

**STUDY REPORT
ON
REVIEW OF STAFF STRENGTH OF
MINISTERIAL STAFF OF LOCO CARRIAGE & WAGON WORKSHOP
UNDER CWM/DAHOD WORKSHOP,
RATLAM DIVISION**

Study No.G.463/WR/WS- 01/2020-2021

<u>Led by:</u>	<u>Study Conducted by:</u>	<u>Assistance from Division</u>
Shri. Rakesh Kumar (Secy./PG-CCG)	Shri. Ashish Vijay Dube CWSI/ CCG	Shri. Ambalal Labhana APO (Dahod Workshop)
<u>Guided By:</u>	Shri Sheenu Panicker CWSI/ CCG	
Shri. Sudhindra Sharma	Shri Arun Sarfare CWSI/CCG	
SWSO-CCG		

**Planning & Efficiency Cell
Headquarter Office
Churchgate
Mumbai – 400 020**

EXECUTIVE SUMMARY

Serial No.	-	01
Study No.	-	WR/WS-01/2020-21
Case No.	-	G.463/WR/WS-01/2020-2021
Subject	-	Review of Staff Strength of Ministerial Staff under CWM/ Dahod Workshop.
Area	-	Ratlam Division
Department	-	Personnel
Authority	-	AGM/CCG
Terms of Reference	-	Assessment of Man power requirement – Corresponding to existing staff strength.
No. of Recommendations	-	01 (ONE)
Summary of Recommendations	-	Placed on Page No. 6
Projected Manpower		

Sr No.	Category	Existing Cadre	Men on roll	Vacant post	Live post	Proposed for surrender	Proposed Cadre
01	Group 'C' (Ministerial cadre)	148	100	46	02	48	100

Financial Implication - Recurring Savings of **Rs. 481.78 Lakhs per annum**

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Shri. Ambalal Labhana	APO-Dahod Workshop
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The work study team wishes to acknowledge its gratitude to Shri Chunbad M Ch. OS of Personnel Department of Loco Carriage & Wagon workshop, Dahod, Ratlam Division for the assistance given by them during the course of the study.

TERMS OF REFERENCE

As per Additional General Manager's directives, Secy./PG has instructed to conduct a work study to review the staff strength of Review of Staff Strength of Ministerial Staff of Loco Carriage & Wagon workshop under CWM/ Dahod Workshop of Ratlam Division. Accordingly, a study has been conducted with a view to assess the requirement of man power over Dahod Workshop, Ratlam Division.

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<u>METHODOLOGY</u>	
Collection	Of data required for conducting the Work Study.
Observation	Of area wise and activity wise working system.
Scrutiny	Of data collected, existing staff strength, deployment, quantum of workload arising.
Discussion	With Co-ordinating Personnel & Officers of Concerned Department. Staff in regard to workload arising and actual requirements of staff.
Consideration	Of suggestions and guidelines given by Co-ordinating Officers.
Assessment	Critical examination of existing of working and comparison with cost of manpower provided by Railway vis-a-vis opting for out sourcing the activity.
Provision	Of Leave Reserve and Rest Givers on the bare proposed manpower.
Identification	Of surplus posts available over of surplus posts available over and above the need based requirement and discussion with APO- Dahod Workshop at the time of Study.
Proposal	For adoption of change in existing working system.
Finalization	Of Work Study report with recommendations.

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SUMMARY OF RECOMMENDATIONS

Recommendation No. 1 :-

Refer Para: 2.39

After carefully scrutinizing the current working scenario of entire Ministerial Staff of Loco Carriage & Wagon workshop under CWM/ Dahod Workshop of Ratlam Division the work study team propose **48** posts as surplus against sanctioned cadre of **148** to the requirement and recommended for surrender immediately.

Summary of Recommendation:

Sr No.	Category	Existing Cadre	Men on roll	Vacant post	Live post	Proposed for surrender	Proposed Cadre
01	Group 'C' (Ministerial cadre)	148	100	46	02	48	100

Financial Implication - Recurring Savings of **Rs 481.78 Lakhs per annum**

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CHAPTER – I

1.0 INTRODUCTION:

Dahod is situated on the main line Trunk Route, Mumbai- Delhi in between Vadodara and Ratlam. It is a bordering district of Gujarat with sharing boundaries with Madhya Pradesh and Rajasthan. It is also a major trading for food grains. Originally the Dahod Loco Carriage and Wagon Workshop was constructed for POH of steam loco motives. The foundation stone was laid on 14th January 1926 and the Workshop started functioning in the year 1931. During the steam locomotives era, it was considered as one of the best workshop on the Indian Railways. It is situated at a distance of 2.5 Kms from Dahod Railway Station. The workshop was entrusted the work of rejuvenation of BOX-N Wagon after abolition of steam loco POH work load, in May 1992. Afterwards, the POH of Elect. Loco and MEMU started in year 1997 and September 1998. The concept of Mid Term Rehabilitation (MTR) of Elect. Loco came in existence in year 2000-01 and Dahod was the only workshop nominated to undertake this work on Indian Railway. The MTR of Elect. Loco started at Dahod in January 2004. According to the repair activities carried out in the Loco Workshop, Dahod. It was renamed **Loco Carriage and Wagon Workshop**.

The Railway administration has to be making the best of its resources including manpower keeping them at the optimum level to attain the financial viability. Taking into consideration to these objectives, the Railway Board has emphasized to take up review on staff strength of various departments in the Railway. In pursuance with this policy of Railway Board, the Planning & Workstudy Cell has conducted this work study on to assess the requirements of staff strength of Ministerial staff under CWM/Dahod workshop.

The study was conducted for the Ministerial staff of Loco Carriage & Wagon Workshop, Dahod. The ministerial staff under APO(Dahod) are deployed in 13 sections in the premises of CWM office and in 09 workshop office located inside the main Workshop. Similarly, there is a Railway Secondary School located in the Railway colony wherein single ministerial staffs are posted for managing day to day work. A Manager and Supervisor from the ministerial cadre is posted in the staff canteen for better management. A Railway Hospital is located in the Railway Colony which has 08 Ministerial staff in it to look after day to day working.

The Ministerial staff of Dahod workshop is currently looking after following no. of staff of each department other than Retired staff.

- Mechanical: 1615.
- Electrical: 170.
- Hospital: 64.
- Railway secondary school: 22.
- Canteen: 18.

1.1 RATIONALE FOR CONDUCTING THIS STUDY:

- Man power is the most costly and precious resource over Indian Railway and right sizing is the need of the hour.
- Focusing attention on core activities by reducing/elimination of non- core activities.
- Improving the efficiency (output/input) either by improving the output (numerator) or by decreasing the input (denominator).
- Up-gradation/introduction of automation/innovations
- Outsourcing of noncore activity.
- Reducing/removing redundancy in work.
- Availability of better process/technology.

1.2 MAN POWER :

The Ministerial staff cadre is basically divided into four (04) departments i.e. Mechanical, Electrical, Medical & Railway Secondary School. The sanctioned cadre, Man on Roll and Vacancy position of Ministerial Staff, Dahod Workshop is as follows :-

