



WORK STUDY REPORT
ON
REVIEW OF WORKS KHALLASI STAFF
WORKING IN ENGINEERING DEPARTMENT IN DELHI AREA
OF
DELHI DIVISION
2019-20
WORK STUDY TEAM

SH. LALIT KUMAR	AWSO	LEADER
SH. RAJEEV YADAV	CWSI	MEMBER

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GUIDANCE BY

Sh. ASHOK KUMAR AGARWAL
SWSO

No. 16-CP/06/WS/19-20

Central Planning Cell
Northern Railway;
Headquarters Office,
New Delhi.

EXECUTIVE SUMMARY

This study was allotted to the Central Planning Cell, HQ Office, with a view to identify redundant/unproductive activities in the working of work khallasi staff working in Engineering (Works) department in Delhi area of Delhi division. The improved methods of working have also been suggested with a view to eliminate the wasteful expenditure of the railways.

STAFF POSITION

The total sanctioned and on roll strength of maintenance staff under SSE/SE(W) mentioned above is as under: -

S.N.	Category	S/S	O/R	Var.
1	Works Khallasi	717	528	189
	Total	717	528	189

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

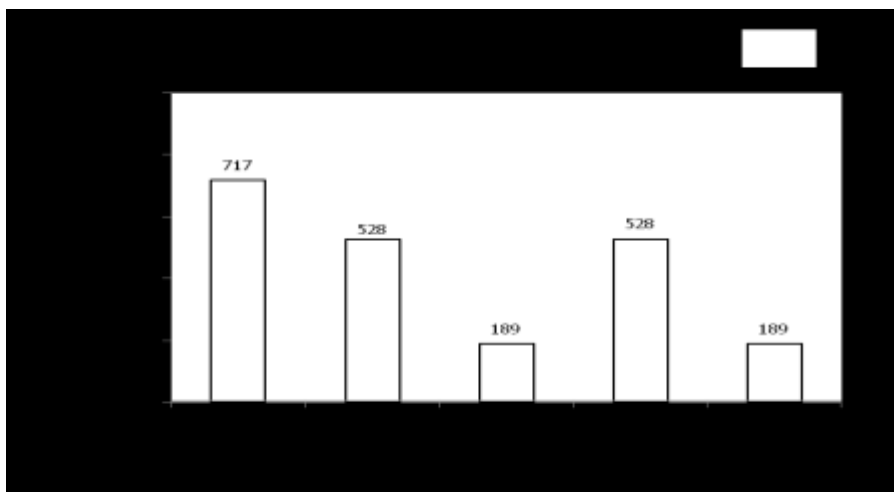
Group 'C' = Nil posts
 Group 'D' = 189 posts
Total = 189 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = 951.28 lakhs per annum

Capital savings = Nil

Total savings = 951.28 lakhs per annum



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SYNOPSIS

Indian Railways is the cheapest mode of transport in the country. It is biggest organization of government with huge manpower engaged in its safe working. Several departments are functioning as a team to keep the wheels moving and achieve the goal by transporting passengers and freight from one place to another. The Civil Engineering department plays twin role in providing public utility services. The P.Way department provides good quality of track fitness. On the other hand the works department provides maintenance of the infrastructure like residential and service buildings, water supply system, rest houses and public amenities to rail users.

In Railways, the process of absorption of modernization has been started and still in progress in every sphere of system. These technological up gradations have shown considerable improvement in the efficiency and manpower productivity in Railways.

In view of technological developments in every sphere of railway working, the Engg. Works department has also adopted the pattern of working by multiskilling in trades, closing down of redundant activities and outsourcing of major works to contractors. The departmental labour is attending minor/petty repair work, which shows reduced workload. Although the Engineering department (Works side) has executed construction work, wooden/steel work on contractual basis, yet the manpower is being engaged in excess.

Keeping above in view, SDGM/NR assigned this work study to Central Planning Cell, HQ Office with a view to optimize utilization of manpower. After review of existing workload in SSE/SE units in Delhi Area of Delhi division, the team identified 189 posts of works khallasi staff as surplus and recommended for surrender. After implementation of all the recommendations made in the report, a net recurring annual saving to the tune of Rs. 951.28 lacs per annum will be achieved.

