



WORK STUDY REPORT
ON
REVIEW OF GROUP 'D' & MINISTERIAL
STAFF WORKING UNDER SSE/WORKS
OF ENGINEERING (WORKS) DEPTT
OVER
FIROZPUR DIVISION
2020-21
WORK STUDY TEAM

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SWSO

No. 16-CP/11/WS/2019-20

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 of Group 'D' and ministerial staff working in Engineering (Works) department under SSE/W over FZR division and suggest ways and means to improve manpower productivity and economy. The on roll staff position is 355 posts (Ministerial staff 105 and Gr. 'D' staff is 250) against the sanctioned strength of 638 posts (129 Ministerial staff and Gr 'D' 509) and 283 posts (24 posts of Ministerial staff and 259 posts of Gr. 'D' staff) are lying vacant respectively.

STAFF POSITION

The total sanctioned and on roll strength of Group 'D' and ministerial staff under SSE/W of Engg Department over FZR division is mentioned as under: -

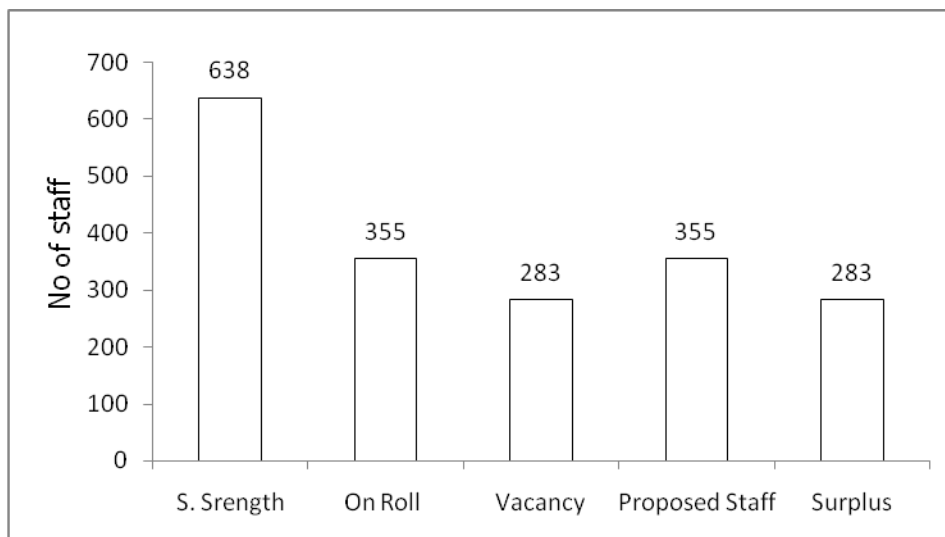
S.N.	Category	S/S	O/R	Var.
1.	Group 'C' (Ministerial staff)	129	105	24
2.	Group 'D'	509	250	259
Total		638	355	283

No. of posts of Group 'D' and ministerial staff identified as surplus and recommended for surrender: -

Group 'C' = 24 posts
Group 'D' = 259 posts
Total = 283 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = ₹ 878.09 lakh per annum
Capital savings = NIL
Total savings_ = ₹ 878.09 lakh per annum



I N D E X

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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 upgradations 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 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 under SSE/works over FZR division, the team identified **283** posts (24 Ministerial and 259 Gr 'D') of different categories 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 ₹ 878.09 lakh per annum will be achieved.