Sr. No.	Section	Existing Cadre				Proposed Cadre					
		Existing Cadre	Men On Roll	Vacancy position	Excess	Proposed Cadre	Proposed for surrender	Vacant post	Live post	Excess.	Para
1	E-1	7	7	0	0	7	0	0	0	0	2.4.3
2	E-2	6	4	2	0	4	2	2	0	0	2.5.3
3	E-3	3	2	1	0	2	1	1	0	0	2.6.3
4	E-4	14	9	5	0	9	5	5	0	0	2.7.3
5	E-5	6	5	1	0	5	1	1	0	0	2.8.3
6	E-6	7	7	0	0	7	0	0	0	0	2.9.3
7	Conf.	3	3	0	0	3	0	0	0	0	2.11.1
8	Hindi Cell	1	0	1	0	1	0	1	0	0	2.12
9	Welfare	2	2	0	0	2	0	0	0	0	2.13
10	Drawing	1	0	1	0	0	1	1	0	0	2.14
11	Budget	4	3	1	0	3	1	1	0	0	2.15.1
12	General Section	7	4	3	0	4	3	3	0	0	2.17.1
13	Estate Sup Sec	1	1	0	0	1	0	0	0	0	2.18
14	Work Section	7	4	3	0	4	3	3	0	0	2.19
15	Progress	9	4	5	0	5	4	4	0	0	2.20.1
16	PMS	3	2	1	0	2	1	1	0	0	2.21.1
17	Time Office	13	9	4	0	5	8	4	4	0	2.22.2
18	Wagon Shop	4	2	2	0	2	2	2	0	0	2.24.1
19	BRS	1	1	0	0	1	0	0	0	0	2.25.1
20	LRS	8	5	3	0	5	3	3	0	0	2.26.1
21	Welding	3	2	1	0	2	1	1	0	0	2.27.1
22	Tool Room	1	0	1	0	0	1	1	0	0	2.28.1
23	Memu	1	0	1	0	0	1	1	0	0	2.28.1
24	CMRS	1	0	1	0	0	1	1	0	0	2.28.1
25	Wheel Shop	2	1	1	0	1	1	1	0	0	2.32.1
26	Smith	1	0	1	0	0	1	0	0	0	2.28.1
27	Mill Write	4	3	1	0	3	1	1	0	0	2.32.1
28	Fabrication	1	0	1	0	0	1	1	0	0	2.28.1
29	Yard Shop	2	1	1	0	1	1	1	0	0	2.32.1
30	Canteen	0	2	0	2	2	0	0	0	2	2.33.1
31	Railway School	1	1	0	0	1	0	0	0	0	2.35.1
32	Electrical	14	8	6	0	8	6	6	0	0	2.37.1
33	Medical	10	8	2	0	10	0	0	0	0	2.36.1
		148	100	50	2	100	50	46	4	2	

1.3 In view of major technological changes taking place in the Indian Railway System, it is imperative to identify activities that have become redundant and re-deploy the staff that become surplus. Benchmarking is based on dynamic and comparative analysis and thus is very useful tool to manage efficient deployment of staff and monitor effects of improvement in working practices, use of new technologies and level of outsourcing. Railway Board vide letter no. E(MPP) 2008/1/84 dated 13.12.2008 had directed to Zonal Railways to bring down the Man Power Ratio's for activities which are above the Indian Railway average.

1.4 Accordingly, the Work Study has been undertaken to review the staff strength vis-a-vis the work load of Ministerial staff of Dahod Workshop. The study is elaborated in the forth coming chapter.

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CHAPTER – II

2.0 Analysis of work load and staff strength of Ministerial Staff . Dahod Workshop:

2.1 The existing Ministerial Staff of Dahod Workshop is headed by APO and basically utilised into Four departments.

2.2 (A) Mechanical Department,
(B)Electrical,
(C)Medical,
(D)Railway Secondary School.

A. <u>Mechanical Department</u>
1. E-1 Section.
2. E-2 Section
3. E-3 Section
4. E-4 Section.
5. E-5 Section
6. E-6 Section
7. Confidential Section.
8. Hindi Cell.
9. Welfare Office.
10. Drawing Office.
11. Budget Section.
12. General Section.
13. Estate Supervisor Section.
14. Works Section.
15. Progress Shop.
16. PMS Shop.
17. Time Shop.
18. Wagon shop.
19. BRS Shop.
20. LRS Shop.
21. Welding Shop.
22.Tool Room Shop.
23. Memu Shop.
24. CMRS Shop.
25. Wheel shop.
26. Smith Shop.
27. Mill Write Shop.
28. Fabrication
29. Yard Shop.
30.Canteen.
B. <u>Electrical Department.</u>
C. <u>Medical Department.</u>
D. <u>Railway Secondary School.</u>

2.3 **Critical Analysis of workload& Assessment of manpower of Ministerial Cadre of Dahod Workshop :-**

2.4 **E-1 Section:**

2.4.1 **Present Deployment of staff& working in brief:**

Sr. No.	Designation	Grade	Grade Pay	Sanctioned Cadre	On Roll	Vacancy/ Excess
1	Chief Office Suptd.	9300-34800	4600	02	01	-01
	Office Suptd.	9300-34800	4600	04	04	00
	Sr. Clerk	5200-20200	2800	00	01	01
	Jr. Clerk	5200-20200	1900	01	01	00
	Total			07	07	00

2.4.2 **Work Load of E - 1 Section:**

During the Work Study, Work load of E-1 section has been examined with individual's work load. Ch.OS is functioning as In charge and other Office Superidents have been allotted other portfolios which has been brief are as under:-

Office Superidents dealing with Compassionate appointment in Group C & D, Appointment in Group D through RRC, matters of Group C Cadre, Man Power Planning related correspondence, PR&T of Group D cadre other than Artisan, PCDO, Police verification of Staff recruited in Group C & D, Appointment of Bunglow peon, Book of Sanction related work, Training related work to Engineering/Diploma students without stipend, GDCE Selection related work, Issuing NOC to Group C & D staff applying through proper channel, NTA related correspondence work, any work assigned by COS/APO.

MACP related work of Group C & D Staff, Training related work of Technician cadre Re-Engagement of retired employees, Transfer related work of Helper cadre, Group C & D etc., processing of resignation letter, pay fixation of shunting staff, Passport NOC related work, medically decategorised and unfit staff, regular PME of Driver & Shunting Staff of Technician cadre, Correspondence related to canteen staff, maintain register of Helpers, yard.

PR&T Technician Grade II & III, Roster related work, pay fixation of Technicians on promotion, medical memo of Mobile /Driver & Crane Driver, conduction exams of Technician cadre of Stores dept.,

Work related to RRB recruited candidates in Group C Technician & Supervisor category and candidate through ministerial quota, Training, verification of documents & character certificate including police verification of candidates recruited, Selection & Training of JE (Electrical), Selection & Training of Technicians, appointment of Khalasi, Group C & D transfer related work

Seniority list of Group C & D staff, correspondence with State Govt., correspondence related to PQ, correspondence related to MP& MLA letters, Correspondence related to Lok Sabha & Vidhan sabha election, issuing General Holiday & Restricted Holiday list letter related to Dahod Workshop.

2.4.3 **Critical Analysis of Work load of E-1 Section.**

During the work study, individual work load has been examined. Portfolio handled by every office Superidents has been checked with every file and examined the file movement

during the year. Most of the cases it has been noticed that file was put up to the officer once or twice in a year. The cases like MACP dealt twice in a year and PQ, correspondence related to MP& MLA letters, Correspondence related to Lok Sabha & Vidhan Sabha election dealt during the sessions. It has been also noticed that PRT has been dealt by three OS which can be re-organised.

Work load of PRT is a regular process and same has been put up to the officer with regular intervals. Other routine works like PCDO, Police verification of Staff, Appointment of Bungalow peon, Book of Sanction related work, Training related work to Engineering/Diploma students, GDCE Selection, Issuing, pay fixation of shunting staff, Passport NOC, medically decategorised and unfit staff, regular PME of Driver & Shunting Staff of Technician cadre, Correspondence related to canteen staff, maintain register of Helpers, yard, maintaining of service sheet also been examined.

Thus, for E-1 section present deployment of 07 Gr. C posts of are justified

2.5 E-2 Section:

2.5.1 Present Deployment of staff& working in brief:

Sr. No.	Designation	Grade	Grade Pay	Sanctioned Cadre	On Roll	Vacancy/ Excess
1	Chief Office Suptd.	9300-34800	4600	02	02	00
	Office Suptd.	9300-34800	4600	02	02	00
	Sr. Clerk	5200-20200	2800	02	00	-02
	Jr. Clerk	5200-20200	1900	00	00	00
				06	04	-02

2.5.2 Work Load of E - 2 Section:

Overall In charge of E-2 Section. Submission of regular statements, service sheet, promotion, reversion & transfer, training, MACP, policy related matters & look after of Proper functioning of the section, Entry in the service sheet of staff belonging to Wagon, Mil-Write, welding, CMRS, Canteen staff, train PCO, & yard staff by CHOS.

Upkeep & making entries in service sheet of staff belonging to LRS, MEMU, Toolroom, Smith, Fabrication, , paint, Furnishing, wheel, BRS, Janitor staff, (Peon/Hamal).Preparing list of annual retiring staff. PR & T of Supervisor(technical) & Supervisor (Electrical), inter departmental transfer in shops, periodical transfer, MACP related work, On Request transfer, Refresher course, re-engagement, Correspondence with HQ Office.