SUMMARY OF RECOMMENDATIONS

S.No.	Recommendations	Ref.Para No.	Accepting/ Implementing authority
1	It is proposed that 189 posts of Works Khallasi staff are identified as surplus and recommended for surrender. Works Khallasi Grade Rs. 5200-20200-1800=189 posts	2.8	ADRM/Amin./DLI SR.DEN/C/DLI SR.DPO/C/DLI

ACKNOWLEDGEMENT

The work study team is highly grateful to Shri Vikas Purwar, ADRM/Admin./DLI, Shri Vijender Singh, Sr.DEN/C/DLI, Sh. Devendra Kumar, Sr.DPO/C/DLI and other functionaries for giving their valuable guidance and extending their full cooperation in providing relevant data/information during the conduct of the study.

1.0 INTRODUCTION

- 1.1 Indian railway provides transportation services at a desired level of safety to its users. Being a public utility service it also provides various passenger amenities like drinking water, waiting rooms, clean platform environment within railway premises
- 1.2 It is the Civil Engineering department, which maintains track fitness and maintenance of infrastructures. But as this study is related to (works) side of engineering department, it is necessary to say that entire maintenance (works) of service/residential buildings, bridges, foot over bridges, water system, approach roads etc. is supervised by Sr. Section Engineer (Works) in his jurisdiction.
- 1.3 In works department, a huge manpower has been engaged to meet with the day to day maintenance activities, with heavy amount incurred by railways to meet out their high wages. It is true that Engg. Department is highly expenditure orientated so more attention is required towards its economical approach of men and materials.
- 1.4 The modernization and technological up-gradation in railway system has brought a lot of change in policies, the maintenance work is being outsourced by engineering (works) department. All the major works are being outsourced. This has resulted in improved quality of maintenance and reduction in workload of works department. Keeping in view above, SDGM/NR assigned the work study to Central Planning Cell HQ Office with a view to review the works in relation to existing workload.

1.5 TERMS OF REFERENCE

The work study has been conducted under the following terms of references: -

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

1.6 METHODOLOGY ADOPTED

The work study is based on the following method study and work measurement techniques: -

1. Data collection and its critical analysis.
2. Physical observations, spot-checks of various activities done by maintenance staff, analytical estimation, and application of yardstick in vogue, if any.
3. Held discussions at various levels.

2.0 BRIEF DESCRIPTION, STAFF POSITION, CRITICAL ANALYSIS, REQUIREMENT OF STAFF AND RECOMMENDATIONS

2.1.0 New Delhi is very important being capital of India. It is connected with every city of India by rail link. The total Km of (BG) track over DLI division is about 1386 kms. The Sectional layout of Delhi Division is as under:-

- i) DLI-ROK-JHI (SPR)
- ii) DLI-UMB-KLK(DUK)
- iii) DLI-GZB-MTC(SRE)
- iv) DLI-SMQL-SRE
- v) DLI-TKD-PWL
- vi) DLI-RE SECTION

Delhi Division of Northern Railway interchanges traffic with NWR & NCR.

2.2.0 ORGANIZATION SET UP

Sr.DEN/Cor. is the administrative head of Engg. Department over DLI division. There are total 16 ADEN Units, 33 sub sectional offices of Works branch under control of Sr.DEN-I, Sr.DEN-II, Sr.DEN-III, Sr.DEN-IV, Sr.DEN-V and Sr.DEN/Estate. The review is confined to conduct the review of Works Khallasi staff (Engg. Works) working in Delhi area of Delhi Division.

2.3.0 STAFF POSITION

The team collected the staff position of staff working in SSE/SE/Works Units in Delhi area of DLI Division for the conduct of the review, which is placed as Annexure-I in the report. The summarized position of staff of these units is given as under:-

TABLE NO.1				
S.NO	WORKS UNIT	S/S	O/R	VARIATION
1	NDLS	72	61	11
2	DLI	89	68	21
3	NDBH	37	29	08
4	RAIL BHAWAN	28	12	16
5	HNZM/E	81	52	29
6	SHIVAJI BRIDGE	34	32	02
7	PAHAR GANJ	73	59	14
8	TRANSIT CAMP	69	42	27
9	S.P.MARG	39	32	07
10	ST.MARTIN	47	29	18
11	PUNJABI BAGH	27	14	13
12	TIS HAZARI	09	08	01
13	DKZ-I & II	85	69	16
14	SSB	27	21	06
Total		717	528	189

The above table reveals that the sanctioned strength of works khallasi staff working in Delhi area units of Delhi Division is 717 while 528 are on roll with 189 posts lying vacant.