SUMMARY OF RECOMMENDATIONS

S. No.	Recommendations	Ref. Para No.	Accepting/ Implementing authority																												
1	<p>It is proposed that 283 posts of different Group 'D' and ministerial staff are identified as surplus and recommended for surrender as under:</p> <table border="1"> <thead> <tr> <th>S No</th><th>Category</th><th>Grade/ Level</th><th>Surplus Posts</th></tr> </thead> <tbody> <tr> <td>1</td><td>Ch Off Supdt</td><td>Level-7</td><td>03</td></tr> <tr> <td>2</td><td>Off Supdt</td><td>Level-6</td><td>10</td></tr> <tr> <td>3</td><td>Sr Clerk</td><td>Level-5</td><td>06</td></tr> <tr> <td>4</td><td>Clerk</td><td>Level-2</td><td>05</td></tr> <tr> <td>5</td><td>Works Khallasi</td><td>Level-1</td><td>259</td></tr> <tr> <td colspan="3">Total</td><td>283</td></tr> </tbody> </table>	S No	Category	Grade/ Level	Surplus Posts	1	Ch Off Supdt	Level-7	03	2	Off Supdt	Level-6	10	3	Sr Clerk	Level-5	06	4	Clerk	Level-2	05	5	Works Khallasi	Level-1	259	Total			283	2.2.0	ADRM/FZR SR.DEN/C/FZR SR.DPO/FZR
S No	Category	Grade/ Level	Surplus Posts																												
1	Ch Off Supdt	Level-7	03																												
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3	Sr Clerk	Level-5	06																												
4	Clerk	Level-2	05																												
5	Works Khallasi	Level-1	259																												
Total			283																												

ACKNOWLEDGEMENT

The work study team is highly grateful to Shri Sukhvinder Singh, ADRM/FZR, Shri Hemender Kumar, Sr.DEN/C/FZR, Sh. Jusuf Kabir, Sr.DPO/FZR 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. It is necessary to say that entire maintenance (Works) of service/residential buildings, bridges, foot over bridges, water 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 Group 'D' and ministerial staff of Engg/W Department 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 following method study and work measurement techniques of work study were applied for conducting the review:-

1. Data collection and its critical analysis to assess the factual position
2. Application of yardstick in vogue, if any
3. Held discussions at various levels.

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

2.1.0 BRIEF DESCRIPTION

Firozpur division is an important division of Northern Railway. The layout of FZR division spread over the territory of Jammu & Kashmir, Punjab, Himachal Pradesh and Rajasthan. The sectional ADEN layout of FZR division is as under: -

ADEN	SSE/Works	
FZR-I	Firozpur	FZR
	Kotkapura	KKP
FZR-II	Lohian Khas	LNK
	Jalalabad	JBD
	Jagraon	JGN
LDH	Ludhiana	LDH
	Phagwara	PGW
PTK	Mukerian	MEX
	Pathankot Jn.	PTK
	Pathankot Cantt	PTKC
PLMX	Palampur	PLMX
	Nagrota	NGRT
JAT	Kathua	KTHU
	Jammu Tawi	JAT
JRC	Jalandhar City	JUC
	Jalandhar Cantt	JRC
ASR	Amritsar M/L	ASR M/L
	Amritsar B/L	ASR B/L
	Amritsar Workshop	ASR WKS
UHP	Udhampur	UHP
BDGM	Badgaon	BDGM

2.1.1 ACTIVITIES PERFORMED BY MISC. CATEGORY GR 'D' STAFF (WORKS)

The misc Group 'D' and Ministerial staff working under control of SSE/SE (Works) and carry out the following activities under their jurisdiction.

1. The works khallasi staff is provided in Engg (Works) to assist the artisan staff i.e. Mason, fitter, Black Smith, carpenter and painter.
2. The works khallasi staff also assists in the working which is deputed by the SSE/SE works.
3. Valveman, chainman, Mali khallasi, store khallasi, safaiwala staff, chlorination khallasi, chowkidar etc are also deputed to perform their duties in day to day working.
4. Ministerial staff deals with the establish matters of staff working under SSE/W, maintain store matters, office correspondence etc.

2.1.2 Sr.DEN/C is the administrative head of Engg. Deptt. There are total 21 sub sectional offices of works branch under the control of SSE/SE/Works over the FZR division.