Inter departmental transfer in shops, periodical transfer, work related to Ranker & LDCE Quota for the post of APO, conducting exam for the post of Jr. Clerk, Sr Clerk, OS through Ranker & LDCE quota, NOC, education, name change, issuing service letter and other work of entire clerical & record sorter cadre. PR&T of staff belonging to CMS /CMA working in Lab, CA/Steno, Janitor, Senior Translator, Welfare Inspector and other Ex -Cadre Post operated by Ratlam Division, Inter Railway & Inter Division transfer cases, training & MACP related work, correspondence with HQ Office and sending various statements to HQ Office.

2.5.3 Critical Analysis of Work load of E -2 Section.

During the work study, individual work load has been examined. Portfolio handled by every office Superidents has been checked with every file and examined the file movement during the year. Most of the cases it has been noticed that file was put up to the officer once or twice in a year. The method adopted by E-2 section as equal to E-1 section. Most of the Portfolio are being same. There is a scope of re organise of the portfolio. Other than service sheet job all other works may be transfer to E-1 section with organised manner to save the man power.

Thus, for E-2 section present deployment of 04 Gr. C posts of are justified

2.6 E-3 Section:

2.6.1 Present Deployment of staff& working in brief:

Sr. No.	Designation	Grade	Grade Pay	Sanctioned Cadre	On Roll	Vacancy/ Excess
1	Chief Office Suptd.	9300-34800	4600	01	01	00
	Office Suptd.	9300-34800	4600	01	01	00
	Sr. Clerk	5200-20200	2800	00	00	00
	Jr. Clerk	5200-20200	1900	01	00	01
				03	02	-01

2.6.2 Work Load of E-3 Section.:

Preparation of Privilege Pass/PTO, Duty Pass to staff belonging to Clerical, Drawing , janitor, canteen, LAB, MTVR etc., Passes issued to retirement /widow, Trade Union Account Pass issuing Identity Card to Retired Staff , File dealing related to Scouts/Guides. As per work study data form 25 Passes & 08-10 PTO's issued daily, Annually 500 Identity cards are issued daily. There are file dealing of about 40 files. Preparation of Privilege Pass/PTO, Duty Pass of Gazetted Officers & to staff belonging to Clerical, Drawing , Janitor, canteen, JRI, SRI, sports etc. Issuing Passes & Identity Card to Retired Rly Employees. Miscellaneous correspondence

2.6.3 Critical Analysis of Work load of E -3 Section.

Issuing of Privilege Pass/PTO, Duty Pass to on roll staff & retired staff well in time is mandatory. After going through the existing work load it is observed that both COS & OS are performing the same work of issuing passes & pto's and other similar work. However, looking into nature of work on the need base requirement of E-3 section, the work study team justifies the present deployment of 02 Gr. C posts of COS & OS.

Thus, for E-3 section present deployment of 02 Gr. C posts of are justified

2.7 **E-4 Section:**

2.7.1 **Present Deployment of staff & working in brief :**

Sr. No.	Designation	Grade	Grade Pay	Sanctioned Cadre	On Roll	Vacancy/ Excess
1	Chief Office Suptd.	9300-34800	4600	02	02	00
2	Office Suptd.	9300-34800	4600	07	05	-02
3	Sr. Clerk	5200-20200	2800	03	00	-03
4	Jr. Clerk	5200-20200	1900	02	02	00
	Total			14	09	-05

2.7.2 **Work Load of E-4 Section.:**

Name & Designation	Nos. of Bill Units.	Details of Bill Unit	Nos. of staff
Shri Ashok Kumar Sharma, COS(E-4 section)	01	266	14 Gazetted officers.
Shri Ashok Kumar Sharma, COS(E-4 section)	01		
Shri Shezaad Ali Ansari, OS (E-4 Section)	08	265, 270, 282, 284, 302, 311, 313 & 314.	450
Shri Shaukat Ali Shaikh, OS(E-4 Section)	03	108, 275 & 310.	266
Smt. Indira N Sharma, OS(E-4 Section)	01	260	
Shri Prakash Chandra Pal,	03	267,272, & 321	212
Shri Ramesh Chandra Baberiya, OS(E-4 Section)	04	109, 268, 305 & 309.	316
Shri Hemant Kumar Chauhan, OS (Electrical) working E-4 section.	03	308,320 & 322.	365
Shri Vishnu Kumar Chauhan, OS (Electrical) working E-4 section	06	247, 249, 801, 802, 803& 110.	170
Shri Dilip Kumar Meena, Junior Clerk (E-4 Section)	02	304 & 307	237
Shri Chandrakala Koli, Junior Clerk	02	Leave encashment, TA Bills, CTG etc.	----

2.7.3 **Critical Analysis of Work load of E -4 Section.**

During the Work Study, it is observed that the E-4 section is catering 1615(Mechanical), 170(Electrical) & 85 re-engaged staff i.e. 1870 staff. It is also noticed that both COS of E- 4 sections are performing more or less the same job. The other OS have been assigned pay related work of all Bill Units, NPS related work, Pay related work of all Gazetted Officers in Bill Unit No. 266, settlement of Retired staff, VRS staff etc., pay related work of staff coming & going on transfer, Filling master data & data in IPAS of newly recruited staff, TA, School fees, medical reimbursement, preparing LPC, Bonus, Policy related matters.

As per HQ letter No. Dy. CPO (RP & Bills) Misc./2020 dated 20.01.2020 it has been pointed out that CWM- DHD is having 41 nos. of Bill Units for drawing salary and which is more than required and further advised to examine the same and reduce the bill unit numbers with consultation with finance for reducing the manpower.

Thus, for E-4 section present on roll deployment of 09 Group C staff are justified.

2.8 E-5 Section:

2.8.1 Present Deployment of staff & working in brief :

Sr. No.	Designation	Grade	Grade Pay	Sanctioned Cadre	On Roll	Vacancy/ Excess
1	Chief Office Suptd.	9300-34800	4600	02	03	01
2	Office Suptd.	9300-34800	4600	04	02	-02
3	Sr. Clerk	5200-20200	2800	00	00	00
4	Jr. Clerk	5200-20200	1900	00	00	00
	Total			06	05	-01

2.8.2 Work Load of E -5 Section.:

Section dealt with Court matters i.e. Registration of Court cases & nomination of Advocate, obtained remarks from concerned sections & preparation of final remarks. Appeals matters, attend court hearing, budgeting of legal expenditure & correspondence and attend summons issued by Hon'ble Courts. Union activities.

2.8.3 Critical Analysis of Work load of E -5 Section.

After going through the existing work load and looking to the need base requirement of E-5 section, the work study team justifies the present deployment of 05 posts.

Thus, for E-5 section the present deployment of 05 posts are justified.

2.9 E - 6 Section:

2.9.1 Present Deployment of staff & working in brief :

Sr. No.	Designation	Grade	Grade Pay	Sanctioned Cadre	On Roll	Vacancy/ Excess
1	Chief Office Suptd.	9300-34800	4600	02	03	+01
2	Office Suptd.	9300-34800	4600	05	03	-02
3	Sr. Clerk	5200-20200	2800	00	00	00
4	Jr. Clerk	5200-20200	1900	00	01	+01
	Total			07	07	00

2.9.2 Work Load of E - 6 Section.:

Overall Incharge of E-6 section is CHOS looking after regular expense, ONR cases, Family pension, Arrears payment, release of DCRG, composite transfer grant, settlement work, UMID, policy files, PPO of retired employees revised PPO, CPGRAM Portal, DCRG, DA Arrears, PLB Pension Adaalat, Endorsement in service Sheet, UMID Card of retired Employee, Death Cases, Medical Unfit cases, LARGESS Scheme, Commutation, PPO, Family

Pension, RTI Reply, Leave maintenance of various sections & departments of Workshop & Encashment, Medical cards, Scouts, JCCS, NOC for education, of staff & officers & any other works assigned by CHOS & Officers.

2.9.3 Critical Analysis of Work load of E -5 Section.

After going through the existing work load and looking to the need base requirement of E-5 section, the work study team justifies the present deployment of 07 posts (**02 vacant and 02 excess**).

