



No.G.275/WSSR-202021/2020-21

**WORK STUDY TO REVIEW THE MINISTERIAL
STAFF STRENGTH AT IR & TRG SECTION AND
GENERAL ASSISTANTS IN PB/HQRS – HQ/MAS**

SOUTHERN RAILWAY

PLANNING BRANCH

No.G.275/WSSR-202021/2020-21

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STAFF STRENGTH AT IR & TRG SECTION AND
GENERAL ASSISTANTS IN PB/HQRS – HQ/MAS

STUDIED BY

WORK STUDY TEAM
OF
PLANNING BRANCH

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(i)

ACKNOWLEDGEMENT

The Work Study Team conveys its sincere thanks to PCPO/HQ, CPO(IR), Dy.CPO/IR&TRG (Co-ordinating Officer), other Dy CPOs, SPOs, APOs & APO/G, Ch.OS/Admin (Co-ordinating Supervisor) and other sections Ministerial staff of various cadres in Hqrs. for their valuable guidance and co-operation in conduct and completion of the study.

(ii)

TERMS OF REFERENCE

Work Study to review the Ministerial staff strength at IR & TRG Section and General Assistants in PB/HQrs. – HQ/MAS

(iii)

METHODOLOGY

The work study team has applied the following techniques in conducting the work study.

- (1) Collection and compilation of Data
- (2) Analyzed the data collected and assessed the manpower requirement Based on need base.



(iv)

SUMMARY OF RECOMMENDATIONS**Recommendation:**

The following posts are found excess to the requirement and recommended for surrender:

- 5 vacant posts of Jr.Clerk in GP Rs.1900/- and
- 15 vacant posts of General Assistant in GP Rs. 1800

The above mentioned 20 posts may be surrendered and credited to the Vacancy Bank.

(Total - 20 posts)

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CHAPTER – I

1.0 INTRODUCTION

1.1 About Southern Railway HQ:

The **Southern Railway** (abbreviated as **SR**), headquartered at Chennai, is fourth largest zone out of the 18 zones of Indian Railways. It is the earliest of the 18 zones of the Indian Railways created in independent India. It was created on **14 April 1951** by merging three state railways, namely, the ***Madras and Southern Mahratta Railway(MSMR), the South Indian Railway(SIR) Company, and the Mysore State Railway(MSR).***

The present Southern Railway headquarters building foundation stone was laid by Honorable the **Lord Pentland**, Governor of Madras on **08.02.1915**. After the completion of this building, it was opened by Her Excellency the **lady Willingdon on 11.12.1922**, replacing the General office of MSMR at Royapuram station.

The SRly HQ/Administrative building construction is an **Indo – Saracenic** structure located at adjacent to the **Puratchi Thalaivar M.G.R Chennai Central** Railway Station. This building now functions **as the Head Quarters of Southern Railway**. At this building, the various departmental offices are functioning.

1.2 Role of Personnel Department:

From the small **beginning in 1853, Indian Railways network today is fourth largest Public Sector Undertaking in the world**. Men have become the most powerful factor in Railways. Generally, people in any organization are the most important assets and managing them to maximize their contribution to growth profitability and development of an organization is a challenge.

Personnel department is endowed with this responsibility of communicating the message of organization's mission and vision. This is necessary and important in a stable and a growing economy. So the function of a Personnel department is to assist with procurement, development and retention of human resources necessary for success of an organization.

Peter F. Drucker, famous and well known Guru of personnel administrator described a personnel department's job in part by part as being **partly a file clerk's job, partly a social worker's job and partly fire fighting to head off trouble or to settle it**. The constant work of all Personnel Administration is the inability to prove that they are contributing to the organization, as most of their contribution remains invisible.

1.3 Personnel Management over Railways:

Indian Railways having with over 13.5 Lakh employees approximately working along with some part of contract labours, it is one of the largest employer not only in India, but also in the world. The workforce of IR is a varied mass of people from the Trackman/General Assistant at one end to Chairman & CEO, Railway Board at the apex level. The task of the personnel department of Railways is to manage and look after the welfare of this large mass of employees and their families.

Its employees are spread over 18 zones, 73 Divisions, 6 Production Units, 27 Public Sector Undertakings, and organized into more or less 358 categories and 20 levels. ***The care of this humongous team is entrusted to the dedicated Indian Railway Personnel Service (IRPS) cadre – we plan, we empower, we train, we listen, we care, we nurture, we celebrate*** – suffice it to say that we are the custodians of the hearts and minds of this great organization.

- 1.4 Pausing to reflect on the march of IRPS through the corridors of time, the following milestones stand out:

Reorganization of work necessitated by construction of new lines, enhanced traffic and increasing number of employees led to the creation of 'Staff Division' in 1924. Early in 1946, on account of the growing volume and complexity of labour and establishment work, a need was felt for foundation of a distinct service and a separate cadre to be known as the '**Establishment Department**'. However, just a few years down the line in 1949, the newly formed Establishment Department was wound up and in 1956, the initial 19 Establishment officers were given the option to get absorbed in other departments.

It was after the pan **India Railway strike of 1974**, that an urgent need was again felt for a specialized HR Service to primarily contain labour unrest, maintain industrial harmony, and manage personnel matters and welfare of the Railway employees. It was in this context that **IRPS was born in 1975**.

