

SOUTH WESTERN RAILWAY



Work Study

ON

**“Review of Staff strength of Non Personnel Branch in Railway
Workshop UBLS ”**

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&

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Study conducted by –

**Work-Study Cell / S.W.R. / UBL
File No.G.276/WS/SWR/2020-21**

ACKNOWLEDGEMENT

The Work study team is grateful to Sri Umesh Kumar, Chief Workshop Manger, Hubli, for his encouragement to undertake the work study, whose advice helped the work study team for drawing conclusions. The work study team would like to thank Dy. CWM/UBLS for his valuable suggestions contributed for conducting Work study.

The study team wishes to thank all the supervisory and clerical staff (Ministerial) in extending their courtesy, co-operation in supplying required data by sparing their time beyond their normal duties without whose prompt response the study would not have been completed successfully.

SYNOPSIS

As per the approved programme and Railway Board instruction, a Work Study on “Review of staff strength at CWM/O/UBLS in Non Personnel Branch (NPB) was conducted. Present staff strength in CWM/O/UBLS in Non Personnel Branch (NPB) as per WPO/UBLS vacancy statement of 11/11/2020, there are **105** posts, against **74** men on Rolls with **31** vacant posts. To ensure smooth functioning and quicker means to accomplish assigned task information technology may be used extensively. This will enable in reducing excess manpower where ever required.

The work study team analyzed existing work load, employees employed, critical examination of existing practices and methodology. Based on the Railway Board guide lines, Work study team recommends for surrender of vacant posts and to outsource more non-core activities, which are not safety related, in view of the said guideline and instruction of Railway Board, Work Study team recommends to surrender **41** posts (**31** vacant posts, **05** post of Time office and **05** posts of CLC section of NPB section in CWM/O/UBLS).

1. Railway Board letter dated; 02. 07.2020 of Para 1.(c) stating that 50% of posts of existing vacancies to be surrendered in Non safety.
2. Railway Board letter dated; 02.15.07.2020 of Para 6 stating that more non-core activities, which are not directly related with train operations and safety can be outsourced.

The balance non safety posts can be surrender duly outsourcing the activities of staff as per Railway Board guideline.

Optimization of manpower results in improvement of work culture, and increase productivity.

The money value thus obtained can be utilized for creation of safety posts.

TERMS OF REFERENCE

As per the instructions of Railway Board, AGM SWR has approved Work study in Railway Workshop CWM/O/UBLS.

METHODOLOGY

The study team has adopted the following methodologies during the course of study.

1. Collection of statistical data.
2. Personal observation of present working system.
3. Interaction & discussion with senior supervisors and clerical staff of the sections.
4. Critical examination of the existing working system.

SUMMARY OF RECOMMENDATIONS

The work profile in Non Personnel Branch of CWM/O/UBLS is analyzed from the data collected i.e., total numbers of correspondence done for a period of **3** months.

After collecting data the actual work load and observation made by the work study team, the work study team recommended for surrender of **41** posts (**31** vacant posts, **05** post of Time office and **05** posts of CLC section of NPB section in CWM/O/UBLS).

Proposed Distribution of Non Personnel Branch staff in various shops of UBLS as per work study team

Sl. No.	Name of Shop	Present Staff distribution		Proposed staff distribution by Work study team	
		Office	Store	Office	Store
1	Paint Shop	2	2	2	2
2	Bogie Shop (Production–A, B & Welding)	2	4	2	4
3	Production -D	1	1	1	1
4	Air Brake Section	1	1	1	1
5	Millwright Shop & M & P	2	2	2	2
6	Yard Shop	Nil	Nil	Nil	Nil
7	BVZI Shop	1	1	1	1
8	Carriage Shop	2	4	2	4
9	Machine Shop	1	1	1	1
10	PCO	4	Nil	4	Nil
11	Time Office	17	Nil	12	Nil
12	CMT (LABORATORY)	1	Nil	1	Nil
13	Budget	2	Nil	2	Nil
14	BTC (Basic Training Centre)	1	Nil	1	Nil
15	CWM/O &ED CELL	16	Nil	16	Nil
16	CLC	5	Nil	Nil	Nil
	Total	58	16	48	16
	Grand Total	74		64	

Work study team opines that the **10** posts which are in excess to be surrendered based on the observation made during the study and workload of staff i.e. **05** posts of Time office and **05** posts of CLC.

The money value obtained due to surrender of posts may be utilised for creation of safety posts.