Thus, for E-6 section the present deployment of 07 posts are justified.

2.10 Cadre of Confidential, Hindi Cell, Welfare, Drawing and Budget section & Critical Analysis.

Sr. No.	Section	Grade	Grade	Grade Pay	Sanction Cadre	On Roll	Vacancy/ Excess
1	Confidential	COS	9300-34800	4600	01	02	+01
		OS	9300-34800	4600	01	00	-01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	01	01	00
	Total				03	03	00
2	Hindi Cell	COS	9300-34800	4600	00	00	00
		OS	9300-34800	4600	00	00	00
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	01	00	-01
	Total				01	00	-01
3	Welfare	COS	9300-34800	4600	01	00	-01
		OS	9300-34800	4600	01	01	00
		Sr. Clerk	5200-20200	2800	00	01	+01
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				02	02	00
4	Drawing	COS	9300-34800	4600	00	00	00
		OS	9300-34800	4600	00	00	00
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	01	00	-01
	Total				01	00	-01
5	Budget	COS	9300-34800	4600	02	01	-01
		OS	9300-34800	4600	01	02	01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	01	00	-01
	Total				04	03	01

2.10.1 Present Deployment of staff & working in brief :

2.11 Work load of Confidential section:

Selection, Promotion, & transfer, conducting trainee exams, selection of JE (electrical/Mechanical) through Ranker/serving quota & LDCE, posting of medically de-categorised staff, compassionate appointment, suitability & promotion for Technician

Grade -I,II & III, correspondence with HQ & Railway Board, VRS cases, promotion of MCF cadre, NOC for passport, BTC appointment, confidential correspondence, AGM co-ordination meeting, CCTV camera in selection, Bribery & Corruption related correspondence, vigilance NOC for retiring employees, APAR, e-Dak, miscellaneous work.

2.11.1 Critical Analysis of Work load of Confidential Section.

After going through the existing work load and looking to the need base requirement of confidential section , the work study team justifies the present deployment of 03 posts.

Thus, for confidential section the present deployment of 03 posts are justified.

2.12 Work load & Critical Analysis of Hindi section:

Currently there is no posted in Hindi cell against cadre of 01 Jr Clerk. The work of Hindi section is managed through other staff by Ch.OS

Thus, for Hindi section the cadre of 01 Jr. Clerk is justified.

2.13 Work load & Critical Analysis of Welfare section:

Railway Recruitment cell correspondence, compassionate appointment, SBF, canteen circulars, selection of Honorary Ayurvedic/Homeopathic Doctors, student hostel admission, general policy, PCDO, correspondence related of Balmandir, Institute & Rajyabhasha, canteen committee, Funeral expenses, family Planning, annual various grant, financial assistance for higher studies, complaints, scholarship for wards of employee, awards, Railway week Celebrations, various health camps, Independence & Republic day Celebrations, community halls, Yoga day celebrations, CPGRAM, cash award, sports related correspondence.

After going through the existing work load and looking to the need base requirement of Welfare section, the work study team justifies the present deployment of 02 posts.

Thus, for Welfare section the present deployment of 02 posts are justified.

2.14 Work load & Critical Analysis of Drawing section:

Currently there is no posted in Drawing section against cadre of 01 Jr. Clerk. The work of Drawing section is managed by Ch.OS through other staff. The vacancy has not been filled since long time.

Thus, the post of Jr. Clerk in Drawing section is no more required and maybe surrendered immediately.

2.15 Work load of Budget section:

Preparation of revised estimate, final estimate and modification, appropriation account of Demand-16 WMS & Demand No. 16, certification & availability of funds,10 day bills of DL/Electrical, Audit para, Control over expenditure, Actual expenditure register for POH of wagon, loco, DEMU, Tower wagon, Annual Performa, PCDO, MTR expenditure & reconciliation with Accounts, Rajyabhasha (Hindi) & LSO work.

2.15.1 Critical Analysis of Work load of Budget Section.

After going through the existing work load and looking to the need base requirement of Budget section, the work study team justifies the present deployment of 03 posts.

Thus, for Budget section the present deployment of 03 posts are justified.

2.16 Cadre of General section, Estate Supervisor, Work section, Progress Section & PMS section & Critical Analysis.

Sr. No.	Section	Grade	Grade	Grade Pay	Sanction Cadre	On Roll	Vacancy/ Excess
1	General section	COS	9300-34800	4600	01	01	00
		OS	9300-34800	4600	04	01	-03
		Sr. Clerk	5200-20200	2800	01	02	01
		Jr. Clerk	5200-20200	1900	01	00	-01
					07	04	-03
2	Estate Supervisor section	COS	9300-34800	4600	00	01	01
		OS	9300-34800	4600	01	00	-01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				01	01	00
3	Work section	COS	9300-34800	4600	01	01	00
		OS	9300-34800	4600	04	03	-01
		Sr. Clerk	5200-20200	2800	02	00	-02
		Jr. Clerk	5200-20200	1900	00	00	00
					07	04	-03
4	Progress Section	COS	9300-34800	4600	01	01	00
		OS	9300-34800	4600	03	01	-02
		Sr. Clerk	5200-20200	2800	03	01	-02
		Jr. Clerk	5200-20200	1900	02	02	00
					09	05	-04
5	PMS	COS	9300-34800	4600	00	00	00
		OS	9300-34800	4600	02	01	-01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	01	01	00
	Total				03	02	-01

2.16.1 Present Deployment of staff & working in brief :

2.17 Work load of General section:

Cash Imprest, bill receiving and process for payment, correspondence with Railway Board, Independence day & Republic day Celebration arrangements swachhta abhiyaan related work, receipt & despatch, E-dak, local purchase, working lunch arrangements during Officers meeting, indenting demand for stationary, Pass & PTO, Medical card, maintaining CUG List, hiring of vehicles & ORH on Officers visit, Railway vehicles-Road Tax, PUC, fitness certificate, National Permit through RTO, data collection for Efficiency Shield, rolling stock shield and other related works for GM & RB level awards, PCDO, fuel oil consumption

statement, newspaper bill payment, calibration of rly instrument pressure gauge, machinery, repairing and condemnation of WR crane, preparing inspection notes of officers, BSNL bills, provision of railway telephone, arranging video conference for meetings, GST related work, procurement & maintenance T&P items, provision of laptops for Officers, ORH Booking, maintenance of rolling stock register (Diesel & Loco) and any other work assigned by Ch.OS & Officers.

2.17.1 Critical Analysis of General section.

Looking after the work performed by Ministerial staff of General Section it is observed that similar type of work is done by more than one staff which is nowhere justified. Also it is observed that 02 Sr. Clerk are working against cadre of 01 post which is not justified hence one of the post of Sr. clerk maybe surrendered immediately.

After going through the existing work load and looking to the need base requirement of Budget section, the work study team justifies the present deployment of 03 posts in General section.

Thus, for General section the deployments of 04 posts are justified.

2.18 Work load & Critical Analysis of Estate Supervisor:

Maintaining register for Type-I, II, III & IV railway quarters, receiving & processing of application for Rly quarters, conducting housing committee meetings, monthly quarter vacate statement, forwarding house rent statement to pay bill, dealing with Officers Quarter allotment, vacation & retention, Out Of turn Qtr. Allotment, transferring of qtrs. from one pool to another, periodical inspection of Rly qtrs., arranging CIG meetings & any other work assigned by officers.

After going through the existing work load and looking to the need base requirement of Estate supervisor section, the work study team justifies the present deployment of 01 post.

Thus, for Estate Sup. Section the deployment of 01 posts are justified.

2.19 Work load & Critical Analysis of Work Section:

Work Contract bills, correspondence with SD, PG&LD, issuing gate pass, PCDO, Pass & PTO's, policy matters, RTI, Work order wheel & general, incentive, statement of POH of BOXN, monthly budget, D&8, position of wagon holding, BG wheel turnaround chart, CTRB failure, 90 days sick marking,

Thus, for Work Section the deployment of 04 post are justified.