After the promulgation of the 'IRPS (Recruitment) Rules-1975 on 20.12.1975, IRPS was formally constituted in 1976, with the first batch of direct recruitment through UPSC taking place in 1980. ***The IRPS has the distinction of being the only specialized central Group 'A' service*** for Human Resource Management in Government of India. Since its creation, the service has been instrumental in ushering significant improvement in HR systems and processes; restoring and maintaining harmonious industrial relations; recruitment and man power planning; training & development; employee welfare, administration of Labour Laws etc.

The cadre came into its own in the first decade of the new millennium once the initial batches of directly recruited IRPS Officers began to occupy the posts of **PCPO/CPOs**, hitherto held by officers of other services. The IRPS now started assuming the true nature of an organised

Group-A service. With the recent comprehensive cadre review of the IRPS which secured for the cadre the **apex level post of DG**, HR and a complement of HAG posts, the IRPS cadre has now come a full circle.

- 1.5 The cadre has been scaling new heights by driving technology led transformation and innovative service delivery mechanisms. In its latest mission statement, IR has declared that it aims to be the engine of economic growth and development by being safe, financially viable, environment friendly and caring for its customers and employees. To get a sense of the significance of the role of the HR department in steering IR towards this goal, consider the following reasons:

- In search terms in Google “Indian Railways as an employer” / HR practices on Indian Railways throw “Best Companies to work for: Indian Railways is an employer like none other”; the reasons behind Indian Railways is the Best Employer”; “The Railways have done a lot in respect of providing **welfare facilities for their employees**”, are just a few headlines on HR management and wellness techniques in IR, that a random internet search on the subject reveals.
- Despite being such a massive and labour intensive organization in the organized sector, there has been only one nationwide strike in the Railways, that too way back in 1974 and NONE thereafter. IR is the only public sector organization which has an institutionalized system of periodic meetings and negotiations with Trade Unions by way of **Permanent Negotiating Machinery (PNM)** which has been in operation since 1951.
- The tortuous change of traction from Steam to Diesel and further to Electric traction was achieved ***without any retrenchment or industrial disturbance through effective manpower planning, retraining and redeployment of staff.*** Similarly the move from

manual ticketing to computerised Passenger Reservation System was achieved seamlessly.

- The process of recruitment, a core HR function, has undergone a sea change with the conduct of **online application processing and online computer based examinations**. This surge towards digitization is a landmark green initiative and goes a long way in reducing the carbon footprint of IR.
- These are not just incidental facts; but a sterling testimony to the resilience of HR practices and exemplary industrial relations in IR.

“We know what we are but know not what we may be.” The success of any organization hinges on strategic management of resources, the most important of which is the human resource. The need of the hour for the HR department is to unlock the potential within the organization and to act as a catalyst for the processes that may reshape its destiny. Looking ahead, gradually every HR process must be captured in a digital format for the all-encompassing **HRMS** (Human Resource Management System), which will provide the critical digital push to future endeavors, sustainability and profitability of the lifeline of our nation.

1.6 Responsibility of Personnel department

- Take care of the human factor striving to get the best result from workers by developing their capabilities.
- Personnel Staff will relieve the departmental officers from the task of management of employees of his department to the extent possible so that he can concentrate the functioning of his department.
- However the department officer will have the main say in the placement of workers to ensure better utilization, economy and efficiency.

- Personnel officer will also be receptive to suggestions given by departmental officer on transfer to maintain efficiency and discipline.
- Although Departmental officers are relieved of Personnel work to a great extent after setting up the Personnel Department, they should also maintain a close touch with their department employees, receive grievances on personnel matters and arrange to dispose of the same with the help of personnel officer duly keeping in view the rules and regulations laid down.
- Personnel officers are also Welfare Officers who will co-ordinate various Welfare activities such as Sports activities, management of Holiday Homes, Institute, Co-operative societies, Canteens etc.
- Personnel officer should see that legitimate interests of the workers are protected.
- Personnel officer should take utmost care in maintaining industrial peace, keeping good relations with trade unions and help in maintaining congenial atmosphere for smooth working.
- Productivity depends on technological factors and job performance. Job performance is based morale and motivation to work. Motivation of workers can be judged by their attitude towards the objectives of the organization.
- Management should be vigilant towards the attitude of the workers and should analyze the causes for negative approach of the workers in their performance. Management has to analyse and diagnose the needs of the workers for the purpose of achieving organizational objectives by maintaining close contact with the workers.
- Generally personnel department's role is to communicate and implement policies. They play an important role by providing the required expertise in maintaining industrial relations by liaisoning with the technical executives.

An attempt has been made to arrive at the manpower requirement of Non Gazatted staff (Group – C & D) working at IR & TRG section and General Assistants in PB/HQrs based on the existing workload, deployment of workforce for various activities in various sections/units and applying the concept of Multitasking for a range of different types of work wherever required.

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CHAPTER – II**2.0 PRESENT SCENARIO**

2.1 The Personnel Branch staff of various categories are working in various sections/units and other units from PB/HQ. The overall control of these categories vests with CPO/Admn, but presently looking after by CPO/IR. The Dy.CPOs are looking after the various Departmental cadres and Policy matters with the assistance of officers like SPOs & APOs. The sanctioned strength of these categories is given by APO/GL & HQ, the breakup of category wise Sanction, Actual and Vacancy is appended below.

