



## WORK STUDY REPORT

ON

REVIEW OF GENERAL ASSISTANT STAFF

WORKING UNDER SSE (W)/G IN N.RLY.

HEAD QUARTERS OFFICE,

BARODA HOUSE, NEW DELHI

2020-21

### WORK STUDY TEAM

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### GUIDANCE

BY

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SWSO

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No. 16-CP/12/WS/2020-21

Central Planning Cell  
Northern Railway,  
Headquarters Office,  
Baroda House,  
New Delhi

## EXECUTIVE SUMMARY

This study was allotted to Central Planning Cell, HQ Office on the directives of competent authority to identify redundant/unproductive activities with a view to eliminate wasteful expenditure and to improve manpower productivity of General Assistant staff under SSE/W/G of N.Rly. HQ's Office, Baroda House, New Delhi.

### STAFF POSITION

The total sanctioned and on roll strength of General Assistant staff working under SSE/W/G at HQ Office, Baroda House, New Delhi is as under:-

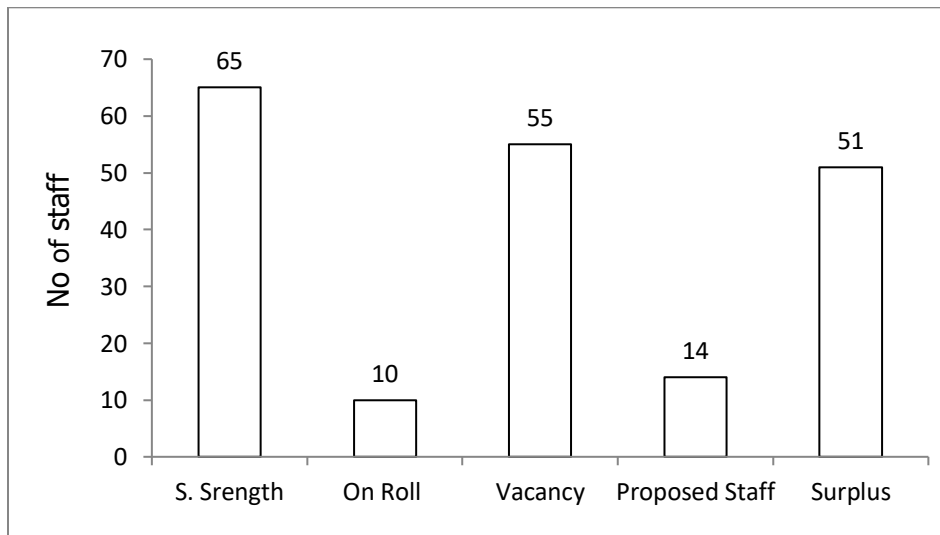
S.N.	Category	Grade in ₹	S/S	O/R	Vacancy
1	General Assistant	5200-20200+ 1800	65	10	-55

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

Gr. 'C' = Nil  
Gr. 'D' = 51 posts  
Total = 51 posts

### FINANCIAL IMPLICATIONS

Anticipated recurring savings = ₹ 148.58 lakh per annum.  
Capital saving = Nil  
Total = ₹ 148.58 lakh per annum



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## SYNOPSIS

Cleanliness is an important aspect in human life as it provides not only good health but also helps to create better working environment. To increase the working efficiency, there is need for maintaining good level of cleanliness at work place of any organization. Due to introduction of new policies in railways, the contractual system has been encouraged in those activities where the safety is not involved i.e., cleaning, maintenance of assets in works department, catering and vending etc. It is also true that a lot of modernization and technological up-gradation and mechanized cleaning have been also adopted in cleaning activities by Railways.

Keeping above in view, competent authority has assigned work study to Central Planning Cell HQ Office, Northern Railway to review of General Assistant staff deployed for cleanliness & up keeping of HQ's Office, Baroda House premises, New Delhi working under SSE/W/G/BH. The purpose of this work study is to economize utilization of existing General Assistant staff in view of existing system and also suggest ways and means to improve the quality of cleanliness standard.

During the conduct of study, the team studied the existing system of working of General Assistant staff and noted most of the workload of General Assistant staff are being done by contractual labour. Keeping all aspects into consideration, the team has identified 51 posts of General Assistant staff as surplus working under SSE/W/G/BH and recommended for surrender. If the recommendation made in the report will be implemented in toto, a net recurring saving to the tune of ₹ 148.58 lakh per annum can be achieved.

