>General Press</i> ' items	57
<i>Total nos. of staff deployed</i>	<i>81</i>

2.10.4 Maintenance Section:

This section performs the mechanical maintenance and its allied jobs for the plants & machineries of this press.

The deployment of staff in Pre-press is shown below:

<i>Sectional Manpower involved</i>	
Nos. of staff deployed	Fitter - 14
	Machinist - 04
	Carpenter - 01
<i>Total nos. of staff deployed</i>	<i>19</i>

2.10.5 Supervisors

Altogether, there are 7 supervisors in General Press, deployed for the supervision work of the above mentioned sections.

2.10.6 From para 2.9.1 and 2.10.1 to 2.10.5, the on-roll position of total nos. of supervisors and staff of General Press (as on 01.08.19) is tabulated underneath:

General Press		
		<i>Manpower deployed</i>
<i>Supervisors →</i>		<i>7</i>
<i>Artisan, ministerial and Erstwhile Gr. D staff →</i>		
<i>S. No.</i>	<i>Sections</i>	
1.	PCO Section	1
2.	Pre-press Section	19
3.	Machine Section	31
4.	Binding Section	81
5.	Maintenance Section	19
<i>Total</i>		<i>151</i>
<i>Grand Total</i>		<i>158</i>

2.11 **Ticket Printing Press:**

Overall In-charge of Ticket Printing Press – **01 SSE**

2.10.5 Printed Card Ticket (PCT) Section including Ticket Composing & Ticket Manufacturing:

The Printing Press upon receipt of indents carry out the under mentioned steps to print & supply of Printed Card Rly. Tickets –

- i) Registering of indents, allotting to compositors of matters and finally proofing is done.
- ii) Ticket printing machine section for printing the card tickets with commenced & closing nos.
- iii) Counters cont and check the tickets for defects & sequence.
- iv) Printed Tickets are bundled & packed.
- v) Against each printer, the wastes arising in course of production are torned & collected in sealed boxes which are opened every day and the wasted is accounted for against each printer.

The deployment of Supervisor and staff in PCT Section is shown below:

<i>Sectional Manpower involved</i>	
Supervisors	3
Nos. of staff deployed	Composing & Reading - 16
	Manufacturing - 14
	Printer - 10
	Counter – 14
	Issuer/ MClerk – 05
	<i>Total</i> - 59
Grand Total	62

2.10.6 UTS/PRS Ticket Printing (Rotatek):

Work Order for UTS/PRS ticket printing is generated in advance from CAO/TS through Forms & Stationary Depot. The Printing Press upon receipt of indents carry out the under mentioned steps to print & supply of UTS/PRS Rly. Tickets –

- i) Registering of indents, allotting to compositors of matters and finally proofing is done.
- ii) Sl. No. of UTS/PRS ticket to be printed is set on Ticket printing machine (Rotatek machine).
- iii) Paper is loaded and printing is done in Rotatek M/c. Printed UTS/PRS tickets are collected from the delivery end.

- iv) Against each printer, the wastes arising in course of production are torned & collected in sealed boxes which are opened every day and the wasted is accounted for against each printer.

The deployment of Supervisor and staff in UTS/PRS ticket printing section is shown below:

<i>Sectional Manpower involved</i>	
Supervisor	1
Nos. of staff deployed for UTS/PRS ticket printing	16
Total	17

2.10.7 UTS/PRS Ticket (Boxing and Packing):

The workings of the staff of this section are mentioned in following steps:

- i) Printed UTS/PRS tickets are collected from Rotatek Ticket printing machine, checked, bundled and packed in boxes.
- ii) Packing memo is prepared as per indentors list showing box no, ticket no. , indentor's name and attached to the boxes.
- iii) Packed boxes are sealed and segregated as per indentors.
- iv) A similar memo is attached to the sealed boxes of UTS/PRS tickets brought from external agencies and segregated as per indentor.
- v) The sealed boxes are issued by delivery section and sent to indentors through various means such as Rly. Parcel, per bearer, etc.

The deployment of Supervisor and staff in UTS/PRS ticket (Boxing & Packing) section is shown below:

<i>Sectional Manpower involved</i>	
Supervisor	1
Nos. of staff deployed for UTS/PRS ticket boxing and packing	62
Total	63

2.11.4 UTS/PRS Ticket Delivery section:

This section is entrusted with the workload of preparation of issue and delivery vouchers, gate passes and all papers required for delivery of UTS/PRS tickets. Necessary registers of delivery are maintained by the staff of this section.

The deployment of Supervisor and staff in UTS/PRS ticket (Boxing & Packing) section is shown below:

Sectional Manpower involved	
Nos. of staff deployed in UTS/PRS Delivery section	4
Total	4

2.10.8 From paras 2.11.1 to 2.11.4, the on-roll position of total nos. of supervisors and staff of Ticket Printing Press (as on 01.08.19) is tabulated below:

Ticket Printing Press		
		Manpower deployed
Supervisors →		6
Artisan, ministerial and Erstwhile Gr. D staff →		
S. No.	Sections	
1.	PCT Section	59
2.	UTS/PRS Ticket Printing Section (Rotatek)	16
3.	UTS/PRS Ticket (Boxing & Packing) Section	62
4.	UTS/PRS Ticket Delivery Section	4
Total		141
Grand Total		<u>147</u>

2.12 From para 2.10.6 and 2.11.4, the total nos. of men-on-roll of staff in Printing Press, HWH (General Press and Ticket Printing Press) as on 01.08.19 is tabulated below:

Printing Press, HWH		
1.	General Press	158
2.	Ticket Printing Press	147
Grand Total		305

It can be seen that men-on-roll shown in para 2.5.2 is 311 (as on 01.07.19), whereas in para 2.12 it is shown 305 (as on 01.08.19). The difference of MOR is due to superannuation of 6 staff of Printing press occurred in the month of July'19.