Posts recommended for surrender:

Sl. No.	Category	Sanction	Actual	Vacancy	Posts recommended for surrender
1	CH.OS	22	19	03	03
2	OS	63	45	18	28
3	Sr.Clerk	16	06	10	10
4	Jr. Clerk	04	04	Nil	Nil
	Total	105	74	31	41

After critical examination the work study team opines that the sanctioned strength of Non Personnel Branch of CWM/O/UBLS is excess to the present requirement.

05 posts of Time office which is in excess and **05** posts of CLC can be merged with Time office there is no need of having CLC separate as Biometric attendance system can generate the statement which is required for making Salary bill connecting to IPASS.

As such there is no Benchmarking and Yard stick for the above category of staff, however Work study team made recommendation duly analyzed the existing practices of working system, methodology, critical examination, workload and general observation of day to day working.

Hence the work study team recommends for surrender of **41 posts** (**31** vacant posts + **05** posts of Time office + **05** posts of CLC), based on the workload. The goal is to bring in perceptible changes in day to day management from the point of view of Railway Board guideline resulting in reduction of expenditure.

The money value obtained due to surrender of posts may be utilised for creation of safety posts.

CHAPTER- I

INTRODUCTION:

Capital and labour are the basic factors of production for any organization. The role of these two factors is complimentary and not supplementary. While the capital provides for basic infrastructure, labour makes use of the same and contributes for production. The requisite production cannot be achieved in the absence of any of these two factors.

Human resources are the most indispensable asset of any organization. Effective utilization of this asset is the prime responsibility of the Management, especially for an organization like Indian Railways. The Mechanical Department is one of the important department in Indian Railways and second largest department in terms of manpower employed.

The work force cost constitutes around 40% (excluding pension) of gross ordinary working expenses of Indian Railways. Human resource development and manpower planning are thus crucial for Indian Railways financial viability. Continuous updating and designing of job descriptions, reduction of number of categories for job enrichment through multi skilling, qualifications and responsibilities are need of the day.

Review of work methods and sequences regularly, so as to create groups for execution of job whenever new technologies are introduced. The controlling of the manpower and its best utility is the need of the hour in the organization. It is realized that output of every individual railway employee has to be substantially optimized to enable the railway system to work with requisite economy and achieve more productivity.

Keeping the reforms in view, there should be sweeping changes in the content and composition of manpower.

In view of the fore said objectives, Railway Board has advised the work study cell to take up a study on “Review of staff strength at Railway Workshop/UBLS.

CHAPTER- II

EXISTING SCENARIO:

Carriage Repair Workshop, UBLS deals with the maintenance of Rolling stock. The rolling stock comprises coaches and also includes electric. There are **105** sanctioned posts in Non Personnel Branch of CWM/O/UBLS against **74** staff on roll with 31 vacant posts. The Office is working duly following the norms of Office management. The papers are dealt in the concerned file and put up to the Officer through the Chief OS. The papers are received after the endorsement of the Officer concerned and dealt accordingly with proper noting and routed through the concerned section heads.

Carriage Repair Workshop, Hubli is functioning under the administrative control of Chief Works Manager assisted by Dy.CWM and other Officers in Senior/Junior Scales and Supervisory/Administrative staff.

There is an elaborate system functioning under CWM/UBLS for operational convenience and to carry out the work of CWM/UBLS Office, it is bifurcated in to following sections / cells.

1. Paint shop,
2. Bogie Shop (Production 'A', 'B' & Welding),
3. Production 'D',
4. Air Brake,
5. Millwright Shop,
6. Yard Shop,
7. BVZI,
8. Carriage Shop, /
9. Machine Shop,
10. Progress Office,
11. Planning Office,
12. Time Office,
13. Non Personnel Branch,
14. Information Cell,
15. M & P,
16. Laboratory,
17. Budget,
18. BTC,
19. Canteen,
20. WS & WA,
21. Personnel Branch,
22. Mechanical Stores Depot.

**Staff distribution Statement of Non Personnel Branch of UBLs
as per WPO/O/UBLs statement dated 11/11/2020.**

Sl. No.	Category	Sanction	Actual	Vacancy
1	CH.OS	22	19	03
2	OS	63	45	18
3	Sr.Clerk	16	06	10
4	Jr. Clerk	04	04	Nil
	Total	105	74	31

General duties of Office staff:

i) Chief Office Superintendent:-

The Chief Office Superintendent functions as supervisors of Shops/Offices, with defined allocation of subjects to be handled. The major duties performed by these staff are as under;

