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वरि. उप महाप्रबंधक एवं
मुख्य सतर्कता अधिकारी

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No.- G/HQ/WS/463/02/Stores/AII/2020-21

Date: 18.08.2020

Dy. Chief Material Manager,
General Stores Depot,
Ajmer.

**Sub:- Optimization and increasing efficiency of Assistant Depot (Store) Staff
working at Stores Depots, Ajmer.**


Optimization and increasing efficiency through Review of staff strength of **Assistant Depot (Store)** working at stores depots, Ajmer was undertaken by Work Study Organization of NWR.

The report contains **03 recommendations** involving surrender of **80 posts** with a **recurring saving of Rs. 233.06 Lakhs per annum**, is enclosed.

This work study report is available on FTP (General- Work Study Cell -headquarters-work study report on the above subject).

Kindly convey acceptance and advice implementation of the recommendations at the earliest.

Enclosed: Work Study Report (16 Pages)


(Satish Kumar)
Sr. Dy. General Manager

Copy to: - Director (E&R) . Railway Board - for information.



OPTIMIZATION & INCREASING EFFICIENCY
OF
ASSISTANT DEPOT (STORE) STAFF WORKING AT STORES DEPOTS
AJMER

(G/HQ/WS/463/02/Stores/AII/2020-21)

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NORTH WESTERN RAILWAY
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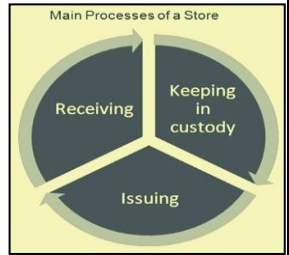
EXECUTIVE SUMMARY

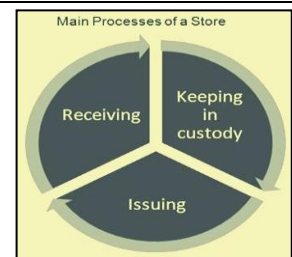
Sr. No.	02
Study No.	G/HQ/WS/463/02/Stores/AII/2020-21
Subject	Optimization and increasing efficiency of Assistant Depot (Store) Staff working at Stores Depots, Ajmer.
Area	Ajmer division
Division	Ajmer
Department	Stores
Terms of Reference	Assessment of Man Power requirement
Present Cadre	Sanctioned Staff = 260 On Roll Staff = 120 Vacancies = 140
Proposed Cadre	180
Projected Surplus Man Power	80
Total No. of Recommendations	03
Financial Implication	Rs. 233.06 Lac per annum
Month of Circulation	August'2020

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Store is an important component of material management since it is a place that keeps the materials in a way by which the materials are well accounted for, are maintained safe, and are available at the time of requirement. Storage is an essential and most vital part of the economic cycle and store management is a specialized function, which can contribute significantly to the overall efficiency and effectiveness of the materials function. Literally store refers to the place where materials are kept under custody. The main processes of store are:

- | | |
|---|---|
| <ul style="list-style-type: none"> (i) to receive the incoming materials (receiving), (ii) to keep the materials as long as they are required for use (keeping in custody), and (iii) to move them out of store for use (issuing). |  |
|---|---|



The basic responsibilities of store are to act as custodian and controlling agent for the materials to be stored, and to provide service to users of these materials. Store needs a secured space for storage. It needs a proper layout along with handling and material movement facilities such as cranes, forklifts etc, for safe and systematic handling as well as stocking of the materials in the store with an easy traceability and access. Also store is to ensure the safety of all items and materials whilst in the store which means protecting them from pilferage, theft, damage, deterioration, and fire.

Along with, various activities over the Indian Railways have also been outsourced with the material, which has further reduced the need of stocking of these materials being used till time to accomplish these activities. It has been noticed by the Work Study Team that modernization, advancement in technology and computerization have been absorbed in every sphere of the Railways but we could not get the ultimate results yet. So, if we want to use, the optimum utilization of our men power and other resources, we have to adopt the following ways to achieve our objectives:-

- Continuous improvement through constant monitoring and upgrading process.
- Effective reductions in unnecessary expenditure.
- Make effective and in proper absolute manner to available equipments, techniques and policies.
- Improving Human Resource and mechanisms like annual assessment, training etc.
- Optimum utilization of man power by using Multi-skilling, closure of duplicate activities and adopt bench marking in key activities.

In view of above an immense need was felt to review the cadre of Stores Depots, Ajmer. The matter was brought forward to the SDGM/NWR and permission was granted conduct Work Study Report in the subject matter.