2.4 ACTIVITIES PERFORMED BY WORKS KHALLASI STAFF

The works khallasi staff work under control of SSE/SE (Works) and carry out the following activities under their jurisdiction.

1. The works khallasi staff is provided in Engg.(Works) to assist the artisan staff i.e. Mason, fitter, Black Smith, carpenter and painter.
2. The works khallasi staff also assists in the working which is deputed by the SSE/SE works.

2.5 CRITICAL ANALYSIS

- 2.5.1 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.
- 2.5.2 The study is confined to provide the actual requirement of helper khallasi staff is view of existing workload. In Engineering Deptt.(Works side) the major works are outsourced. Similarly road construction, replacement of wooden/iron doors and windows is being carried out by contractors. Certain annual maintenance and repairs like white washing and painting of staff quarters/service buildings, remodeling of quarters etc. are carried out under zonal contract.
- 2.5.3 The one of biggest advantage of outsourcing is cost savings. The lower cost of labour provided by outsourcing is very economical to the system. In the Engineering (works) department the helper khallasi staff is a big force. This staff is deployed to assist the artisan staff. This staff falls in unskilled and non safety category. The departmental labour cost much higher than the contractual labour. There are 189 posts of works Khallasi of Engg./works over DLI division and are lying vacant since long. The intake of works khallasi staff is not allowed being non safety category. The labour contract already exists in the Zonal contract of Engg. department for day to day requirement Helper khallasi.

2.6.0 REQUIREMENT OF WORKS KHALLASI STAFF AND RECOMMENDATIONS

2.6.1 The Works khallasi staff is unskilled and falls in the non safety category. The activities of this unskilled staff may be outsourced through a labour contract. The safety is not infringes by the outsourcing the activities of Helper Khallasi. Rightsizing of the Railways has been the refrain in recent times particularly since it has a direct bearing on the profitability of the Railways and operating ratio. The labour contract will be cost saving too the Railways.

SUMMARY OF EXISING AND PROPOSED WORKS STAFF

S.No.	Works Unit	S/S	O/R	Proposed strength	Identified surplus
1	NDLS	72	61	61	11
2	DLI	89	68	68	42
3	NDBH	37	29	29	10
4	RAIL BHAWAN	28	12	12	16
5	HNZM/E	81	52	52	44
6	SHIVAJI BRIDGE	34	32	32	10
7	PAHAR GANJ	73	59	59	14
8	TRANSIT CAMP	69	42	42	27
9	S.P.MARG	39	32	32	16
10	ST. MARTIN	47	29	29	18
11	PUNJABI BAGH	27	14	14	13
12	TIS HAZARI	09	08	08	04
13	DKZ-I &II	85	69	69	26
14	SSB	27	21	21	51
Total		717	528	528	189

RECOMMENDATION NO.1

It is proposed that 189 posts of Works Khallasi staff are identified as surplus and recommended for surrender.

Helper Khallasi Gr.Rs. 5200-20200-1800 = 189 posts.

3.0.0 FINANCIAL IMPLICATIONS

3.1.0 The annual expenditure as per 7th CPC on Works khallasi staff of Engineering (Works) department working under SSE/SE/W in Delhi Area of Delhi division is as under:-

S.No.	Category	Grade Rs.	Montly value per post	S/S	Monthly expenditure	Annual expenditure (Rs.)
1	Works Khallasi	5200-20200-1800	41944	717	30073848	360886176.00
Total				717		360886176.00

The above table reveals that the annual expenditure being incurred on 717 sanctioned strength of Works Khallasi staff working under SSE/SE/W in Delhi Area of Delhi division is 360886176.00

3.2.0 Proposed strength: The annual expenditure on the proposed strength of Work Khallasi staff working in Engineering (Works) Delhi Area of Delhi division is as under:-

S.No.	Category	Grade Rs.	Montly value per post	P/S	Monthly expenditure	Annual expenditure (Rs.)
1	Works Khallasi	5200-20200-1800	41944	528	22146432	265757184.00
Total				528		265757184.00

The above table reveals that total annual expenditure on 528 proposed posts of Works Khallasi staff working under SSE/SE/W in Delhi Area of Delhi division will be reduced to ■265757184.00 instead of ■360886176.00 and net recurring saving of ■95128992.00 per annum will be achieved.

