



पश्चिम रेलवे
Western Railway

HQ-WESTERN RAILWAY



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**Title: Work-Study report of Departmental Catering Unit-CCG.
Year- 2020-21**

No. G.463/WR/WS-031/2020-2021

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633934/2020/O/o SWSO/HQ/CCG/WR

Synopsis of The Study

Study Number	: (No. G.463/WR-WS-31/2020-2021)
Name of Study	: Review of staff strength of Departmental Catering Unit-CCG.
Approved by	: AGM-Western Railway
Department	: Commercial
Division/Unit	: Churchgate
Study conducted During the period	: 2020-21
No. of Recommendations	: 3
Sanctioned Strength	: 102
No. of Men studied	: 77
Terms of Reference	Assessment of manpower requirement corresponding to existing/arising workload.

Projected Manpower

Phase - I

Category	Existing Cadre	Man on roll	Vacancy	Proposed Cadre	Proposed for Surrender	Vacant post	Live post
Group "C"	35	24	11	24	11	11	00
Group "D"	67	53	14	53	14	14	00

Projected Manpower

Phase - II

Category	Existing Cadre	Man on roll	Vacancy	Proposed Cadre	Proposed for Surrender	Vacant post	Live post
Group "C"	24	24	00	00	24	00	24
Group "D"	53	53	00	00	53	00	53

Financial Implication:

- Phase I -Total recurring Savings of Rs. 4,52,77,158/- (approx.) per annum.

- Phase II - Total recurring Savings of Rs. 5,83,25,440/- (approx.) per annum.

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The work study team wishes to acknowledge its gratitude to the following officers for co-ordination and assistance given by them :

Shri Sanjay Srivasatava	Dy.CCM(Ctg)-CCG
Shri Brejesh D Maurea	ACM(Ctg)-CCG

The work study team wishes to acknowledge its gratitude to Shri S K Dubey, CCTRI-CCG & Shri Shrikant Vanmali , Ch.OS(Ctg) CCG for the assistance given by them during the course of the study.

AUTHORITY

As per Additional General Manager's directives, Secy./PG has instructed to conduct a work study to review the staff strength of Departmental Catering Unit-CCG of Commercial department, CCG. Accordingly, a study has been conducted with a view to assess the requirement of man power of Departmental Catering Units.

TERMS OF REFERENCE

The Work study team has conducted the subject work study based on the following terms of References"

1. Existing strength of Departmental staff and their deployment.
2. Quantum of work performed by the staff at their work point

BASIS OF STUDY

1. Collection of Basic Data regarding sanctioned strength and deployment.
2. Assessment of workload at catering units.
3. Discussion in details with coordinating officer / Supervisor / Staff.
4. Critical analysis of the data collected.
5. Recommendations for need base staff in the present context.
6. Financial implications.
7. Commercial Circular 20/ 2017- Catering Policy 2017.

As per Hon'ble MR Rail Budget 2016-17 has announced as under:-***"69(1) IRCTC would begin to manage catering services in a phased manner, IRCTC would unbundle catering services by creating a distinction primarily between food preparation & food distribution."***

8. **Railway Board Letter No. E(MPP)2018/1/1 dated 02.07.2020(RBE 48/2020)-** Review of Policy Of Creation of Posts:
9. **(a)** Surrendering 50 % of existing vacancies, in other than safety category.

10. **FC's D.O No.2015-B-235 dated 19.06.2020 to GM's Indian Railways-**
Strategy/Action Plan for controlling expenditure and enhancing earnings.

11. **Railway Board Letter No. E(MPP)2016/1/59 dated 10.01.2017** –Effecting savings in manpower costs-Outsourcing –More non-core activities which are not directly related with train operations and safety can be outsourced.