2.13 **Canteen/Printing press/ HWH :**

Only lunch is being prepared by canteen staff and served accordingly to Printing press staff and other staff of different department. Coupons are served to staff well in advance before preparation of lunch. The deployment of staff in Printing Press canteen is tabulated underneath:

Nos. of Canteen staff deployed in Canteen/ Printing Press / HWH	10
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2.14 **SMPS Pool:**

The staff of SMPS pool mainly consists of Ministerial staff and majority of them are deployed at Head Quarter building at Fairlie Place. Printing Press Accounts staff are also included in SMPS Pool. Some ministerial staff of SMPS pool are deployed in Printing Press/HWH and Forms Depot/HWH. The workload catered by the staff of SMP Pool along with the deployment is tabulated underneath:

<i>Unit</i>	<i>Sections</i>	<i>Workload Catered</i>	<i>Manpower deployed</i>
Head Quarter, Fairlie Place	1. SMM (P & S)'s office	Maintaining files and records, keep in order. Assist with SMM (P & S) as and when required.	40
	2. Establishment Section	Deals with Establishment Matters, Settlement, Court, DA of total staff under SMPS, E.Rly	
	3. Pay Bill Section	Prepares Salary bills of the total staff under SMPS, E.Rly	
	4. General Section	Deals with the workload of Receipt/ Dispatch, Pass, PTO, Medical Card and other misc. items.	
	5. Workshop Accounts Section	Deals with Accounts related workload of Printing Press	1
Printing Press/ HWH	AMPS, Printing Press, HWH's office	Maintaining files and records, keep in order. Assist with AMPS as and when required and also look-after the Staff Welfare items like issue of Medical Card & distribution of Identity Card.	20
	Time office and other sections	Deployed at time office for maintenance of GA Card for all Technical staff. Posting of Leave particulars of every staff on Muster Roll, prepare salary Muster Roll and settlement & retired muster Roll of retiring employee. In addition, some SMPS Pool staff are deployed in different sections and perform job of Material Issue, Delivery of printed tickets, etc.	
Forms & Stationary Depot/ HWH	AMPS, Stationary, HWH's office	Maintaining files and records, keep in order. Assist with AMPS as and when required and also look-after the Staff Welfare items like issue of Medical Card & distribution of Identity Card.	
	Pass Section and other sections	Issuance of Pass, PTO's and other misc. workload.	
<i>Total</i>			61

CHAPTER-III

3.0 CRITICAL ANALYSIS:

- 3.1 In this chapter, the assessment for requirement of staff in Printing Department under SMM/ PS/ E.Rly has been done in consideration with the terms of Rly. Bd's L .No. 2018/RS/Pty. & Sty./ AP/PP/IR dtd. 04.06.19 (Annexure I), wherein it is mentioned regarding Board's decision to close Printing Press of Eastern Railway along with 4 other Printing Presses of Indian Railway by March'2020.

The analysis for requirement of manpower has been done considering the workload to be catered by Eastern Railway's Printing department after March'2020. In the assessment, the existing workload of different wings of Printing dept. vis-à-vis deployment of staff has been critically analyzed. The key points based on which assessment has been done are as under:

- i) At present, all the General and Safety forms are being purchased from external agencies. Also, a portion of Money Value forms and UTS/PRS tickets are being purchased from external agencies. But, the majority portion of the Money Value forms and UTS/PRS tickets are being printed in-house in Railway Printing Press, HWH.
 - ii) The processing for purchase of General and Money Value forms, receipt of forms and dispatch to indentors are done by staff of Forms & Stationary depot (*mentioned in details in para 2.7*). Also, the forms printed in Rly. Printing press are dispatched by Forms & Stationary depot.
 - iii) The delivery of PCT, UTS/PRS tickets are done by Ticket Printing Press staff. The delivery of UTS/PRS tickets brought from external agencies are also done by Printing Press staff. However, the process for procurement are executed by staff of Forms & Stationary depot.
 - iv) Railway Board has communicated that the Money value items and UTS/PRS which are presently printed in Rly. Press will be procured from external agencies after March'2020. Thus, from April'2020, no printing activity will be required to be done in Railway Presses.
- 3.2 From April'2020, all General and Money Value forms, UTS/ PRS tickets, stationary items, etc, will be purchased from external agencies. The process of procurement, receipt and despatch of all items will be executed by Forms & Stationary depot, HWH. The requirement of staff for catering the said workload has been assessed in ongoing paragraphs.
- 3.3 As mentioned in previous chapter that staff of Printing dept. under SMM (P&S) are divided in three wings. Since, the workload of each wing is distant, so, the requirement of staff is analysed separately for each wing in consideration with the workload to be catered after March'2020.

From the discussion done in above paras, it is clear that the workload of Printing dept. after March'2020 mainly comprise of the activities that are catered by staff of Forms & Stationary Depot.

The wing-wise assessment for requirement of staff considering the workload to be catered after March'2020 is done underneath:

3.4 **Forms & stationery Depot office at HWH:**

This depot store is attached with Printing Press at Howrah for supply of various items such as stock items, non stock items, safety items, money value items, forms, card tickets, PRS & UTS tickets and RR tickets etc. Materials are issued to S.E Rly, N.F. Rly, E.C.Rly and different division of E.Rly based on the PI quota. Besides of the above, different booklets, registers and stationery items are also supplied to different division of E.RLY as per demand.

3.4.1 Section wise On-roll strength of Gr. C & Erstwhile Gr. D staff and the workload catered by different sections has been mentioned in details in table under para 2.7.

The section wise physical observations in regard to percentage of effective utilization of the staff deployed to cater the daily workload of Forms & Stationary Depot, HWH were taken on different period of time and on different working days during last month. The above results would obviously reflect the section wise effectiveness of the staff engaged to perform their workload as a routine measure.

3.5.2 While applying the Random Activity Sampling method to assess the actual requirement of manpower, the section wise position of the effective utilization factor of the staff based on the observations taken during the period of study, as already mentioned is shown as under :

3.5.3 **Establishment section and Forms & Letter Receiving Section:**

The detail of working of Establishment sections and Forms & Letter Receiving Section and deployment of staff against their workload is elaborated in previous chapter [*table under para 2.7, Sl. No. 1*]. Altogether, 4 ministerial staff are deployed along with 4 Erstwhile Gr. D to cater the workload of these two Sections.

