



WORK STUDY REPORT
ON
REVIEW OF HELPER KHALLASI AND VALVE MAN STAFF
WORKING IN ENGINEERING (WORKS)
OVER
MORADABAD DIVISION
2020-21

WORK STUDY TEAM

SH. LALIT KUMAR	AWSO	LEADER
SH. RAJEEV YADAV	CWSI	MEMBER
SH. YOGESH BADHWAR	CWSI	MEMBER

STUDY COMMENCED ON: 22.10.2020
STUDY COMPLETED ON : 29.10.2020

GUIDANCE BY
Sh. ASHOK KUMAR AGARWAL
SWSO

No. 16-CP/27/WS/20-21

Central Planning Cell
Northern Railway;
Headquarters Office,
New Delhi.

EXECUTIVE SUMMARY

This study was allotted to the Central Planning Cell, HQ Office, with a view to identify redundant/unproductive activities in the working of Helper Khallasi and Valveman staff working in Engineering (Works) department over Moradabad division. The improved methods of working have also been suggested with a view to eliminate the wasteful expenditure of the railways.

STAFF POSITION

The total sanctioned and on roll strength of maintenance staff under SSE/SE(W) over MB division under the administrative control of Sr. DEN/C/MB is as under: -

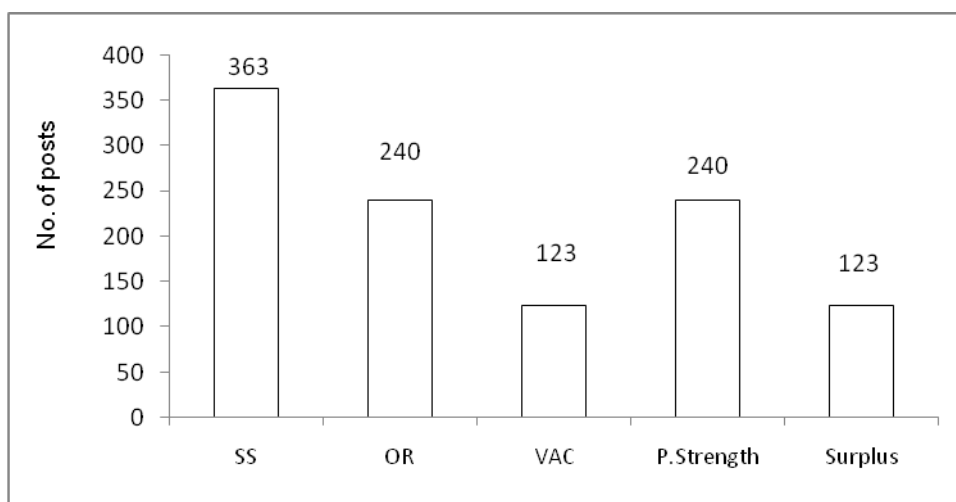
S.N.	Category	S/S	O/R	Var.
1	Helper Khallasi	337	225	112
2	Valve man	26	15	11
Total		363	240	123

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

Group 'C' = Nil posts
Group 'D' = 123 posts
Total = 123 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = 358.34 lakh per annum
Capital savings = Nil
Total savings_ = 358.34 lakh per annum



INDEX

S. N.	Description	Pages	
		From	To
1	Synopsis	4	-
2	Summary of recommendations	5	-
3	Acknowledgement	6	-
4	Introduction	7	-
5	Brief description, Staff position, Critical analysis, Requirement of staff and recommendations.	8	11
6	Financial implications	12	13
7	List of annexure	14	-

SYNOPSIS

Indian Railways is the cheapest mode of transport in the country. It is biggest organization of government with huge manpower engaged in its safe working. Several departments are functioning as a team to keep the wheels moving and achieve the goal by transporting passengers and freight from one place to another. The Civil Engineering department plays twin role in providing public utility services. The P.Way department provides good quality of track fitness. On the other hand the works department provides maintenance the infrastructure like residential and service buildings, water supply system, rest houses and public amenities to rail users.

In Railways, the process of absorption of modernization has been started and still in progress in every sphere of system. These technological upgradation have shown considerable improvement in the efficiency and manpower productivity in Railways.