SUMMARY OF RECOMMENDATIONS

1. **Recommendation No 1:** 25 vacant posts of Group “C” & “D” Staff found redundant needs to be surrender immediately.
2. **Recommendation No 2:** The Departmental Catering units-CCG to be handed over to IRCTC and balance 77, Group “C” & “D” staff (Men on Roll) to be surrendered.
3. **Recommendation No.3:** After handing over of Departmental Catering-CCG to IRCTC, the present on roll catering staff may be redeployed as per policy guidelines of Railway Board.

Chapter 1	Introduction
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Indian Railway is the life line of the country. It caters to all the needs for large scale movement of traffic, both passenger and freight traffic, thereby contributing to economic growth and at the same time promoting national integration. The economic, industrial and agricultural development of the country to a great extent is inextricably dependent on Indian Railway's development and fortunes. As such the organization is to be viewed as a financially viable one and we should endeavor to make the best use of its machinery and manpower to achieve maximum utility.

Indian Railway is rapidly proceeding towards modernization in all fields. The Railway administration has reiterated that the pace of railway modernization needs to be vigorously accelerated and that a paradigm shift in provision and delivery of rail services is called for. The need of the day is to concentrate on the core activities of infrastructure and operation. The action plan for the future should be planned with a view to:-

- Achieve a quantum reduction in manpower requirement for sustaining financial viability of IR with rising manpower costs.
- Lateral thinking to identify unconventional areas for reduction of dependence on manpower.
- Switch over from the conventional labour-intensive working methods to technology- intensive methods to reduce human intervention to a bare minimum.
- Use of such systems that require much less maintenance, review, periodicity of maintenance schedules and improves reliability.
- To rationalize the working of departments.

The need of the day is to devote basically on the transportation part. As such, it has been decided that the Catering department is to be wholly offloaded and managed by the Indian Railway Catering & Tourism Corporation (IRCTC). As per the new catering policy, 2017, a large chunk of catering activities has been transferred to IRCTC. Hence, the Zonal Railways have to accordingly curtail their role in the areas of Catering.

The Departmental catering was introduced in Indian Railways in 1955-56 on a 'No Profit, No Loss' basis at selected important stations and in certain train services so as to set the standard and service as a model. Due to recurring losses, Railway Board decided (1968) to adopt economy measures which inter alia included handing over the units running with recurring losses to contractors and run the departmental units on a nominal profit of three to four per cent which was to be ploughed back for effecting improvement in the services.

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The Departmental Catering is under the administrative control of the Principal Chief Commercial Manager. The executive control, except in the matters specifically notified by the railway administration concerned rests with the Chief Commercial Manager (Claims & Catering) in the Headquarters office, who is responsible for the day-to-day working of the various units on the railway in regard to expenditure, works and other matters relating to their efficient working. On railway, where the control of the catering units is decentralized, the executive control in the matters referred to above rests with the Divisional Commercial Manager.

Railway is a vast organization exerts its work in an efficient way with inducement of new technology & methodical reforms. Manpower is the biggest component of the expenditure of IR. So Railway administration has to invite timely several reviews of the existing resources to achieve more & more productivity, control over expenditure & thresh out the surplus /redundant/unproductive activities by search for and implementation of best practices.

The catering staffs are regular employee of the Railway administration & the wages etc. are bear by railway administration. IR is facing a severe financial Crunch. The need of the hour is to improve the efficiency (Increase income and reduce expenditure) of the railways to overcome this crisis.