Sl. No	Category	Sanction	Actual	Vacancy	Excess
1	Ch.OS	38	35	3	0
2	OS	113	105	8	0
3	Senior Clerk	32	5	27	0
4	Junior Clerk	27	21	6	0
Total - A		210	166	44	0
5	PS Gr-II	2	2	0	0
6	Steno Gr-I	7	13	0	6
7	Steno Gr-III	5	0	5	0
8	Supdt. Typist	3	3	0	0
9	Chief Typist	3	2	1	0
10	Ch.S&WI	20	20	0	0
11	S&WI	11	3	8	0
12	General Asst	52	28	24	0
Total - B		103	71	38	6
Total (A + B)		313	237	82	6

Out of 313 sanctioned posts, the actual available post is 237 and net vacancy is 76. The department/section wise Sanction, Actual, Vacancy and Excess statement is placed as **Annexure 1**.

From the above table, some of the posts are deputed to other section/units as tabulated below.

2.2 Staff working in other Section/Unit:

Sl.No	Category of post	No. of posts	Location of Section/Units
1	Ch.OS	4	1 –CN/MS, 2 – GB/HQ, 1-RCT/MAS
2	OS	36	14-CN/MS&ERS, 7-GB/HQ, 5-PB/Cell/PER, 1-RE/MS,1-CSTE/Proj/MAS, 1-Vigilance/MS, 1-Planning/HQ, 1- Sports/HQ, 1-Hindi, 1-RRC/MAS, 1-RRB/MAS, 1-NAIR/BRC, 1-MAS division.
3	Senior Clerk	2	1-Vigilance & 1-Planning
4	Junior Clerk	3	2-General Branch & 1-RPM
Total – A		45	
5	Steno Gr.I	1	1-RCT/MAS
6	Chief Typist	1	1-Planning
7	General Assistant	3	2 – Planning (Work study cell) & 1-CWM/CW/PER
Total – B		5	
Total (A + B)		50	

2.3 Activities of various Sections/Cadres/Units:

The personnel branch activities are functioning in NGS halls of Ground floor, First Floor and Second floor in HQrs building, the various sections/units.

The work study is conducted in the area of IR (Industrial Relation) & TRG Section and General Assistants working in PB/HQrs.

2.4 IR Cell & TRG:

2.4.1 The staff deployment of IR & TRG.

Sl.No	Category	Actual
1	Ch.OS	2
2	OS	2

3	Sr.Clerk	0
4	Jr.Clerk	0
Total		4

2.4.2 **Generally Assigned duty of IR Section**

Zonal PNM Meeting by GENERAL MANAGER/SOUTHERN RAILWAY with Recognized Trade Union – (PNM was set up in the year 1952 and came into force from 01.01.1952). As per Rule, every year Four Zonal PNM Meetings have to be conducted.

However, only One Meeting was conducted during each year in 2017, 2018 & 2019 (83rd PNM) – Trade Union will submit a New Agenda freshly for that particular PNM meeting comprising of maximum 30 subjects with many sub-divisions, for example 1A, 1B, 1C, 1D, 1E Upto 1G for some subject item number.

Section work includes opening of dockets for each subject, forwarding the subjects, getting remarks from the respective department PHOD, DRMs & Divisional authorities, typing the remarks under the subjects, for incomplete remarks received, remarks not received reminder letters were sent, followed by physical phone calls. These details are compiled and after due approval by the competent authority. Two separate Booklets one for New Agenda & one for Review subjects are printed and circulated for the perusal of General Manager, PHODs, DRMs, Divisional authorities Trade Union Office Bearers etc.

After completion of the PNM Meeting, Booklets are once again printed and circulated with the Complete Minutes of the meeting conducted and Letter for taking action as per the decisions taken in the meeting are printed with GM's speech, General Secretary / Trade Union speech with full remarks and decisions arrived. Wherever action has been taken by the administration as per the decisions taken in the PNM Meeting those subjects will be treated as closed with the consensus of the Trade Union during the Meeting.

In the year 2019 (83rd PNM) 386 subjects were dealt, which includes New Agenda items and old Review subjects which were carried over from the earlier PNMs i.e. from the year 2007, which are also called Review Subjects. During the PNM for subjects wherever a decision not was arrived separate special meetings were conducted with that particular PHOD / Authority.

Ch.OS / IR section: 2000 Passes & PTOs and 1500 DCPs & 2000 RCPs per year were signed in addition to the Overall Supervision of Section Works.

Preparation of Holiday list of Administrative Office situated in the Jurisdiction of Tamilnadu and Kerala States:

Every year, based on the Railway Board's letter an advice will be sent to Chief Secretaries of Govt. of Tamilnadu & Kerala seeking the list of holidays to be observed in the administrative offices of the respective State government offices, on receipt of List of holidays from the state government, a holiday list for Administrative offices of Southern Railway situated in the jurisdiction of Tamilnadu and Kerala States will be prepared and circulated to all concerned.

Observance of important days:

Pledge will be administered in Hqrs office by the General Manager during some important days and all the staff of hqrs office will read aloud the Pledge, necessary arrangements to be made for ringing the bell for commencement and completion of Pledge and mike set arrangements will be made. All concerned will be advised to administer the pledge in the respective departments and units.

Outstanding dues from Trade unions:

As per the Modalities issued by Secret Ballot Election Committee-2019, all the contesting Trade unions has to clear all the outstanding dues payable to the administration for the period from 01.01.2013 to 31.12.2018. Lot of correspondence has been made with the Trade unions viz.

Conduct of Secret Ballot Election-2019:

Correspondence with regard to preparation of draft voters list, final voters list etc. Advise to all concern regarding setting up of Polling booth, sensitive booth and Misc correspondence regarding SBEC.

