



WORK STUDY REPORT
ON
REVIEW OF CATERING STAFF WORKING IN
COMMERCIAL DEPARTMENT AT LKO AND BSB
STATIONS OF
LUCKNOW DIVISION

2019-20

WORK STUDY TEAM

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GUIDANCE BY

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SWSO

NO.16-CP/23/WS/2019-20

CENTRAL PLANNING CELL
NORTHERN RAILWAY
BARODA HOUSE
NEW DELHI.

EXECUTIVE SUMMARY

This study was allotted to the Central Planning Cell, HQ office to identify redundant/unproductive activities of catering staff working at LKO & BSB stations of Lucknow Division."

STAFF POSITION

The total sanctioned and on roll strength of Group 'D' commercial staff (misc. category) being reviewed over Delhi Division is as under:-

S.N.	Category	S/S	O/R	Vac.
1	Inspector(Catering)	06	04	02
2	Manager(Catering)	02	-	02
3	Store Clerk	04	-	04
4	Bill issuer	08	05	03
5	Cook/Asstt. Cook	14	06	08
6	Canteen Asstt.(Waiter khallasi)	34	24	10
Total		68	39	29

No. of posts identified as surplus and recommended for surrender: -

Gr. 'C' = 12 posts

Gr. 'D' = 20 posts

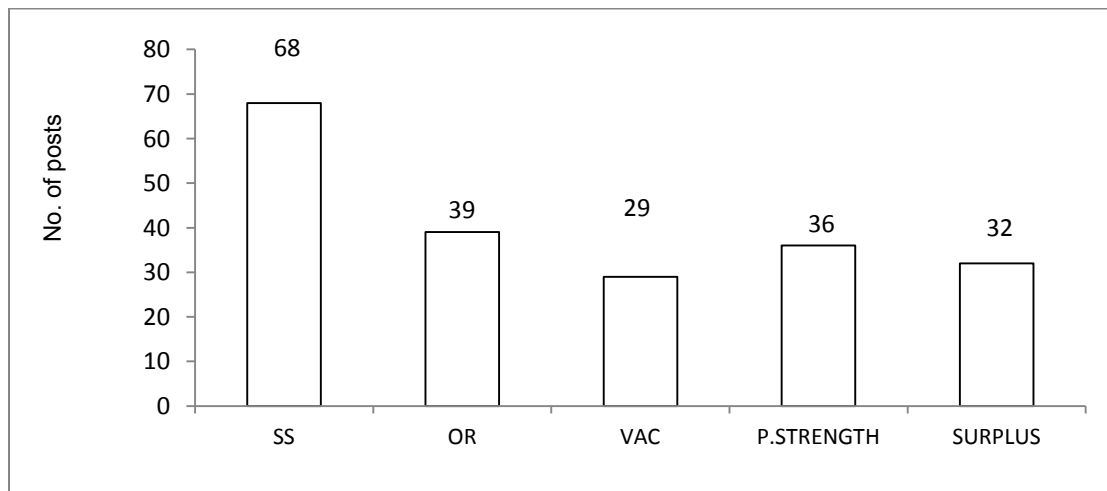
Total = 32 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = Rs. 192.46 lacs per annum.

Capital saving = Nil

Total = Rs. 192.46 lacs per annum



INDEX

SN	Contents	Pages	
		From	To
1	Synopsis	4	5
2	Summary of recommendations	6	6
3	Acknowledgement	7	7
4	Introduction	8	9
5	Brief description, staff position, Workload, critical analysis, requirement of staff & recommendations.	10	15
6	Financial Implications	16	17
7	Work study report detailed chart	18	18
8	List of annexure	19	19

SYNOPSIS

Indian Railways is one of the largest Rail networks of the world and functions as a vertically integrated organization providing passenger and freight services. It carries approximately 23 million passengers per day with 13313 passengers' trains and hauls 1000 million tons of freight by 9212 freight trains over 67368 route kilometers. The Railways have 8495 Railway stations all over the network which have been categorized into seven categories viz. A1, A, B, C, D, E and F based on the annual earnings from passengers traffic at the stations.

In the era where the expectations of New India are high and they expect services especially on premium trains, to be of international standards, the Railways has to come up with new policies and innovative measures so as to satisfy the needs and the expectations of the passengers.

The Indian Railways (IR) network connects areas across the length and breadth of the country. The passengers travelling represent the broad diversity of the country, regional diversity, cultural diversity and financial diversity. Due to the vast diversity of the country, food cuisine changes as one travels from one region to another.