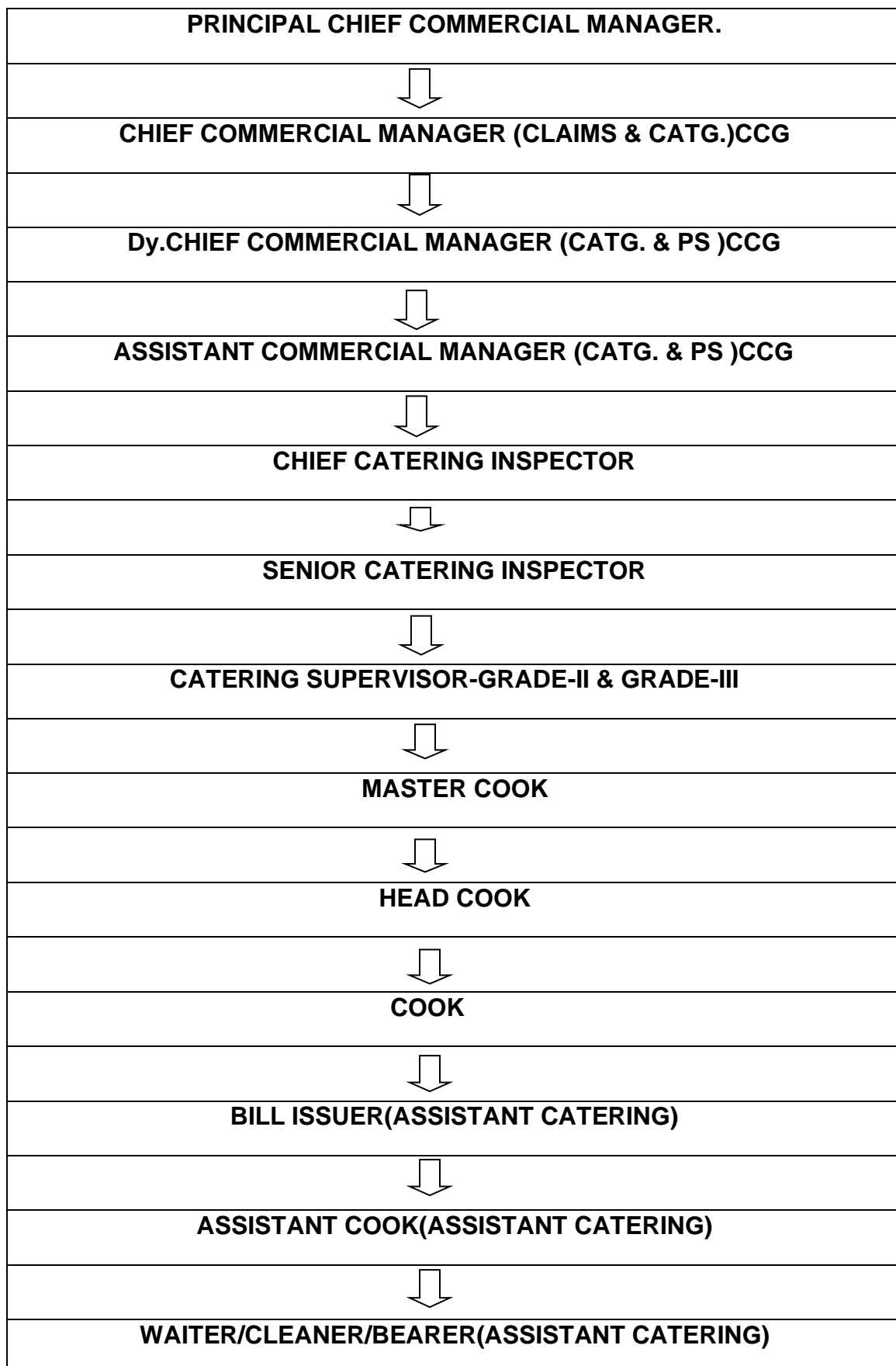
Catering staff of Catering units on Western Railway are under the administrative control of Chief Commercial Manager-(Claims & Catering) CCG. There are 08 stall units located at Churchgate and 02 (01 Bellasis Rail Café Unit & 01 stall)at MMCT which is currently handled by Departmental Catering-CCG. These units cater to the needs of food requirement of passenger traffic in Railway stations where these units are situated. The main function of Departmental Catering staff is to manage catering Units on platform at Churchgate & Mumbai Central Railway station.