### SUMMARY OF RECOMMENDATION

S. N.	Recommendation	Refer para No.	Accepting/ implementing authority.
1	It is proposed that 51 posts of General Assistant staff in Gr. ₹ 5200-20200-1800 working under SSE/W/G/BH in N.Rly. HQ's Office, Baroda House, New Delhi identified as surplus and recommended for surrender.	2.6.1	Dy.GM/G/NR Dy.CPO/NR/HQ

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### *ACKNOWLEDGEMENT*

The team is highly grateful to Shri S. P. Singh, Dy.GM/G/NR & Sh. Sanjay Girdhar, Dy. Secy. to GM and other functionaries in providing relevant data/information and giving valuable guidance and cooperation to the team during the conduct of study.

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## INTRODUCTION

- 1.1 Baroda House is the Head Quarters of N.Rly and plays a vital role in Indian Railway. The Baroda House complex consists of three main buildings i.e., GM Office, Offices in the Annexe-I & Annexe-II buildings and other associated offices in the vicinity of Baroda House.
- 1.2 Cleanliness is one of the important aspects in human life. Neat and clean working environment not only keep the person healthy but also increase the working efficiency. Due to change in the policy guidelines certain activities where the safety aspect is not involved i.e., cleaning activity, maintenance work in works branch of Engg. Deptt. loading/unloading of materials etc, are being carried out by contractual labour on contract basis successfully. By implementation of these policies, the quality of work has improved whereas the expenditure incurred on labour charges have reduced as the establishment costs of government employee is very high. Technological advancements have also been introduced like jet cleaning machine, vacuum cleaner, modern wipers, improved infrastructure i.e., glazed floors, walls and stairs etc. This has resulted in less effort in cleaning and encouragement of modern equipments, which has eased the working of safaiwala staff. This has not only reduced the physical stress and workload of staff but also improved the standard of cleanliness.

The General Assistant staff working under SSE/W/G/BH are deployed to carry out the cleaning activities like, brooming, dusting, washing, toilet cleaning etc. of service building, circulating area of the premises, rag picking from circulating area and grounds as well and other duties assigned to them time to time.
- 1.3 Keeping in view of above, a work study on "Review of General Assistant staff working under SSE/W/G at Baroda House, New Delhi" has been conducted with a view to economize utilization of existing General Assistant staff in view of existing workload
- 1.4 **TERMS OF REFERENCE:**

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

  - i) To review staff strength vis-à-vis existing workload.
  - ii) To suggest ways and means to eliminate wasteful expenditure on unproductive/redundant activities.
  - iii) To suggest ways and means to improve the standard & efficiency of sanitation working.
- 1.5 **METHODOLOGY ADOPTED**

The following method study and work measurement techniques were Adopted to conduct the work study:-

  - a) Data collection and its critical analysis.
  - b) Physical check, Spot observations, work sampling, analytical Estimation & yard stick in vogue, if any.
  - c) Held discussions at various levels.

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2.0.0 BRIEF DESCRIPTION, STAFF POSITION, WORKLOAD, CRITICAL ANALYSIS, PROPOSED STAFF AND RECOMMENDATIONS.

2.1.0 BRIEF DESCRIPTION

2.1.1 Baroda House is a Headquarters of N.Rly. and consist of GM Building, Accounts Building associated with Allahabad Bank NZRE Office, staff canteen and Annexe-II building etc. The cleaning activities of entire Baroda House complex had been outsourced and are being carried out by the contractor. The cleaning activities carried out by the contractor are being supervised by SSE/W/(G)

2.1.2 The study is confined to General Assistant staff working under SSE/W/(G) Baroda House, New Delhi. It is therefore, essential to mention the locations where the cleaning activities are being carried out by the contractor as per the Contract agreement.