The catering services providers have to take into account the diversity of the passengers and provide services that would be appreciable by all. However, there are many faults in the planning and managing of the system which leads to consumer dissatisfaction.

In view of huge and voluminous flow of travelling passengers, Railway needs the services of a well managed catering and vending system for supply of tasty and wholesome food at reasonable prices to passengers. In such a vast network, it becomes imperative on the part of Indian Railways to facilitate best, qualitative and hygienic catering services to millions of travelling passengers on 24X7 basis.

The sheer volume of passenger traffic implicates upon the Indian Railways to have an effective passenger services policy. Catering on Indian Railways is of utmost importance and recognizing this as one of the most important passenger amenities. The Railways realize this and have incorporated their responsibility in the 'Citizen's Charter on Passenger Services in Indian Railways'. The charter promises providing of catering services through mobile and static units.

The various committees and commissions were formed by the government time to time to suggest reforms in Railway catering. The policies and suggestions led to the setting up of the Indian Rail Catering and Tourism Corporation (IRCTC).

Keeping in view of above, SDGM/NR has assigned the work study on "Review of catering staff working in Commercial department at LKO and BSB stations of LKO Division" to identify redundant and unproductive activities vis-à-vis existing workload. The work study team conducted a review and have identified 32 posts as surplus for surrender. The implementation of the recommendations contained in the report will yield recurring saving to the tune of Rs. 192.46 lacs per annum, if implemented in toto.

SUMMARY OF RECOMMENDATIONS

Rec No	Recommendations	Refer Para no.	Accepting/ Implementing authority																																		
1	<p>It is proposed that 32 posts of catering staff are identified as surplus from LKO and BSB stations and recommended for surrender.</p> <table><tr><th>Category</th><th>Grade Pay</th><th>Indentified surplus</th></tr><tr><td>Chief Catering Inspector</td><td>9300-34800-4600</td><td>01</td></tr><tr><td>Inspector Catering</td><td>9300-34800-4200</td><td>01</td></tr><tr><td>Cook</td><td>5200-20200-4200</td><td>02</td></tr><tr><td>Manager catering</td><td>5200-20200-2400</td><td>02</td></tr><tr><td>Store Clerk</td><td>5200-20200-1900</td><td>04</td></tr><tr><td rowspan="3">Asstt. Cook</td><td>5200-20200-2400</td><td>01</td></tr><tr><td>5200-20200-1900</td><td>01</td></tr><tr><td>5200-20200-1800</td><td>05</td></tr><tr><td>Bill Issuer</td><td>5200-20200-1800</td><td>05</td></tr><tr><td>Waiter Kh./ Canteen Asstt.</td><td>5200-20200-1800</td><td>10</td></tr><tr><td colspan="2">Total</td><td>32</td></tr></table>	Category	Grade Pay	Indentified surplus	Chief Catering Inspector	9300-34800-4600	01	Inspector Catering	9300-34800-4200	01	Cook	5200-20200-4200	02	Manager catering	5200-20200-2400	02	Store Clerk	5200-20200-1900	04	Asstt. Cook	5200-20200-2400	01	5200-20200-1900	01	5200-20200-1800	05	Bill Issuer	5200-20200-1800	05	Waiter Kh./ Canteen Asstt.	5200-20200-1800	10	Total		32	2.7.3	CCM/Catering /HQ ADRM/Admin/ LKO Sr.DCM/LKO Sr.DPO/LKO Dy.CPO/HQ
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Total		32																																			

ACKNOWLEDGEMENT

The work study team is highly grateful to Shri Amit Shrivastava, ADRM/Admin/LKO, Shri Jagtosh Shukla, Sr.DCM/LKO, Shri M.B.Singh, Sr.DPO/LKO and other functionaries for providing relevant data/information and for giving valuable guidance, co-operation to the team during the conduct of study.

1.0.0 INTRODUCTION

With the objective to provide quality food to customers unbundling of catering services on trains has been envisaged in Catering Policy 2017. IRCTC has been mandated to carry out the unbundling by creation a distinction primarily between food preparation and food distribution.

Departmental catering was introduced in Indian Railways in 1955-56 on a 'No profit, No loss' basis at selected important stations and in certain trains services so as to set the standard and service as a model. Due to recurring losses, Railway Board decided in 1968 to adopt economy measures which inter alia included handing over the units running with recurring losses to contractors and run the departmental units on a nominal profit of three to four percent which was to be ploughed back for effecting improvement in the services.

