



WORK STUDY REPORT
ON
REVIEW OF CATERING STAFF WORKING IN
COMMERCIAL DEPARTMENT AT NDLS & DLI STATIONS OF
DELHI DIVISION
2020-21

WORK STUDY TEAM

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DATE OF START: 18.08.2020
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GUIDANCE BY

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SWSO

NO.16-CP/03/WS/2020-21

NORTHERN RAILWAY
BARODA HOUSE
NEW DELHI.

EXECUTIVE SUMMARY

This study was allotted to the Central Planning Cell, HQ office to identify redundant/unproductive activities of catering staff working at NDLS and DLI stations of Delhi Division."

STAFF POSITION

The total sanctioned and on roll strength of different category of Catering staff of Commercial Department being reviewed over Delhi Division is as under:-

S.N.	Category	S/S	O/R	Vac.
1	Inspector(Catering)	21	10	11
2	Supervisor(Catering)	07	04	03
3	Store Clerk	03	-	03
4	M. Cook/Hd. Cook/Cook/Asstt. Cook	20	13	07
5	Bill issuer	05	02	03
6	Waiter Khallasi	101	67	34
Total		157	96	61

No. of posts identified as surplus and recommended for surrender: -

Gr. 'C' = 24 posts

Gr. 'D' = 40 posts

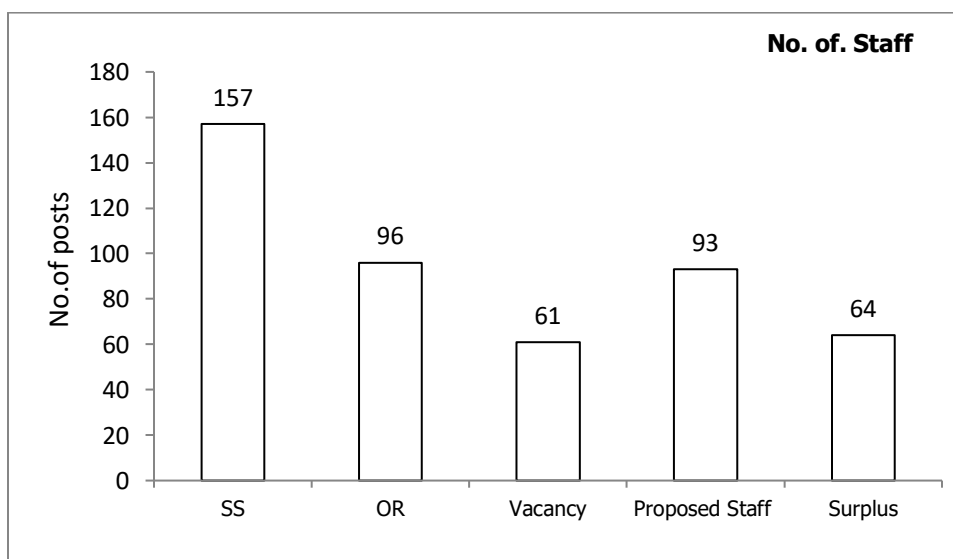
Total = 64 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = ₹ 232.97 lakh per annum.

Capital saving = Nil

Total = ₹ 232.97 lakh per annum



INDEX

S.N.	Contents	Pages	
		From	To
1	Synopsis	4	5
2	Summary of recommendations	6	6
3	Acknowledgement	7	7
4	Introduction	8	9
5	Brief description, staff position, Workload, critical analysis, requirement of staff & recommendations.	10	15
6	Financial Implications	16	17
7	Work study report detailed chart	18	18
8	List of annexure	19	19

SYNOPSIS

Indian Railways is one of the largest Rail networks of the world and functions as a vertically integrated organization providing passenger and freight services. It carries approximately 23 million passengers per day with 13313 passengers' trains and hauls 1000 million tons of freight by 9212 freight trains over 67368 route kilometers. The Railways have 8495 Railway stations all over the network which have been categorized into seven categories viz. A1, A, B, C, D, E and F based on the annual earnings from passengers traffic at the stations.

In the era where the expectations of New India are high and they expect services especially on premium trains, to be of international standards, the Railways has to come up with new policies and innovative measures so as to satisfy the needs and the expectations of the passengers.

