



WORK STUDY REPORT  
ON  
REVIEW OF MISCELLANEOUS CATAEGORY AND MINISTERIAL  
STAFF WORKING IN MECHANICAL DEPARTMENT(C&W)  
OVER  
MORADABAD DIVISION  
2020-21

WORK STUDY TEAM

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GUIDANCE

BY

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SWSO

DATE OF COMMENCEMENT: 07.09.2020  
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No. 16-CP/20/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 SDGM/NR to identify redundant/unproductive activities with a view to eliminate wasteful expenditure and to improve manpower productivity of Miscellaneous Category staff working in Mechanical Department(C&W) over Moradabad Division.

## STAFF POSITION

The sanctioned and on roll strength of Ministerial and Miscellaneous category staff i.e. Trimmer, Black Smith, Painter, DCOM, Carpenter working in Mechanical Department(C&W) over Moradabad Division is as under:-

S.No.	Category	S/S	O/R	Variation
1	Ministerial	30	18	12
2	Trimmer	05	03	02
3	Black Smith	04	-	04
4	Carpenter	77	69	08
5	DCOM	11	04	07
6	Painter	22	17	05
Total		149	111	38

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

Gr. 'C' = 38 posts

Gr. 'D' = Nil posts

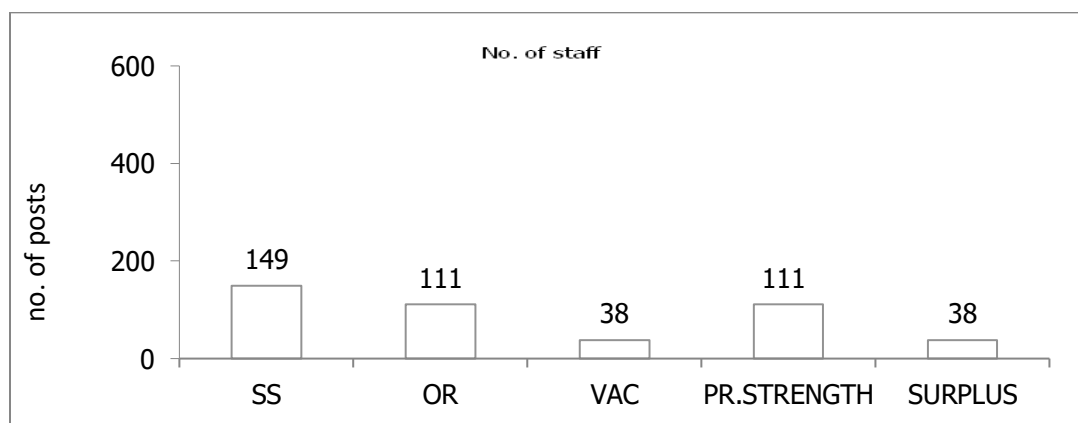
Total = 38 posts

## FINANCIAL IMPLICATIONS

Anticipated recurring savings = ₹ 182.67 lakh per annum.

Capital saving = Nil

Total = ₹ 182.67 lakh per annum



## I N D E X

S.N.	Contents	Pages	
		From	To
1	Synopsis	4	4
2	Summary of recommendations	5	5
3	Acknowledgement	6	6
4	Introduction	7	7
5	Brief description, staff position, Workload Critical analysis, proposed requirement of staff, Recommendations.	8	12
6	Financial implications	13	15
7	List of annexure	16	16
8	Work Study Report detailed chart	17	17

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## SYNOPSIS

Indian Railway is the principal mode of transport in the country. It is the third largest in the world followed by USA and China. It provides safe, transport at reasonable cost while at the same time maintains financial viability of the system. It carries about 15 million passengers daily on its wide network of 66687 spread over routes kilometers.

With the introduction of modern techniques of working, the closure of piece meal loading and introduction of point to point loading of full rakes long haul loads, introduction of LHB, RCF coaches, mechanized cleaning, change in working pattern i.e., outsourcing, washing and Mechanized cleaning of coaches & OBHS (On Broad Hygienic Services) have resulted in eliminating the uneconomical activities. Similarly after the implementation of unit exchange method in the maintenance of coaches instead of repairing and introducing of LHB coaches have also reduced the requirement of ancillary staff to some extent. This not only reduces the stress of the workmen but also reduce the workload to some extent.