Modifications have been necessitated in the arrangement of catering service on mobile and static units to implement social objectives of the Railways. As per the Catering Policy 2017, IRCTC shall be responsible for catering services through mobile catering units, Base kitchens, Cell Kitchens, Refreshment Rooms Food Plazas, Food Courts, Train Side Vending, Jan Ahaars at A1 and A category stations.

Catering on Indian Railways is of utmost importance and recognizing this as one of the most important passenger amenities is essential. The Railways realize this and have incorporated their responsibility in the 'Citizen's Charter on Passenger Services in Indian Railways'

- 1.1.0 Consequently, SDGM/NR directed the Central Planning Cell, HQ Office, to conduct a work study on "Review of catering staff working at LKO and BSB stations with a view to improve manpower productivity and economy.

1.2.0 TERMS OF REFERENCE:

The following terms of references were adopted for conduct of the study:-

1. To review staff strength vis-à-vis existing workload.
2. To identify redundant/unproductive activities with a view to eliminate wasteful expenditure
3. To suggest ways and means to improve the efficiency and productivity of the system

1.3.0 METHODOLOGY ADOPTED

The following techniques of work study were adopted to conduct the study:-

1. Data collection of existing workload.
2. Work sampling, physical observation, spot checks, analytical estimation, prevailing yardstick in vogue if any, to assess the actual requirement.
3. Held discussions at various levels.

2.0.0 **BRIEF DESCRIPTION, CRITICAL ANALYSIS, REQUIREMENT OF STAFF AND OBSERVATIONS.**

2.1.0 The Lucknow division is one of the important divisions of Northern Railway which is spread over an area of 1458.94 route kms. It is situated on main line and connected to MB, DLI, NCR and NER.

2.2.0 Due to introduction of modernization, system development and change in policies in almost every sphere of Railway working, some activities have become redundant/ unproductive/ wasteful in the Railways.

2.1.3 Consequently, the workload of Railway departmental catering staff at stations has been reducing drastically due to opening of new IRCTS licensee stalls. Keeping in view, it is essential to conduct the "Review of catering staff working in Commercial department at LKO and BSB stations." with a view to improve manpower productivity and economy.

2.3.1 **STAFF POSITION**

The team has collected the staff position of catering staff working at LKO & BSB stations of LKO division is tabulated as under:-

S.N.	Category	S/S	O/R	Vac.
1	Inspector(Catering)	06	04	02
2	Manager(Catering)	02	-	02
3	Store Clerk	04	-	04
4	Bill issuer	08	05	03
5	Cook/Asstt. Cook	14	06	08
6	Canteen Asstt.(Waiter khallasi)	34	24	10
Total		68	39	29

The above table reveals that the total sanctioned strength of above mentioned categories is 66 with 39 on roll strength and 29 vacant posts.

2.4.0 CRITICAL ANALYSIS

- 2.4.1 The Work-study is confined to review the effective and economical utilization of catering staff working at LKO & BSB, stations. The team collected the data from the catering inspector's office to assess the requirement of these categories on the basis of existing workload. No guidelines are available in vogue for assessing the bare requirement of catering staff, so their requirement has been assessed on the basis of existing workload to economize the system.
- 2.4.2 Since manpower is the biggest component of the expenditure of Indian Railways, rightsizing of manpower to reduce unit costs is an effective way to increase efficiency of Indian Railway.
- 2.4.3 As the packed items i.e. snacks, biscuits, chips, namkeens, cold drinks, tea and water bottles etc. are sold at these departmental stalls and no meal is prepared/sold due to which the requirement of catering staff is diminishing day by day.
- 2.4.4 Development in Catering services provided at Lucknow and Varanasi Railway station by IRCTC:

There are four ways for booking food at stations:

- i) One has to dial 1323 and make payment on cash on delivery (COD).
- ii) Secondly, one can download "Food on Track" app on Android or Ios platforms, order food and make payment either in advance or through COD.
- iii) Thirdly, food can be ordered on IRCTC's e-catering website - ecatering.irctc.co.in - make online payment in advance or through COD.
- iv) Passengers can choose to SMS to 139 by giving details of their PNR and seat number.

Besides above following catering facilities have also been developed at Lucknow & Varanasi Stations through IRCTC E-catering:

- a) Fresh food delivery in trains, passengers simply have to enter their 10 digit PNR to access the range of food options.
- b) Food delivery in trains includes restaurants like Dominos, Comesum etc. Moreover local delicacies from local eateries are also available.
- c) Mode of payment for train food delivery at Lucknow & Varanasi Stations includes debit cards, mobile wallets and cash on delivery

2.4.5. Further the intake of catering staff is not allowed being non safety category. The workload of the departmental catering staff is being reducing drastically due to the allotment of licensee stalls to the IRCTC vender at stations. So, departmental catering work has been shifted to IRCTC.