The Indian Railways (IR) network connects areas across the length and breadth of the country. The passengers travelling represent the broad diversity of the country, regional diversity, cultural diversity and financial diversity. Due to the vast diversity of the country, food cuisine changes as one travels from one region to another.

The catering services providers have to take into account the diversity of the passengers and provide services that would be appreciable by all. However, there are many faults in the planning and managing of the system which leads to consumer dissatisfaction.

In view of huge and voluminous flow of travelling passengers, Railway needs the services of a well managed catering and vending system for supply of tasty and wholesome food at reasonable prices to passengers. In such a vast network, it becomes imperative on the part of Indian Railways to facilitate best, qualitative and hygienic catering services to millions of travelling passengers on 24X7 basis.

The sheer volume of passenger traffic implicates upon the Indian Railways to have an effective passenger services policy. Catering on Indian Railways is of utmost importance and recognizing this as one of the most important passenger amenities. The Railways realize this and have incorporated their responsibility in the 'Citizen's Charter on Passenger Services in Indian

Railways'. The charter promises providing of catering services through mobile and static units.

The various committees and commissions were formed by the government time to time to suggest reforms in Railway catering. The policies and suggestions led to the setting up of the Indian Rail Catering and Tourism Corporation (IRCTC).

Keeping in view of above, SDGM/NR has assigned the work study on "Review of catering staff working in Commercial department NDLS and DLI stations of Delhi Division" to identify redundant and unproductive activities vis-à-vis existing workload. The Work Study team conducted a review and has identified 64 posts of catering staff as surplus and recommended for surrender. The implementation of the recommendations contained in the report will yield recurring saving to the tune of Rs. 232.97 lakh per annum, if implemented in toto.

SUMMARY OF RECOMMENDATIONS

Rec No	Recommendations	Refer Para no.	Accepting/ Implementing authority																																	
1	<p>It is proposed that 64 posts of catering staff are identified as surplus from NDLS & DLI stations and recommended for surrender.</p> <table><tr><th>Category</th><th>Grade Pay</th><th>Identified surplus</th></tr><tr><td>CIC</td><td>9300-34800-4600</td><td>04</td></tr><tr><td>IC</td><td>9300-34800-4200</td><td>07</td></tr><tr><td>Catering supervisor</td><td>5200-20200-2000</td><td>03</td></tr><tr><td>Store clerk</td><td>5200-20200-1900</td><td>03</td></tr><tr><td>H. Cook</td><td>5200-20200-2800</td><td>03</td></tr><tr><td>Cook</td><td>5200-20200-1900</td><td>04</td></tr><tr><td>Asstt. Cook</td><td>5200-20200-1800</td><td>03</td></tr><tr><td>Bill issuer</td><td>5200-20200-1800</td><td>03</td></tr><tr><td>Waiter kh / Canteen Asstt.</td><td>5200-20200-1800</td><td>34</td></tr><tr><td colspan="2">Total</td><td>64</td></tr></table>	Category	Grade Pay	Identified surplus	CIC	9300-34800-4600	04	IC	9300-34800-4200	07	Catering supervisor	5200-20200-2000	03	Store clerk	5200-20200-1900	03	H. Cook	5200-20200-2800	03	Cook	5200-20200-1900	04	Asstt. Cook	5200-20200-1800	03	Bill issuer	5200-20200-1800	03	Waiter kh / Canteen Asstt.	5200-20200-1800	34	Total		64	2.7.3	CCM/Catering/HQ ADRM/Admin/NDLS Sr.DCM/C/NDLS Sr.DPO/C/NDLS Dy.CPO/HQ
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ACKNOWLEDGEMENT

The work study team is highly grateful to Shri Prashant Kumar, ADRM/Admin/DLI, Shri Sunil Beniwal, Sr.DCM/C/DLI, Shri Devendra Kumar, Sr.DPO/C/DLI and other functionaries for providing relevant data/information and for giving valuable guidance, co-operation to the team during the conduct of study.

1.0.0 INTRODUCTION

With the objective to provide quality food to customers unbundling of catering services on trains has been envisaged in Catering Policy 2017. IRCTC has been mandated to carry out the unbundling by creation a distinction primarily between food preparation and food distribution.