3.5.3.1 **Assessment of Ministerial staff:**

There are altogether 4 ministerial staff present in Establishment section and Forms Letter Receiving Section (*3 in Estt. Section and 1 in Receiving Section.*). The effectiveness of the ministerial staff based on the effective utilization of the entire staff deployed in these two sections to cater to the aforesaid activities, has been derived by Random Activity Sampling Technique. The actual requirement of manpower in Establishment section and Letter Receiving Section is as under.

Unit/ Activity Centre/ Section	Design/Category of staff whose effectiveness is measured	No. of I staff deployed i.e. Total MOR of this section. (P)	Total Nos. of observation taken	Nos. of observation during which staff were found		% of Effectiveness $E=B/A \times 100$	Actual Requirement. of Gr. 'C' staff based on 'Ef' i.e. Requirement of ministerial staff as assessed		Actual Requirement (Q + 12.5% Leave Reserve)
			During Peak & Non-Peak periods (A)	Working Effectively (B)	IDLE		Effectiveness with contingent allowance @ 20% $Ef=1.2E$	Bare Requirement (Q = Ef X P)	
Establishment Section and Forms & Letter Receiving Section.	Ministerial Staff	4	124	105	19	84%	100.8%	4	4.5 5

As per calculation based on effective utilization of staff, 5 ministerial staff are required for smooth functioning of these two sections.

3.5.3.2 Assessment of Erstwhile Gr. D staff:

As a whole, there are 4 Erstwhile Gr. D staff present in these two sections. Large nos. of files and register are maintained by Establishment Section. Also, a lot of letter movement is done in Letter receiving section.

On scrutiny, it is concluded that 1 Erstwhile Gr. D staff in addition to existing on-roll strength at these Sections are required for smooth functioning of the sections. Thus the bare requirement of Erstwhile Gr. D is 5 and Actual requirement is calculated as 6 [5 + 12.5% LR (Leave Reserve) = 5.6 6].

3.5.3.3 Conclusion:-

Hence, from above paras, the actual requirement of manpower in the section is tabulated below.

	Ministerial Staff	Erstwhile Gr. D	Total
<i>Proposed Actual Requirement</i>	5	6	11

3.5.4 **Forms & Stationary Recoupment Section**

Earlier, Forms Recoupment and Stationary Recoupment are different sections, but now these two sections has been merged due to similar nature of workload. The workload and deployment of Forms & Stationary Recoupment Section is mentioned in previous chapter [table under para 2.7, Sl. No. 2].

3.5.4.1 **Assessment of Gr. C non-Ministerial & Ministerial staff:**

There are altogether 7 non-ministerial (CDMS/DMS) & ministerial staff present in Forms & Stationary Recoupment Section. While review the workings of non-ministerial & ministerial staff at Recoupment section, it is felt justified by the study team that there are no other alternatives except adoption of the technique of Random Activity Sampling hypothesis and this process would have a definite positive direction to evaluate the actual requirement of manpower in this section based on the effective utilization of the sectional manpower. The data collected & recorded during study period and its critical analysis to assess revised MOR may be seen from the following table.

As per calculation based on effective utilization of staff, 5 ministerial staff are required for smooth functioning of these two sections.

Unit/ Activity Centre/ Section	Desig./Category of staff whose effectiveness is measured	No. of I staff deployed i.e. Total MOR of this section. (P)	Total Nos. of observation taken During Peak & Non-Peak periods (A)	Nos. of observation during which staff were found		% of Effectiveness $E=B/A \times 100$	Actual Requirement. of Gr. 'C' staff based on 'Ef' i.e. Requirement of ministerial staff as assessed		Actual Requirement (Q + 12.5% Leave Reserve)
				Working Effectively (B)	IDLE		Effectiveness with contingent allowance @ 20% $Ef=1.2E$	Bare Requirement (Q = Ef X P)	
Forms & Stationary Recoupment Section	Non-ministerial & Ministerial Staff	7	205	171	34	83.4%	100%	7	7.9 8

As per calculation based on effective utilization of staff, 8 non-ministerial & ministerial staff are required in this section.

3.5.4.2 **Assessment of Erstwhile Gr. D:**

On scrutiny, it is concluded that existing 1 Erstwhile Gr. D staff at this Section should be retained and this results in un-alteration of the existing men-on-roll of Erstwhile Gr. D of this section.

3.5.4.3 Conclusion:-

Thus, the actual requirement of manpower in this section, as assessed, is found to be 9 (i.e 8 non-ministerial & ministerial staff and 1 Erstwhile Gr. D) instead of 8 in total.

3.5.5 Forms Committee Section:

The workload and deployment of Forms Committee Section is mentioned in previous chapter [table under para 2.7, Sl. No. 3].

The actual requirement of ministerial staff in Forms Committee Section has been derived underneath by applying Random Activity Sampling Technique.

Unit/ Activity Centre/ Section	Design/Category of staff whose effectiveness is measured	No. of I staff deployed i.e. Total MOR of this section. (P)	Total Nos. of observation taken	Nos. of observation during which staff were found		% of Effectiveness E=B/Ax100	Actual Requirement. of Gr. 'C' staff based on 'Ef' i.e Requirement of ministerial staff as assessed		Actual Requirement (Q + 12.5% Leave Reserve)
			During Peak & Non-Peak periods (A)	Working Effectively (B)	IDLE		Effectiveness with contingent allowance@ 20% Ef=1.2E	Bare Requirement (Q = Ef X P)	
Forms Committee Section.	Ministerial Staff	2	64	55	9	85.9%	103.1%	2.1	2.4 3

3.5.5.1 Conclusion:-

As per calculation based on effective utilization of staff, 3 ministerial staff are required instead of existing 2 ministerial staff for smooth functioning of the section.

3.5.6 Forms and Stationary PI and Outstanding Section

Earlier, there are separate Outstanding sections for Forms part and Stationary part, but at present, due to similar nature of work, these sections has been merged. The workload and deployment of Forms & Stationary PI and Outstanding Section is mentioned in previous chapter [table under para 2.7, Sl. No. 4].