Honorarium granted to PREM Group Constituents:

There are six PREM Group members viz, SRMU, SROA, SRPOA, AISCST/REA, AIOBC/REA and AIRPFA. Except SRPOA, AISCST/REA & AIOBCREA all the other three constituents were granted Honorarium in lieu of Stenographers provided to them, an amount of Rs.7500/- pm will be paid as Honorarium to the Stenographers of PREM Offices at Hqrs.

Allotment of accommodation to Trade Unions:

The recognised Trade Union and Associations have been provided with accommodation facilities to carry out their day to day trade union activities. Apart from that Accommodation facility have been provided on PREM account also. All the correspondence has been made for the allotment.

Catering arrangements for PNM, PREM & Special meetings:

For conduct of PNM, PREM and other special meetings with organized labour catering arrangements have been made and the file was put up to PCPO for approval and to AGM for requirement of additional funds to meet out the catering expenditure.

Issue of Passes to Trade union SCL & relief for meetings:

For attending AIRF & NFIR Federation level meetings, CEC, Central Body meeting and zonal PNM, DEC and Branch level meetings Special Casual leave and Passes will be issued to the nominated office bearers to attend the respective meetings.

Advise will be sent in regard to change of office bearers of SRMU to the concerned offices/ Units.

Disposal of representations received from unrecognized unions/ Associations:

Representations received from unrecognised Trade unions/associations will be put up to officers and action will be taken based on the merits of the case as deemed fit.

Correspondence in regard to representation of AIRF & NFIR:

Whenever representation has been received from the federations, proper attention will be given, and the representation will be put up to General Manager level and necessary action will be taken.

Maintenance of Hqrs PB Library & Budget grant:

Railway Board establishment Rules (RBO yearwise), Establishment Rules, Pass Rules, Compendium of orders, Running Allowance Rules, Income Tax Rules, RTIA-2005, Personnel Branch Circulars etc., have been maintained in IR Section and it will be issued to other section on demand. The requirement of funds for the IR Section will be calculated

and advised every year to accounts department for budget grant and final modification.

Policy issues and correspondences with Trade Unions:

All policy issues will be consulted with the recognised Trade Union before implementation.

Employees Compensation Act-1923 Correspondence:

Every year Railway Board will be apprised of the amount of compensation paid to the employees of all the Divisions and units. All the Divisions/units will be advised to furnish the details and on receipt of the same a consolidated statement will be prepared and sent to Board.

RTIA-2005 Correspondence:

Reply will be given to PIO on receipt of RTIA applications promptly.

Facilities to Unions-Running of Extra Trains:

For attending General Body Meeting, CEC and Working Committee meetings of AIRF & NFIR necessary arrangements will be made for running Extra Coaches/Special Trains.

Board Reference:

Whenever any correspondence received from board timely action will be taken to dispose the issue. Letters will be sent to the Divisions/units to collect the requisite information and reply will be sent to board.

Special Casual Leave:

During natural calamities such as flood, cyclone and torrential downpour or employees from various units who are unable to attend duties beyond their control due to curfew or bandh or strike, file will be put to GM for grant of SCL to the employees who are unable to attend office.

For Local Body Elections/Bye Elections and during the death of High Dignitaries file will be put for approval of GM for grant of SCL or for closure of Office.

Conducted GM/PNM meeting with the representative of SRMU/GM/PNM meetings were conducted during 2017, 2018 & 2019.

Total subjects : 386

Subjects Closed : 141

2.4.3 Other related Activities in IR Cell:

Preparation of Holiday list of Administrative Office situated in the jurisdiction of Tamilnadu and Kerala States and circulated to all concerned. Observance of important days in connection with administering Pledge, advised to respective departments and units.

Correspondence in regard to outstanding dues from Trade unions, SRMU, SRES & DREU have paid all the principal amount of outstanding dues for the period upto 31.12.2012 and the interest amount is yet to be paid.

Correspondence with regard to conduct of Secret Ballot Election-2019- Preparation of draft voters list, final voters list etc.

No of files maintained in the section-120

No of files maintained by each staff-60

No of PCs -3, Printer -1

2.4.4 Staff Distribution in IR section:

Sl.No	Designation	Duties allotted
1.	Ch.OS	Over-all incharge of the Labour section. SRMU/PNM related work, Signing of Passes, PTOs for Gaz & Non Gaz staff of Hqrs.
2.	Ch.S&WI	HOER / Re-classification of posts under HOER, ID cases, Court cases, Labour Court cases, covering Gate meetings. Conducting PREM meetings. Necessary arrangements for conducting meetings. Collecting information from division & workshops. Dealing with unrecognized union/ Assn cases such as AILRSA & AISMA Collecting information in regard to WCA statements. Co-ordination at HQ/ Division/ Workshop on PNM subjects. Co-ordinating with all policy issues and correspondences with Trade Unions, assisting in PNM related work, CA.iii/MP/MOSR/VIP references etc RTIA cases, correspondences of Board references

3	OS	Correspondence in regard to Holidays and Observance of important days. All policy issues and correspondences with Trade Unions Maintenance of Hqrs PB Library. Correspondence in regard to PREM such as Honorarium, Budget grant, Disposal of representations received from unrecognized unions/ associations, change of office bearers and correspondence in regard to issue of Passes to trade union SCL & relief for meetings of SRMU/AIRF & NFIR .
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2.5 **TRAINING CELL / PB / HQRS:**

The following training particulars are obtained from Training cell.