Departmental catering was introduced in Indian Railways in 1955-56 on a 'No profit, No loss' basis at selected important stations and in certain trains services so as to set the standard and service as a model. Due to recurring losses, Railway Board decided in 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 percent which was to be ploughed back for effecting improvement in the services.

Modifications have been necessitated in the arrangement of catering service on mobile and static units to implement social objectives of the Railways. As per the Catering Policy 2017, IRCTC shall be responsible for catering services through mobile catering units, Base kitchens, Cell Kitchens, Refreshment Rooms Food Plazas, Food Courts, Train Side Vending, Jan Ahaars at A1 and A category stations.

Catering on Indian Railways is of utmost importance and recognizing this as one of the most important passenger amenities is essential. The Railways realize this and have incorporated their responsibility in the 'Citizen's Charter on Passenger Services in Indian Railways'

- 1.1.0 Consequently, SDGM/NR directed the Central Planning Cell, HQ Office, to conduct a work study on "Review of catering staff working at NDLS and DLI stations over DLI division with a view to improve manpower productivity and economy.

1.2.0 TERMS OF REFERENCE:

The following terms of references were adopted for conduct of the study:-

1. To review staff strength vis-à-vis existing workload.
2. To identify redundant/unproductive activities with a view to eliminate wasteful expenditure
3. To suggest ways and means to improve the efficiency and productivity of the system

1.3.0 METHODOLOGY ADOPTED

The following techniques of work study were adopted to conduct the study:-

1. Data collection of existing workload.
2. Work sampling, physical observation, spot checks, analytical estimation, prevailing yardstick in vogue if any, to assess the actual requirement.
3. Held discussions at various levels.

2.0.0 **BRIEF DESCRIPTION, CRITICAL ANALYSIS, REQUIREMENT OF STAFF AND OBSERVATIONS.**

2.1.0 The Delhi division is one of the most important divisions of Northern Railway which is spread over an area of 1386.42 route kms. NDLS and DLI stations are situated in the capital city of India. Many Rajdhani, Shatabdi and Duranto trains originate and terminate from NDLS station.

2.2.0 Due to introduction of modernization, system development and change in policies in almost every sphere of Railway working, some activities have become redundant/ unproductive/ wasteful in the Railways.

2.3.0 Consequently, the workload of Railway departmental catering staff at stations has been reducing drastically due to opening of new IRCTS's licensee stalls. Keeping in view, it is essential to conduct the "Review of catering staff working in Commercial department at NDLS & DLI stations." with a view to improve manpower productivity and economy.

2.3.1 **STAFF POSITION**

The team has collected the staff position of catering staff working at NDLS & DLI stations of Delhi division from Comm. Department and is tabulated as under:-

S.N.	Category	S/S	O/R	Vac.
1	Inspector(Catering)	21	10	11
2	Supervisor(Catering)	07	04	03
3	Store Clerk	03	-	03
4	M. Cook/Hd. Cook/Cook/Asstt. Cook	20	13	07
5	Bill issuer	05	02	03
6	Waiter Khallasi	101	67	34
Total		157	96	61

The above table reveals that 96 catering staff are on roll against the sanctioned strength of 157 and 61 posts are lying vacant.

2.4.0 CRITICAL ANALYSIS

- 2.4.1 The Work Study is confined to review the effective and economical utilization of catering staff working at NDLS & DLI stations. The team collected the data from the catering inspector's office to assess the requirement of these categories on the basis of existing workload. No guidelines are available in vogue for assessing the bare requirement of catering staff, so their requirement has been assessed on the basis of existing workload to economize the system.
- 2.4.2 Since manpower is the biggest component of the expenditure of Indian Railways, rightsizing of manpower to reduce unit costs is an effective way to increase efficiency of Indian Railway.
- 2.4.3 As the packed items i.e. snacks, biscuits, chips, namkeens, cold drinks, tea and water bottles etc. are sold at these departmental stalls and meal in very little quantity is prepared/sold due to which the requirement of catering staff is diminishing day by day.
- 2.4.4 Development in Catering services provided at New Delhi and Delhi Railway station by IRCTC:

There are four ways for booking food at stations:

- i) One has to dial 1323 and make payment on cash on delivery (COD).
- ii) Secondly, one can download "Food on Track" app on Android or Ios platforms, order food and make payment either in advance or through COD.
- iii) Thirdly, food can be ordered on IRCTC's e-catering website - ecatering.irctc.co.in - make online payment in advance or through COD.
- iv) Passengers can choose to SMS to 139 by giving details of their PNR and seat number.