- 1) GM Building
- 2) Offices of Annexe Building-I
- 3) Offices of Annexe Building-II (Accounts building)
- 4) Staff Canteen
- 5) Circulating area and roads
- 6) Stairs & lifts
- 7) Parks, cycle & scooter stand etc.
- 8) Mechanized cleaning of underground sewage system etc,

2.2.0 STAFF POSITION

2.2.1 During the course of study, the team collected the General Asstt. staff position working under SSE/W/G/BH from 'P' Branch as well as from General Branch of HQ Office . The team has taken into consideration the sanctioned strength as supplied by 'P' branch and on roll position/deployment of staff as given by the 'G' Branch Baroda House, New Delhi. The detailed staff position is placed at Annexure-II in the report and summarized position of the same is tabulated below:-

S.No	Category	S/S	O/R	Variation (Vacancy)
1	General Assistant	65	10	55

The above table reveals that the on roll position of General Assistant staff is 10 against the sanction strength of 65 and 55 posts are lying vacant at N.Rly. HQ Office, Baroda House New Delhi.

## 2.3.0

STATEMENT SHOWING BUILDING WISE AREA OF N.RLY. HQ'S OFFICE  
BARODA HOUSE, NEW DELHI

Building	Description	Area	
		In Sq mts	In Sqft
Annexe-I	Ground Floor + 4 storied building, rooms, halls, varands, toilets & urinals, stairs, lifts, Roofs, terrace area,	15512	166909.12
Annexe-II	-do-	8076	86897.76
GM Building	Ground Floor + 1 <sup>st</sup> Floor	3944	42437.44
Terrace area of Annexe -I, II & GM building	--	6675	71823.00
Canteen, control Office and other building and circulating area.	--	5381	57899.56
Total		39588	425966.88



2.4.0 DETAIL OF CONTRACTUAL CLEANING WORK AT BARODA HOUSE, NEW DELHI.

A contract of mechanized cleaning & upkeep of Northern Railway's Head Quarter Office Baroda House, New Delhi is running.

During the conduct of study, the work study team has collected the activities covered under contractual work. The contractor has deployed 67 safaiwalas staff and 04 supervisors (Total 71) per day to carry out the mechanized cleaning work at Baroda House New Delhi. The scope of work is tabulated as under:-

S.No	Description of item	Rates in ₹
1	Mechanized cleaning & upkeep of Office chambers, rooms, cabins, corridors, Halls, Roofing, circulating area, toilet, metalled road and lawns etc, including proper disposal of garbage/refuse in Northern Railway, HQ Office Baroda, House except Road surface in Baroda House complex. The work also includes upkeep of floor areas, vertical finishes, ceilings, roofs, ventilators, windows, doors railing, shutters, false ceiling, panel/glazed aluminum partition, wall paneling, all types of partitions, furniture, benches, chairs, almirahs, work stations, corridors, stair cases, computers (externally) telephone (externally) mirrors, parking area, roads, basement, lawns, Krebs stones, walls pillars, ceramic/carnet ail, boundary wall, sewerage system etc, and Mechanized cleaning of underground sewerage system & desilting of manholes upto connecting 1 <sup>st</sup> M/Holes of Municipal Limit, as per schedule of work specifications and special conditions of the contract with Contractor's labour material, T&P and consumables etc as per direction of Section Engineer/Sr. Section Engineer(G) including all taxes as a complete job. Nothing extra will be paid whatsoever (Total covered area=39588 sqm and all toilets). The minimum staff to be deputed will be Supervisor(Matriculate but not graduate/skilled-04, housekeepers/ sweeper unskilled-67 Nos) with material i.e. supplying and various consumable items like HCL, Phenyl, odonil/air purifier, hand wash, room freshener, naphthalene balls, duster, broom, wiper, harpic and various mics; materials as and when required for cleaning, sweeping, mopping, dusting to keep the offices and all area in good hygienic atmosphere	2,12,84,439/- (including Tax)
Total		2,12,84,439/-
(Rs. Two crore Twelve lakhs eighty four thousand four hundred & thirty nine only) for one years.		

The above table reveals that the contractor is being paid ₹ 2,12,84,439/-per year.