3.5.6.1 Assessment of Ministerial staff:

There are altogether 4 ministerial staff present in this section to cater the sectional workload. In the similar manner, the actual requirement of ministerial staff in Forms and Stationary PI and Outstanding Section has been derived in the following table.

Unit/ Activity Centre/ Section	Desig./Category of staff whose effectiveness is measured	No. of I staff deployed i.e. Total MOR of this section (P)	Total Nos. of observation taken	Nos. of observation during which staff were found		% of Effectiveness $E=B/A \times 100$	Actual Requirement. of Gr. 'C' staff based on 'Ef' i.e. Requirement of ministerial staff as assessed		Actual Requirement (Q + 12.5% Leave Reserve)
				During Peak & Non-Peak periods (A)	Working Effectively (B) IDLE		Effectiveness with contingent allowance @ 20% $Ef=1.2E$	Bare Requirement (Q = Ef X P)	
Forms & Stationary PI and Outstanding Section	Ministerial Staff	4	123	105	18	85.3%	102.4%	4.1	4.6 5

As per calculation based on effective utilization of staff, 5 ministerial staff are required in this section for smooth functioning.

3.5.6.2 Assessment of Erstwhile Gr. D:

At present, there are 2 Erstwhile Gr. D staff in Forms & Stationary PI and Outstanding Section. It is observed that there are around 2000 PI issue notes issued from this section each year. On scrutiny, it is concluded that present MOR of 2 Erstwhile Gr 'D' staff is sufficient for smooth functioning of the section. Thus the bare requirement of Erstwhile Gr. D is 2 and Actual requirement is calculated as 3 ($2 + 12.5\% LR = 2.25$ 3).

3.5.6.3 Conclusion:-

Thus, the actual requirement of manpower in the section, as assessed, is found to be 8 (5 ministerial staff and 3 Erstwhile Gr. D) instead of 6 in total.

3.5.7 Receipt Section:

In case of Receipt section also Forms portion and stationary portion were separately dealt by different sections, but now these two has been merged. However, the dealers dealing with workload of Forms part and Stationary part are different. Altogether, 2 CDMS, 3 ministerial staff and 2 Erstwhile Gr D staff are deployed to cater the workload of Receipt Section. The workload of two portions of Receipt Sections are mentioned in details in previous chapter [table under para 2.7, Sl. No. 5]. Since, the nature of workload is same for these two portions, therefore, the assessment of staff is done jointly in paragraphs below.

3.5.7.1 Assessment of Gr. C Non-ministerial staff and Ministerial staff:

The assessment for requirement of Gr. C non-ministerial staff (CDMS) and ministerial staff for Receipt Section is as under.

Unit/ Activity Centre/ Section	Design/Category of staff whose effectiveness is measured	No. of I staff deployed i.e. Total MOR of this section. (P)	Total Nos. of observation taken	Nos. of observation during which staff were found		% of Effectiveness $E=B/A \times 100$	Actual Requirement. of Gr. 'C' staff based on 'Ef' i.e. Requirement of ministerial staff as assessed		Actual Requirement (Q + 12.5% Leave Reserve)
				During Peak & Non-Peak periods (A)	Working Effectively (B) IDLE		Effectiveness with contingent allowance @ 20% $Ef=1.2E$	Bare Requirement (Q = Ef X P)	
Receipt Section (Forms Receipt & General Section and Sty. Receipt Wd.)	Gr. C Non-ministerial (CDMS/DMS) and Ministerial Staff	5	154	136	18	88.3%	105. 9%	5.3	5.9 6

As per calculation based on effective utilization of staff, total 6 Gr. C non-ministerial and ministerial staff are required for smooth functioning of these two portions of Receipt Section.

3.5.7.2 Assessment of Erstwhile Gr. D staff:

There are as a whole 2 Erstwhile Gr. D staff present in these two sections (1 in Forms portion and 1 in Sty. portion). It is clear that the workload of Forms Receipt section will increase after fully outsourcing of Money Value Forms. Therefore, in the light of above, it is concluded that 1 Erstwhile Gr. D staff in addition to existing on-roll strength of Forms receipt section is required for catering the additional workload. As far as requirement of Erstwhile Gr. D in Sty. Receipt portion is concerned, it is concluded that the existing on-roll strength of 1 Erstwhile Gr. D is sufficient for smooth functioning of Sty. Receipt portion. Thus the bare requirement of Erstwhile Gr. D is 3 and Actual requirement is calculated as 4 ($3 + 12.5\% LR = 3.4 \rightarrow 4$).

3.5.7.3 Conclusion:-

Hence, from above paras, the actual requirement of manpower in Receipt section is tabulated below.

	Non-ministerial and Ministerial Staff	Erstwhile Gr. D	Total
<i>Proposed Actual Requirement</i>	6	4	10

3.5.8 Despatch Section:

Like Receipt section, there were different Despatch Sections for Forms and stationary part, but now, these have been merged because of similar nature of the workload. However, the dealers dealing with workload of Forms part and Stationary part are different. Altogether, 2 CDMS, 5 ministerial staff and 19 Erstwhile Gr. D staff are deployed to cater the workload of Receipt Section. The workload of two portions of Receipt Sections are mentioned in details in previous chapter [table under para 2.7, Sl. No. 6]. Since, the nature of workload is same for these two portions, therefore, the assessment of staff is done jointly in paragraphs below.

3.5.8.1 Assessment of Gr. C Non-ministerial staff and Ministerial staff:

In the similar way as done in case of Receipt Sections, the assessment for requirement of Gr. C non-ministerial staff (CDMS) and ministerial staff for Despatch Section is done based on effective utilization of staff which is as below.

Unit/ Activity Centre/ Section	Desig./Category of staff whose effectiveness is measured	No. of staff deployed i.e. Total MOR of this section. (P)	Total Nos. of observation taken	Nos. of observation during which staff were found		% of Effectiveness $E = B/A \times 100$	Actual Requirement of Gr. 'C' staff based on 'Ef' i.e. Requirement of ministerial staff as assessed		Actual Requirement (Q + 12.5% Leave Reserve)
				During Peak & Non-Peak periods (A)	Working Effectively (B) IDLE		Effectiveness with contingent allowance @ 20% $Ef = 1.2E$	Bare Requirement (Q = Ef X P)	
Despatch Section (Forms Despatch and Sty. Despatch Wd.)	Gr. C Non-ministerial (CDMS/DMS) and Ministerial Staff	7	204	174	30	85.2%	102.2%	7.1	7.9 8

As per calculation based on effective utilization of staff, total 8 Gr. C non-ministerial and ministerial staff are required for smooth functioning of these two portions of Despatch Section.