In view of technological developments in every sphere of railway working, the Engg. Works department has also adopted the pattern of working by multiskilling in trades, closing down of redundant activities and outsourcing of major works to contractors. The departmental labour is attending minor/petty repair work, which shows reduced workload. Although the Engineering department (Works side) has executed construction work, wooden/steel work on contractual basis, yet the manpower is being engaged in excess.

Keeping above in view, SDGM/NR assigned this work study to Central Planning Cell, HQ Office with a view to optimize utilization of manpower. After review of existing workload in SSE/SE(W) units over MB division, the team identified 112 posts of Helper khallasi staff and 11 posts of Valve man staff Total=123 posts as surplus and recommended for surrender. After implementation of all the recommendations made in the report, a net recurring annual saving to the tune of Rs. 358.34 lacs per annum will be achieved.

SUMMARY OF RECOMMENDATIONS

S. No.	Recommendations	Ref. Para No.	Accepting/ Implementing authority
1.	It is proposed that 112 posts of Helper Khallasi staff are identified as surplus and recommended for surrender. Helper Khallasi Grade Rs. 5200-20200-1800=112 posts	2.6.1	ADRM/MB SR.DEN/C/MB SR.DPO/MB
2.	It is proposed that 11 posts of Valve man staff are identified as surplus and recommended for surrender. Valve man Grade Rs. 5200-20200-1800=11 posts	2.6.2	ADRM/MB SR.DEN/C/MB SR.DPO/MB

ACKNOWLEDGEMENT

The work study team is highly grateful to Shri Man Singh Meena, ADRM/Admin./MB, Shri Neeraj Kumar, Sr.DEN/C/MB, Sh. Vipul Goel, Sr.DPO/MB and other functionaries for giving their valuable guidance and extending their full cooperation in providing relevant data/information during the conduct of the study.

1.0 INTRODUCTION

- 1.1 Indian railway provides transportation services at a desired level of safety to its users. Being a public utility service it also provides various passenger amenities like drinking water, waiting rooms, clean platform environment within railway premises
- 1.2 It is the Civil Engineering department, which maintains track fitness and maintenance of infrastructures. But as this study is related to (works) side of Engineering Department, it is necessary to say that entire maintenance (works) of service/residential buildings, bridges, foot over bridges, water supply system, approach roads etc. is supervised by Sr. Section Engineer (Works) in his jurisdiction.
- 1.3 In works department, a huge manpower has been engaged to meet with the day to day maintenance activities, with heavy amount incurred by railways to meet out their high wages. It is true that Engg. Department is highly expenditure orientated so more attention is required towards its economical approach of men and materials.
- 1.4 The modernization and technological up-gradation in railway system has brought a lot of change in policies, the maintenance work is being outsourced by Engineering (works) department. All the major works are being outsourced. This has resulted in improved quality of maintenance and reduction in workload of works department. Keeping in view above, SDGM/NR assigned the work study to Central Planning Cell HQ Office with a view to review the works helper khallasi and Valve man staff working under SSE/Works over MB division in relation to existing workload.

1.5 TERMS OF REFERENCE

The work study has been conducted under the following terms of references: -

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

1.6 METHODOLOGY ADOPTED

The work study is based on the following method study and work measurement techniques: -

1. Data collection and its critical analysis.
2. Physical observations, spot-checks, analytical estimation, and application of yardstick in vogue, if any.
3. Held discussions at various levels.

2.0 BRIEF DESCRIPTION, STAFF POSITION, CRITICAL ANALYSIS, REQUIREMENT OF STAFF AND RECOMMENDATIONS

2.1 BRIEF DESCRIPTION

Moradabad division is an important division of Northern Railway and famous for its brass metallic works. The lay out of MB division is from Alamnagar station (Excl) which is adjacent to LKO Jn. at one end and up to Balliakheri station adjacent to Saharanpur Jn.(Excl) on double line section. The sectional layout of MB division is as under: -

- i) LKO-BE-MB-SRE (Excl'dg LKO & SRE)
- ii) ON-BLM-SPC (Excl'dg. ON)
- iii) BE- CH-ALJN (Excl. ALJN)
- iv) BE-CH-MB
- v) MB-HPU-GZB (Excl'dg. GZB)
- vi) GJL-MZM
- vii) NBD-KTW
- viii) LRJ-HW-DDN
- ix) HW-RKSH
- x) MTC-HPU-KRJ(Excl'dg MTC & KRJ)

The MB division interchanges traffic with NER, NCR, LKO division, UMB division & DLI division for goods and coaching traffic.

