



WORK STUDY REPORT
ON
REVIEW OF HELPER KHALASI STAFF
WORKING IN ENGINEERING (WORKS)
OVER
MORADABAD DIVISION
2019-20
WORK STUDY TEAM

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No. 16-CP/7/WS/19-20

Central Planning Cell
Northern Railway;
Headquarters Office,
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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 Helper Khallasi staff working in Engineering (Works) department over Moradabad 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	Helper Khallasi	404	249	155
	Total	404	249	155

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

Group 'C' = Nil posts

Group 'D' = 155 posts

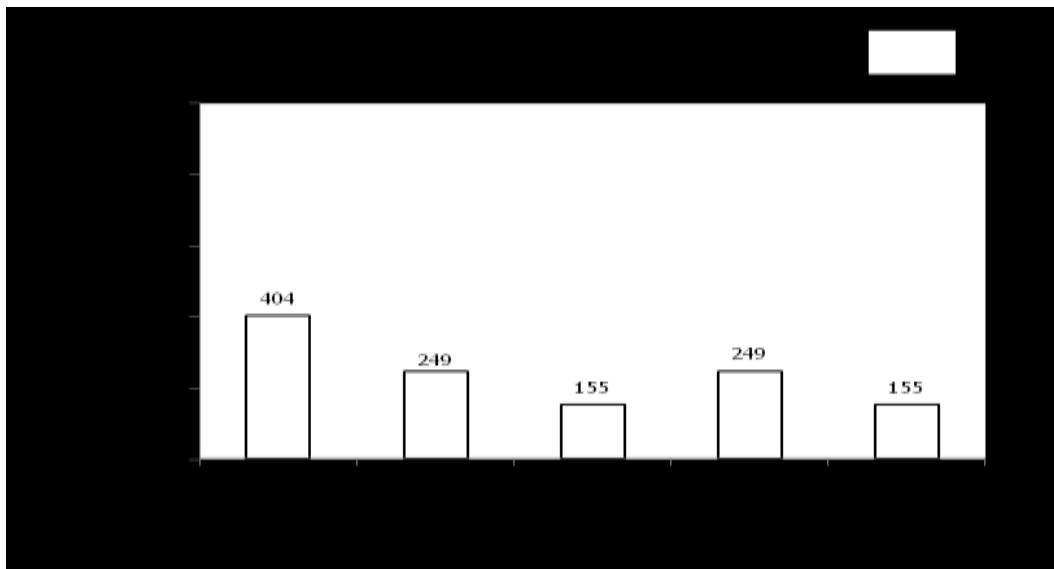
Total = 155 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = 780.15 lakhs per annum

Capital savings = Nil

Total savings_ = 780.15 lakhs per annum



INDEX

S N	Description	Pages	
		From	To
1	Synopsis	4	-
2	Summary of recommendations	5	-
3	Acknowledgement	6	-
4	Introduction	7	-
5	Brief description, Staff position, Critical analysis, Requirement of staff and recommendations.	8	12
6	Financial implications	13	14
7	List of annexures	15	-

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 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 upgradations 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 over MB division, the team identified 155 posts of Helper 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. 780.15 lacs per annum will be achieved.

SUMMARY OF RECOMMENDATIONS

S.No.	Recommendations	Ref.Para No.	Accepting/ Implementing authority
1	It is proposed that 155 posts of Helper Khallasi staff are identified as surplus and recommended for surrender. Helper Khallasi Grade Rs. 5200-20200-1800=155 posts	2.8	ADRM/MB SR.DEN/C/MB SR.DPO/MB

ACKNOWLEDGEMENT

The work study team is highly grateful to Shri Ashwani Kumar, ADRM/MB, Shri Neeraj Kumar, Sr.DEN/C/MB, Sh. Vipul Goel, Sr.DPO/MB 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 maintenance staff 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 BRIEF DESCRIPTION

Moradabad division is an important division of Northern Railway and famous for its brass metallic works. The lay out of MB division is from Alamnagar station (Excl) which is adjacent to LKO Jn. at one end and up to Balliakheri station adjacent to Saharanpur Jn.(Excl) on double line section. The sectional layout of MB division is as under: -

- i) LKO-BE-MB-SRE (Excldg LKO & SRE)
- ii) ON-BLM-SPC (Excldg. ON)
- iii) BE- CH-ALJN (Excl. ALJN)
- iv) BE-CH-MB
- v) MB-HPU-GZB (Excldg. GZB)
- vi) GJL-MZM
- vii) NBD-KTW
- viii) LRJ-HW-DDN
- ix) HW-RKSH
- x) MTC-HPU-KRJ(Excldg MTC & KRJ)

The MB division interchanges traffic with NER, NCR, LKO division, UMB division & DLI division for goods and coaching traffic.

- 2.2 Sr.DEN/C is the administrative head of Engg. Deptt. There are total 17 sub sectional offices of works branch under the control of SSE/SE/Works over the division.

2.3 STAFF POSITION

The team collected the maintenance staff position of Misc. Gr 'D' staff working in 17 SSE/SE (W) units for the conduct of review, which is placed as annexure-I in the report. The summarized position of staff of these units is given as under: -

Table-I

SN	Works unit	Helper khallasi		
		S/S	O/R	Vacancy
1	NBD	30	20	10
2	CPS	10	03	07
3	LRJ	24	18	06
4	HW	24	19	05
5	DDN(including JP)	30	15	15

6	HRI	17	15	02
7	SPC	10	09	01
8	BLM	31	20	11
9	SPN	23	22	01
10	RAC	31	14	17
11	MB/HQ	70	48	22
12	HRH	26	18	08
13	DRC/MB	20	10	10
14	BE	37	37	-
15	CH	63	40	23
16	HPU	30	17	13
17	GJL	18	14	04
Total		404	249	155

The above table reveals that the sanctioned strength of Helper khallasi staff is 404 while 249 are on roll with 155 vacant posts under 17 SSE/SE (Works) offices.