2.20 Work load of Progress section:

Dispatching of work order & LOA letters, issuing letters to contractors, maintaining of leave register, vetting through Accounts, maintaining the muster roll, ISO certification work, issuing safety letters to workshops, rajyabhasha, maintaining tender opening register, R&D, APAR, general correspondence, WREU, WRMS, OBC, SC&ST meetings, D&AR, maintaining cadre position, stationary requirements, extension of delivery period and modification advice from HQ, weekly bill position of Non Stock items, correspondence of all non-stock indents,

maintaining of tally book of T&P items, correspondence related to wheel disc & axle, wagon items, hardware, air hose pipe, hand gloves, aprons, oil & lubricant etc. audit para & report, fund requirement, issuing tuck note, duty note, maintaining of leave file, giving duty details of artisan to time office, maintaining supply register of items received from firms, forwarding of TA bills, stationary items from general section, bill verification, reimbursement, registration and other allied works, weekly report to CWM regarding bills any other work assigned by Ch.OS & Officers.

2.20.1 Critical Analysis of progress section.

After going through the existing work load and looking to the need base requirement of Progress section, the work study team justifies the present deployment of 04 posts in section.

Thus, for Progress section the deployment of 05 posts are justified.

2.21 Work load of PMS section:

Daily loco FOIS update position, coordinate with SSE PMS, daily position & updation of loco MEMU, DEMU, Tower wagon, general correspondence, warranty failure updation & correspondence in system, loco exception report of Loco & MEMU, PCDO, Loco & MEMU failure updation, SMI, MOD, TC Update, RB meeting agenda, preparing presentation for meetings, maintenance & correspondence of work contract files, R&D, correspondence regarding stage/final inspection call by firms, MB(Measurement book), registration in IPAS , passing of bills, entry of contractor staff inside workshop, release of EMD, Security deposit, demand of spare parts from firms, Tender related works and any other work assigned by Ch.OS & Officers.

2.21.1 Critical Analysis of PMS section.

After going through the existing work load and looking to the need base requirement of Progress section, the work study team justifies the present deployment of 02 posts in section.

Thus, for PMS section the deployment of 02 posts are justified.

2.22 Workload of Time Office:

Sr. No.	Designation	Grade	Grade Pay	Sanctioned Cadre	On Roll	Vacancy/ Excess
1	Chief Office Suptd.	9300-34800	4600	02	02	00
2	Office Suptd.	9300-34800	4600	05	05	00
3	Sr. Clerk	5200-20200	2800	03	01	-02
4	Jr. Clerk	5200-20200	1900	03	01	-02
	Total			13	09	-04

2.22.1 Work Load of Time Office:

Biometric attendance, monitoring and related works of Dahod workshop staff, general correspondence, Biometric attendance of workshop staff from Monday to Friday is taken at 0730 hrs and 1300 hrs for **IN** duty and 1200 hrs and 1700/1730 hrs for **OUT** duty, For Saturdays it is 0730hrs for **IN** duty and 1230 hrs for **OUT** duty, salary of workers is calculated through biometric attendance as per the report sheet provided by MIS cell and this report is verified by the Time Office staff, maintain register for night duty allowance, payment of leave gate-pass, preparing time sheet for calculation of incentives as per entries in job card of each worker, sending job card to Planning & Accounts Dept., preparing Annexure A & B, time tally, P-10 summary total for job cards, GA list is send to

Time keeper of time office for filling up necessary columns as per the biometric sheet register and timely returning it for the purpose of drawing salary.

2.22.2 Critical Analysis the Work load of Time Office.

During the work study it has been noticed that the attendance of workers & staff of CWM-DHD Work Shop has been maintained through Bio-Matric system. Therefore work load of administrative staff has been drastically reduced. However it has been observed that Time Office regularly maintained manual records of attendance which is not required. The main moto of the implementation of Bio- Matric in Dahod Work Shop to reduce the Manpower of Time office and monitor the punctuality of the staff.

Wherein, Time office manually maintain the all records of Time Office because of the Bio-Matric system is not full proof. Because of these reasons the system is not connected with pay roll for drawing the monthly salary of workers & other staff. In system, there is no provision of calculation of incentive and CHOS and their staff calculating the incentives as per old method i.e. marinating job card.

The lack of the full proof system, staff have been utilised for time office regular works and main aim of implementation of Bio- Metric is vain. If the system is run full proof then there is no need of any additional staff. CHOS & his two assistant can maintain the time office regular works.

Even though, on roll **05** staff is sufficient to cater the day today activities of time office. **08(04 vacant & 04 live posts)** maybe surrendered immediately.

Thus, for Time section only 05 posts are justified.

2.23 Cadre of Wagon Shop, BRS, LRS, Welding & Critical Analysis

Sr. No.	Section	Grade	Grade	Grade Pay	Sanction Cadre	On Roll	Vacancy/ Excess
1	Wagon Shop	COS	9300-34800	4600	01	01	00
		OS	9300-34800	4600	02	01	-01
		Sr. Clerk	5200-20200	2800	01	00	-01
		Jr. Clerk	5200-20200	1900	00	00	00
					04	02	-02
2	BRS	COS	9300-34800	4600	00	00	00
		OS	9300-34800	4600	01	00	-01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	00	01	01
					01	01	00
3	LRS	COS	9300-34800	4600	01	02	01
		OS	9300-34800	4600	04	01	-03
		Sr. Clerk	5200-20200	2800	03	01	-02
		Jr. Clerk	5200-20200	1900	00	01	01
			Total		08	05	03
4	Welding	COS	9300-34800	4600	01	00	-01
		OS	9300-34800	4600	02	02	00
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	00	00	00
			Total		03	02	-01

2.23.1 Present Deployment of staff & working in brief :

2.24 Work load of Wagon shop section:

Daily position of wagon shop, preparing pass & PTO's, maintenance of leave files and leave of encashment, general correspondence related with PR&T, qtrs., union, D&AR, issue of advance, medical, settlement etc, R&D, preparing memo for weekly night shifts, checking items of First aid Box, Hindi PCDO, monthly cadre position, stationary, trade test related work, APAR, Form -16 (income tax) and any other work assigned.

2.24.1 Critical Analysis of Wagon shop section.

After going through the existing work load and looking to the need base requirement of wagon shop section, the work study team justifies the present deployment of 02 posts in section.

Thus, for wagon shop section the deployment of 02 posts only are justified.

2.25. Work load of Basic Repair Shop(BRS):

Preparing duty letter for movement of MEMU rakes to BRC, pass & PTO's, forwarding of leave application, sick & fit certificate to concerned leave clerk, general correspondence & R&D of MEMU, DEMU & TW sections, Quarterly Hindi report, entry & maintenance of tally book for Tower wagon, MEMU, DEMU & TW despatch memo, UMID work, POH of Tower wagons, preparing memo for weekly night shifts and any other work assigned.

2.25.1 Critical Analysis of BRS shop section.

After going through the existing work load and looking to the need base requirement of Basic repair shop, the work study team justifies the present deployment of 01 post in the BRS section.

Thus, for BRS the deployment of 01 post only is justified.

2.26 Work load of LRS shop :

Loco Repair Shop (LRS) section consisting of 12 sub sections (M1 to M12), registering of RSP, HQ non-stock items in inward registers, technical inspection reports, forwarding bills for 95 % bills to Progress Electrical section for further action, finalisation of payment of remaining 05% bill after getting due clearances, weekly & monthly statement of RSP , HQ non-stock items, maintaining of inward register and tally book for local purchase items, entry of cash purchase item in tally book, management of inactive items lying in LRS & MEMU workshop, Audit Para, NLC for HQ, preparing gate pass/MTO/ADJ/memo for outward items, entry of demand advice in tally books, Pass & PTO, Duty Pass, Final settlement pass of LRS staff, R&D, general correspondence, sending absentee statement to time office, sending absentee statement of NTA to BTC, Training related work, correspondence for deputing staff for loco repair at stations, updating PMS, cash imprest, forwarding of Qtr, PF, Leave application, correspondence with SSE (Drawing), salary related work like TA, contingency bill etc, D&AR, MB Book,

Annual plan for visit of supervisors, refresher course at Ajmer & Baroda, issuing medical memos to staff, PCDO, medical card, Identity card, stationary, PR&T, union dealing, M&P correspondence, ISO, Safety, PPE, SBR, Welfare, paint demand, JC bank, posting of NTA in LRS shops, award related work, Income Tax-Form 16, sending Fuel consumption & demand to General section, T&P items, APAR and any other work so assigned,

2.26.1 Critical Analysis of LRS shop section.

After going through the existing work load and looking to the need base requirement of Basic repair shop, the work study team justifies the present deployment of 05 post in the LRS section. Currently one of the LRS shop staff is working at PMS.