The study has been taken up with a view to pin point those posts which have fallen redundant due to change in technology, and outsourcing of such non-core activities not involving safety. The methodology for conducting the study is as per the current directives of Railway Board. This work study has been conducted to estimate judicious staff strength & identify redundant posts, if any, & also suggests ways to bring improvement & effectiveness in its work by exploring the possibility of out sourcing the Catering activities on contract basis.

The details of in depth analysis of data & observations have been discussed in forth coming chapter.

Chapter 2	Existing Organizational Set up & Classification of Duties.
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2.0 The organizational set-up of Departmental Catering- CCG are as follows.



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2.1 CATEGORY WISE MANPOWER POSITION AS ON 01.06.2020.

DEPARTMENTAL CATERING UNIT-CCG					
Sr.No.	Category	Grade Pay	Sancti oned cadre	Men on Roll	Vacancy
1	CCTRI	4600	09	08	01
2	Sr. CTRI	4200	06	04	02
3	Ctg. Sup.Grade .II	2400	03	02	01
4	Ctg Sup. Grade.III	2000	04	01	03
5	Master Cook	4200	05	03	02
6	Head Cook	2800	04	02	02
7	Cook	1900	04	04	00
8	Bill Issuer	1800	02	02	00
9	Asst. Cook	1800	05	03	02
10	Waiter/Cleaner/Bearer	1800	60	53	14
	Total		102	77	25

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2.2 Activities : - Departmental catering staff dealt in vending activities at railway station platforms. The function of catering units are as under:-

- 2.2.1 Procurement of Raw material.
- 2.2.2 Maintain account of purchase & sale.
- 2.2.3 Preparation of Income & Expenses, profit & loss account statement & balance sheet.
- 2.2.4 Accountal of daily quantity of raw material & manufactured articles.
- 2.2.5 Kitchen activities:- Preparation of various types of eatable items, tea, coffee, & snacks etc.
- 2.2.6 Maintenance of dead stock.
- 2.2.7 Serving snacks, packed items, Janta Khana & light refreshment to passengers.
- 2.2.8 Cleanliness of utensil & table of dining room etc.
- 2.2.9 Maintenance of leave records.
- 2.2.10 Dealing correspondence of catering activities.
- 2.2.11 Other allotted catering activities from time to time.

2.3 Duties and Responsibilities of staff working in Catering department are as under: -

2.3.1 Group-I: Supervisory Staff :-

- 1. Chief Catering Inspector/ Sr. Catering Inspector
- 2. Catering Supervisor Grade II & III.

2.3.1.1 Chief Catering Inspector & Catering Inspector:-

- ✓ Supervision of the working of catering activity of unit and inspection of the quality of snacks/tea, meal.
- ✓ Procurement of the raw material from market. He is responsible for running of stalls.
- ✓ Deputation of the cleaner & bearer to stalls for cleaning & manning of stalls.
- ✓ Preparation of the duty roster of staff.
- ✓ VIP catering services of MR, GM, PHOD's as per instructions.
- ✓ Receives, Issue & Maintain records of Raw material & MFG items to stall.
- ✓ Maintain periodical medical register.
- ✓ To purchase food & snacks items from local purchase if required.
- ✓ To withdraw the amount for purchase of perishable food articles like milk,

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bread, etc. for departmental catering units from sale off of unit.

- ✓ Catering Inspector certifies the written off amount against food wastages prepared by unit manager.
- ✓ Preparation of Profit & loss account and Balance Sheet.