1. **NRI Training Funds:**

Total Amount Allotted for Non-Gazetted training at Non-Railway Institutions: Rs.50, 00,000/year

Amount distributed to Divisions / Extra Divisions / All Departments of Hqrs: Rs. 33, 20,000/-

Buffer Amount maintained with Training Cell: Rs.16, 80,000/-

2. **Mission Satyanishtha:**

Two Days Workshop on Ethics in Public Governance:

From October 2018 to Feb 2020, roughly 1100 employees in Southern Railway (Supervisory Level / Clerical) were trained.

3. **Project Saksham – II**

In July 2019, 380 Staff of HQ/PB and ICF/PB were trained in Soft Skills for 5 Days.

90 employees of other departments of Hqrs were also trained.

4. **IIT Training:**

03 days training for SSE / S.Rly (Staff) in January 2020.

Training was given in subjects like:

Engineering Optimization

Remote Monitoring & Power Electronics applied to Railways

Leadership Skills

Maintenance of Buildings

PERT / CPM

Reliability & Condition Monitoring

5. **IHM / Taramani (Institute of Hotel Management) Training:**

3 Days training on 200 Hospital Attendants / House Keeping Staff of RH / PER at IHM / Taramani on House Keeping & Etiquette Training, from the month of March 2019 to June 2019.

6. **Soft Skill Training at Ketti:**

03 days Soft Skill training for total 63 Junior Clerks / Senior Clerks of Southern Railway at Ketti / SA Division in May 2019.

7. **Project Saksham – II (Group D Training):**

5 days training for 32 Group D Staff of HQ / PB on the topic “**Know Your Establishment Matters**” in September 2019.

8. **Fire Safety Training:**

140 employees of all departments / hqrs were trained in Fire Safety & Mock Drill in the month of December 2018.

9. **Advanced Training Institute / Guindy Training:**

- a. Computer Hardware Maintenance & Networking : 110 Staff
- b. Build Your Own Firewall: 40 Staff
- c. MS Office Suite: 45 Staff
- d. MS Access: 60 Staff
- e. Stainless Steel Welding Training: 106 Staff
- f. Supervisory Development Programme: 32 Staff

All these ATI Trainings for 393 Staff were conducted during 2018 & 2019.

2.6 **General Assistant:**

2.6.1 **Duties of General Assistant:**

- Opening/Closing of entire PB Offices and Cabins.
- Dusting of furniture in chambers and sections.
- Attending Officer`s call.
- Taking of files and letters in and out of officer`s chamber to different branches/sections.
- Ensuring and monitoring of CHI staff for keeping the office neat and clean.
- Accompanying Officers while on duty.
- Taking Photostat copies.

- Registration and Sorting of Tapals.
- Outstation duties if any, in case of emergency viz., handing over important letters to HQ/other units.
- Hospitality works namely bringing and serving tea for officers and guests officials.
- Maintenance of Meeting rooms and works related to Public relations. (pertaining to General Branch)
- Taking all types of Bills/PF applications to Accounts Branch
- Handing over the Salary slip/IT Projection statement/Form 16 to departments.
- Taking Inventory of files and kept in the shelf earmarked for each section as per Index.
- Circulations of letters which are photocopied and marked to various branches.
- Opening new files for subject wise.
- Any other work as and when required by officers and Ch.OS/OS
- Hospitality services during PNM/FNM meetings and settlement functions.
- Taking of PCFs and SRs and settlement files of retired employees.

2.6.2 Present deployment of General Assistant (GA) for various Officers/Sections:

Sl.No	Officer Designation	Present Staff deployment
1	PCPO	2
2	CPO/Admn (Vacant)	-
2	CPO/IR	1
3	Dy.CPO/Gaz	1
4	Dy.CPO/IR & Trg	2
5	Dy.CPO/T, M & E	
6	SPO/Reservation	
7	Dy.CPO/R & W	1
8	SPO/EMS	
9	SPO/Rules & Secy to PCPO	1
10	APO/IR & Trg	
11	SPO/Gaz	1
12	IR & Rules section	
13	APO/T, M & E	1
14	Stores & System	
15	APO/GL&HQ, Admn Section	1
16	APO/Welfare	1
17	Reservation	
18	Co-ord, Court & Settlement	1
19	Welfare & DAR	1
20	Sports & Confidential	1
21	FCC Section	1
22	Gaz. Section	1
23	Pass Section	1
24	Engg, Medical & S&T Section	1
25	T, M & E Section	1
Sub Total		20
Staff deputed to other Sections/Units		
26	PB Cell/PER	1
27	Hindi Section	2
28	RRC/o/MAS	1
29	CW/PER	1
30	Dy.CPLO (Work Study Cell)	2
31	DGM/OL	1
	Total - B	8
	Total (A + B)	28

CHAPTER - III

3.0 CRITICAL ANALYSIS

3.1 The prime task of the work study is to right size the man power in the general interest of productivity of the Indian Railways. Right sizing of Man power is a continuous and comprehensive measure referring with the current work load and the present processes methods. Also RITES recommended the concept of zero based budgeting in man power planning on regular basis to justify the presence of every employee.

3.2 There are lot of tools available to measure the Man power requirement, normally the activities are split up into small groups and analyzed into micro level to arrive the required Man power. In Indian Railways, the work study is conducted on the unit basis level, hence Macro level study is only possible and it is being carried out with the help of

- i. Bench Mark/Yardstick
- ii. Need basis

An attempt has been made to arrive at the manpower requirement of Non-Gazatted staff (Group – C & D) working at IR & TRG and General Assistants in PB/HQrs based on the existing workload, deployment of workforce for various activities in various sections/units and applying yardstick, usage of digitalization and the concept of Multitasking/Need base for a range of different types of works involved.