## 2.5.0

### CRITICAL ANALYSIS

Sanitation is an essential activity in any working/residential place. The working/residential places of human being should be neat and clean which not only helps to keep the person healthy and fit but also affect the working efficiency. A number of General Asstt. Staff is deployed under SSE (W)/G, Baroda House, for upkeep the standard of cleanliness. Due to introduction of advance technology and adoption of modern techniques, a lot of mechanized/sophisticated machines have been introduced in the sphere of cleaning i.e. jet cleaning machine, vacuum cleaner, electric wiper etc. which not only improve the standard of cleaning but also affects the utilization of available manpower. It is also true that after implementation of the VI<sup>th</sup> Central Pay Commission, the establishment cost of government employee has increased tremendously. Consequently, the present policy guidelines encourages contractual system in some activities where the safety is not directly involved i.e., cleaning, catering and vending, loading and unloading of parcels, maintenance work in Engineering deptt. coach cleaning etc. which not only improve the quality of work but also reduce the expenditure in terms of manpower productivity. During the conduct of study, it has been observed that all the cleaning activities in Baroda House complex has already been outsourced but some manpower still exist. Thus surplus manpower needs to be surrendered.

As per Rly Bd's letter No. E(MPP)2016/1/59 Dated 10.01.2017 and GM/NR Letter no. 807-E/surrender of posts/, MPP\*2017 dt/ 08/02/2017 staff like khallasi multipurpose (redesignated as Genl. Assistant), 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 The work of these categories is being carried out through zonal contract as unskilled labour contract. Similarly the work of Carpenter/Painter/Mason and other skilled staff is being carried out through zonal contract as skilled labour contact.

Category of General assistant comes under non safety/redundant category. As non safety category posts are not going to be filled in near future, work of these categories has already been outsourced and thus resultant posts/vacancies can be surrendered.

## 2.6.0 REQUIREMENT OF STAFF

- 2.6.1 The team discussed the workload in view of cleaning and upkeep of Baroda House point of view and found that all the cleaning and upkeep of entire building complex are being carried out by the contractor. Work of khallasi multipurpose now re-designated as General assistant is also being done on contract basis time to time. The cleaning activities of Baroda House building like Annexe-I, Annexe-II, GM Building, canteen, scooter and cycle stand, roads & surroundings area of Baroda House premises are outsourced. Therefore the need of departmental General assistant staff has been diminished drastically and is required to be rendered surplus and may be surrendered.
- Keeping in view being Hd. Qrs. office, where a wide variety of activities are performed/governed alongwith working of large no. of employees, work study team is of opinion that some departmental General assistant staff may be kept on roll in case of any exigency/emergency, so that normal working of HQ Office do not hamper. For this purpose following General Assistant staff is proposed:-

• To work as keymen in Baroda House NDLS (two in each building 2*3=6)	=	06
• Estate office	=	01
• Committee Hall/BH	=	01
• Receipt and dispatch section of Gen Branch	=	01
• Conference Hall	=	01
• Office of SSE/W/G	=	01
• NDCR building New Delhi	=	01
Total	=	12
LR @ 12.5%	=	<u>1.5</u>
Grand Total	=	13.5
		or say 14 men

The proposed requirement of General Assistant staff comes to 14 men against the sanctioned strength of 65 and 51 posts are identified as surplus under SSE/W/G at N.Rly. HQ's Office, Baroda House and recommended for surrender.

### *RECOMMENDATION*

It is proposed that 51 posts of General Assistant staff in Gr. ₹ 5200-20200-1800 working under SSE/W/G/BH in N.Rly. HQ's Office, Baroda House, New Delhi identified as surplus and recommended for surrender.

### 3.0.1 FINANCIAL IMPLICATIONS:

After the implementation of the work study recommendations following are the financial implications.

SN	Category	Grade ₹	Refer Recom. No.	No. of surplus posts	Monthly value per posts ₹	Anticipated annual recurring saving ₹
1	General Assistant	5200-20200+ 1800	1	51	24278/-	1,48,58,136/-
Total				51		1,48,58,136/-

No. of posts identified as surplus: -

Group 'C' = NIL posts

Group 'D' = 51 posts

Total = 51 posts

Anticipated recurring saving = ₹ 148.58 lakh per annum

Capital saving = Nil

Total saving = ₹ 148.58 lakh per annum

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#### 4.0.0 PRODUCTIVITY

4.1.0 The total annual expenditure on the sanctioned strength of General Assistant staff working at Baroda House, New Delhi is tabulated as under:-

S N	Category	Pay Scale + Grade Pay	Monthly value per posts in ₹	Sanctioned strength	Total annual expenditure in ₹
1	General Assistant	5200-20200+1800	24278/-	65	1,89,36,840/-

The above table reveals that ₹ 1,89,36,840/-per annum is the expenditure on the sanctioned strength of 65 General Assistant.