Besides above following catering facilities have also been developed at New Delhi and Delhi Stations through IRCTC E-catering:

- a) Fresh food delivery in trains, passengers simply have to enter their 10 digit PNR to access the range of food options.
- b) Food delivery in trains includes restaurants like Dominos, Comesum etc. Moreover local delicacies from local eateries are also available.
- c) Mode of payment for train food delivery at New Delhi and Delhi Stations includes debit cards, mobile wallets and cash on delivery

2.4.5. Further the intake of catering staff is not allowed being non safety category. The workload of the departmental catering staff is being reducing drastically due to the allotment of licensee stalls to the IRCTC vender at stations. So, most of the departmental catering work has been shifted to IRCTC.

2.4.6. In the above scenario it is uneconomical and unproductive to run the static units Railway departmental catering staff at NDLS & DLI stations Railway stations.

2.5.0 YARDSTICK

No yardstick are available in vogue for assessing the bare requirement of catering staff, so their requirement has been assessed on the basis of existing workload to economize the system.

2.6.0 DEPLOYMENT OF STAFF

2.6.1 New Delhi STATION

S.No.	Category	O/R	Deployment
1	CIC (Chief Catering Inspector)	01	Working as Chief Catering Inspector/Incharge.
2	CIC (Chief Catering Inspector)	03	Working in different work assigned by CIC/Incharge, protocol duties and VIP movements.
3	Catering Supervisor	02	Supervision of stalls.
3	Bill issuer	01	For MCR billing.
4	M. Cook/Sr. Cook/Asstt. Cook	10	Working in shifts in Kitchen and departmental stalls.
5.	Asstt. Catering/ Waiter khallasi	29	
Total		46	

2.6.2 DELHI STATION

S.No.	Category	O/R	Deployment
1	CIC (Chief Catering Inspector)	01	Working as Chief Catering Inspector/Incharge.
2	CIC (Chief Catering Inspector)	01	Working as CMI/SSB
3	Sr. CI/CI	04	Working in different work assigned by CIC/Incharge, protocol duties and VIP movements.
4	Catering Supervisor	02	Working in Office and store.
5	M.Cook/Sr. Cook/Asstt. Cook	03	Working in Kitchen.
6	Bill issuer	01	Working in office.
7	Asstt. Catering/Waiter khallasi	38	Working in shifts at departmental stalls.
Total		50	

2.7.0 REQUIREMENT OF CATERING STAFF AND RECOMMENDATIONS

The catering staff is deployed in departmental catering stalls at New Delhi and Delhi stations. In the past these departmental catering were known as Rly refreshment rooms which had to provide snacks, breakfast, lunch and dinner to the bonafide passengers at stations and on the trains. Presently the system and policy related to catering activity is managed by IRCTC. Similarly there is a lot of change in the department catering.

Due to development in catering services, the workload has been reduced. However, some departmental stalls are still being run by the Railways. So the following staff at New Delhi and Delhi stations is being proposed for the existing stalls run by departmentally.

- 2.7.1 **New Delhi:** There are 08 departmental stalls at NDLS station which are being managed by the catering staff in three shifts. These are available as PF No. 01= (Snack bar-I & II) 02, 4 & 5=01, 8 & 9=01, 12 & 13=01 & PF No.16=3. The Janta meal(sabji puri), Rajma & Rice, Eggh kari and other packed items i.e snacks, biscuits, chips, namkeens, cold drinks, water bottles etc. are sold at these stalls.

The deployment and requirement of staff is as under-

Station	Category	No. of staff proposed	Description of work
NDLS	CIC/Incharge	01	Coordination in planning of tenders, inspection, enquiry of catering complaints etc.
	CIC	03	Monitoring of departmental and licensee, inspection, protocol duty etc.
	Catering Supervisor	02	Supervision of stalls.
	Bill clerk	01	For MCR billing.
	M. Cook/Sr. Cook/Cook/Asstt. Cook	02X03 = 06 LR/RG = 01 Total = 07	To work in kitchen for Janta meal/Rajma Rice/Egg. Kari etc. in shifts.
	Canteen Asstt./ Waiter Khallasi.	02X03 = 06 LR/RG = 01 Total = 07	For Snack bar-I & Snack bar-II. 02 in each shift.
	Canteen Asstt./ Waiter Khallasi.	06X03 = 18 LR/RG = 04 Total = 22	To work on 06 Departmental stalls which are to be manned round the clock.
Grand Total		43	