Thus, for LRS the deployment of 05 post are justified.

2.27 Work load of Welding section:

Daily position of welding shop, sending absentee statement of NTA to BTC, R&D, general correspondence, issuing Pass & PTO, night duty booking, overtime, chargeman booking, UMID, maintaining indent record, PCDO, complaint register, APAR, management of stores of welding section, opening & closing of 03 store office of welding section, issuing and entering of materials in registers, tally book, preparing demand requisition of materials, preparing RO cash note, collecting materials from DCOS, Dahod, M&P, T&P registers, issue adjustment & MTO notes, verify inward adjustment & MTO notes, monthly statement of used & balance items, D&8, attendance of contractor safaiwala, cleaning of store office, tally book, maintenance of leave files and leave of encashment, general correspondence related with PR&T, Qtrs., union, D&AR, issue of advance, medical, settlement etc, cadre position, staff register, duty register, welder training register, issuing gate passes and any other assigned.

2.27.1 Critical Analysis of Welding section.

After going through the existing work load and looking to the need base requirement of welding section, the work study team justifies the present deployment of 02 posts in section.

Thus, for welding section the deployment of 02 posts only are justified.

2.28 Cadre of Tool Room, Memu, CMRS, Smith, Fabrication & Canteen & Critical Analysis.

Sr. No.	Section	Grade	Grade	Grade Pay	Sanction Cadre	On Roll	Vacancy/ Excess
1	Tool Room	COS	9300-34800	4600	00	00	00
		OS	9300-34800	4600	01	00	01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				01	00	-01
2	Memu	COS	9300-34800	4600	00	00	00
		OS	9300-34800	4600	01	00	01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				01	00	-01
3	CMRS	COS	9300-34800	4600	00	00	00
		OS	9300-34800	4600	01	00	01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				01	00	-01
4	Smith	COS	9300-34800	4600	00	00	00
		OS	9300-34800	4600	01	00	01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				01	00	-01
5	Fabrication	COS	9300-34800	4600	00	00	00
		OS	9300-34800	4600	01	00	01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				01	00	-01

2.28.1 Present Deployment of staff & Critical analysis :

The cadre of above five sections summarised in details & it has been noticed that sanction post of office Superidents have been available in cadre wherein no on roll staff posted on above five cadres and all five sections having 05 vacancies. Looking to the current work load and its current management of activities have been handled by other staff and there is no need of sanctioned cadre to look in to the day by day works. Moreover, there is vacancy in the cadre since long and it is being managed smoothly by reorganising the workload.

Hence, vacant posts of the above five sections needs to be surrendered immediately.

2.29 Cadre of Wheel Shop, Mill Write, Yard Shop, Canteen & Critical Analysis.

Sr. No.	Section	Grade	Grade	Grade Pay	Sanction Cadre	On Roll	Vacancy/ Excess
1	Wheel shop	COS	9300-34800	4600	00	00	0
		OS	9300-34800	4600	01	00	-01
		Sr. Clerk	5200-20200	2800	01	01	00
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				02	01	- 01
2	Mill Write	COS	9300-34800	4600	0	0	0
		OS	9300-34800	4600	03	03	00
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	01	00	-01
	Total				04	03	-01
3	Yard Shop	COS	9300-34800	4600	00	00	00
		OS	9300-34800	4600	02	01	-01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				02	01	-01
4	Canteen	COS	9300-34800	4600	00	01	01
		OS	9300-34800	4600	00	00	00
		Sr. Clerk	5200-20200	2800	00	01	01
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				00	02	02

2.29.1 Present Deployment of staff & working in brief :

2.30. Work load of Wheel Shop:

General Correspondence, Issue note, Gate Pass, attendance of safaiwala staff, issuing office orders (Technical & Non-Technical), maintenance of Leave, bill allocation, forwarding of bills Cash Imprest, MTO Register, Stock & Non stock register, DS8 works, issuing sick note to employees, drawing work related correspondence, pay related correspondence, staff quarters applications, Purchase orders related works, Training & Refresher course related work, Hindi Rajbhashya, Issue of ID card & Medical Cards, forwarding of Leave & Encashment applications, PF Withdrawal application, issuing of duty passes, PR&T related works, DAR, PCDO & preparation of list of employees eligible for incentives, indent and issue of stationary indents & issuing of safety Gears, out turn Performa, monthly M & P warranty complain Performa, outsourcing related correspondence, APAR, Preparing list for Union election, Election IOD related correspondence.

2.31 Work load of Mill Write Shop:

Issue of pass & pto's, maintenance leave and leave encashment, general correspondence, P&RT, union related work, medical reimbursement, Settlement on retirement, MACP, safety, work related to ISO, SBF, training, R&D, recoupment of First Aid box items, hindi PCDO, maintaining of complaint book, arrangement of union meetings, stationary items, work related to trade test, APAR, Income tax related work(Form -16), indent register, T&P register, DS8 register, supply order register, demand slip of consumable items & materials, preparation of machine failure statement and out of stock list, tally book, issuing of uniform and safety items, certification of RO, cash imprest, expenditure register of vehicles, issue of gate passes, sealing of store depot on daily basis, staff quarters applications,

issuing of medical memos to staff, issue of ID & Medical card, arrangement of night booking memo and Sunday booking memo, TA & contingency, staff complaints, union related work.

2.32 Workload of Yardshop:

Issue of pass & pto's, maintenance leave and leave encashment, issuing of ID & MMedical card, general correspondence, P&RT, union related work, medical reimbursement, Housekeeping register, staff complaints, distribution of items to staff, confidential report,

2.32.1 Critical Analysis of Work load of wheel shop, Mill Write shop & Yard shop sections .

After going through the existing work load and looking to the need base requirement of wheel shop, Mill Write shop & Yard shop , the work study team justifies the present deployment of **05 posts**.

Thus, for wheel shop, Mill Write shop & Yard shop section the present deployment of 05 posts are justified.

2.33 Work load of Canteen:

There are total 18 staff in canteen-one canteen manager, one supervisor, two cooks, one tea maker, 13 vendors, it caters entire Dahod Workshop staff, preparing approx. 1500 breakfast, 1000 tea and 350 lunch daily, maintain of cash book, vendor book, stock register, balance sheet, indenting of items for canteen, DS8, T&P register, local purchase for canteen, tea & snacks for night shift staff, supervision of canteen work, general correspondence, payment of bills through cash & cheque.

2.33.1 Critical Analysis of Canteen:

After going through the existing work load and looking to the need base requirement of Canteen, the work study team justifies the present deployment of 02 posts in canteen.

Thus, for Canteen section the deployment of 02 posts only are justified.

2.34 Cadre of Railway Secondary school, Electrical Dept, Medical Dept. & Critical Analysis.

Sr. No.	Section	Grade	Grade	Grade Pay	Sanction Cadre	On Roll	Vacancy/ Excess
1	Railway School	COS	9300-34800	4600	01	00	-01
		OS	9300-34800	4600	00	01	01
		Sr. Clerk	5200-20200	2800	00	00	00
		Jr. Clerk	5200-20200	1900	00	00	00
	Total				01	01	00
2	Electrical	COS	9300-34800	4600	02	00	-02
		OS	9300-34800	4600	08	07	-01
		Sr. Clerk	5200-20200	2800	02	00	-02
		Jr. Clerk	5200-20200	1900	02	01	-01
	Total				14	08	-06
3	Medical	COS	9300-34800	4600	02	02	00
		OS	9300-34800	4600	04	04	00
		Sr. Clerk	5200-20200	2800	01	00	-01
		Jr. Clerk	5200-20200	1900	03	02	-01
	Total				10	08	-02

2.34.1 Present Deployment of staff & working in brief :

2.35 Workload of Railway Secondary School :

PR&T, appointment of teachers, correspondence with BRC and Ratlam division, pay bill related, Income tax, allocation of bills, PF advance, cash imprest, school fees & remittance to railway account, retired employee work, verification of leave record, CGIS, memorandum of retiring employee, pension, composite grant, NOC, GM narrative report, Statement-40, PCDO, annual statement, budget, revised estimate, august review, final budget, revised grant, award, welfare, correspondence with Collector & state govt. officials, seva sadan, audit & school inspections, Hindi award, service sheet, increment, Pass & PTO, online indent, identity card & medical card, online registration of money value book, online pay-order, MR, maintenance of Leave record, non-stock items, book of sanctions, UMID card, saksham training, HRMS, School Leaving certificate, GR, Bonafide certificate, school fees certificate & any other work duly assigned.