3.4 General Functions of Personnel Department

- ✓ Man Power Planning.
- ✓ Recruitment.
- ✓ Training and Development.
- ✓ Placement.
- ✓ Transfer.
- ✓ Performance Appraisal
- ✓ Promotions and Demotions.

- ✓ Guidance on Disciplinary matters.
- ✓ Wage and Salary administrations.
- ✓ Settling Industrial Disputes.
- ✓ Grievance Redressal.
- ✓ Incentives and Financial aids.
- ✓ Settlement and Pension.
- ✓ Arranging Post retirement benefits and Grievance Redressal of Pensioners.
- ✓ Setting up and maintenance of Welfare Activities.

3.5 From the above points, the most important work load of Personnel department is carried out in Head Quarters, Division, Workshops and Production units of Indian Railways. However the most important duties are carried out in IR & TRG as below.

3.6 **Industrial Relation (IR):**

- Periodical PNM related works
- Co-ordination at HQ/Division/Workshop on PNM subjects.
- Dealing with ID Cases, Court cases, and labour court cases.
- Conducting PREM meetings
- Correspondences in regard to PREM such as Honorarium & budget grant
- Covering gate meetings
- Collecting information from division & Workshops
- Dealing with unrecognized union/Association cases such as AILRSA & AISMA etc
- Collecting information in regard to WCA statements
- Co-ordinating with all policy issues and correspondence with Trade unions, assisting in PNM related work.
- CA III/MP/MOSR/VIP references etc, RTIA cases correspondences of board references.

- Disposal of representations received from unrecognized unions/associations
- Change of office bearers and correspondence in regard to issue of passes to trade union.
- Maintenance of HQrs PB library.

3.7 Training (TRG):

3.7.1 List of Various Trainings dealt by Training Cell/ HQRS:

1. First Aid Training
2. Training of supervisory staff at Advanced Training Institute (AT) at Guindy.
3. Training on Fire safety
4. In-plant training for college students
- Non-Railway Institutes (NRIs) training to
5. Medical staff
6. Personnel staff
7. Engineering Staff
8. Commercial Staff
9. Electrical Staff
10. Mechanical Staff
11. Stores Staff
12. Security Staff
13. Operating Staff
14. Signal Staff
15. MAS Division Staff
16. PGT Division Staff
17. Meeting of the Central Training Advisory Committee (CTAC)

18. Meeting of the Central Training Advisory Committee (CTAC).
19. Project Saksham Gr.D staff
20. IIT Madras Training
21. Special Training on soft skill (Ketti)

3.7.2 Other Duties:

1. Training Cell – Matters
2. PCDO
3. Training Calendar of all Training centres
4. Annual performance of Training Centres and Board references.
5. IRPSM PLAN HEAD 65
6. Budget Estimate
7. Audit Para
8. Training on Budget (Estimate)
9. MDZTI – Honorarium
10. Training Modules
11. Meeting of the Central Training Advisory Committee (CTAC)
12. Project Saksham II Gr.C
13. Training of Non – Gazetted Staff (Mech) at SBC
14. Training of Track Machine staff of S.Rly.
15. Training in 5 S
16. Implementation of Project Swaran skill India
17. WTC – PTJ – Signal & Telecom
18. Meeting of all Heads of Training Institutes
19. Nomination of Training Managers
20. Staff Matters

21. Instructor Vacancy position'
22. Vulnerable Children
23. Misc. subjects
24. GM Annual Narrative Report
25. Training Proposals from NRI Institutes
26. Training under skill India Moments
27. Multi Skilling of Staff
28. Training Meeting – Misc Matter
29. Award of Pt. Govind Ballab Pant Shield
30. MDZTI / MDDTIs/WTCs.

Staff deployment of IR & TRG Section:

Category	Sanction	Actual	Vacancy	Excess
Ch.OS	9	2	5	0
OS		2		
Sr Clerk		0		
Jr.Clerk		0		
Total	9	4	5	0

From the above table, the actual distribution of staff is One Ch. OS & one OS in each IR & TRG cell.

- 3.8 It is observed from the above Paras No. 3.6, 3.7.1 & 3.7.2 and 2.4.2 & 2.4.3 & 2.5 in Chapter –II, the work study team has assessed the work load of IR & Training sections and the work study team has suggested maintaining the actual staff strength of 4 and balance 5 vacancy posts as surplus, which is recommended for surrender.

Sanction Vs Requirement of IR & TRG Section:

Category	Sanction	Actual	Requirement	Surplus
Ch.OS	9	2	2	5
OS		2	2	
Sr Clerk		0	0	
Jr.Clerk		0	0	
Total	9	4	4	5

3.9 General Assistant:

The name of General Assistant is derived from peons/lascars/record sorters. At present all these categories were merged into one and named as General Assistant (GA) in terms of MTS staff (Multitasking staff). Any organization with multi-skilled force can be operated with a reduced number of employees to conduct the business. Workers who are skilled in only one area may be idle waiting for the work which results in decreased output.

In railways too, MTS staff (not only in Group `D` but also in Group `C`) is very much needed particularly in Non technical areas in order to increase the productivity.