Keeping in view of above, SDGM/NR has assigned the work study to Central Planning Cell, HQ Office to conduct a review of Ministerial and Misc. category staff working in Mechanical Department(C&W) over MB Division, with a view to eliminate the wasteful expenditure.

The team collected the workload and after thorough review of existing workload vis-a-vis sanctioned strength and identified 38 posts of Ministerial and Misc. Category staff as surplus and recommended for surrender. After implementation of the recommendations made in the report in toto, the administration is likely to achieve a net recurring saving to the tune of ₹ 182.67 lakh per annum.

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## SUMMARY OF RECOMMENDATIONS

S.N. & Recom No.	Recommendations	Refer para No.	Accepting/ implementing authority.																																
1	<p>It is proposed that 12 posts of ministerial staff, 02 posts of Trimmer, 04 posts of Black smith, 08 posts of Carpenter, 05 posts of Painter and 07 posts of DCOM staff (Total=38) from Mechanical/C&amp;W Department of MB division are identified as surplus and recommended for surrender.</p> <table> <tr> <th>S.N.</th><th>Category</th><th>Gr.Rs.</th><th>No. of posts identified as surplus</th></tr> <tr> <td>1</td><td>OS</td><td>4200</td><td>04</td></tr> <tr> <td>2</td><td>MCM</td><td>4200</td><td>06</td></tr> <tr> <td>3</td><td>Sr. Clerk</td><td>2800</td><td>08</td></tr> <tr> <td>4</td><td>Tech.-I</td><td>2800</td><td>13</td></tr> <tr> <td>5</td><td>Tech.-II</td><td>2400</td><td>04</td></tr> <tr> <td>6</td><td>Tech.-III</td><td>1900</td><td>03</td></tr> <tr> <td colspan="3">Total</td><td>38</td></tr> </table>	S.N.	Category	Gr.Rs.	No. of posts identified as surplus	1	OS	4200	04	2	MCM	4200	06	3	Sr. Clerk	2800	08	4	Tech.-I	2800	13	5	Tech.-II	2400	04	6	Tech.-III	1900	03	Total			38	2.6.1	ADRM/MB, Sr.DME/C&W/MB, Sr. DPO/MB
S.N.	Category	Gr.Rs.	No. of posts identified as surplus																																
1	OS	4200	04																																
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6	Tech.-III	1900	03																																
Total			38																																

## ACKNOWLEDGEMENT

The work study team is highly grateful to Sh. Man Singh Meena, ADRM/MB, Sh. Saamarth Singh, Sr.DME/(C&W)/MB , Sh. Vipul Goel, Sr.DPO/MB 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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1.0.0 INTRODUCTION

1.1.1 Carriage & Wagon Department is responsible for scheduled maintenance to ensure safe running of the rolling stock and proper cleaning of the coaching stock. After attending the due schedule of rolling stock and coach cleaning work, the maintenance staff ensures the reliability and punctuality of the train. The C&W wing is entrusted the workload of coach cleaning which provide homely and hygienic atmosphere and satisfaction to the Rail users during the spell of their journey.

1.2.0 Due to modernization in every sphere of Railway working, modern coaches and equipments have been introduced to increase the productivity. The series of modernization such as implementation of LHB coaches to replace ICF/Conventional coaches has really improved the efficiency of the system with less efforts on the maintenance.

1.3.0 Consequently, SDGM/NR assigned the work study to conduct a review of Ministerial and Misc. Category staff working in Mechanical Deptt(C&W) over MB Division with a view to reduce the surplus manpower after adoption of modern techniques. Efforts have been made to reduce the unproductive and obsolete activities and suggest ways and means to improve the technological up-gradation and advancement.

1.4.0 TERMS OF REFERENCE:

The following terms of reference have been adopted to conduct the study:-

- i) To review staff strength vis-à-vis existing workload.
- ii) To suggest ways and means to identify redundant/unproductive activities to eliminate wastages expenditure.
- iii) To suggest ways and means to improve the system economically in view of modernization and system development.

1.5.0 METHODOLOGY ADOPTED

The following method study and work measurement techniques were adopted:-

- i) Collection of Data and its critical analysis.
- ii) Physical checks, spot observations and work sampling, analytical estimation and yardstick in vogue, if any.
- iii) Held discussions at various levels.