CHAPTER 2	ACKNOWLEDGEMENT
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- 2.1 The success and final outcome of this report required a lot of guidance and assistance from many officials and we are extremely fortunate to have got this all along the completion of the Work Study Report. Whatever we have done is only due to such guidance and assistance and we would not forget to thank them. We respect and thank to Stores Officers for giving support to work study team during conducting study, we are extremely grateful to them for providing such a thoughtful guidance and support.

This Work Study Report could not be completed without the efforts and extended cooperation from coordinator of the department Sh.-Chandra Shekhar CDMS/General Stores depot, Sh. Jagdish Ch.OS/DSL Stores depot, Sh. B.C. Yadav Ch.OS/ Wagon Stores depot and Sh. Kunal Ch.OS/Carriage Stores depot, Ajmer and his team. Last but not the least; we would like to express our gratitude to all the staff concern for support and willingness to spend some time with us.

2.2 Terms of Reference:-

This study has been conducted under the following terms of reference:-

- 2.2.1 Revision of the cadre on the basis of existing workload after introduction of new technology in material management system.
- 2.2.2 Suggesting the ways and means for improving the system economically and efficiently.

2.3 Methodology Adopted:-

The following techniques of method study as well as work measurement have been applied to conduct the study:-

- 2.3.1 Data collection and its critical analysis to arrive on factual status of present working.
- 2.3.2 Discussion with officers & subordinates at various levels with a view to produce fruitful results.
- 2.3.3 Sample checks and on spot observations.

2.4 Field units visited:-

The following field units have been visited by Work Study Team during the course of work study:-

General Stores Depot, Carriage Store Depot, Wagon Stores Depot & Diesel Stores Depot, Ajmer.

CHEPTER-3	CADRE POSITION AND DUTIES OF STAFF
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3.1 Cadre position of Assistant depot (stores) as on :

Sr. No.	Depot	SS	OR	Vac.
1	Dy. CMM, GS/Ajmer	3	2	1
2	General Stores Depot, Ajmer	74	32	42
3	Carriage Stores Depot, Ajmer	69	27	42
4	Wagon Stores Depot, Ajmer	64	22	42
5	Diesel Stores depot, Ajmer	15	14	1
6	EPR	1	0	1
7	Divisional Stores Depot, Ajmer	6	6	0
8	Diesel Stores depot, Phulera	5	1	4
9	Divisional Stores Depot, Jaipur	9	6	3
10	Diesel Stores depot, Abu Road	14	10	4
Total		260	120	140

3.2 Duties of Assistant depot (Store):

- 3.2.1 Get token from gatekeeper and put it on the token board.
- 3.2.2 Opening of ward office and cleaning, feeling water camper and cooler available in ward.
- 3.2.3 Performing cleaning work in circulating area near ward and inside the godowns.
- 3.2.4 Receipt of new material (Unloading, Counting, Stacking in presence of ward in charge.)
- 3.2.5 Issue of material/Items consignee as per their requirement (Issuing materials by physical counting and stacking in presence of ward in-charge)
- 3.2.6 Helping Stock Verifier by way of counting the material during stock verification.
- 3.2.7 Sealing of ward (All godowns and office) & deposit key at RPF Booth.

2.0 Deployment, Observation & Critical analysis of staff:

Sr.No.	Depots	SS	OR	Vac.	Deployment, Observation & Critical analysis
1.	General Stores Depot, Ajmer	77	34	43	<p>1. Total 550 General items are dealt through 04 wards at General stores depot, Ajmer.</p> <p>i. Ward no.-01 dealt 150 Books, Forms & Money value items,</p> <p>ii. Ward no.-02 dealt 129 General & TRD items,</p> <p>iii. Ward no.-04 dealt 84 Stationary items,</p> <p>iv. Ward no.-45 dealt 130 Electric items,</p> <p>2. Presently, 34 Assistant Depot (Store) are working in General stores depot, Ajmer against sanctioned cadre of 77.</p> <p>3. Deployment of 34 Assistant depot (Store):</p> <p>i. 02 Assistant Depot (store) are deployed in each wards for counting, stacking & cleaning and handover the items to consignee as per their requirement, therefore- 2x4=08.</p> <p>ii. 05 Assistant depot (Store) are deployed in Receipt Section for loading, unloading & handling of material to wards.</p> <p>iii. 16 Assistant depot (Store) are deployed in scrap section for dealing of 79 scrap items. Total 13102 tones ferrous and non-ferrous scrap have been receipted and sellout in year 2019-20.</p> <p>iv. 02 Assistant depot (Store) are working at Dy.CMM /General Stores, Ajmer.</p> <p>v. 03 Assistant depot (Store) are deployed in Time office for opining & closing of offices & other work.</p> <p>4. Observation:</p> <p>i. 02 Assistant Depot (store) are performing their work i.e. counting, stacking, cleaning & handover the items to consignee in each wards and 03 Assistant depot (Store) are deployed for managing other miscellaneous work.</p> <p>ii. A gang of 05 Assistant depot (Store) is managed the workload of material loading, unloading and transportation from receipt section to wards.</p>