3.5.8.2 Assessment of Erstwhile Gr. D staff:

There are total 19 Erstwhile Gr. D staff present in these two portions (*11 in Forms portions and 8 in Sty. Portion*).

On scrutiny of the existing workload of Erstwhile Gr. D, it is concluded that present deployment of 11 Erstwhile Gr. D staff in Forms Despatch Section and 8 Erstwhile Gr. D in Stationary Despatch Section is sufficient to cater the existing workload smoothly. Thus the bare requirement of Erstwhile Gr. D is 19 and Actual requirement is calculated as 22 ($19 + 12.5\% \text{ LR} = 21.3 \rightarrow 22$).

3.5.8.3 Conclusion:-

Hence, from above paras, the actual requirement of manpower in Despatch section is tabulated below.

	Non-ministerial and Ministerial Staff	Erstwhile Gr. D	Total
<i>Proposed Actual Requirement</i>	8	22	30

Stocking Wards

3.5.9 Stationary General Ward

The workload and deployment of various categories of staff in Sty. General Wd. is mentioned in previous chapter [table under para 2.7, Sl. No. 11].

A similar methodology is adopted for assessment of requirement of Gr. C non-ministerial and ministerial staff for stocking wards. It is felt justified by the study team for adoption of the technique of Random Activity Sampling hypothesis and this process would have a definite positive direction to evaluate the actual requirement of manpower in these wards/ sections based on the effective utilization of the sectional manpower.

3.5.9.1 Assessment of Gr. C Non-ministerial staff and Ministerial staff:

As discussed in above para, the actual requirement of in Sty. General Wd. has been derived underneath by applying Random Activity Sampling Technique.

Unit/ Activity Centre/ Section	Desig./Category of staff whose effectiveness is measured	No. of I staff deployed i.e. Total MOR of this section (P)	Total Nos. of observation taken	Nos. of observation during which staff were found		% of Effectiveness $E=B/A \times 100$	Actual Requirement of Gr. 'C' staff based on 'Ef' i.e. Requirement of ministerial staff as assessed		Actual Requirement (Q + 12.5% Leave Reserve)
				During Peak & Non-Peak periods (A)	Working Effectively (B) IDLE		Effectiveness with contingent allowance @ 20% $Ef=1.2E$	Bare Requirement (Q = Ef X P)	
Stationary General Ward.	Gr. C Non-ministerial and Ministerial Staff	5	148	131	17	88.5%	106.2%	5.3	5.9 6

As per calculation based on effective utilization of staff, total 6 Gr. C Non-ministerial and ministerial staff are required instead of existing 5 staff for smooth functioning of the section.

3.5.9.2 Assessment of Erstwhile Gr. D staff:

Two nos. of Erstwhile Gr. D staff present in this section to cater the sectional workload. On scrutiny of the existing workload of Erstwhile Gr. D, it is concluded that present deployment of 2 Erstwhile Gr. D staff is justified to cater the existing workload smoothly. Thus, the bare requirement of Erstwhile Gr. D is 2 and Actual requirement is calculated as 3 ($2 + 12.5\% \text{ LR} = 2.25 \rightarrow 3$).

3.5.9.3 Conclusion:-

Hence, from above paras, the actual requirement of manpower in Stationary General Wd is tabulated below.

	Gr. C Non-ministerial and Ministerial Staff	Erstwhile Gr. 'D'	Total
<i>Proposed Actual Requirement</i>	6	3	9

3.5.10 **Forms Stock Ward**

The workload and deployment of various categories of staff in Forms Stock Wd. is mentioned in previous chapter [table under para 2.7, Sl. No. 12].

3.5.10.1 **Assessment of Gr. C Non-ministerial staff and Ministerial staff:**

The actual requirement of Gr. C non-ministerial and ministerial staff in Forms Stock Ward has been derived underneath by applying Random Activity Sampling Technique.

Unit/ Activity Centre/ Section	Design/Category of staff whose effectiveness is measured	No. of I staff deployed i.e. Total MOR of this section (P)	Total Nos. of observation taken	Nos. of observation during which staff were found		% of Effectiveness $E=B/A \times 100$	Actual Requirement. of Gr. 'C' staff based on 'Ef' i.e. Requirement of ministerial staff as assessed		Actual Requirement (Q + 12.5% Leave Reserve)
			During Peak & Non-Peak periods (A)	Working Effectively (B)	IDLE		Effectiveness with contingent allowance @ 20% $E_f = 1.2E$	Bare Requirement (Q = $E_f \times P$)	
Forms Stock Ward.	Gr. C Non-ministerial and Ministerial Staff	9	268	224	44	83.5%	100 %	9	10.1 10

As per assessment based on effective utilization of staff, total 10 Gr. C Non-ministerial and ministerial staff are required in Forms Stock Ward for smooth functioning of the section.

3.5.10.2 **Assessment of Erstwhile Gr. D staff:**

Total 11 Erstwhile Gr. D staff are present in this section. On review of the existing workload of Erstwhile Gr. D, it is concluded that present deployment of 11 Erstwhile Gr. D staff is sufficient to cater the existing workload smoothly. Thus, the bare requirement of Erstwhile Gr. D is 11 and Actual requirement is calculated as 13 ($11 + 12.5\% LR = 12.4 \rightarrow 13$).

3.5.10.3 Conclusion:-

Hence, the actual requirement of manpower in Forms Stock Wd as assessed in above paras is tabulated below.

	Gr. C Non-ministerial and Ministerial Staff	Erstwhile Gr. D	Total
<i>Proposed Actual Requirement</i>	10	13	23

3.5.11 Paper Ticket Ward

The workload and deployment of various categories of staff in Paper Ticket Ward is mentioned in previous chapter [table under para 2.7, Sl. No. 13].