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## 2.0.0 BRIEF DESCRIPTION, STAFF POSITION, WORKLOAD, CRITICAL ANALYSIS, PROPOSED REQUIREMENT OF STAFF & RECOMMENDATIONS.

### 2.1.0 BRIEF DESCRIPTION

The coaching depots were set up to up keep the rolling stock and carry out the various maintenance schedule i.e., primary, secondary maintenance, repairs of enroute passing through trains and examination, sick line attention, cleaning and watering etc. at nominated coaching depots/stations. Ancillary staff like trimmer, black smith, painter, DCOM and carpenter staff is deputed to assist in the petty repair of coaches during maintenance in the C&W Depots.

2.1.1 The study is confined to the Ministerial and Misc. Category staff working in C&W Department over MB Division.

2.1.2 The Indian Railways has adopted modern technology in the rolling stock. The LHB coaches which require less maintenance are being introduced in place of ICF/conventional coaches.

### 2.2.0 STAFF POSITION

The team collected the detailed staff position of Ministerial and Misc. category staff from Divisional Office which is placed as Annexure No. II in the report and the summarized position is given as under:-

S.No.	Category	S/S	O/R	Variation
1	Ministerial	30	18	12
2	Trimmer	05	03	02
3	Black Smith	04	-	04
4	Carpenter	77	69	08
5	DCOM	11	04	07
6	Painter	22	17	05
Total		149	111	38

The above table reveals that the sanctioned strength of Ministerial and Misc. Category staff is 149 and on roll strength is 111 with 38 vacant posts.



### 2.3.0 WORKLOAD

During the conduct of study, the work study team collected required data from coaching depots incharges. The detail workload was analyzed thoroughly and the staff has proposed in accordance with yard-stick in vogue vis-à-vis workload and other factors in the consideration.

S.No.	Depots	In terms of coaches/wagons per day		
		Primary	Secondary	Terminal
1	MB	29	-	115
2	BE	90	-	44
3	HW	33	49	85
4	DDN	29	67	96

### 2.4.0. CRITICAL ANALYSIS

(i) The team observed working of the ancillary staff like trimmer, blacksmith; Painter, DCOM and Carpenter are engaged in the maintenance of coaches. The Trimmer staff 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 and reducing slightly.

(ii) It is observed and analyzed that the work load of Black Smith, Painter, DCOM and Carpenter has been reduced due to the upgradation of technology and increase in number of LHB coaches. After the replacement of conventional/ICF coaches with LHB coaches, the work of Black Smith and Carpenter has been reduced gradually.

### 2.5.0 PROPOSED REQUIREMENT OF STAFF:

During the conduct of study, the work study team collected the workload and examined it carefully. There is no specific yard stick in vogue for the ancillary staff engaged in the maintenance of coaches, so the team considered spot observation, deployment of staff, change in working pattern and analytical estimation while proposing the requirement of staff.

#### 2.51 (i) Ministerial staff

The total sanctioned strength of ministerial staff working in Mechanical/C&W over MB Division is 30 with on roll strength 18 and 12 posts are lying vacant. This staff is deployed in offices to carry out establishment matter, correspondence work etc. The ministerial staff falls in non safety category also. There is no intake of Ministerial staff and the posts are lying vacant since long and thus these posts may be surrendered.

#### RECOMMENDATION NO.1

It is proposed that 16 posts of ministerial staff in different grades are identified as surplus and recommended for surrender.

OS Gr. ₹ 9300-34800-4200 =04 posts.

Sr. Clerk Gr. ₹ 5200-20200-2800 =08 posts.

Total =12 posts.

#### (ii) Trimmer Staff

The trimmer staff is required for trimming of the berths/seats and curtains etc. in the coaches. During the course of study, the team observed the working of trimmer staff. The work of trimming in all the coaching depots of Moradabad division is being carried out departmentally and no out sourcing is involved. The Trimmer staff has been declared redundant/diminishing cadre and reducing slightly. The trimmer staff falls in the non safety category, and upgraded technology like pneumatic staplers etc. may be used to save the manpower.

It is proposed that 02 vacant posts of trimmer are identified as surplus and recommended for surrender.

#### RECOMMENDATION NO.2

It is proposed that 02 vacant posts of trimmer are identified as surplus and recommended for surrender.