2.3.1.2 Catering Supervisor

- ✓ The Catering Supervisor -To looks after the catering activities during their shift.
- ✓ DManager in Ist Shift (06:00 to 14:00)hrs & IInd Shift(14:00 Hrs to 22:00 hrs)
- ✓ Deputes staff as per roster to stalls & kitchen.
- ✓ Maintains Personal Cash Register of the staff.
- ✓ Check Cleanliness & uniform of the staff.
- ✓ Takes Sales of all the stalls & remit to CBS Office at the end of Shift daily.
- ✓ To supervise the service provided to passengers in the running train.
- ✓ To maintain the record of stock and supervise the quality of snack and meal.
- ✓ To keep the records of daily sale of snacks, beverages, Janta Khana etc.
- ✓ To maintain the dead stock of the Janahar & stalls.
- ✓ To perform any other work assigned by catering inspector. To dealt with quantity of raw material, manufactured items and other utensils in the possession of catering units.
- ✓ He will be Incharge of canteen in each shift and keep the records of daily snacks, sales and handover the daily sales to reliever on the same day.

2.3.2 Group-II : Technical staff (Master Cook, Head Cook, Cook)

- ✓ To see the gas store intact and cylinder.
- ✓ As per the requirement to prepare the snack. & Eatable as per the formula.
- ✓ Preparation of fast food items such as Cutlet/Burger/Veg Roll Etc.
- ✓ Prepare VIP catering food as per requirement.
- ✓ Prepare lunch in GM's kitchen, ORH as per requirement.
- ✓ To maintain the cleanliness and quality of snacks.
- ✓ After preparation of snacks and eatable handover to the canteen in charges/ his assistants.
- ✓ It is the duty of the cook to prepare and handover the snacks and eatable within the specific timing as per instructions from time to time.
- ✓ To maintain the correct stock position of the raw material daily, handed over to him under his custody.
- ✓ He is responsible for the dead stock i.e. Utensil/Gas etc., which is handed

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over to him for the preparation of snacks.

- ✓ Cook is responsible to assist the Master Cook and in absence of Master Cook he is fully responsible of the Cook.

2.3.3 Group-III: Erstwhile Group “D” staff (Bill Issuer, Assistant Cook, Waiter/Cleaner/Bearer,

1. Bearer/Bill Issuer:-

- ✓ To bring raw materials from stores/Godowns and hand over the material to the catering Inspector/ Manager as per order of concern In charge on the date.
- ✓ Issue bill to passengers and Take sales at the end of the shift and remit at Booking Office.
- ✓ To carry eatable/snacks prepared by cook and handover to concern passenger.
- ✓ To assist Cook and Tea maker.
- ✓ To bring filled LPC Cylinder and return the empty to the concern Gas Agency.
- ✓ To perform any other work assigned by Catering Inspector/Manager.
- ✓

2. Cleaner:-

- ✓ To wash utensils/cups-sources etc.
- ✓ To assist Cook and Tea maker.
- ✓ To perform any other work assigned by Manager/Catering Inspector.
- ✓ To maintain cleanliness in the stall and nearby areas.

2.4. The following Profit & Loss A/c figures for last three financial years ending 2018, 2019 and 2020

<i>The Profit & Loss of Departmental Catering Stalls - CCG Unit</i>					
<i>Sr. NO.</i>	<i>Year</i>	<i>Debit</i>	<i>Credit</i>	<i>Loss</i>	<i>Profit</i>
<i>1</i>	<i>2017-2018</i>	<i>38301979</i>	<i>29028036</i>	<i>9273942</i>	<i>0</i>
<i>2</i>	<i>2018-2019</i>	<i>43660350</i>	<i>34339272</i>	<i>9321078</i>	<i>0</i>
<i>3</i>	<i>2019-2020</i>	<i>43913183</i>	<i>39603909</i>	<i>4309274</i>	<i>0</i>
<i>Total</i>		<i>125875512</i>	<i>102971217</i>	<i>2,29,04274</i>	<i>0</i>

Chapter 3	<u>Critical Analysis.</u>
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3.1 The work study team visited all the location of Catering units at CCG & MMCT, observed the activities carefully and the deployment of staff. The activities dealt by them were noticed minutely by the team. Churchgate & Mumbai Central station are important stations. The number of passenger turns up at the stations in a day is also large. Both the catering units Churchgate & Mumbai Central station are running into huge losses for the years together. As per data available, the Departmental Catering Unit-CCG is bearing huge losses during the last 03 years. **(Para 2.4)**

3.2 All the above Profit & Loss Account statements for last 03 years shows that there is a huge loss in catering sector it is the need of hour to minimise the losses to the Railway exchequer.