2.4.6. In the above scenario it is uneconomical and unproductive to run the static units Railway departmental catering staff at Lucknow and Varanasi Railway stations.

2.5.0 **YARDSTICK**

No yardstick are available in vogue for assessing the bare requirement of catering staff, so their requirement has been assessed on the basis of existing workload to economize the system.

2.6.0 **DEPLOYMENT OF STAFF**

2.6.1 **LUCKNOW STATION**

S.No.	Category	O/R	Deployment
1	CIC (Chief Catering Inspector)	01	Working as Divisional Chief Catering Inspector/ LKO division.
2	CI (Catering Insp.)	01	Working as Divisional catering inspector/ Incharge.
3	Bill issuer	04	At station and store
4	Asstt. Cook	04	Working in shifts at departmental stalls.
5.	Asstt. Catering/Waiter khallasi	16	
Total		26	

2.6.2 **VARANASI STATION**

S.No.	Category	O/R	Deployment
1	CI (Catering Insp.)	02	Working as catering inspectors.
3	Bill issuer	01	At station and store
4	Asstt. Cook	02	Working in shifts at departmental stalls.
5.	Asstt. Catering/Waiter khallasi	06	
Total		11	

2.7.0 REQUIREMENT OF CATERING STAFF AND RECOMMENDATIONS

The catering staff is deployed in departmental catering stalls at Lucknow & Varanasi stations. In the past these departmental catering were known as Rly refreshment rooms which had to provide snacks, breakfast, lunch and dinner to the bonafide passengers at stations and on the trains. Presently the system and policy related to catering activity is managed by IRCTC. Similarly there is a lot of change in the department catering.

Due to development in catering services, the workload has been reduced. However, some departmental stalls are still being run by the Railways. So the following staff at LKO and BSB stations is being proposed for the existing stalls run by departmentally.

- 2.7.1 **Lucknow Station:** There are 05 departmental stalls at LKO station which are being managed by the catering staff in three shifts. These are available as PF No. 2 & 3=02, 4 & 5=01, 6 & 7=01 & PF No.8=1. The packed items i.e snacks, biscuits, chips, namkeens, cold drinks, water bottles etc. are sold at these stalls.

The deployment and requirement of staff is as under-

Station	Category	No. of staff proposed	Description of work
LKO	Div. CIC/LKO	01	Coordination in planning of tenders, inspection, enquiry of catering complaints etc.
	Divisional catering inspector	01	Monitoring of departmental and licensee, inspection etc.
	Bill clerk	02	Working in provision store, maintenance of stock ledger of provision store and block store, depositing of sale of departmental stall etc.
	Cook/Asstt. Cook/Waiter khallasi/ Canteen Asstt.	05X03 = 15 LR/RG = 03 Total =18	To work on 05 Departmental stalls which are to be manned in round the clock.
G.Total		22	

- 2.7.2 **Varanasi station:** There are 03 departmental stalls at BSB station which are being managed by the catering staff in three shifts. These are available as PF No. 4 & 5=01, 6 & 7=01, 8 & 9 =01. The packed items i.e snacks, biscuits, chips, namkeens, cold drinks and water bottles are sold at these stalls

Station	Location	Existing deployment	Proposed requirement
BSB	Divisional catering inspector	02	Regular inspection of mobile and static catering, Protocol duties, Coordinate in VIP service.
	Bill clerk	01	Collecting of sale, maintenance of ledger, store and bill related work.
	Cook/Asstt.Cook/ Waiter khallasi/Canteen Asstt.	03X03 =09 LR/RG =02 Total =11	To work on 03 Departmental stalls which are to be manned in round the clock.
G.Total		14	

2.7.3 **SUMMARY OF EXISTING AND PROPOSED CATERING STAFF**

S.N	Category	Grade Pay	S/S	Proposed	Identified surplus
1	CIC	4600	02	01	01
2	IC	4200	04	03	01
3	Manager canteen	2400	02	-	02
4	Store clerk	1900	04	-	04
5	Cook/Asstt. Cook	4200/2400/1900	14	05	09
6	Bill issuer	1800	08	03	05
7	Waiter kh./Canteen Asstt.	1800	34	24	10
			68	32	32

RECOMMENDATION NO.1

It is proposed that following 32 posts of Catering staff are identified as surplus from LKO and BSB stations and recommended for surrender.