Trimmer-I Gr. ₹ 5200-20200-2800 =02 posts.

#### (iii) Black Smith Staff

The black smith staff was required for smithy work during the maintenance of the coaches but due to the implementation of the unit exchange pattern during the maintenance of the coaches, the work of the black smithy staff has been reduced drastically. The sanctioned strength of black smith staff is 04 and all the posts are lying vacant. The team opines that due to non availability of staff and workload in the smithy shop, all the 04 posts of black smith staff are identified as surplus and recommended for surrender.

#### RECOMMENDATION NO.3

It is proposed that 04 vacant posts of Black smith staff are identified as surplus and recommended for surrender.

Black smith-MCM Gr. ₹ 9300-34800-4200 =02 posts.

Black smith-I Gr. ₹ 5200-20200-2800 =02 posts.

Total =04 posts.

## (iv) Carpenter Staff

The carpenter staff is required for wooden work during the maintenance of the coaches but due to the introduction of LHB coaches in place of ICF/conventional coaches and implementation of the unit exchange items during the maintenance of the coaches, the work of the carpenter staff has reduced to some extent as there is very little wooden work in the coaches.

The team opines that due to reduction of workload of the carpenter staff 08 vacant posts of carpenter staff are identified as surplus and recommended for surrender.

## RECOMMENDATION NO.4

It is proposed that 08 vacant posts of carpenter staff are identified as surplus and recommended for surrender.

Carpenter-MCM Gr. ₹ 9300-34800-4200	=02 posts.
Carpenter -I Gr. ₹ 5200-20200-2800	=05 posts.
Carpenter -II Gr. ₹ 5200-20200-2400	=01 posts.
Total =08 posts.	

## (v) Painter staff

The painter staff is required for different activities of painting in the coaches. During the course of study, the team observed the working of painter staff. The work of painter work in all the coaching depots of Moradabad division is being carried out departmentally and no out sourcing is involved. The painter staff falls in the non safety category, and upgraded technology has reduced the work of painter.

The team opines that in the present scenario 05 vacant posts of painter are identified as surplus and recommended for surrender.

## RECOMMENDATION NO.5

It is proposed that 05 vacant posts of painter are identified as surplus and recommended for surrender.

Painter-MCM Gr. ₹ 9300-34800-4200	=01 posts.
Painter -I Gr. ₹ 5200-20200-2800	=02 posts.
Painter -II Gr. ₹ 5200-20200-2400	=02 posts.
Total =05 posts.	

## (vi) DCOM

The Driver Compressor staff was required to find the fault of vacuum in the conventional rolling stock. But after the introduction LHB coaches and air brake rolling stock the work of DCOM staff has reduced drastically. The team opines that due to reduction of workload of the DCOM staff 07 vacant posts of DCOM staff are identified as surplus and recommended for surrender.

**RECOMMENDATION NO.6**

It is proposed that 07 vacant posts of DCOM staff are identified as surplus and recommended for surrender.

DCOM -MCM Gr. ₹ 9300-34800-4200 =01 posts.

DCOM -I Gr. ₹ 5200-20200-2800 =02 posts.

DCOM -II Gr. ₹ 5200-20200-2400 =01posts.

DCOM -III Gr. ₹ 5200-20200-1900 =03 posts.

Total =07 posts.

**2.5.4**

Summary of existing and Proposed Trimmer, Black Smith and Carpenter staff in the C&W depots over Delhi Division.

S.No.	Category	Sanctioned strength	Proposed strength	Identified surplus
1	Ministerial	30	18	12
2	Trimmer	05	03	02
3	Black smith	04	-	04
4	Carpenter	77	64	08
5	Painter	22	17	05
6	DCOM	11	04	07
Total		149	106	38

It is proposed that 12 posts of ministerial staff, 02 posts of Trimmer, 04 posts of Black smith, 08 posts of Carpenter, 05 posts of Painter and 07 posts of DCOM staff (Total=38) from Mechanical/C&W Department of division are identified as surplus and recommended for surrender.