					<p>iii. A gang of 16 Assistant depot (Store) is formed for scrap management. In the FY 2019-20, total 13102 tones scrap material/items have been received and segregate for selling.</p> <p>iv. 08 Assistant Depot (store) are more required for smooth working of material management in ward of stores depot.</p> <p>5. Critical Analysis:</p> <p>After critical analysis of workload, it is found that the posts of 42 Assistant depot (Store) are sufficient to meet out with existing workload of General Stores Depot, Ajmer. Hence, 35 posts of Assistant depot (Store) have been considered surplus and advised to surrender immediately.</p>
2.	Carriage Stores Depot, Ajmer	69	27	42	<p>1. Total 1600 Carriage items are dealt through 05 wards at Carriage stores depot, Ajmer.</p> <p>i. Ward no.-11 dealt 380 General items.</p> <p>ii. Ward no.-12 dealt 170 items related to Paint & PVC & other Misc. items.</p> <p>iii. Ward no.-13 dealt 380 Under frame, Steel & hardware items,</p> <p>iv. Ward no.-14 dealt 270 items related to electric, Sunmica, Gas & other misc. items.</p> <p>v. Ward no.-20 dealt 400 LHB items,</p> <p>2. Presently, 27 Assistant Depot (Store) are working in Carriage stores depot, Ajmer against sanctioned cadre of 69.</p> <p>3. Deployment of 27 Assistant depot (Store):</p> <p>i. 13 Assistant Depot (store) are deployed in wards for counting, stacking, cleaning & handover the items to consignee.</p> <p>ii. 12 Assistant depot (Store) are deployed in Receipt Section for loading, unloading & handling of material to wards.</p> <p>iii. 02 Assistant depot (Store) are deployed in Time office for opining & closing of office.</p> <p>4. Observation:</p> <p>i. 15 Assistant Depot (store) are performing their work i.e. counting, stacking, cleaning & handover the items to consignee in wards and managing</p>

					<p>other miscellaneous work.</p> <p>ii. A gang of 12 Assistant depot (Store) is managed the workload of material loading, unloading and transportation from receipt section to wards.</p> <p>iii. 23 Assistant Depot (store) are more required for smooth working of material management in ward of stores depot.</p> <p>5. Critical Analysis:</p> <p>After critical analysis of workload, it is found that the posts of 50 Assistant depot (Store) are sufficient to meet out with existing workload of Carriage Stores Depot, Ajmer. Hence, 19 posts of Assistant depot (Store) have been considered surplus and advised to surrender immediately.</p>
3.	Wagon Stores Depot, Ajmer	64	22	42	<p>1. Total 1143 Wagon items are dealt through 03 wards at Wagon stores depot, Ajmer.</p> <p>i. Ward no.61 dealt 363 DEMU/DPC & other General items.</p> <p>ii. Ward no.62 dealt 491 Wagon items.</p> <p>iii. Ward no.64 dealt 148 Wagon & General items.</p> <p>2. Presently, 22 Assistant Depot (Store) are working in Wagon stores depot, Ajmer against sanctioned cadre of 64.</p> <p>3. Deployment of 22 Assistant depot (Store):</p> <p>i. 03 Assistant Depot (store) are deployed in each wards for stacking & cleaning and handover the items to consignee, therefore- 3x3=09 Assistant depot (Store) are working in wagon Stores depot wards.</p> <p>ii. 12 Assistant depot (Store) are deployed in Receipt Section for loading, unloading & handling of material to wards.</p> <p>iii. 01 Assistant depot (Store) are deployed in Time office for opining & closing of offices and other miscellaneous work.</p> <p>4. Observation:</p> <p>i. 10 Assistant Depot (store) are performing their work i.e. counting, stacking, cleaning & handover the items to consignee in wards and managing other miscellaneous work.</p> <p>ii. A gang of 12 Assistant depot (Store) is managed</p>