2.35.1 Critical Analysis of Railway Secondary School :

After going through the existing work load and looking to the need base requirement of Railway Secondary School, the work study team justifies the present deployment of 01 posts.

Thus, for Railway Secondary School the deployment of 01 posts only are justified.

2.36 Workload of Medical Department:

Handling of Cash Imprest, settlement dues of regular/VRS and deceased railway employees of Medical Department, dealing with court cases related to Dahod Medical Department, D&AR cases, reimbursement (All Types), all Type of Online Tender, outsourcing of various activities of Railway Hospital, Dahod, engagement of HVS(Honorary Visiting Specialist), case to case specialist, engagement of Private Anaesthetist, regular Pay Sheet of Bill Unit – 23256, 23257, 23258, 23262, 23263 & 261, handling of withdrawal of PF application, payment to HVS Doctors, NPS employees, annual Statement of Quarter Rent, Income Tax Statement quarterly, hiring of Chartered Accountant & Payment, RTI cases, staff Benefit Fund and Family Planning cases., quarterly statement on HIV Cases, dengue, malaria, Loss & Theft etc., artificial Limbs & Hearing aid cases, pulse polio/ Health Check Up Camps, Wellness camp, indent of stationary, Diet Charges, Fire safety, Swachh Bharat Mission, RELHS, issue of Medical card, UMID and other miscellaneous work, issuing of privilege pass & pto's, medical pass, complimentary pass, CMP pass etc., issuing of identity card & medical Card to serving as well as Retired Rly. Employees, leave Record Maintenance of Gazetted as well as Non- gazetted staff. preparing of Muster roll, Monthly leave statement (CL, RH, LAP, HLAP & Sick leave records),vetting of Service sheet and leave statement from Accounts dept. transfer Memo and leave balance of transferred employees, UMID Card and HRMS work, dealing with recruitment of pharmacist, lab. tech. & nursing staff on contractual basis, looking after overtime of lab Supdt., dresser & radiographer, dealing with Vigilance NOC cases, forwarding of application of staff through proper channel, re-engagement of retired staff ,dealing with appointment of staff through RRB, appointment&

promotion of Health Inspector/Malaria Inspector& CHI from Ratlam Division, dealing with extension of contract of Contractual Doctors, budget. P&T Bills, GEM related work, dealing with Tractor & Sanitation contract Bills, dealing with Rhythem hospital Bills. Hindi &Hospital (Medical) Library, leave Record Maintenance of staff, issuing of transfer memo and leave balance of transferred employees, issuing of Birth and Death certificate, any other work assigned by Chief Health Inspector.

2.36.1 Critical Analysis of Medical Department:

After going through the existing work load and looking to the need base requirement of Medical Department, the work study team justifies the present deployment of **10** posts in medical.

Thus, for Medical the deployment of 10 posts (08 MOR + 02 vacant)only are justified.

2.37 Workload of Electrical Department:

Quarterly, Half Yearly and Yearly Budget work, General Correspondence, Indenting of stationary and distribution, Receipt and despatch of Letters, Maintenance & forwarding of cases of 1000 employees, Maintenance and updating service sheet of LRS, Memu, Tool Room, Smith, Fabrication, Paint/ Furnishing, Wheel section, BRS, Janitor staff, Helping service clerk in making list for service review and preparing list of retiring staff, Receipt & Despatch of DAK.

P,R&T of entire Technician cadre which includes Senior Technician, Technician Grade -I, II &III of Electrical department, Looking after Roster work of entire Technician cadre which includes Senior Technician, Technician Grade- I, II & III of Electrical Department, Maintaining Staff register of entire Technician cadre which includes Senior Technician, Technician Grade- I, II & III of Electrical Department, maintaining cadre of entire Technician Grade of Electrical department, pay fixation of staff on grant of promotion (with or without exercising of option), grant of MACP etc,any other work assigned by Chief O.S/ Officer, looking after entire work Electricity Bill related work, deduction of electricity charges from regular Salary of staff residing in quarters, issuing of orders, raising of Bills and recovery of charges for temporary electricity connection to contractors, issuing of orders, raising of Bills and recovery of charges for temporary electricity connection during marriage functions, parties etc.,looking after settlement and light bill cases, vetting of Demand Draft &submission of G.S.T Bills to Accounts Dept, upkeep of APAR of staff working under APM Electrical, Dahod, payment of Gujarat Electricity Board Bills, looking after work of section clerk in his absence, looking after the work of CA of APM(Electrical)due to post being vacant, raising and preparing of about 250 Electricity Bills of outside parties, preparing Time sheet of Supervisors and Artisans staff of Electric (Loco) & Power House, preparing Night Duty & NH allowance of staff of Electric (Loco) & Power House, preparing Time sheet of NTA staff, preparing reliving and joining memo of staff as per Training programs, preparing Duty pass, Identity Card, Medical card of staff, preparing privilege pass,

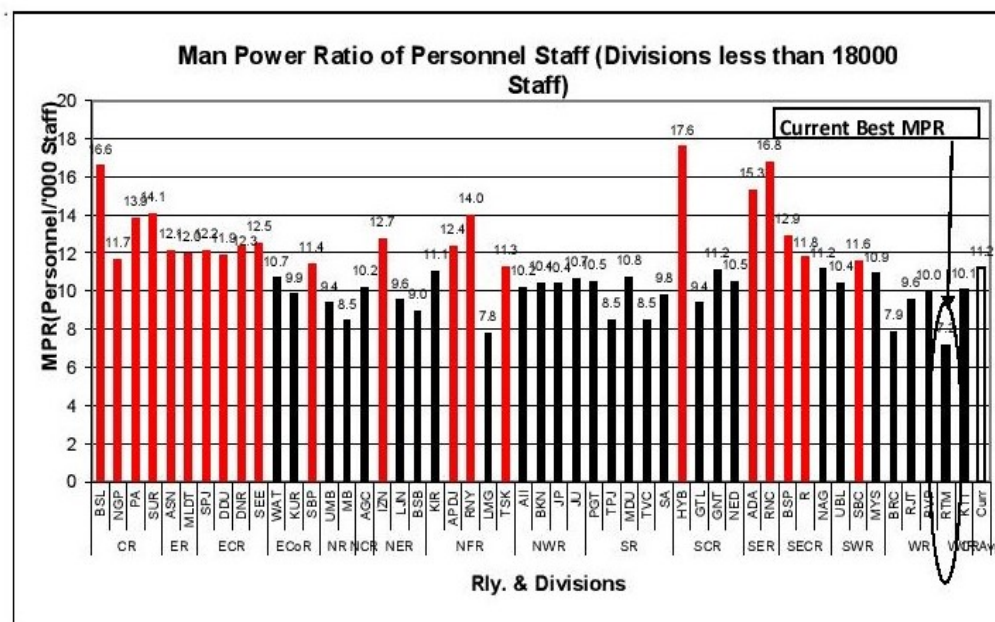
PTO, attendance sheet of entire staff, upkeep of leave records of entire staff, looking after correspondence related to P,R&T of staff, pay & settlement, looking after TA Bills and Children Education allowance of staff related work of Bill Unit no. 247,249, 801,802,803 & 110, (VRS & regular superannuation) and forwarding it to settlement section, looking after pay related work of staff going and coming on transfer from other divisions, data feeding in Master and in IPAS system of newly recruited staff, looking after Income Tax work, preparing LPC of transferred employees and getting vetted through Accounts Dept. and sending to concerned employee Division/Workshop/HQ Office, looking after PLB (Bonus) and any other work assigned by APM (Electrical).