3.9.1 Brief of Dispatch duty:

- Despatch section is one of the major sections of any branch as it involves a lot of paper correspondence. The ledgers maintained in the section are Inward/Outward tapals. Further, these are segregated into HQ/Railway board/Division/Miscellaneous for the purpose of recording date wise so that tracing of letters is made easy.
- Letters are to be dispatched daily in person to Accounts, Personnel, Engineering etc. given by various sections like Establishment, Budget, Tender, Stores, drawing etc. In addition, the Postal tapals are to be submitted and acknowledged.

- Nowadays, the development of digitalization such as on line processing of circular, notification, office order etc are being sent through e-office/Rail net. Hence, the work load of general assistant is limited.

The work study team has considered the above mentioned facts and arrived the requirement of manpower based on the present nature of works. The requirement of General Assistants for the various officers and sections are tabulated below.

For Officers

Higher Administrative Grade (HAG)	-	1
Senior Administrative grade (SAG)	-	2
Junior Administrative grade (JAG-SG)	-	1
Junior Administrative grade (JAG)	-	3
Senior Scale (SS)	-	4
Junior Scale (JS)	-	4
Total	-	15

The number of Personnel Branch officers of PB/HQ is 15.

In respect of General Assistants, the actual strength is 28 against the sanctioned strength of 52. The breakup of GA utilized for Officers and sections is as follows.

3.9.2 Requirement of General Assistant (GA) for various Officers/Sections:

Sl.No	Office/Officer Designation	Present G deployment	G.Assts. Requirement	Remarks
1	PCPO	2	2	
2	CPO/Admn (Vacant)	-	1	
2	CPO/IR	1	1	
3	Dy.CPO/Gaz	1	1	
4	Dy.CPO/IR & Trg	2	3	3 officers
5	Dy.CPO/T, M & E			
6	SPO/Reservation			
7	Dy.CPO/R & W	1	1	2 officers
8	SPO/EMS		1	

9	SPO/Rules & Secy to PCPO	1	2	2 officers
10	APO/IR & Trg			
11	SPO/Gaz	1	2	
12	IR & Rules section			
13	APO/T, M & E	1	1	
14	Stores & System		1	
15	APO/GL&HQ, Admn Section	1	1	
16	APO/Welfare	1	1	
17	Special Reservation		1	
18	Co-ord, Court & Settlement	1	1	
19	Welfare & DAR	1	1	
20	Sports & Confidential	1	1	
21	FCC Section	1	1	
22	Gaz. Section	1	1	
23	Pass Section	1	1	
24	Engg, Medical & S&T Section	1	1	
25	T, M & E Section	1	1	
Sub Total		20	27	
LR at 12.5% (3.375 say as 3)			3	
Total - A			30	
Staff deputed to other Sections/Units				
26	PB Cell/PER	1	1	
27	Hindi Section	2	2	
28	RRC/o/MAS	1	1	
29	CW/PER	1	1	
30	Dy.CPLO (Work Study Cell)	2	1	Dy CPLO & office
31	DGM/OL	1	1	
Total - B		8	7	
Total (A + B)		28	37	

Hence, the total requirement of General Assistants in PCPO/O/MAS and other Sections is arrived as 37. The remaining 15 vacant posts is found to be surplus, the same may be surrendered and credited to the vacancy bank.

Sanction Vs Requirement:

Category	Sanction	Actual	Requirement	Surplus
General Assistant	52	28	37	15

3.9 **Sum up of Section/Category wise Sanction, Actual, Requirement and Surplus Position:**

Category	Sanction	Actual	Requirement	Surplus
IR & TRG Section:				
Ch.OS	9	2	2	5
OS		2	2	
Sr Clerk		0	0	
Jr.Clerk		0	0	
Sub - Total	9	4	4	5
General Assistants	52	28	37	15
Total	61	32	41	20

3.10 **Recommendation:**

The following posts are found excess to the requirement and recommended for surrender:

- 5 vacant posts of Jr.Clerk in GP Rs.1900/- and
- 15 vacant posts of General Assistant in GP Rs. 1800

The above mentioned 20 posts may be surrendered and credited to the Vacancy Bank. **(Total - 20 posts)**

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CHAPTER-IV**4.0 PLANNING BRANCH'S REMARKS ON CO-ORDINATING OFFICER'S VIEWS/COMMENTS:**

The draft work study report sent through an e-office on 19.10.2020 to the Co-ordinating Officer to offer his views / remarks.

The Co-ordinating Officer's views is received through letter No. P(GS)135/XII/Surrender of post 2020 dated 27.11.2020.

Co-ordinating Officer's views:

A work study was conducted to review the staff strength of IR & Training section and General Assistants pertaining to personal Branch/HQs. The planning branch has recommended for surrender of 5 posts of junior clerk-cum-typist in the pay matrix level-2 and 15 posts of General Assistant in pay matrix level-1.

In this connection it is hereby informed that this office has already surrendered 5 posts of Junior Clerk – Cum – Typist in Pay Matrix Level – 2, 1 post of Chief Typist in Pay Matrix Level – 6 and 15 posts of General Assistant in Pay Matrix Level – 1, vide memorandum dated 21.08.2020, based on the Railway Board's letter dated 02.07.2020.

Necessary action may be taken in this regard.