2.2 Sr.DEN/C is the administrative head of Engg. Deptt. There are total 17 sub sectional offices of works branch under the control of SSE/SE/Works over the division.

2.3 STAFF POSITION

The team collected the maintenance staff position of Misc. Gr 'D' staff working in 17 SSE/SE (W) units for the conduct of review, which is placed as annexure-I in the report. The summarized position of staff of these units is given as under: -

Table-I

S.N.	Category	Grade Rs.	S/S	O/R	Var.
1	Helper Khallasi	5200-20200-	337	225	112
2	Valve man	1800	26	15	11
Total			363	240	123

The above table reveals that the sanctioned strength of Helper khallasi and Valve man staff is 363 while 240 are on roll with 123 vacant posts under 17 SSE/SE (Works) offices.

2.4 ACTIVITIES PERFORMED BY HELPER KHALLASI AND VALVE STAFF (WORKS)

- (A) The helper khallasi staff working under control of SSE/SE (Works) and carry out the following activities under their jurisdiction.
 - 1. The helper khallasi staff is provided in Engg.(Works) to assist the artisan staff i.e. Mason, fitter, Black Smith, carpenter and painter.
 - 2. The helper khallasi staff also assists in the working which is deputed by the SSE/SE works.
- (B) The valve man staff operates valve of overhead water tanks located at the station/colony. The Valve man Cadre is a diminishing category. However, where posts of Valveman exist in the division, multipurpose khallasi have been provided for valve operation work.

2.5.0 CRITICAL ANALYSIS

- 2.5.1 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.
- 2.5.2 The study is confined to provide the actual requirement of helper khallasi staff in view of existing workload. In Engineering Deptt.(Works side) the major works are outsourced. Similarly road construction, replacement of wooden/iron doors and windows is being carried out by contractors. Certain annual maintenance and repairs like white washing and painting of staff quarters/service buildings, remodeling of quarters etc. are carried out under zonal contract.
- 2.5.3 The one of biggest advantage of outsourcing is cost savings. The lower cost of labour provided by outsourcing is very economical to the system. In the Engineering (works) department the helper khallasi staff was a big force. This staff is deployed to assist the artisan staff. This staff falls in unskilled and non safety category. The departmental labour cost much higher than the contractual labour. There are 112 posts of Helper Khallasi and 11 posts of Valveman of Engg./works over MB division are lying vacant since long. The intake of Helper khallasi staff is not allowed being non safety category. The labour contract already exists in the Zonal contract of Engineering department for day to day requirement Helper khallasi. So vacant 112 posts of helper khallasi and 11 posts of Valveman staff total 123 posts are identified as surplus and recommended for surrender.
- 2.5.4 The Valve Cadre staff is a diminishing category. Certain categories of different departments in which Valve man also included, has been declared redundant by the Railway Board and as per directives issued by

GM/NR Letter no. 807-E/surrender of posts/, MPP*2017 dt. 08/02/2017.
These categories are reducing slightly and there is no fresh intake.

2.6.0 REQUIREMENT OF HELPER KHALLASI AND VALVE MAN STAFF AND RECOMMENDATIONS

2.6.1 The Helper khallasi staff is unskilled and falls in the non safety category. The activities of this unskilled staff may be outsourced through a labour contract. The safety is not infringes by outsourcing the activities of Helper Khallasi. Rightsizing of the Railways has been the refrain in recent times particularly since it has a direct bearing on the profitability of the Railways and operating ratio. This will be cost saving too the Railways.

Keeping above facts in view, the team proposes the vacant posts of Helper Khallasi staff as surplus and recommended for surrender.