- 2.7.2 **Delhi station:** There are 13 departmental stalls at DLI station which are being managed by the catering staff in three shifts. The packed items i.e. snacks, biscuits, chips, namkeens, cold drinks and water bottles are sold at these stalls

Station	Location	Existing deployment	Proposed requirement
Delhi	CIC/Incharge	01	Over all in-charge.
	CIC/Sr. CI/CI	05	Regular inspection of mobile and static catering, Protocol duties, Coordinate in VIP service.
	Catering Supervisor	02	Supervision of stalls and kitchen.
	Bill clerk	01	Collecting of sale, maintenance of ledger, store and bill related work.
	H.Cook/Sr.Cook/Asstt. Cook	In broken shift=02 RG/LR=01 Total=03	Working in kitchen for preparation of janta meal/Rajma Rice/Egg kari.
	Waiter khallasi/Canteen Asstt.	In broken shift at 13 stalls =30 RG/LR=08 Total =38	To work on 13 Departmental stalls which are to be manned according to the arrival and departure of train.
Grand Total		50	

2.7.3 **Category Wise and Grade Wise Summary of Existing, Proposed and Surplus Catering Staff At NDLS and DLI stations over Delhi Division:**

S.N	Category	Grade Pay	S/S	Proposed	Identified surplus
1	CIC	4600	11	07	04
2	IC	4200	10	03	07
3	Catering supervisor	2000	07	04	03
4	Store clerk	1900	03	-	03
5	M. Cook	4200	04	04	-
6	Head Cook	2800	05	02	03
7	Cook	1900	06	02	04
8	Asstt. Cook	1800	05	02	03
9	Bill issuer	1800	05	02	03
10	Waiter kh./Canteen Asstt.	1800	101	67	34
			157	93	64

RECOMMENDATION NO.1

It is proposed that following 64 posts of Catering staff of different categories and grades are identified as surplus from NDLS & DLI stations and recommended for surrender.

S. No.	Category	Grade Pay	Identified surplus
1	CIC	9300-34800-4600	04
2	IC	9300-34800-4200	07
3	Catering supervisor	5200-20200-2000	03
4	Store clerk	5200-20200-1900	03
5	H. Cook	5200-20200-2800	03
6	Cook	5200-20200-1900	04
7	Asstt. Cook	5200-20200-1800	03
8	Bill issuer	5200-20200-1800	03
9	Waiter kh./ Canteen Asstt.	5200-20200-1800	34
Total			64

3.0.0 FINANCIAL IMPLICATIONS

3.1.0 The annual expenditure as per 7th CPC on sanctioned strength of catering staff working at NDLS & DLI stations of DLI division is as under:-

S. No.	Category	Grade Rs.	Monthly value per post in ₹	S/S	Annual expenditure in ₹
1	CIC	9300-34800-4600	60548/-	11	7992336/-
2	IC	9300-34800-4200	47736/-	10	5728320/-
3	Catering supervisor	5200-20200-2000	29309/-	07	2461956/-
4	Store clerk	5200-20200-1900	26852/-	03	966672/-
5	M. Cook	9300-34800-4200	47736/-	04	2291328/-
6	H. Cook	5200-20200-2800	39371/-	05	2362260/-
7	Cook	5200-20200-1900	26852/-	06	1933344/-
8	Asstt. Cook	5200-20200-1800	24278/-	05	1456680/-
9	Bill issuer	5200-20200-1800	24278/-	05	1456680/-
10	Waiter kh./ Canteen Asstt.	5200-20200-1800	24278/-	101	29424936/-
Total				157	5,60,74,512/-

The above table reveals that the annual expenditure being incurred on 157 sanctioned strength of Catering staff working at NDLS & DLI stations is ₹ 5,60,74,512/-

4.2.0 Proposed strength: The annual expenditure on the proposed strength of Catering staff working at NDLS & DLI stations of DLI division is as under:-