The Work Study team discussed the catering activities with CCTRI- CCG. It was observed that Departmental Catering is also handling VIP Catering services of MR, GM, PHOD's & meeting arrangements at HQ Office- CCG as per instructions of Dy CCM & ACM (Catg.)CCG.

3.3 Out of the 77 (MOR), currently, there are 54 staff at Catering Unit – CCG station & 07 staff looking after Bellasis Rail Café Unit& 01 stall unit at MMCT station. The rest of the staffs are working under ACM (Catg.)CCG at Hq Office. The Kitchen Cell, CCG is supplying Janata Khana, Puri Bhaji, Tea, Coffee, Cutlets etc. for sale to the stalls at CCG. The current deployment of staff at stalls and Kitchen in CCG are as follows.

Designation	MOR
CCTRI	01
Sr. CTRI	02
Catering Inspector	02
Bill Issuer	01
Master Cook	03
Head Cook	01
Cook	03
Asst. Cook	03
Asst. Catering	37
Total	53 + (01 Long absentee)

- 3.4 The 07 staff including Sr.CTRI are looking after Bellassis Rail Café Unit and 01 stall on PF 3/4 at MMCT station. They are looking after the stalls, VIP catering at DRM's Office, Saloon as per requirement. The rest of the MOR are utilized in Catering Cell, CCG for various other office work including Catering Inspections. Currently, RG & LR are also internally managed through available MOR.
- 3.5 The Catering Policy in Indian Railways has been changing frequently over the years in principles and guidelines governing it. Prior to the year 2000, the catering services were managed through departmental operations and through licensing of catering services. During 1999, IRCTC was set up as an extended arm of Indian railways under the Companies Act and from 2002 onwards, catering service was given to it. First Catering Policy was introduced in 2000 which was revised in 2005, 2010 and again in 2017.
- 3.6 Western Railway Departmental Catering units at Churchgate was established with the motive of providing quality & hygienic catering services at affordable prices to travelling passenger. The unit was handed over to IRCTC in terms of Catering Policy 2005 & staff working was redeployed in other departments as per options given by the staff & some staff was transferred to IRCTC as per there options.
- 3.7 Later, on introduction of Catering Policy 2010, the management of Departmental catering was reassigned to Zonal Railways. Accordingly, IRCTC has handed over Departmental units to Western Railway for further management in the year 2011. However, Departmental unit keep on incurring losses due to non-revision of tariff of catering items vis-a-vis increase in cost of raw materials & other inputs.
- 3.8 The Work Study team discussed the catering activities & other related factors with ACM (Catg.) during the course of work study. There are huge losses in running the Departmental Catering Units, which can't be ignored. The Work study team is of the opinion that the catering activities should be handed over to IRCTC as per New Catering Policy, 2017, which will in turn helps to generate revenue. The VIP catering, special catering, Rly Club catering and other semi-official catering such as Women's Welfare Organization, Cultural function, sport function etc. should henceforth be done by private caterers. It was observed that the Mobile units have been already handed over to IRCTC as per Catering Policy, 2017 guidelines. The Departmental Catering Units at CCG and MMCT are controlled by HQ Office, CCG and are yet to be transferred to IRCTC.
- 3.9 As per **Commercial Circular 20/2017**, New Catering Policy came into effect from 27.02.2017. Hon'ble MR during Rail Budget 2016-17 had announced that the catering services of Railways would be managed by IRCTC in a phased manner by setting up of mechanized, sophisticated base kitchen to ensure fresh and hygienic supply of food on trains."
- 3.10 As per **Para 3.8.14** of Catering Policy, 2017, "The mobile and kitchen units to be handed over to IRCTC in this policy are presently managed either through a

licensee or departmentally or through a licensee or departmentally or through a temporary arrangement. Zonal Railways and IRCTC shall finalize and submit to Railway Board an action plan within 30 days of issuance of this policy wherein the list of units alongwith the status and the time frame in which it shall be handed/taken over shall be stated". Hence, in Catering Policy 2017, it was decided to handover Departmental units to IRCTC & deploy the staff engaged in catering activities.