4.1.2. The annual expenditure on the proposed General Assistant staff working at Baroda House New Delhi is tabulated as under:-

S N	Category	Pay Scale + Grade Pay	Monthly value per posts in ₹	Proposed staff	Total annual expenditure in ₹
1	General Assistant	5200-20200+1800	24278/-	14	40,78,704/-/-

The above table reveals that after the implementation of the work study report, the expenditure on the proposed General Assistant staff will come to ₹ 40,78,704/ Therefore the expenditure will be reduced from ₹ 1,89,36,840/- to ₹ 47,08,704/-

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## WORK STUDY REPORT DETAILED CHART

Department : - General

Name of study : - Work Study on review of General Assistant staff working under SSE/W/G at Baroda House, New Delhi

Activity Centre : - Baroda House, New Delhi

S N	Activity	Brief description of workload	Actual staff deployed	Work Study recommendation	Brief description of workload
1	Cleaning and moping, upkeep of office chambers, cabin, corridors, halls, roofing, circulating area, toilets & urinals, road & lawns and general work pertaining to multipurpose.	Mechanized cleaning & upkeep of Annexe-I, II, GM building, Terrace area of Annexe-I, II & GM building, canteen, control office and other building and circulating area.	S/S= 65 O/R=10 Vac =55	SS = 65 Proposed = 14 Surplus = 51	Mechanized cleaning and upkeep of 39588 sq.m area of N.Rly. Office, Baroda House, New Delhi.

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## LIST OF ANNEXURES

S.N.	Description	Annex. No.
1	Authority Letter to conduct the work study report No. 16-CP/12/WS/2020-21.	I
2	Statement showing staff position of General Assistant working at Baroda House, New Delhi	II

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Annexure No. I

Annexure No.II

Statement showing sanction and on roll position of General Assistant staff working in  
N.Rly. Baroda House, New Delhi:

S.N.	Category	Grade in ₹	S/S	O/R	Vacancy
1	General Assistant	5200-20200+ 1800	65	10	55



## **Salient features of Work Study Report No. 16-CP-12/WS/2020-21**

Sub: Review of General Assistant staff working under SSE (W)/G in N.Rly. Hdqrs. office Baroda House, New Delhi.

1. Staff Position:

- Sanctioned strength = 65
- On roll strength = 10
- Vacancy = 55
- Proposed staff = 14
- Identified as surplus for surrender = 51

2. Category of General Assistant (previously designated as khalasi, safaiwala etc.) comes under non safety/redundant category. As the General Assistant staff category comes under non safety category and are not going to be filled in near future, therefore a review of this cadre has been taken.
3. During review, the Work Study team has considered the work load; work on contract and deployment of staff in Hdqrs. office Baroda House, while calculating the manpower.
4. As per Rly Bd's letter No. E(MPP)2016/1/59 Dated 10.01.2017 and GM/NR Letter no. 807-E/surrender of posts/, MPP\*2017 dt/ 08/02/2017 staff like khallasi multipurpose (re-designated as Genl. Assistant), 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 the work of these categories is being carried out through zonal contract as unskilled labour contract. Similarly the work of Carpenter/Painter/Mason and other skilled staff is being carried out through zonal contract as skilled labour contract.
5. At present the work of Mechanized cleaning & upkeep of Northern Railway Head Quarter Office Baroda House, New Delhi complex is being carried out on contract basis at the cost of ₹ 2,12,84,439 per annum/- (including Tax) under the supervision of SSE/W/G BH NDLS.
6. As the work of cleaning and up keeping of Hqrs. Office Baroda House complex has already been outsourced. However 14 nos. Departmental General Assistant staff has been proposed in this Work Study Report under SSE/W/G BH NDLS, for any exigency/emergency, so that normal working of HQ Office do not hamper. Thus the resultant 51 posts of General Assistant staff working under SSE/W/G/BH can be surrendered as recommended in the Work Study Report.
7. If the recommendation of surrender of 51 posts of General assistant staff are implemented, the anticipated recurring saving of ₹ 148.58 lakh per annum will be achieved.

Financial implication:

- Anticipated recurring saving = ₹ 148.58 lakh per annum
- Capital saving = Nil
- Total recurring saving = ₹ 148.58 lakh per annum