SUMMARY OF EXISING AND PROPOSED HELPER KHALLASI STAFF

S.N	SSE/Works units	S/S	O/R	Proposed requirement	Posts identified surplus
1	NBD	16	10	10	06
2	CPS	10	03	03	07
3	LRJ	18	12	12	06
4	HW	18	13	13	05
5	DDN (including JP)	12	07	07	05
6	HRI	15	11	11	04
7	SPC	17	09	09	08
8	BLM	20	13	13	07
9	SPN	16	09	09	07
10	RAC	17	10	10	07
11	MB/HQ	34	23	23	11
12	HRH	26	18	18	08
13	DRC/MB	17	10	10	07
14	BE	35	27	27	08
15	CH	36	29	29	07
16	HPU	17	12	12	05
17	GJL	13	09	09	04
Total		337	225	225	112

RECOMMENDATION NO.1

It is proposed that 112 posts of Helper Khallasi staff are identified as surplus and recommended for surrender.

Helper Khallasi Gr. Rs. 5200-20200-1800 =112 posts.

2.6.2 The Valve man staff is unskilled and falls in the non safety/diminishing category. Certain categories of different departments have been declared redundant by the Railway Board and as per directives issued by GM/NR in which Valve man also included. These categories are reducing day by day and there is no fresh intake. However, where posts of Valveman exist in the division, multipurpose khallasi have been provided for valve operation. So the team proposes the vacant posts of Valve man staff as surplus and recommended for surrender.

SUMMARY OF EXISING AND PROPOSED VALVE MAN STAFF

S.N	SSE/Works units	S/S	O/R	Proposed requirement	Posts identified surplus
1	MB	06	01	01	05
2	HRH/MB	03	-	-	03
3	BE	04	04	04	-
4	CH	03	-	-	03
5	HW	02	02	02	-
6	DDN	02	02	02	-
7	SPN	03	03	03	-
8	RAC	03	03	03	-
Total		26	15	15	11

RECOMMENDATION NO.2

It is proposed that 11 posts of Valve man staff are identified as surplus and recommended for surrender.

Valve man Gr. Rs. 5200-20200-1800 =11 posts.

3.0.0 FINANCIAL IMPLICATIONS

3.1.0 The annual expenditure as per 7th CPC on Engineering (Works) Helper Khallasi staff working under SSE/SE/Works over MB division is as under:-

S. No.	Category	Grade Rs.	Montly value per post	S/S	Monthly expenditure	Annual expenditure (Rs.)
1	Helper Khallasi	5200-20200-1800	24278	337	8181686.00	98180232.00
2	Valve Man		24278	26	631228.00	7574736.00
Total				363		105754968.00

The above table reveals that the annual expenditure being incurred on 363 sanctioned strength of Engineering (Works) Helper Khallasi and Valve man staff working under SSE/SE/Works over MB division 105754968.00

3.2.0 Proposed strength: The annual expenditure on the proposed strength of Helper khallasi and Valve man staff working under SSE/SE/Works over MB division as under:-

S. No.	Category	Grade Rs.	Montly value per post	P/S	Monthly expenditure	Annual expenditure (Rs.)
1	Helper Khallasi	5200-20200-1800	24278	225	5462550.00	65550600.00
2	Valve Man		24278	15	364170.00	4370040.00
Total				240		69920640.00

The above table reveals that total annual expenditure on 240 proposed posts of Engineering/Works Helper Khallasi Valve man staff working under SSE/SE/Works over MB division will be reduced to ₹ 69920640.00 instead of ₹ 105754968.00 and net recurring saving of ₹ 35834328.00 per annum will be achieved.