3.5.11.1 Assessment of Gr. C Non-ministerial staff and Ministerial staff:

The assessment for actual requirement of Gr. C non-ministerial staff and ministerial staff in Paper Ticket Wd. has been done underneath by applying Random Activity Sampling Technique.

Unit/ Activity Centre/ Section	Desig./Category of staff whose effectiveness is measured	No. of staff deployed i.e. Total MOR of this section. (P)	Total Nos. of observation taken	Nos. of observation during which staff were found		% of Effectiveness $E=B/A \times 100$	Actual Requirement of Gr. C staff based on 'Ef' i.e. Requirement of ministerial staff as assessed		Actual Requirement (Q + 12.5% Leave Reserve)
			During Peak & Non-Peak periods (A)	Working Effectively (B)	IDLE		Effectiveness with contingent allowance @ 20% $E_f = 1.2E$	Bare Requirement (Q = $E_f \times P$)	
Paper Ticket Ward.	Gr. C Non-ministerial and Ministerial Staff	9	271	226	45	83.3%	99.9%	8.9	10

As per calculation based on effective utilization of staff, total 10 Gr. C Non-ministerial and ministerial staff are required instead of existing 9 staff for smooth functioning of the section.

3.5.11.2 Assessment of Erstwhile Gr. D staff:

Total 6 Erstwhile Gr. D staff are present in this ward to cater the sectional workload. On scrutiny of the existing workload of Erstwhile Gr. D, it is concluded that present deployment of 6 Erstwhile Gr. D staff is sufficient to cater the existing workload smoothly. Thus, the bare requirement of Erstwhile Gr. D is 6 and Actual requirement is calculated as 7 ($6 + 12.5\% \text{ LR} = 6.75 \rightarrow 7$).

3.5.11.3 Conclusion:-

Hence, from above paras, the actual requirement of manpower in Paper Ticket Wd is tabulated below.

	Gr. C Non-ministerial and Ministerial Staff	Erstwhile Gr. D	Total
<i>Proposed Actual Requirement</i>	10	7	17

3.5.12 Paper Ward

The workload and deployment of various categories of staff in Paper Ward is shown in previous chapter [table under para 2.7, Sl. No. 14].

3.5.12.1 Assessment of Gr. C Non-ministerial staff and Ministerial staff:

In the similar manner, the actual requirement of Gr. C non-ministerial and ministerial staff in Paper Wd. has been assessed underneath.

Unit/ Activity Centre/ Section	Design/Category of staff whose effectiveness is measured	No. of I staff deployed i.e. Total MOR of this section. (P)	Total Nos. of observation taken	Nos. of observation during which staff were found		% of Effectiveness $E=B/A \times 100$	Actual Requirement of Gr. 'C' staff based on 'Ef' i.e. Requirement of ministerial staff as assessed		Actual Requirement (Q + 12.5% Leave Reserve)
				During Peak & Non-Peak periods (A)	Working Effectively (B) IDLE		Effectiveness with contingent allowance @ 20% $Ef=1.2E$	Bare Requirement (Q = Ef X P)	
Paper Ward	Gr. C Non-ministerial and Ministerial Staff	2	42	34	8	80.9 %	97.1 %	1.94	2.1 2

As assessed based on effective utilization of staff, present MOR of 2 Gr. C Non-ministerial and ministerial staff are justified in this section for smooth functioning.

3.5.12.2 Assessment of Erstwhile Gr. D staff:

5 nos. of Erstwhile Gr. D staff present in this section for catering the sectional workload. On scrutiny of the existing workload of Erstwhile Gr. D, it is concluded that present deployment of 5 Erstwhile Gr. D staff is justified to cater the existing workload. Thus, the bare requirement of Erstwhile Gr. D is 5 and Actual requirement is calculated as 6 ($5 + 12.5\% \text{ LR} = 5.6 \rightarrow 6$).

3.5.12.3 Conclusion:-

Hence, from above paras, the actual requirement of manpower in Paper Ward is tabulated below.

	Gr. C Non-ministerial and Ministerial Staff	Erstwhile Gr. D	Total
<i>Proposed Actual Requirement</i>	2	6	8

3.5.13 UTS & PRS

As mentioned in table under para 2.7, Sl. no. 15, that total 3 Gr. C staff (*i.e 1 CDMS and 2 Ministerial staff*) are deployed in Ticket printing press to process the procurement procedure right from indenting, tendering, finalizing the tender to receipt of printed UTS/PRS tickets from external agency. At present, these staff are processing the procurement of around 25% of the total demand of tickets. As per Rly. Bd's decision, from April'2020, total 100% UTS/PRS tickets will be procured from external agencies. On scrutiny, it is concluded by study team that 2 staff in addition to existing nos. of staff dealing the present workload are required to cater the said workload smoothly.

Hence, the actual requirement of manpower to cater the said workload, as assessed, is found to be 5 instead of 3 in total.

3.5.14 Two nos. CDMS deployed as In-charge of Forms portion and Stationary portion respectively [*mentioned in table under para 2.7, Sl. no. 7 & 8*]. From April' 2020, all Money Value forms will be procured from external agencies which are presently printed in Rly. Printing Press, HWH. It is concluded that an additional CDMS in Forms portion is required to deal with the extra workload. As far as, dealing with workload of Stationary portion is concerned, study team felt justified with the present deployment.

Apart from this, there are 2 CDMS/DMS whose workload are mentioned in table under para 2.7, Sl. no. 9 & 10 respectively. On scrutiny, it is concluded by the study team that the present deployment is sufficient to cater their mentioned workload smoothly.

3.5.14.1 Conclusion:

From the assessment done in above paras, total 5 nos. of CDMS/DMS are required instead of present deployment of 4 CDMS/DMS for catering the workload mentioned in table under para 2.7, Sl. No. 7 to 10.

3.5.15 As per assessment, section wise Actual requirement of staff against the total existing sanctioned strength vis-a-vis men on roll in the Forms & stationery Depot office/HWH, is tabulated as under.