2.4 ACTIVITIES PERFORMED BY MISC. CATEGORY GR 'D' STAFF (WORKS)

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

1. The helper khallasi staff is provided in Engg.(Works) to assist the artisan staff i.e. Mason, fitter, Black Smith, carpenter and painter.
2. The helper 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 155 posts of Helper Khallasi of Engg./works over MB division are lying vacant since long. The intake of Helper 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. So vacant 155 posts of helper khallasi staff are identified as surplus.

2.6.0 REQUIREMENT OF HELPER KHALLASI STAFF AND RECOMMENDATIONS

2.6.1 The Helper 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. This will be cost saving too the Railways.

SUMMARY OF EXISING AND PROPOSED HELPER KHALLASI STAFF

		S/S	O/R	Proposed requirement	Posts identified surplus
1	NBD	30	20	20	10
2	CPS	10	03	03	07
3	LRJ	24	18	18	06
4	HW	24	19	19	05
5	DDN(including JP)	30	15	15	15
6	HRI	17	15	15	02
7	SPC	10	09	09	01
8	BLM	31	20	20	11
9	SPN	23	22	22	01
10	RAC	31	14	14	17
11	MB/HQ	70	48	48	22
12	HRH	26	18	18	08
13	DRC/MB	20	10	10	10
14	BE	37	37	37	-
15	CH	63	40	40	23
16	HPU	30	17	17	13
17	GJL	18	14	14	04
Total		404	249	249	155

RECOMMENDATION NO.1

It is proposed that 155 posts of Helper Khallasi staff are identified as surplus and recommended for surrender.

Helper Khallasi Gr.Rs. 5200-20200-1800 = 155 posts.

3.0.0 FINANCIAL IMPLICATIONS

3.1.0 The annual expenditure as per 7th CPC on Engineering (Works) Helper Khallasi staff working under SSE/SE/Works over MB division is as under:-

S.No.	Category	Grade Rs.	Montly value per post	S/S	Monthly expenditure	Annual expenditure (Rs.)
1	Helper Khallasi	5200-20200-1800	41944	404	16945376	203344512.00
Total				404		203344512.00

The above table reveals that the annual expenditure being incurred on 404 sanctioned strength of Engineering (Works) Helper Khallasi staff working under SSE/SE/Works over MB division 203344512.00

3.2.0 Proposed strength: The annual expenditure on the proposed strength of Helper khallasi staff working under SSE/SE/Works over MB division as under:-

S.No.	Category	Grade Rs.	Montly value per post	P/S	Monthly expenditur e	Annual expenditure (Rs.)
1	Helper Khallasi	5200-20200-1800	41944	249	10569888	125328672.00
Total				249		125328672.00

The above table reveals that total annual expenditure on 252 proposed posts of Engineering/Works Helper Khallasi staff working under SSE/SE/Works over MB division will be reduced to ■■■126838656.00 instead of ■■■203344512.00 and net recurring saving of ■■■78015840.00 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	Helper Khallasi	5200-20200- 1800	155	41944	78015840.00
Total			155		78015840.00

No. of posts identified as surplus: -

Group 'C' = Nil posts

Group 'D' = 155 posts

Total = 155 posts

Anticipated recurring saving = ■■ 780.15 lacs per annum

Capital saving = Nil

Total saving = ■■ 780.15 lacs per annum

LIST OF ANNEXURE

SN	Contents	Anex.No.
1	Statement showing staff position of SSE/SE(Works) depots over MB division	I
2	Letter of C.P.Cell to initiate the work study No. 16-CP/07/WS/19-20 dt.02.04.2019.	II

WORK STUDY REPORT DETAILED CHART

Department: - Engineering (Works)

Name of study: - Review Helper khallasi staff working under SSE/SE/works over MB division

Activity Centre: - Over Moradabad division.

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 =404 OR =249 Vac.=155	The work study team identified 155 posts of helper khallasi staff as surplus and recommended for surrender.	The workload of helper khallasi staff will be reduced by the execution of labour contract .

Annexure-I

Staff position of Helper Khallasi staff working in Engg. Works depot over MB division.

	S/S	O/R	Posts identified surplus
NBD	30	20	10
CPS	10	03	07
LRJ	24	18	06
HW	24	19	05
DDN(including JP)	30	15	15
HRI	17	15	02
SPC	10	09	01
BLM	31	20	11
SPN	23	22	01
RAC	31	14	17
MB/HQ	70	48	22
HRH	26	18	08
DRC/MB	20	10	10
BE	37	37	-
CH	63	40	23
HPU	30	17	13
GJL	18	14	04
Total	404	249	155

Salient features of the work study

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

No. 16-CP/07/WS/19-20

The study is confined to provide the actual requirement of Helper 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 Helper khallasi staff is unskilled and falls in the non safety category. The departmental labour cost much higher than the contractual labour. The activities of helper khallasi staff is already outsourced in zonal contract of Engg. department for maintenance over MB division for day to day requirement. So 155 vacant posts of helper khallasi staff are identified as surplus.

1. (i)	Total sanctioned of Traffic Khallasi staff	=404
(ii)	On roll strength	=249
(iii)	Vacancy	=155
(iv)	Proposed strength	=249
(v)	Surplus	=155