2.37.1 Critical Analysis of Electrical Department:

After going through the existing work load and looking to the need base requirement of Electrical Department, the work study team justifies the present deployment of 08 posts in medical.

Thus, for Electrical the deployment of 08 posts are justified.

- 2.38** In addition to this one important method to arrive the optimum number of sanctioned strength, is the method of benchmarking. These benchmarking norms are issued by efficiency and research on monthly basis. Work study team has gone through the benchmarking norms issued on December 2019.



CURRENT IR AVERAGE: 11.2 Men per '000 staff.

CURRENT Man Power Ratio: Ratlam Div (RTM) of WR at 7.2

EXCEEDING THE AVERAGE: 21 Divisions are above the current IR average.

As per the benchmarking the current IR Average is **11.2** men per 1000 staff and the benchmark is **Ratlam Division in Western Railway** with **7.2** men per 1000 staff. The current manpower ratio of Dahod workshop is more than current benchmarking. As per the benchmarking guidelines the Divisions should achieve the average of Indian Railway benchmarking.

Ministerial Cadre of Loco Carriage & Wagon Workshop	Remarks
The total staff of DHD work shop (Sanction Cadre)	2378
Retired staff of DHD Work shop. (Approx.)	3000
Re-engaged staff	85
Total:	5463
Required staff strength as per railway Board Avg. MPR (@11.2)	62
Additional 20 % provision of LR of sanction Cadre:	13
Total	75
Looking to the different working activities of Work Shop & Division working additional 20 staff has been considered for day to day smooth working.	20
Required cadre as per MPR calculations	95

As per Railway Board directive Avg. Man Power Ratio (MPR) of various personnel staff in Division for less than 18000 are 11.2 Men per '000 staff over Indian Railway and Current Man Power Ratio over RTM Division of Western Railway at 7.2 which is the best over Indian Railway.

Taking 11.2 of Avg. Man Power Ratio for 5463 staff including On Roll, Retired & Re-Engagement with additional Provision of 20% LR staff & additional 20 staff has been considered for day to day smooth working. Thus, there is a need of total 95 staff i.e. Cadre required to manage the entire work shop activities by the Ministerial staff.

This has been calculated on basis of Avg. MPR over the Indian Railway by giving 20% of additional provision as minor difference between working activities of workshop & Division.

Accordingly, 95 staff are justified to handle the work load of Loco, wagon & carriage Workshop, DHD. After in view of above, it is recommended that 04 excess & 46 vacant staff may be surrender, immediately as proposed below.

2.39 Recommendation No.1

After critical analysis of work load of Loco Carriage & Wagon Workshop- Dahod, the work study team justified 100 posts against Sanctioned Cadre of 148 posts and identified surplus 48 posts (46 vacant & 02 live posts) are recommended for surrender.

2.40 General Observation during work study of Ministerial Staff of Dahod Work Shop :

The following observations have been noticed during the work Study of Ministerial Staff of Dahod Work Shop.

1. Section wise allocation of works/portfolio has not been done in organised manner and it requires immediate re shuffling in order to achieve optimum utilisation of manpower.
2. Most of the sections are dealing in Pass/PTO's and other type of passes. This is resulting in mis-utilisation of man power.

3. During the Study it has been noticed that 4-5 staff are dealing with only Union related works, administration may please look in this issue and staff engaged in Union related works may be reduced.
4. 08-09 Sections deals with PRT related works by engaging 30-35 staff. In this connection, separate PRT Cell may be set up and PRT related works may be brought under one or two sections depending upon nature of selection for better management and to reduce the manpower.
5. The Bill Units under E-4 section are large enough staff and need to be reduced as per the instruction issued by HQ.
6. As per Railway Board guidelines for encouraging paper less work, E-Office has been introduced in HQ Office and is functional. Similarly in coming days it will be introduced in all Divisions and Workshops.
7. Bio- Metric system has been introduced in Time office for attendance of workers of DHD Work Shop. However, it has been seen during the work- study that Time Office are regularly maintaining manual records of attendance which are not required. The main moto of the implementation of Bio- Metric in Dahod Work Shop is proper attendance and other related works which are duly connected with pay.
8. It has been further noticed that Bio- Metric system is not running as full proof system and the system is not connected with pay roll for drawing monthly salary of workers & other staff. In system, there is no provision of calculation of incentive of workers which is presently done by Time Office staff on manual Job-Card basis. Due to lack of the full proof system, the staff of time office is utilised for regular manual works.
9. Surrendering of posts recommended in the subject work-study report may be done taking into consideration **RBE 32/2007 & 39/2012.**

2.41 System Improvement:

The work-study team is of opinion that further more improvement in working can be achieved through:

1. Suitable training on software packages may be imparted to the ministerial staff to enable them to efficiently work on computer.
2. The staff of small sections should be clubbed together with view multi skilling.
3. Office Supdt. & Officer Incharge of the section should conduct periodically inspection of the section for regular as well as pending works of their sections.
4. Personnel Inspectors & Officers should exercise periodical checks of all personal records particularly service register & leave records of all employees & ensure for updating the same, so that no difficulties are faced.
5. Separate Pass cell may be set up for better management. Pass & PTO's are money value books if managed under one or two cells it will help in timely indenting,

preparing & issue of passes to staff. Most of the Divisions over Indian Railway have or are in the process of adopting online issuing of Pass/PTO's, this may be exercised in Dahod work shop also so that less numbers of manpower are required. Currently Bhavnagar Division & Pass Cell, HQ Office are issuing computerised Pass & PTO's. In Bhavnagar Division, the staff of Division Office are online applying for pass & pto's. In this process the data is feeded by employee himself in the stipulated columns and after due approval of pass clerk & officials the computerised pass is generated. In this system no physical applications are not required for the issue of pass & pto's. clear. It not only eases the entire process but also helps in avoiding issuing of excess as well as wrong pass to staff. The same methodology may be adopted in Dahod workshop.

6. E- karmik website has been developed by Personnel dept., Mumbai Division and is currently fully functional. This application helps to become more responsive to the needs of the employees. It includes **online –service records,- APAR, name noting request- leave request-selection request- Pass applications- office orders.All the SR's and APAR's of the employee working in Mumbai Division has been scanned and uploaded on Railnet and is accessible on site.** It is an OTP based app thus it is a fully secured app. If the said app is introduced at Dahod workshop it will save lot of time, energy and manpower in coming days.
7. HRMS is app based application developed by CRIS. Now all the Indian Railway staff can see data related to their service since date of joining in IR including details related to increments, postings, leave, promotions, awards, training, transfer, family particulars and nominations for retirement benefits. It will be single window system between IR and its employees. In order to access the records, the staff needs to register by providing PF No./IPAS No. & OTP is sent on the registered mobile no. It is important step towards digitalisation of personal records of staff which will help in assessment of manpower. Currently data feeding in HRMS is in full swing and in the coming time it will replace manual upkeep of personal & other related files of the staff. All efforts needs to taken in implementation of HRMS at Dahod workshop.
8. E-Office is to be introduced in all Divisions & Workshops over Western Railway for speedy and paper less work. Necessary infrastructure and training to be imparted to staff for smooth introduction of E-Office. It will further ease the existing workload and will help in faster decision making & disposal of files. It will also reduce R&D work currently functioning in more or less in all sections of workshop.
9. Additional facilities like Printers / Zerox Machine, computers along with regular supply of their consumables, should also be provided for smooth functioning of office work.

CHAPTER – III

3.0 FINANCIAL IMPLICATION:-

- 3.1. On critical examination of all the activities carried out by Loco, Carriage & Wagon workshop, Dahod and looking at the existing work load, the work study team proposes **100 posts (Group-C)** against Sanctioned Cadre of **148** posts and identified surplus **48** posts (**46 vacant & 02 Live posts**) are recommended for surrender immediately.
- 3.2. On implication of the work study report and surrendering the **48** posts of ministerial cadre of Loco, Carriage & Wagon workshop- Dahod, the annual recurring saving will be achieved as tabulated below :-

Category	No. of Surplus posts	Average cost per Employee in Rs.	Annual saving in Rs.
Group-C	48	Rs. 10,03,714	Rs. 4,81,78,272

- 3.3 On implementation of the recommendations brought out in the work study report, annual recurring saving of **Rs. 481.78 Lakhs** per annum can be achieved.

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