Sl. No.	Sections/ Offices/ Wards	Sanctioned Strength	Men on Roll		Actual requirement of Manpower	Para Ref.
Forms and Stationary Depot, HWH						
1.	<u>Establishment Section</u>	137				
i)	<i>Establishment Section</i>		6	8	11	3.5.3.3
ii)	<i>Forms Letter Receiving Section</i>		2			
2.	<u>Forms & Stationary Recoupment Section</u>		8		9	3.5.4.3
3.	<u>Forms Committee Section</u>		2		3	3.5.5.1
4.	<u>Forms and Stationary P.I and outstanding Section</u>		6		8	3.5.6.3
5.	<u>Receipt Section</u>					
i)	<i>Forms Receipt & General Section</i>		4	7	10	3.5.7.3
ii)	<i>Sty. Receipt Ward</i>		3			
6.	<u>Despatch Section</u>					
i)	<i>Forms Despatch Section</i>		15	26	30	3.5.8.3
ii)	<i>Sty. Dispatch Ward</i>		11			
.7.	<u>CDMS/ Forms</u>		1		2	3.5.14.1
8.	<u>CDMS/Sty</u>		1		1	
9.	<u>Inspector's Job</u>		1		1	
10.	<u>Computer Section</u>		1		1	
	<u>Stocking Wards</u>					
11.	<u>Sty. General Ward (Stock)</u>		7		9	3.5.9.3
12.	<u>Forms Stock Ward</u>		20		23	3.5.10.3
13.	<u>Paper Ticket Ward</u>		15		17	3.5.11.3
14.	<u>Paper Ward</u>		7		8	3.5.12.3
15.	<u>UTS & PRS</u>		3		5	3.5.13
Total		137	113		138	

3.6 Printing Press/HWH

Vide Rly. Bd's L.No. 2018/RS/Pty. & Sty./ AP/PP/IR dtd. 04.06.19, it is clear that decision have been taken to close the Printing Press, HWH after March'2020. It is decided that the printing activity of all the General forms, Money Value forms, printed UTS/PRS tickets which are presently printed in Rly. Printing Press, HWH will be stopped and the total General forms, Money value forms, printed UTS/PRS tickets, etc will be procured from external agencies after March'2020. Thus, it is concluded that the requirement of staff for Printing Press, HWH is **NIL**.

- 3.7 In view of this, Printing department had already started outsourcing of General forms and Money value forms. At present, all General Forms some Money Value forms have been outsourced. All the workload related to procurement, receiving and despatch of forms are catered by staff of Forms and Stationary Depot' HWH (mentioned in para 3.1.i & 3.1.ii).

By March'2020, the outsourcing of remaining Money Value Forms will be done. In order to tackle additional workload of procurement of remaining portion of Money value items, study team has provided additional manpower in Forms and stationary depot in the assessment done in above paras.

- 3.8 It is already mentioned in above paras that printing of UTS/PRS tickets will be discontinued in Rly. Printing Presses from April, 2020.

However, like present practice, the supply of printed UTS/PRS tickets will continue to be executed by the Printing Dept.. Presently, this workload are catered by staff of Printing Press, HWH. But, after March'2020, this workload will be catered by Forms and Stationary Depot, HWH.

In consideration with this, the analysis for requirement of staff to cater the workload of supply and despatch of printed UTS/ PRS tickets has been done in paragraphs below.

- 3.8.1 At present, the workload related to supply and despatch of printed UTS/PRS tickets are being catered by staff of Ticket Printing wing (*mentioned in details in para 2.11.3*). The steps followed by the staff are mentioned underneath,

- i) printed UTS/PRS tickets are collected from Rotatek Machine,
- ii) checking the serial nos. and formation of batches,
- iii) boxing of printed tickets are done and respective boxes are sealed,
- iv) packing memo is prepared as per indentors list showing box no, ticket no. , indenter's name and attached to the boxes.
- i) sealed boxes are issued by Delivery section and sent to indentors through various means such as Rly. Parcel, per bearer, etc.

- 3.8.2 A portion of UTS/PRS are presently procured by the Printing department and the process of procurement are executed by the staff of Forms and Stationary Depot (*discussed in para 3.1.i, 3.1.ii and 3.1.iii*). However, preparation and attaching of packing memo to these procured printed UTS/PRS ticket boxes are executed by the same staff of Printed press.

A similar procedure is followed for segregating these boxes and finally these are issued by the Delivery section and sent to indentors.

- 3.8.3 Total 62 staff (*para 2.11.3*) of Ticket Printing Press are presently catering the workload mentioned in para 3.8.1 and 3.8.2.

- 3.8.4 After March'2020, total portion of the printed UTS/PRS tickets will be procured from external agencies.

The supplied UTS/ PRS ticket's boxes from external agencies are sealed and labeled with Sl. Nos. of tickets present in the box.

Thus, in connection with the supply of printed UTS/ PRS tickets, only the activities mentioned in points iv) and v) under para 3.8.1 are required to be carried out by the staff of Printing department after March'2020.

On scrutiny, of the total activities carried out para 3.8.1, in steps i) to v), it is concluded that workload of the activity iv) and v) comprises of 40% of the total workload.

- 3.8.4.1 Hence, bare requirement of staff to cater the workload mentioned in steps iv) and v) is 40 % of 62 = 24.8 25.

- 3.8.5 As mentioned in para 2.11.4, that presently 4 staff of Delivery section (Ticket Print Press) are dealing with the workload of issuance of the UTS/PRS tickets. Study team felt justified for the existing deployment and recommends for continuation of the existing 4 staff for the said workload.

- 3.8.6 Hence, from para 3.8.4.1 and 3.8.5, the bare requirement of staff for carrying out the workload of receipt, supply, issue and delivery of printed UTS/ PRS tickets is assessed as (25 + 4 =) 29 and Actual requirement is calculated as 33 [29 + 12.5% LR = 32.6 33].

- 3.8.7 As shown in para 2.11.3 that 1 supervisor is deployed to look after the total workload mentioned in para 3.8.1 and 3.8.2. On scrutiny, it is concluded that existing 1 supervisor is sufficient to cater the supervision workload and this results in un-alteration of the existing men-on-roll of supervisor.