S.No.	Category	Grade Pay	Identified surplus
1	CIC	9300-34800-4600	01
2	IC	9300-34800-4200	01
3	Manager canteen	5200-20200-2400	02
4	Store clerk	9300-34800-1900	04
5	Cook	9300-34800-4200	02
6	Asstt. Cook	5200-20200-2400	01
		5200-20200-1900	01
		5200-20200-1800	05
6	Bill issuer	1800	05
7	Waiter kh./ Canteen Asstt.	1800	10
			32

3.0.0 FINANCIAL IMPLICATIONS

3.1.0 The annual expenditure as per 7th CPC on catering staff working at LKO and BSB stations of LKO division is as under:-

S.No.	Category	Grade Rs.	Monthly value per post	S/S	Annual expenditure
1	Chief Inspector Catering(CIC)	9300-34800-4600	104888	02	2517312.00
2	Inspector Catering /Cook	9300-34800-4200	82768	06	5959296.00
3	Catering Manager/ Asstt. Cook	5200-20200-2400	59696	08	5730816.00
4	Store Clerk/Asstt. Cook	5200-20200-1900	46536	05	2792160.00
5	Cook/Bill issuer/ Waiter Khallasi (Asstt. Canteen)	5200-20200-1800	41944	47	23656416.00
Total				68	406560000.00

The above table reveals that the annual expenditure being incurred on 68 sanctioned strength of Catering staff working at LKO and BSB stations is Rs.406560000.00

4.2.0 Proposed strength: The annual expenditure on the proposed strength of Catering staff working at LKO and BSB stations of LKO division is as under:-

S.N.	Category	Grade Rs.	Monthly value per post	Proposed strength	Annual expenditure
1	Chief Inspector Catering(CIC)	9300-34800-4600	104888	01	1258656.00
2	Inspector Catering	9300-34800-4200	82768	03	2979648.00
3	Asstt. Cook	5200-20200-2400	59696	05	3581760.00
4	Bill issuer/ Waiter Khallasi(Asstt. Canteen)	5200-20200-1800	41944	27	13589856.00
Total				36	21409920.00

The above table reveals that total annual expenditure on 23 proposed posts of catering Staff working at LKO and BSB stations of LKO division will be reduced to ■21409920.00 instead of ■ 406560000.00 with net saving of ■19246080.00 per annum.

3.2.0 ANTICIPATED RECURRING SAVING

SN	Category	Grade Rs.	Refer Recom. No.	No. of surplus posts	Monthly value per posts ■	Anticipated annual recurring saving ■
1	Chief Inspector Catering (CIC)	9300-34800- 4600	2.6.0	01	104888.00	1258656.00
2	Inspector Catering/ Cook	9300-34800- 4200	-do-	03	82768.00	2979648.00
3	Manager Catering/ Cook	5200-20200- 2400	-do-	03	59696.00	2149056.00
4	Store Clerk/ Asstt. Cook	5200-20200- 1900	-do-	05	46536.00	2792160.00
5	Asstt. Cook /Bill issuer /Waiter Khallasi (Canteen Asstt.)	5200-20200- 1800	-do-	20	41644.00	10066560.00
Total				32		19246080.00

No. of posts identified as surplus: -

Group 'C' = 12 posts

Group D' = 20 posts

Total = 32 posts

Anticipated recurring saving = ■192.46 lacs per annum

Capital saving = Nil

Total saving = ■192.46 lacs per annum

4.0.0

WORK STUDY REPORT DETAILED CHART

Department : Commercial

Name of study : Review of catering staff working at LKO and BSB stations of LKO division.

Activity Centre : LKO and BSB stations.

SN	Sub activity	Brief description of workload	Actual staff deployed	Work Study recommendation	Brief description of workload
1	The catering staff deployed at LKO and BSB stations have to manned departmental static units and sell the ready made items..	Catering: Provision of readily available items and self service has reduced the work load of Departmental catering staff.	Total catering staff considered in this study report. SS=68 O/R=39 Vac=29	The work study team after analyzing the existing workload identified 32 posts of catering staff as surplus and recommended for surrendered.	The work study team observed the workload which has been reduced after allotment to licensee vender of IRCTC.

LIST OF ANNEXURES

S.N.	Description	Annex. No.
1	Statement showing staff position of Catering staff working in commercial department at LKO and BSB stations of LKO division.	I
2	Letter for conduction of work study No.16-CP/23/WS/19-20dt. 13/08/19.	II