ADEN	SSE/Works
FZR-I	Firozpur (FZR)
	Kotkapura (KKP)
FZR-II	Lohian Khas (LNK)
	Jalalabad (JBD)
	Jagraon (JGN)
LDH	Ludhiana (LDH)
	Phagwara (PGW)
PTK	Mukerian (MEX)
	Pathankot Jn. (PTK)
	Pathankot Cantt (PTKC)
PLMX	Palampur (PLMX)
	Nagrota (NGRT)
JAT	Kathua (KTHU)
	Jammu Tawi (JAT)
JRC	Jalandhar City (JUC)
	Jalandhar Cantt (JRC)
ASR	Amritsar M/L (ASR M/L)
	Amritsar B/L (ASR B/L)
	Amritsar Workshop (ASR WKS)
UHP	Udhampur (UHP)
BDGM	Badgaon (BDGM)

2.1.3 STAFF POSITION

The team collected the staff position of Misc. Group 'D' and ministerial staff working under SSE/SE (W) over FZR division from the divisional headquarter telephonically, which is placed as annexure-II in the report and the summarized position of Group 'D' and Ministerial staff is given as under: -

S No	Category	S/S	O/Roll	Vacancy
1	Works Khallasi	509	250	259
2	Ch. Off Supdt	18	15	03
4	Off Supdt	54	44	10
5	Sr. Clerk	32	26	06
6	Clerk	25	20	05
Total		638	355	283

The above table reveals that on roll Group 'D' and Ministerial staff working under SSE/W over FZR division of Engg department is 355 against the sanctioned strength of 638 and 283 posts are lying vacant in different categories.

2.1.4 CRITICAL ANALYSIS

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.

The study is confined to provide the actual requirement of Group 'D' and Ministerial staff in view of existing contracts. In Engineering (Works) Deptt the major works are outsourced under Zonal contracts. 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, petty repairs etc. are also carried out under zonal contract.

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 misc Group 'D' staff is a big force. This staff is deployed to assist the artisan staff and other associated activities. This staff falls in unskilled and non safety category. The departmental labour cost much higher than the contractual labour. There are certain categories like work khallasi, chainman, valveman, chowkidar, challandar, mali khallasi, safaiwala, water carrier etc; which are redundant/diminishing categories in nature.) The staff like khallasi multipurpose, Valveman, Dak Courier and Tech. Chain falls in the non safety category and 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 diminishing day by day and no fresh intake is allowed.

(ii) Vide letter no. E(MPP)2018/1/1 RBE No. 48/2020 dt 02/07/2020, the Railway Board has freezed the new creation of post except in non safety category and decided to surrender the 50% vacancy of non safety cadre. The work of Khallasi staff and the work of Painter, Carpenter and mason staff is being carried out on the outsourced basis under zonal contract as unskilled and skilled labour contract respectively.

(iii) The vacancies in these categories are lying vacant since long. The petty repair work done by the departmental labour/skilled/unskilled staff has reduced drastically as this work is being carried out by the contractual labour under zonal contract.

Ministerial staff deals with the establish matters of staff working under SSE/W; maintain store matters, office correspondence etc. As per latest laid down policies fifty percent of vacancies of non safety category are to be surrendered.

There are 283 posts (259 Group 'D' and 24 ministerial staff) of Engg./works over FZR division are lying vacant since long. The intake of Group 'D' and ministerial staff is not allowed being non safety category. The labour contract already exists in the Zonal contract of Engg department for day to day work, therefore requirement of departmental Group 'D' staff has been decreased.