S.N.	Category	Grade Rs.	Monthly value per post in ₹	Prop staff	Annual expenditure in ₹
1	CIC	9300-34800-4600	60548/-	07	5086032/-
2	IC	9300-34800-4200	47736/-	03	1718496/-
3	Catering supervisor	5200-20200-2000	29309/-	04	1406832/-
4	Store clerk	5200-20200-1900	26852/-	--	--
5	M. Cook	9300-34800-4200	47736/-	04	2291328/-
6	H. Cook	5200-20200-2800	39371/-	02	944904/-
7	Cook	5200-20200-1900	26852/-	02	644448/-
8	Asstt. Cook	5200-20200-1800	24278/-	02	582672/-
9	Bill issuer	5200-20200-1800	24278/-	02	582672/-
10	Waiter kh./ Canteen Asstt.	5200-20200-1800	24278/-	67	19519512/-
Total				93	3,27,76,896/-

The above table reveals that total annual expenditure on 93 proposed posts of catering Staff working at NDLS & DLI stations of DLI division will be reduced to ₹ 3,27,76,896/- instead of ₹ 5,60,74,512/- and net recurring saving will be ₹ 2,32,97,616/- per annum.

3.2.0 ANTICIPATED RECURRING SAVING

S No	Category	Grade in ₹	Monthly in ₹	No. of posts identified for surrender	Tatal Annual Exp in ₹
1	CIC	9300-34800-4600	60548	04	2906304/-
2	IC	9300-34800-4200	47736	07	4009824/-
3	Catering supervisor	5200-20200-2000	29309	03	1055124/-
4	Store clerk	5200-20200-1900	26852	03	966672/-
5	H. Cook	5200-20200-2800	39371	03	1417356/-
6	Cook	5200-20200-1900	26852	04	1288896/-
7	Asstt. Cook	5200-20200-1800	24278	03	874008/-
8	Bill issuer	5200-20200-1800	24278	03	874008/-
9	Waiter kh./ Canteen Asstt.	5200-20200-1800	24278	34	9905424/-
Total				64	2,32,97,616/-

No. of posts identified as surplus: -

Group 'C' = 24 posts

Group D' = 40 posts

Total = 64 posts

Anticipated recurring saving = ₹ 232.97 lakh per annum

Capital saving = Nil

Total saving = ₹ 232.97 lakh per annum

4.0.0

WORK STUDY REPORT DETAILED CHART

Department : Commercial

Name of study : Review of catering staff working at NDLS & DLI stations of DLI division.

Activity Centre : NDLS & DLI stations.

SN	Sub activity	Brief description of workload	Actual staff deployed	Work Study recommendation	Brief description of workload
1	The catering staff deployed at NDLS & DLI stations have to manned departmental static units and sell the ready-made items..	Catering: Packed items i.e. snacks, biscuits, chips, namkeens, cold drink, tea water bottles etc. Provision of readily available food items and self service has reduced the work load of Departmental catering staff.	Total catering staff considered in this study report. SS=157 O/R=96 Vac=61	The work study team after analyzing the existing workload identified 64 posts of catering staff as surplus and recommended for surrendered.	The work study team observed the workload which has been reduced after allotment to licensee vender of IRCTC.

LIST OF ANNEXURES

S.N.	Description	Annex. No.
1	Statement showing staff position of Catering staff working in commercial department at NDLS & DLI stations of DLI division.	I
2	Letter to conduct work study No.16-CP/03/WS/2020-21 dt. 18/08/2020.	II

STATEMENT SHOWING STAFF POSITION OF CATERING STAFF WORKING IN
COMMERCIAL DEPARTMENT AT NDLS & DLI STATIONS OF DLI DIVISION.

S. No.	Category	Grade in ₹	S/S	O/R	Vacancy
1	CIC	9300-34800-4600	11	10	11
2	IC	9300-34800-4200	10		
3	Catering supervisor	5200-20200-2000	07	04	03
4	Store clerk	5200-20200-1900	03	00	03
5	M. Cook	9300-34800-4200	04	13	07
6	H.Cook	5200-20200-2800	05		
7	Cook	5200-20200-1900	06		
8	Asstt. Cook	5200-20200-1800	05		
9	Bill issuer	5200-20200-1800	05	02	03
10	Waiter kh./ Canteen Asstt.	5200-20200-1800	101	67	34
Total			157	96	61