4.0 ANTICIPATED RECURRING SAVINGS

SN	Category	Pay scale + Grade pay ■■	No. of posts	Monthly value per post ■■.	Total annual recurring saving■■.
1	Works Khallasi	5200-20200- 1800	189	41944	95128992.00
Total			189		95128992.00

No. of posts identified as surplus: -

Group 'C' = Nil posts

Group 'D' = 189 posts

Total = 189 posts

Anticipated recurring saving = ■■ 951.28 lacs per annum

Capital saving = Nil

Total saving = ■■ 951.28 lacs per annum

LIST OF ANNEXURE

SN	Contents	Anex.No.
1	Statement showing staff position of works khallasi staff working under SSE/SE(Works) depots in Delhi area of Delhi division.	I
2	Letter of C.P.Cell to initiate the work study No. 16-CP/06/WS/19-20 dt.02.04.2019.	II

WORK STUDY REPORT DETAILED CHART

Department: - Engineering (Works)

Name of study: - Review works khallasi staff working under SSE/SE/works in Delhi area of Delhi division.

Activity Centre: - Delhi area

S.No	Sub activity	Brief description of workload	Actual staff deployed	Work Study recommendation	
				Proposed requirement of staff	Representative workload
1	Assists the artisan staff in the maintenance and petty repairs of railway assets.	Deployed with artisan staff for the maintenance of service/residential buildings, platform surface, water pumping stations, patch repair of roads, maintenance of level crossing gates, bridges and other misc. works under the jurisdiction of works depot.	The works depot wise staff strength is as under: - SS =717 OR =528 Vac.=189	The work study team identified 189 posts of works khallasi staff as surplus and recommended for surrender.	The workload of works khallasi staff will be reduced by the execution of labour contract .

Annexure-I

Staff position of works khallasi staff working in Dehli area in Engg. (works) in Delhi division.

S.No.	Works Unit	S/S	O/R	Vacancy
1	NDLS	72	61	11
2	DLI	89	68	42
3	NDBH	37	29	10
4	RAIL BHAWAN	28	12	16
5	HNZM/E	81	52	44
6	SHIVAJI BRIDGE	34	32	10
7	PAHAR GANJ	73	59	14
8	TRANSIT CAMP	69	42	27
9	S.P.MARG	39	32	16
10	ST. MARTIN	47	29	18
11	PUNJABI BAGH	27	14	13
12	TIS HAZARI	09	08	04
13	DKZ-I &II	85	69	26
14	SSB	27	21	51
Total		717	528	189

Salient features of the work study

Name of the Work study: Review of Works Khallasi staff working in Engg./works department over DLI division.

No. 16-CP/06/WS/19-20

The study is confined to provide the actual requirement of Works Khallasi staff in view of the existing workload. In Engineering Deptt.(Works side) the major works are outsourced. Similarly road construction, replacement of wooden/iron doors and windows is being carried out by contractors. Certain annual maintenance and repairs like white washing and painting of staff quarters/service buildings, remodeling of quarters etc. are carried out under zonal contract.

The Works khallasi staff is unskilled and falls in the non safety category. The departmental labour cost much higher than the contractual labour. The activities of works khallasi staff is already outsourced in zonal contract of Engg./works department for maintenance over DLI division for day to day requirement. So 189 vacant posts of helper khallasi staff are identified as surplus over DLI division.

1. The work study team assesses the actual requirement of Helper Khallasi staff as per the day to day requirement.
2. (i) Total sanctioned of Traffic Khallasi staff =717
 - (ii) On roll strength =528
 - (iii) Vacancy =189
 - (iv) Proposed strength =528
 - (v) Surplus =189