2.2.0 REQUIREMENT OF GROUP 'D' AND MINISTERIAL STAFF WORKING UNDER SSE/W OVER FZR DIVISION

The work study team has taken into consideration, contract works, vacancy position, deployment of staff, and held discussion at various level while proposing the requirement of staff which are as under:-

S No	Category	Grade in ₹	S/S	Proposed Staff	Surplus Posts
1	Works Khallasi	(Level-1)	509	250	259
2	Ch. Off Supdt	(Level-7)	18	15	03
3	Off Supdt	(Level-6)	54	44	10
4	Sr. Clerk	(Level-5)	32	26	06
5	Clerk	(Level-2)	25	20	05
Total			638	355	283

The proposed requirement of group 'D' and Ministerial staff comes to 355 (Gr. D-250 and Ministerial-105) against the sanctioned strength of 638 (Gr. D-509 and Ministerial-129) and 283 posts (Gr. D-259 and Ministerial-24) in different categories are identified as surplus and recommended for surrender. As Group 'D' has been identified as redundant and diminishing category and there will no intake in future of these categories, vacant posts of these categories be rendered surplus and recommended for surrender. There is no intake of Ministerial staff and the posts are lying vacant since long and thus these posts can be surrendered.

RECOMMENDATION NO.1

It is proposed that 283 posts of misc Gr 'D' and Ministerial staff are identified as surplus in different categories and recommended for surrender as follow.

S No	Category	Grade in ₹	S/S	Proposed Staff	Surplus Posts
1	Works Khallasi	5200-20200 +1800 (L-1)	509	250	259
2	Ch. Off Supdt	9300+34800 +4600 (L-7)	18	15	03
3	Off Supdt	9300+34800 +4200 (L-6)	54	44	10
4	Sr. Clerk	5200-20200 +2800 (L-4)	32	26	06
5	Clerk	5200-20200 +1900 (L-2)	25	20	05
Total			638	355	283

3.0.0 FINANCIAL IMPLICATIONS:

S No	Category	Pay scale + Grade pay ₹	No of Posts	Monthly value per post ₹ .	Total annual recurring saving ₹
1	Works Khallasi	5200-20200 +1800 (L-1)	259	24278	75456024/-
2	Ch. Off Supdt	9300-34800 +4600 (L-7)	03	60548	2179728/-
3	Off Supdt	9300-34800 +4200 (L-6)	10	47736	5728320/-
4	Sr. Clerk	5200-20200 +2800 (L-4)	06	39371	2834712/-
5	Clerk	5200-20200 +1900 (L-2)	05	26852	1611120/-
Total			283		87809904/-

No. of posts identified as surplus: -

Group 'C' = 24 posts

Group 'D' = 259 posts

Total = 283 posts

Anticipated recurring saving = ₹ 878.09 lakh per annum

Capital saving = Nil

Total saving = ₹ 878.09 lakh per annum

4.0.0 PRODUCTIVITY:

4.1.0 The annual expenditure as per 7th CPC on Group 'D' and Ministerial staff of Engineering (Works) working under SSE/SE/Works over FZR division is as under:-

S. No.	Category	Grade in ₹	Monthly value per post in ₹	S/S	Annual expenditure in ₹
1	Group 'D' staff	5200-20200+1800 (L-1)	24278	509	148290024/-
2	Ch. Off Supdt	9300-34800+4600 (L-7)	60548	18	13078368/-
3	Off Supdt	9300-34800+4200 (L-6)	47736	54	30932928/-
4	Sr. Clerk	5200-20200+2800 (L-4)	39371	32	15118464/-
5	Clerk	5200-20200+1900 (L-2)	26852	25	8055600/-
Total				638	215475384/-

The above table reveals that the annual expenditure being incurred on 638 sanctioned strength of Group 'D' and Ministerial staff of Engineering (Works) working under SSE/Works over FZR division 215475384/-

4.1.1 The annual expenditure on the proposed strength of Group 'D' and Ministerial staff of Engineering (Works) working under SSE/Works over FZR division as under:-

S. No.	Category	Grade in ₹	Monthly value per post in ₹	Proposed Staff	Annual expenditure in ₹
1	Group 'D' staff	5200-20200+1800	24278	250	72834000/-
2	Ch. Off Supdt	9300-34800+4600 (L-7)	60548	15	10898640/-
3	Off Supdt	9300-34800+4200 (L-6)	47736	44	25204608/-
4	Sr. Clerk	5200-20200+2800 (L-4)	39371	26	12283752/-
5	Clerk	5200-20200+1900 (L-2)	26852	20	6444480/-
Total				355	127665480/-

The above table reflects that after the implementation of the work study report, the expenditure on the proposed staff will come to ₹ 127665480/- Therefore the expenditure will be reduced from ₹ 215475384/- to ₹ 127665480/- per annum.