Planning Branch's Remarks :

Agreed to.

sk sk

CHAPTER – V**5.0 FINANCIAL SAVINGS**

5.1 If the recommendations in the report are implemented, the annual financial savings will be as follows:-

Sl. No.	Category	Grade Pay	No. of posts	Total Pay (Rs.)	Annual Financial Savings (Rs)
1	Jr. Clerk	1900	5	48614	2916840
2	General Assistant	1800	15	43817	2629020
TOTAL			20		5545860

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SOUTHERN RAILWAY

Headquarters Office,
Personnel Branch,
Chennai-600 003.

P(GS)443/XII/Workstudy/2020

Dt. 10.08.2020

Dy.CPLO/HQ/MAS

Sub: Work Study to review the Ministerial Staff Strength at Personnel Branch Headquarters by the Planning Branch for the year 20-21 - HQ/MAS

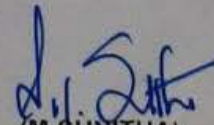
Ref: Your letter No:G.275/WSSR-202021/2020-21 Dtd:-03.08.2020

With reference to your letter cited the following details are furnished below

1. As on date the Sanction, Actual, Vacancy position of Personnel Branch, HQ is as under:

Sl. No	Category	SAN	ACT	VAC	Remarks
1.	Ch.OS	38	35	3	1-CN/MS, 2-GB, 1-RCT/MAS
2.	OS	113	105	8	1- RE/MS, 14-CN/MS & ERS, 1-CSTE/Proj/MAS @ MSC, 7- General Branch, 5-PB/Cell/ PER, 1- Vigilance, 1-Planning, 1-Sports, 1-Hindi, 1-RRC/MAS, 1-RRB/MAS, 1- NAIR/BRC, 1- Chennai Dn.
3.	Senior Clerk	32	5	27	1-Vigilance, 1-Planning
4.	Junior Clerk	27	21	6	2-General Branch, 1-RPM
5.	PS Gr. II	2	2	0	
6.	Steno Gr.I	7	13	+6	1-RCT/MAS
7.	Steno Gr.III	5	0	5	
8.	Supdt. Type	3	3	0	
9.	Chief Typist	3	2	1	1-Planning
10.	Ch. S&WI	20	20	0	
11.	S & WI	11	3	8	Panel published orders under issue
12.	General Assistant	52	26	26	1-CWM/CW/PER, 2-Planning

- II. Regarding Distribution of Staffs working in other office/Units is enclosed


(M.SUNITHA)

Asst. Personnel Officer/GL&HQ.
for Principal Chief Personnel Officer

II. VACANCY POSITION (SECTIONWISE) OF MINISTRIAL STAFF IN HQ/PB

S.NO	SECTION	SAC	ACT	VAC	Remarks
1	Mechanical	9	7	2	
2	Electrical	8	4	4	
3	Operating	9	7	2	
4	Comm&Catg	12	7	5	
5	Engineering	8	6	2	
6	S & T	6	4*	2	1-lien at per
7	* Medical	9	11	+2	
8	Gazetted	18	14	4	
9	Admn& Stat	16	10	6	1-Sick, 1-spared to GB
10	PB Cell PER	7	7	0	
11	DAR	6	4	2	
12	Welfare	9	12	5	
13	Settlement	8			
14	Co-ordination	7	5	2	
15	Court Cell	1	1	0	
16	Computer Cell	5	4*	1	1-lien at MAS
17	Stores	5	3	2	
18	Spl. Res. & OBC	5	3	2	
19	* FCC & Record Room	6	7	+1	
20	IR Cell & TRG	9	5	4	
21	Rules	5	3	2	
22	Confidential & RT	9	4	5	
23	* Pass	7	5	2	
24	SFC	0	2	+2	
	TOTAL	184	135	49	

NON PERSONNEL BRANCH/ OTHER UNITS

1	GenlBr, PG cell & CDO	16	122	4	
2	Planning & Hindi	0	3	+3	
3	CAO/CN & RE/MS	10	10	0	
4	RRB/MAS	0	1	+1	
5	Sports Office	0	1	+1	
6	MAS Divn	0	2	+2	
7	PB/RPM	1	1	0	
8	Vig	8	12	+4	
	TOTAL	34	42	+8	
	GRAND TOTAL (185+34)	220			



SOUTHERN RAILWAY

No.P(GS)135/XII/Surrender of post 2020

Headquarters Office,
Personnel Branch,
Chennai – 600 003.

Dated : 27.11.2020.

SDGM/S.RivSub : Work study to review the Ministerial Staff strength at IR & Training
Section and General Assistants in Personnel Branch/HQrs - Reg.Ref : 1. Your letter No.G.275/WSSR-202021/2020-21 dated 19.10.2020.
2. This Office memorandum No.P(GS)135/XII/Surrender of posts 2020
dated 21.08.2020

A Work Study was conducted to review the staff strength of IR & Training Section and General Assistants pertaining to Personnel Branch/HQrs. The Planning Branch has recommended for surrender of 5 posts of Junior Clerk-cum-Typist in Pay Matrix Level-2 and 15 posts of General Assistant in Pay Matrix Level-1.

In this connection, it is hereby informed that this office has already surrendered 5 posts of Junior Clerk-cum-typist in Pay Matrix Level -2, 1 post of Chief Typist in Pay Matrix Level-6 and 15 posts of General Assistant in Pay Matrix Level-1, vide memorandum dated 21.08.2020, based on the Railway Board's letter dated 02.07.2020.

Necessary action may be taken in this regard.

This has the approval of Competent Authority.

(M. Sunitha)

Asst. Personnel Officer/GI & HQ
for Principal Chief Personnel Officer