3.11 As per **Railway Board Letter No. E(MPP)2018/1/1 dated 02.07.2020 (RBE 48/2020)-** Review of Policy on Creation of Posts:

- (a) Freezing new posts creation except safety, till further orders.
- (b) Reviewing of posts created in last two years and if, recruitment has not been done against these posts, reviewing the same for surrendering and
- (c) Surrendering 50 % of existing vacancies, in other than safety category

3.12 As per **Railway Board Letter No. E(MPP)2016/1/59 dated 10.01.2017 –** Effecting savings in manpower costs-Outsourcing –More non-core activities which are not directly related with train operations and safety can be outsourced.

Over and above the Bibek Debroy committee's report has also remarked that a lot of tasks carried out by Indian Railways are not at the core of the prime business of rail transportation. These activities include running hospital, schools, catering, real estate development, housing construction, RPF, manufacturing of rolling stock parts etc. So we should aim at dispensing ourselves from these non-core activities to efficiently compete with the private sectors. As such the present on roll staff should be immediately redeployed and the resultant vacant posts to be surrendered upright

3.13 The work study team has come to the conclusion that all the **25** Vacant posts of **Group 'C' and 'D'** has become redundant and required to be surrendered immediately.

The Departmental catering Units at CCG & MMCT under administrative control of HQ Office should to transferred to IRCTC as per Catering Policy, 2017 and remaining 77 (**MOR**) to be surrendered subsequently.

3.14 **Recommendation No 1:** 25 vacant posts of Group "C" & "D" Staff found redundant needs to be surrender.

Recommendation No 2: The Departmental Catering units-CCG to be handed over to IRCTC and balance 77 (current **Men on Roll**) to be surrendered.

Recommendation No.3: After handing over of Departmental Catering-CCG to IRCTC, the present on roll catering staff may be redeployed as per policy guidelines of Railway Board.

Chapter 4	Financial Implications
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**DEPARTMENTAL CATERING UNIT-CCG, COMMERCIAL DEPARTMENT,
HQ OFFICE.**

4.1 After carefully scrutinizing the current working scenario of entire cadre of Departmental Catering Unit, CCG, the work study team proposes vacant **25 (11 Group “C” & 14 Group “D”)** as surplus against sanctioned cadre of **102** to the requirement and recommends for immediate surrender. The balance present **MOR of 77(24 Group “C” & 53 Group “D”)** maybe surrendered on transfer of Departmental Catering-CCG to IRCTC.

4.2 The work study team has identified **25** posts for surrender in **Phase - I** and **77** posts in **Phase –II**.

Phase – I

Category	No. of Surplus posts	Average cost per Employee	Annual saving in Rs.
Group- C	11	Rs. 10,03,714	Rs 11040854
Group- D	14	Rs. 6,45,968/-	Rs 34236304
Total	25		Rs 4,52,77,158

Phase – II

Category	No. of Surplus posts	Average cost per Employee	Annual saving in Rs.
Group- C	24	Rs 1003714	Rs.2,40,89,136
Group- D	53	Rs. 6,45,968/-	Rs.3,42,36,304
Total	77		Rs 5,83,25,440

4.3 On implementation of the recommendations brought out in the work study report, annual recurring saving, per annum can be achieved as follows:-

Phase I - Annual recurring saving of **Rs.4.52 crores per annum** can be achieved.

Phase II - Annual recurring saving of **Rs.5.83 crores per annum** can be achieved.

-:END:-