4.0 ANTICIPATED RECURRING SAVINGS

SN	Category	Pay scale + Grade pay ₹	No. of posts	Monthly value per post ₹ .	Total annual recurring saving ₹ .
1	Helper Khallasi	5200-20200- 1800	112	24278	32629632.00
2	Valve Man		11	24278	3204696.00
Total			123		35834328.00

No. of posts identified as surplus: -

Group 'C' = Nil posts

Group 'D' = 123 posts

Total = 123 posts

Anticipated recurring saving = ₹ 358.34 lakh per annum

Capital saving = Nil

Total saving = ₹ 358.34 lakh per annum

LIST OF ANNEXURE

S. N	Contents	Anex.No.
1	Statement showing Staff position of Helper Khallasi and valve man staff working in Engg. Works depot over MB division.	I
2	Letter of C.P.Cell to initiate the work study No. 16-CP/27/WS/20-21 dt.25.09.2021.	II

WORK STUDY REPORT DETAILED CHART

Department: - Engineering (Works)

Name of study: - Review Helper khallasi staff and Valveman working under SSE/SE/works over MB division

Activity Centre: - Over Moradabad division.

S. No	Sub activity	Brief description of workload	Actual staff deployed	Work Study recommendation	
				Proposed requirement of staff	Representative workload
1	Assists the artisan staff in the maintenance and petty repairs of railway assets.	Deployed with artisan staff for the maintenance of service/residential buildings, platform surface, water pumping stations, patch repair of roads, maintenance of level crossing gates, bridges and other misc. works under the jurisdiction of works depot.	The works depot wise staff strength is as under: - SS =363 OR =240 Vac.=123	The work study team identified 123 posts of helper khallasi and Valveman staff as surplus and recommended for surrender.	The workload of helper khallasi staff has been reduced by the execution of labour contract.

Annexure-I

Staff position of Helper Khallasi and valve man staff working in Engg. Works depot over MB division.

a) Helper khallasi				
SN	Works unit	S/S	O/R	Vacancy
1	NBD	16	10	06
2	CPS	10	03	07
3	LRJ	18	12	06
4	HW	18	13	05
5	DDN(including JP)	12	07	05
6	HRI	15	11	04
7	SPC	17	09	08
8	BLM	20	13	07
9	SPN	16	09	07
10	RAC	17	10	07
11	MB/HQ	34	23	11
12	HRH	26	18	08
13	DRC/MB	17	10	07
14	BE	35	27	08
15	CH	36	29	07
16	HPU	17	12	05
17	GJL	13	09	04
Total (a)		337	225	112
b) valve man staff				
1	MB	06	01	05
2	HRH/MB	03	-	03
3	BE	04	04	-
4	CH	03	-	03
5	HW	02	02	-
6	DDN	02	02	-
7	SPN	03	03	-
8	RAC	03	03	-
Total (b)		26	15	11
Grand Total (a+b)		363	240	123

Salient features of the work study

Name of the Work study: Review of Helper Khallasi and valve man staff working in Engg/works department over MB division.

No. 16-CP/27/WS/20-21

- (i) The study is confined to provide the actual requirement of Helper Khallasi and Valveman staff in view of the existing workload. In Engineering Deptt.(Works side) the major works are outsourced. Similarly road construction, replacement of wooden/iron doors and windows is being carried out by contractors. Certain annual maintenance and repairs like white washing and painting of staff quarters/service buildings, remodeling of quarters etc. are carried out under zonal contract.
- (ii) The Helper Khallasi and Valveman staff is unskilled falls in the non safety category and has also been declared redundant by the Railway Board and as per directives issued by GM/NR Letter no. 807-E/surrender of posts/, MPP*2017 dt/ 08/02/2017.
- (iii) The departmental labour cost is much higher than the contractual labour. The activities of helper khallasi staff is already outsourced in zonal contract of Engg. department for maintenance over MB division for day to day requirement. So 112 vacant posts of helper khallasi staff are identified as surplus.
- (iv) The Valve man staff is a diminishing category. Certain categories of different departments in which Valve man also included, has been declared redundant by the Railway Board and as per directives issued by GM/NR Letter no. 807-E/surrender of posts/, MPP*2017 dt. 08/02/2017. These categories are reducing day by day and there is no fresh intake. So 11 vacant posts of Valveman staff are identified as surplus.

Staff proposed and identified surplus:-

Total sanctioned strength	363
On roll strength	240
Vacancy	123
Proposed strength	240
No. of post identified as surplus	123
Net recurring saving	358.34 lakh