- a. Prompt and efficient processing of papers coming up for disposal in their section.
- b. Distribution of work amongst the staff.
- c. Appropriate development of abilities of the staff under them.
- d. Proper maintenance of files, registers and other documents and papers being handled in the Section
- e. Strict observance of the instructions contained in the Codes, Manuals, Office Orders including prompt submission of periodical statements
- f. Punctuality in attendance of the staff.
- g. Weeding out of old and unwanted papers/documents in the section.
- h. Chief Office Superintendents are authorized and are expected to take action on routine matters like sending reminders, interim replies, and issuing acknowledgements.

ii) Office Superintendent-

In the line of command, after Chief OS & OS/Grade-I comes OS/Grade-II/Head Clerk. They examine the case wise details and put up the papers quoting rules, orders and precedence of the subject. If the line of action is not clear, they bring out clearly the same for the consideration and suggest alternative/remedial action. They are fully responsible for their areas of work.

iii).Senior Clerk/Junior Clerk:

They are responsible for:

- a) Registration of papers coming to the section.
- b) Maintenance of various registers in the section. Typing and proof reading of such material as may be assigned to them by the Chief OS or other Supervisory staff.
- c) Preparation of various periodical statements and returns to be furnished by the section to the other sections or Offices.
- d) Ensuring dispatch of outgoing letters and files of the section.
- e) Indexing and recording work.
- f) Preparation and submission of simple notes and drafts under the guidance of the Chief OS.
- g) Any other work as instructed by supervisory staff.

CHAPTER- III

CRITICAL ANALYSIS:

There is an elaborate system functioning under CWM/UBLS for operational convenience and to carry out the work of CWM/UBLS Office. During the study it is observed that the office is not fully under E-office model, infrastructure to be developed in order to Optimization manpower results in improvement of work culture, and increase productivity.

1) Paint Shop.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
01	01	01	01	04

General Observation:-

There is total 4 staff working in this section. It is observed and analyzed the work load for the above shop is justified. The nature of job as shown below:

- a) Submitting daily absentee position to SSE's.
- b) Booking of Board duties, regular duties and shift duties.
- c) Training issuing various types of gate passes i.e, Not Found on Duty, Medical etc.
- d) Preparation of time sheet, TA journals programmes of staff etc.

2) Bogie shop (Production 'A', 'B' & Welding Shop).

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
02	03	Nil	01	06

General Observation:-

There is total 6 staff working in this section. It is observed and analyzed the work load for the above shop is justified.

3) Production 'D'.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
01	01	Nil	Nil	02

General Observation:-

There is total **02** staff working in this section. It is observed and analyzed the work load and found that these 02 posts are justified for the present work load.

4) Air Break Section.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
Nil	01	01	Nil	02

General Observation:-

There is total **02** staff working in this section. It is observed and analyzed the work load and found that these 02 posts are justified for the present work load.

5) Mill Wright Shop & M&P.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
02	02	Nil	Nil	04

General Observation:-

There are total **04** staff working in this section (02 for Office staff matters and 02 for stores). It is observed that 04 staff justified for the work load in this section.

6) BVZI Shop.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
Nil	02	Nil	Nil	02

General Observation:-

There are total **02** staff working in this section (01 for Office & staff matters and 01 for stores). It is observed that the staff strength is justified for the work load in this section.

7) Carriage Shop.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
02	04	Nil	Nil	06

General Observation:-

There is total **6** staff working in this section. (02 for Office & staff matters and 04 for stores). It is observed and analyzed the work load for the above shop staff strength it is justified. The nature of job as shown below:

- a) Preparing NS indents.
- b) Preparing all the records pertaining to NS indents.
- c) Preparing SAF stocking application forms.
- d) Taking zerox of drawings.
- e) Collecting of B/Q for making NS indents.
- f) Updating the records of stock items.

8) Machine Shop.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
01	01	Nil	Nil	02

General Observation:-

There are total **02** staff working in this section (01 for Office/staff matters and 01 for stores). It is observed that the staff strength is justified for the work load in this section as both the stores materials of machine shop and wheel shop are dealt separately in this section.

9) PCO

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
01	03	Nil	Nil	04

General Observation:-

There are total **04** staff working in this section, It is observed that the staff strength is justified for the work load in this section.

NATURE OF DUTIES:

- a) NS indents entries
- b) Notting's and covering letters
- c) Feeding estimates
- d) Gas position

10) Time Office.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
04	11	02	Nil	17

General Observation:-

There are total **17** staff working in this section, as per WPO staff distribution. Ch.OS is the overall in-charge of Time Office. Out of remaining 16 ministerial staff on roll, staff are deployed in Time Office for day today office correspondence, submission of incentive statement, Tally sheet including siren duties and other miscellaneous work. The major work of this section is Biometric attendance system and coordinating with the incentive clerks for submission of incentive hours, submission of SSMR, SMR and RSMR, preparing NDA, OT and NHA statement, connecting the details in IPASS to generate bills.