LIST OF ANNEXURE

SN	Contents	Annexure No.
1	Letter of C.P. Cell to initiate the work study No. 16-CP/05/WS/19-20 dt.02.04.2019.	I
2	Statement showing staff position of SSE/SE(Works) depots over FZR division	II

WORK STUDY REPORT DETAILED CHART

Department: - Engineering (Works)

Name of study: - Review Misc Group 'D' and Ministerial staff working under SSE/SE/works over FZR division

Activity Centre: - Over Firozpur division.

S N	Sub activity	Brief description of workload	Actual staff deployed	Work Study recommendations
1	SSE works Depot. FZR, KKP, LNK, JBD, JGN, LDH, PGW, MEX, PTK, PTKC, PLMX, NGRT, KTHU, JAT, JUC, JRC, ASR M/L, ASR B/L, ASR WKSH, UHP, BDGM	Maintenance of service/residential building, L. Xing gates, bridges, hand pumps, water pumping stations, sewerage system, lawns, parks, ORH and SRH etc. establish matters of staff working under SSE/W, maintain store matters, office correspondence etc.	SS= 638 posts OR= 355 posts Vac= 283 posts	S/S= 638 Staff proposed =567 posts surplus=283 posts

Annexure No I

Annexure No II

Statement showing Category wise, Grade wise staff position of Gr. 'D' and Ministerial staff working under SSE/W of Engg Deptt over FZR division.

S No	Category	Grade in ₹ / Level	S/S	O/Roll	Vacancy
1	Works Khallasi	5200-20200 +1800 (L-1)	509	250	259
2	Ch. Off Supdt	9300+34800 +4800 (L-7)	18	15	03
4	Off Supdt	9300+34800 +4200 (L-6)	54	44	10
5	Sr. Clerk	5200-20200 +2800 (L-4)	32	26	06
6	Clerk	5200-20200 +1800 (L-2)	25	20	05
Total			638	355	283

SALIENT FEATURES OF THE WORK STUDY No. 16-CP/11/WS/20-20

Name of the Work study: Review of Misc Group 'D' and Ministerial staff working in Engg/works department over FZR division

The study is confined to provide the actual requirement of Group 'D' and Ministerial 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.

The Helper khallasi and other misc group 'D' staff are unskilled and come in the non safety category. The departmental labour cost much higher than the contractual labour. The most of the activities of misc group 'D' staff is already outsourced in zonal contract of Engg department for maintenance over FZR division for day to day requirement.

As Group 'D' has been identified as redundant and diminishing category and there will no intake in future of these categories, vacant posts of these categories be rendered surplus and recommended for surrender. There is no intake of Ministerial staff and the posts are lying vacant since long and thus these posts can be surrendered.

283 posts (Group 'D' 259 and Ministerial staff 24) are identified as surplus and recommended for surrender.

1. (i) Total sanctioned of Misc Group 'D' staff = 638
- (ii) On roll strength = 355
- (iii) Vacancy = 283
- (iv) Proposed strength = 283

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

Group 'C'	= 24 posts
Group 'D'	= 259 posts
<u>Total</u>	= <u>283 posts</u>

FINANCIAL IMPLICATIONS

Anticipated recurring savings =	₹ 878.09 lakh per annum
Capital savings	= Nil
Total savings_	= ₹ 878.09 lakh per annum