					<p>the workload of material loading, unloading and transportation from receipt section to wards.</p> <p>iii. 20 Assistant Depot (store) are more required for smooth working of material management in ward of stores depot.</p> <p>5. Critical Analysis:</p> <p>After critical analysis of workload, it is found that the posts of 42 Assistant depot (Store) are sufficient to meet out with existing workload of Wagon Stores Depot, Ajmer. Hence, 22 posts of Assistant depot (Store) have been considered surplus and advised to surrender immediately.</p>
4.	Diesel Stores depot, Ajmer	15	14	1	<p>1. Total 1143 Diesel items are dealt through 03 wards at Wagon stores depot, Ajmer.</p> <p>i. Ward no.-76 dealt 488 DSL (Mech.) items.</p> <p>ii. Ward no.-77 dealt 438 DSL (Elect.) items.</p> <p>iii. Ward no.-79 dealt 446 Misc. & 142 DEMU items.</p> <p>2. Presently, 14 Assistant Depot (Store) are working in Diesel stores depot, Ajmer against sanctioned cadre of 15.</p> <p>3. Deployment of 14 Assistant depot (Store):</p> <p>i. 02 Assistant Depot (store) are deployed in each wards for stacking & cleaning and handover the items to consignee as per their requirement, therefore- $2 \times 3 = 06$ Assistant depot (Store) are working in three wards.</p> <p>ii. 08 Assistant depot (Store) are deployed in Receipt Section for loading, unloading & handling of material to wards.</p> <p>4. Observation:</p> <p>i. 06 Assistant Depot (store) are performing their work i.e. counting, stacking, cleaning & handover the items to consignee in wards and managing other miscellaneous work.</p> <p>ii. A gang of 08 Assistant depot (Store) is managed the workload of material loading, unloading and transportation from receipt section to wards.</p> <p>5. Critical Analysis:</p> <p>After critical analysis of workload, it is found that the posts of 14 Assistant depot (Store) are sufficient to meet out with existing workload of</p>

					Diesel Stores Depot, Ajmer. Hence, 01 posts of Assistant depot (Store) have been considered surplus and advised to surrender immediately.
5.	Diesel Stores depot, Abu Road	14	10	4	<p>1. Total 1693 Diesel items are dealt through 04 wards at Diesel Stores depot, Abu Road.</p> <p>i. Ward no.-82 dealt 620 DSL items.</p> <p>ii. Ward no.-83 dealt 154 General items.</p> <p>iii. Ward no.-84 dealt 252 Electric items.</p> <p>iv. Ward no.-85 dealt 667 HHP Loco items.</p> <p>2. Presently, 10 Assistant Depot (Store) are working in Diesel stores depot, ABR against sanctioned cadre of 14.</p> <p>3. Deployment of 10 Assistant depot (Store):</p> <p>i. 01 Assistant Depot (store) is deployed in each wards for stacking & cleaning and handover the items to consignee as per their requirement, therefore- $1 \times 4 = 04$ Assistant depot (Store) are working in wards.</p> <p>ii. 05 Assistant depot (Store) are deployed in Receipt Section for loading, unloading & handling of material to wards.</p> <p>iii. 01 Assistant depot (Store) are deployed in Time office for opining & closing of office and performing other misc. work.</p> <p>6. Observation:</p> <p>i. 05 Assistant Depot (store) are performing their work i.e. counting, stacking, cleaning & handover the items to consignee in wards and managing other miscellaneous work.</p> <p>ii. A gang of 05 Assistant depot (Store) is managed the workload of material loading, unloading, stacking and transportation from receipt section to wards.</p> <p>iii. 04 Assistant Depot (store) are more required for smooth working of material management in ward of stores depot.</p> <p>7. Critical Analysis:</p> <p>After critical analysis of workload, it is found that the posts of 14 Assistant depot (Store) are sufficient to meet out with existing workload of Diesel Stores Depot, Abu Road. Hence, all 14</p>