S.no.	Category	Gr. Rs.	No. of posts identified as surplus.
1	OS	4200	04
2	MCM	4200	06
3	Sr. Clerk	2800	08
4	Tech.-I	2800	13
5	Tech.-II	2400	04
6	Tech.-III	1900	03
			38

### 3.00 FINANCIAL IMPLICATIONS

3.1.0 The annual expenditure as per 7<sup>th</sup> CPC on Misc. working in Mechanical C&W over MB division is as under:-

S.No.	Category	Grade Rs.	Monthly value per post	S/S	Annual expenditure
1	COS	9300-34800-4800	60548	05	3632880.00
2	OS/MCM/Trimmer, Black Smith/ Carpenter	9300-34800-4200	47736	44	25204608.00
3	Sr. Clerk/Tech.-I/ Trimmer, Black Smith/Carpenter/Painter/ DCOM	5200-20200-2800	39371	53	25039956.00
4	Tech.-II/ Trimmer, Black Smith/Carpenter/Painter/ DCOM	5200-20200-2400	34398	30	12383280.00
5	Clerk/Tech.-III/ Trimmer, Black Smith/Carpenter/Painter/ DCOM	5200-20200-1900	26852	17	5477808.00
Total				149	71738532.00

The above table reveals that the annual expenditure being incurred on 149 sanctioned strength of Ministerial and Misc. staff working in Mechanical C&W over Moradabad division is Rs. 71738532.00

3.2.0 Proposed strength: The annual expenditure on the proposed strength of Misc. staff working in Mechanical C&W over MB division is as under:-

S.No.	Category	Grade Rs.	Monthly value per post	S/S	Annual expenditure
1	COS	9300-34800-4800	60548	05	3632880.00
2	OS/MCM/Trimmer, Black Smith/ Carpenter	9300-34800-4200	47736	34	19476288.00
1	Sr/Tech.-I/ Trimmer, Black Smith/Carpenter/Painter/ DCOM	5200-20200-2800	39371	32	15118464.00
2	Tech.-II/ Trimmer, Black Smith/Carpenter/Painter/ DCOM	5200-20200-2400	34398	26	10732176.00

3	Clerk/Tech.-III/ Trimmer, Black Smith/Carpenter	5200- 20200- 1900	26852	14	4511136.00
Total				111	53470944.00

The above table reveals that total annual expenditure on 111 proposed posts of Ministerial and Misc. Category staff will be reduced to ₹ 53470944.00 instead of ₹ 71738532.00 and net recurring saving will be of ₹ 18267588.00 per annum.

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## 3.3.0 FINANCIAL IMPLICATIONS

SN	Category	Pay scale + Grade pay ₹	No. of posts	Rec. No	Monthly value per post ₹ .	Total annual recurring saving ₹ .
1	OS/MCM/Trimmer, Black Smith/Carpenter/Painter/DCOM	9300-34800-4200	10	1	47736	5728320.00
2	Sr.Clerk/Tech.-I/ Trimmer,Black Smith/Carpenter/Painter/DCOM	5200-20200-2800	21	1	39371	9921492.00
3	Tech.-II/ Trimmer, Black Smith/Carpenter/Painter/DCOM	5200-20200-2400	04	1	34398	1651104.00
4	Tech.-III/ Trimmer, Black Smith/Carpenter/Painter/DCOM	5200-20200-1900	03	1	26852	966672.00
Total			38			18267588.00

No. of posts identified as surplus: -

Group 'C' = 38 posts

Group 'D' = Nil posts

Total = 38 posts

Anticipated recurring saving = ₹ 182.67 lacs per annum

Capital saving = Nil

Total saving = ₹ 182.67 lacs per annum

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## LIST OF ANNEXURES

S.N.	Description	Annex. No.
1	Statement showing category wise, the sanctioned strength and on roll position of staff.	I
2	Authority Letter to conduct the work study report No. 16-CP/20/WS/2020-21	II

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### WORK STUDY REPORT DETAILED CHART

Department : Mechanical C&W

Name of study : Review of Ministerial and Misc. Category staff working in Mechanical/C&W Department over MB division.

Activity Centre : Over MB Division.

SN	Sub activity	Brief description of workload	Actual staff deployed	Work study report recomm.	Representative workload
1	C&W Depots under SSE C&W.	Office work and Maintenance of primary secondary and terminating base coaches.	S/S= 149 O/R=111 Variation = 38	S/S = 149 Proposed staff =111 Surplus = 38	Maintenance of primary, secondary, terminating base coaches.