- 3.8.8 From para 3.8.6 and 3.8.7, the assessed requirement of supervisor and staff for Forms and Stationary Depot' HWH to cater the workload of receipt, supply, issue and delivery of printed UTS/ PRS tickets which are being presently catered by staff of Printing Press is tabulated underneath:

	<i>Actual requirement of Manpower</i>	<i>Para Ref.</i>
<i>Assessed actual requirement of staff for Forms & Stationary Depot for catering workload of receipt, supply, issue and delivery of printed UTS/ PRS tickets</i>		
Supervisor	1	3.8.7
Staff	33	3.8.6
Total	34	

3.9 **Printing Press Canteen, HWH:**

There are total 10 canteen staff of different categories present in Printing Press Canteen, HWH (*details mentioned in para 2.13*). The Printing Press, HWH is under Factory Act and the associated Printing Press Canteen, HWH is Statutory Canteen of Printing Press.

Rly's Board's has decided to close all Rly Printing Presses including Printing Press, HWH by March'2020, therefore, study team finds no reason for retention of the Statuary Canteen after closure of Printing Press. Hence, the actual requirement of staff in Printing Press Canteen, HWH in **NIL**.

3.10 **SMPS Pool:**

The deployment and workload of the staff of SMPS Pool are described in details in para 2.14. It is observed that, among total 61 on-roll staff of SMPS pool, 40 ministerial staff cater the workload of Establishment portion, Pay bill, Pass/ PTO, etc of staff of Printing Press, Forms & Stationary Depot and Canteen staff.

The MPR (Manpower Ration) of ministerial staff of Printing Department is calculated as

$$\frac{434 \text{ (MOR of Printing Press, Forms \& Stationary Depot and Canteen staff)}}{40 \text{ (Ministerial staff of Printing dept. catering Estt., Pay Bill, etc workload)}} = 10.85$$

- 3.10.1 From para 3.5.15 and 3.8.8, the requirement of staff of Printing dept. is assessed as $138 + 34 = 172$

Now, in consideration with the MPR of Ministerial staff of Printing dept., the bare requirement of Ministerial staff is assessed as

$$\frac{172}{10.85} = 15.85 \quad 16$$

- 3.10.2 It is observed that around 5 staff of various categories are utilized in SMM(P&S)'s office, AMPS's office, Pass section/ Forms and Stationary Depot. On scrutiny, it is concluded that present deployment of 5 staff for the mentioned workload justified and recommended for continuation of these 5 posts for the said workload.
- 3.10.3 So, from para 3.10.1 and 3.10.2, the total bare requirement of ministerial staff is calculated as $(16 + 5 =) 21$ and the Actual requirement is calculated as 24 (i.e $21 + 12.5\% \text{ LR} = 23.6 \quad 24$).

- 3.11 Thus, the summarized position of total requirement of manpower as per assessment done in above paras vis-à-vis existing Sanctioned Strength and Men-on-roll of staff under SMM (P & S)/ E.Rly is shown below:

Sl. No.	Wing/ Unit	Description of Workload	Sanctioned Strength	Men-On-Roll	Assessed Actual Requirement	Ref. para
			(as on 01.07.19)			
1	Forms & Stationary Depot	For catering existing workload of Forms & Sty. Depot along with additional workload of Money value forms, etc	137	113	138	3.5.15
		For catering workload of receipt , despatch and delivery of printed UTS/PRS tickets presently catered by Printing Press		0	34	3.8.8
2	Printing Press	--	393	311	0	3.6.9
3	Printing Press Canteen	--	11	10	0	3.9
4	SMPS's Pool	For catering workload related to Estt. matters, pay bill, etc. and office of SMMPs and AMPS	73	61	24	3.10.3
Grand Total			614	495	196	

- 3.11.1 Therefore, the revised actual requirement of manpower will be 196 as against the present sanctioned strength of 614 posts which will result in surplus of $(614 - 196 =)$ **418 posts.**

3.12 **Recommendation:**

As per analysis made in the study report It is recommended that the total actual requirement of manpower duly revised, will be 196 as against a total sanctioned strength of 614 posts which will result in surrender of identified surplus of 418 posts as a whole from the Printing press wing at HWH, Printing Press Canteen/ HWH and SMPS Pool.

3.13 Suggestion:

It is observed from para 2.5.1 that Sanctioned posts of Forms and Stationary depot mainly comprises of CDMS, DMS, ministerial staff and Erstwhile Gr. D.

As per analysis the actual requirement of staff for Forms and Stationary Depot, HWH is assessed as 196 against present MOR of 113 which shows there is shortage of ($196 - 113 =$) 83 posts, which is preferably required to be filled up by posts of CDMS, DMS, ministerial staff and Erstwhile Gr. D.

But, the posts of Printing Press from where maximum surplus has been made comprises of SSE, JE, Technician and Erstwhile Gr. D.

However, some of the requirement can easily be filled by redeploying ministerial staff from SMPS Pool.

Regarding filling of remaining posts, it may be suggested to utilize the existing staff of Printing Press wing as per the suitability after giving proper training so that the outturn of Forms and Stationary Depot, HWH doesn't get hampered.

CHAPTER-IV**4.0 FINANCIAL APPRAISAL:**

- 4.1 As per recommendation made in Para 3.12, the total surplus posts works out to **418 posts**. For an easy and smooth means of calculation of financial appraisal, the study team considered the posts from lowest grades with lowest Pay scale and Grade Pay. A statement showing the minimum annual financial savings on account of surrender of total **418 posts** is furnished below.

<i>Lowest Scale of Pay (Rs.)</i>	<i>Lowest 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>Minimum Annual savings. (in lakhs Rs)</i>
<i>(as per 6th Pay Commission)</i>			<i>(as per 7th Pay Commission)</i>					
5200-20200/-	1800/-	14500/-	37265/-	4472/-	41737/-	418	1,74,46,066/-	2093.52
TOTAL						418		2093.52

Thus, the minimum annual financial savings works out to **Rs. 2093.52 lakhs.**