					posts of Assistant depot (Store) have been considered justified.
6.	Diesel Stores depot, Phulera	5	1	4	<p>1. Total 153 Diesel Meter Gauge and 173 BG wagon items are dealt at DSL stores depot, Phulera.</p> <p>2. Presently, 01 Assistant Depot (Store) are working in Diesel stores depot, FL against sanctioned cadre of 05.</p> <p>01 Assistant Depot (store) is working at Diesel store depot, Phulera for stacking & cleaning and handover the items to consignee as per their requirement. Loading, unloading & handling of material work are also performed by them.</p> <p>3. Observation:</p> <p>i. 01 Assistant Depot (store) is working at Diesel store depot, Phulera for stacking & cleaning and handover the items to consignee as per their requirement. Loading, unloading & handling of material work are also performed by them.</p> <p>ii. 02 Assistant Depot (store) are more required for smooth working of material management in ward of stores depot.</p> <p>4. Critical Analysis:</p> <p>After critical analysis of workload, it is found that the posts of 03 Assistant depot (Store) are sufficient to meet out with existing workload of Diesel stores depot, Phulera. Hence, 02 posts of Assistant depot (Store) have been considered surplus and advised to surrender immediately.</p>
7.	Divisional Stores Depot, AII	6	6	0	As per guidelines of Railway Board's the formation of divisional stores depots are under process, Therefore, the cadre of assistant depot (Store) is not review. Cadre controlling of divisional stores depots is also under control of Divisional offices.
8.	Divisional Stores Depot, JP	9	6	3	
9.	EPR	1	0	1	Presently, at EPR stores depot have not any specified workload, therefore, no any Assistant depot (Store) is required and the Post is also vacant since long. Thus, 01 post of Assistant depot (Store) is considered surplus and advised to surrender.
Total		260	120	140	Proposed Cadre-180, Identified Surplus Posts-

				80
CHAPTER 5		SUMMARY OF IDENTIFIED SURPLUS POSTS		

5.0 Summary of Identified Surplus Posts:

Sr. No.	Depot	Sanction Strength	On Roll Staff	Vacancy	Proposed Cadre	Identified Surplus Posts
1	Dy. CMM, GS/Ajmer	3	2	1	2	1
2	General Stores Depot, Ajmer	74	32	42	40	34
3	Carriage Stores Depot, Ajmer	69	27	42	50	19
4	Wagon Stores Depot, Ajmer	64	22	42	42	22
5	Diesel Stores depot, Ajmer	15	14	1	14	1
6	EPR	1	0	1	0	1
7	Divisional Stores Depot, Ajmer	6	6	0	6	0
8	Diesel Stores depot, Phulera	5	1	4	3	2
9	Divisional Stores Depot, Jaipur	9	6	3	9	0
10	Diesel Stores depot, Abu Road	14	10	4	14	0
Total		260	120	140	180	80

CHAPTER 6	RECOMMENDATION
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On the basis of critical analysis of provided data as well on the basis of field observations following recommendations are being purposed:

6.1 Recommendations No.1:

The sanctioned strength of Assistant depot (Store) is 260 against which 120 are on roll. Thus, effective vacancies are of 140 posts. The manual efforts in Material Management has been reduced as various mechanical equipments like fork lifter, Crain etc has been introduced. Various activities within the Railway have been outsourced along with the material and good example of which is cleaning work. Thus, workload of Assistant depot (Store) has been reduced.

In view of the present workload 180 posts of Assistant depot (Store) have been considered sufficient and 80 posts of Assistant depot (Store) have been considered surplus and advised to surrender forthwith.

6.2 Recommendation No. 02:

For better monitoring of work being performed by the staff and close observation to avoid the theft of material, there is urgent need of installation of high resolution CCTV cameras in the stores depots.

6.3 Recommendation No. 03:

All heavy items should be unload and stack at consignees premises for avoiding unnecessary transportation. This will be saved manpower and machinery utilization. If possible the new materials/items should be issued against scrap or un-useable material or items. This will improve better utilization of new material and achieving scrap targets in segregated form easily.

7.0 Discussion at officer level:

Work study team was visited the stores depots of Ajmer on 12.08.2020 with AWSO/NWR. Team is collected data regarding workload of Assistant depot (Store) for conducting a work study and matter was discussed by AWSO with depot officers i.e. SMM/AMM. After critical analysis of data, a draft work study report has been prepared and informed to Dy.CMM/Ajmer by e-mail or e-dak.

CHAPTER 8	FINANCIAL IMPLICATIONS
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8.1 Financial Implications:

With the proposal for surrender **80 Posts** of Assistant depot (Store), from Stores Depots, Ajmer. The money value amount of these posts is given as below:

Sr. No.	Designation	Level	Pay Matrix		Mean Pay	DA 17%	Total Pay	Identified Surplus posts	Saving/ month (Rs.)	Saving/ year (Rs.)
1	Assistant Depot (Store)	L-I	18000	23500	20750	3528	24278	80	1942240	23306880

Total recurring savings of **80 surplus posts** is **Rs.233.06 lac. per annum** approximately.