It is observed that the major portion of workload is managed through Biometric attendance system, hence the work study team recommends to surrender **05** posts of OS in Time office.

11) CWM/Office & ED cell.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
03	09	02	02	16

General Observation:-

There are total **16** staff working in this section, it is observed and analyzed the work load and found that 02 posts of Junior Clerks are operating separately for dispatch and receipts.

12) CMT Laboratory.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
Nil	01	Nil	Nil	01

General Observation:-

One staff is working in this section and the same is justified for the work load.

13) Budget Section.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
02	Nil	Nil	Nil	02

General Observation:-

There are total **02** staff working in this section It is observed and analyzed that the staff strength is justified for the work load.

14) BTC.

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
Nil	01	Nil	Nil	01

General Observation:-

It is analyzed and found one post is justified for the present work load.

15) YARD:

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
Nil	Nil	Nil	Nil	Nil

16) CLC:

Deployment of Staff:-

Ch.OS	OS	Senior Clerk	Junior Clerk	Total
Nil	05	Nil	Nil	05

General Observation:-

There are total **05** staff working in this section It is observed and analyzed that the data can be generated through Biometric attendance system, hence the work study team recommends to surrender **05** posts of OS in CLC and to merge the section in Time office as per the WPO statement of dated 11/11/2020.

CHAPTER- IV

SUGESSTIONS:

a) SINGLE FILE/PART FILE SYSTEM:

The title should be as brief as possible, should give at a glance sufficient indication the contents of entire file so as to serve as an aid to its identification. It should be articulated, i.e., broken up into components, each consisting of the minimum possible substantive word and expressing an element in the subject matter. The team suggested for Single file system to avoid delays in dealing files. As far as possible, there should not be a part file system which distract the main file and run into different files without proper placement of papers in main file. This may lead to unnecessary searching/wasting of time in case of need.

b) ELIMINATION OF SUPERFLUOUS OF WORK:

In small organization the flow of management information is generally fast which helps in quick decision making. The CME/Office has to take immediate steps to implement Management Information System (MIS) among all the sections to improve the effectiveness of working by elimination of duplication of works. This will enable in timely submission statistical statements to GM /Railway Board.

c) TRAINING ON OFFICE PROCEDURES:

To enhance potentiality of the employees it is always important to impart required training to make them to discharge their duties/responsibilities in an efficient manner.

d) USE OF COMPUTERS:

The increasing use of computers for repetitive tasks tends to eliminate the Clerk of low intelligence sometimes assigned to such work, thus raising the standard of intelligence among the remaining Clerks.

FOLLOWING ARE SOME OF THE GENERAL SUGGESTIONS REQUIRED TO BE OBSERVED WHILE DEALING THE FILES:

- a) Every file is created/moved /to take decision. This decision should be taken at the lowest level.
- b) Filing of papers should be decent looking and helpful for the decision maker.
- c) New covers should be placed on the old/stained /torn file covers;.
- d) Drafts, when the final letter is issued, should be removed from the main file.
- e) Outgoing letters should not be folded /pinned etc. which destroy their appearance.
- f) Multiple copies of letters /orders/transfer orders etc, should not be stored in files.
- g) Loose files should be generally avoided, or if at all necessary for taking fast decision, they should be immediately filed back in the relevant file.
- h) Only A-4 size paper should be used, which is the standard size of a Xerox paper. If paper available is large, they should be neatly folded in A-4 Size.

CHAPTER – V

FINANCIAL IMPLICATIONS:-

Implementation of work study recommendations will increase productivity and SWR Workshop
UBLS can save **Rs. 4,15,25,406.00** annually as shown below:-

SL. No.	Category	S	A	V	No. of Posts recommended for surrender/ Redeployment		Emoluments per month in Rs.	Total Emoluments per annum in Rs.
					Live posts	Vacant posts		
01	CH.OS	22	19	03	Nil	03	710775.00	85,29,300.00
02	OS	63	45	18	10	18	2420964.00	2,90,51,568.00
03	Sr. Clerk	16	06	10	Nil	10	3,28,712.00	39,44,538.00
04	Jr. Clerk	04	04	Nil	Nil	Nil	Nil	-
	Total	105	83	22	10	31	-	4,15,25,406.00
Grand Total					41		-	