



WORK STUDY REPORT
ON
REVIEW OF SAFAIWALA STAFF
WORKING IN N. RLY. CENTRAL HOSPITAL
NEW DELHI
2020-21

WORK STUDY TEAM

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Northern Railway,
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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 Safaiwala staff working in N. Rly. Central Hospital New Delhi.

STAFF POSITION

Total sanctioned and on roll strength of safaiwala staff working N Rly Central Hospital New Delhi as under:-

S.N.	Category	S/S	O/R	Vacancy.
1	Safaiwala	132	14	118
Total		132	14	118

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

Gr. 'C' = Nil

Gr. 'D' = 102 posts

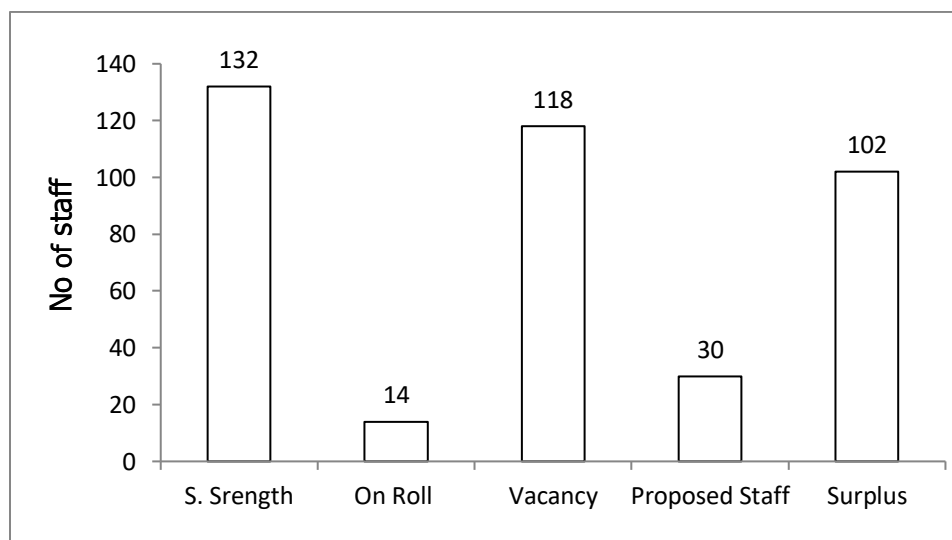
Total = 102 posts

FINANCIAL IMPLICATIONS:

Anticipated recurring savings = ₹ 297.16 lakh per annum.

Capital saving = Nil

Total = ₹ 297.16 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, quality cleanliness standard is an evident in the work place of any organization. Due to introduction of new policies in railways, the contractual system is encouraged in some 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.

The team discussed with CHI/CH NDLS under the Administrative Control of MD/CH NDLS and studied the existing system of working of safaiwala staff and observed that most of the cleaning activities of Central Hospital are being done by contractor's staff. The team also noted that the activities being carried out by contractors are cheaper than the departmental labour.

Keeping above in view, SDGM/NR assigned work study on review of Safaiwala staff working in N. Rly. Central Hospital New Delhi to Central Planning Cell HQ Office, Northern Railway with a view to economize utilization of existing safaiwala staff in face of existing system and also suggest ways and means to improve the quality of cleanliness standard. Keeping all aspects into consideration, the team has made one recommendation in the report identifying 102 posts of safaiwala staff as surplus under MD/CH NDLS and recommended for surrender. If all the recommendations made in the report will be implemented in toto, a net recurring saving to the tune of ₹ 297.16 lakh per annum.

SUMMARY OF RECOMMENDATION

S. N.	Recommendations	Refer para No.	Accepting/ implementing authority.
1	It is proposed that 102 posts of Safaiwala staff in Gr. ₹ 5200-20200-1800 has been identified as surplus and recommended for surrender under the administrative control of MD/CHNDLS	2.5.1	MD/CHNDLS Dy.DPO/CHNDLS

ACKNOWLEDGEMENT

The team is highly grateful to Dr. Amita Jain, MD/CH NDLS, Dr. Rajni Bhalla ACHD/Admin & Sh. Balwan Singh, Dy.CPO/CH NDLS and other functionaries in providing relevant data/information and giving valuable guidance and cooperation to the team during the conduct of study.

1.0 INTRODUCTION

1.1 Northern Railway Central Hospital NDLS is an important referral Hospital of Northern Railway. A large number of Railway beneficiaries are referred from different health units and divisional hospitals to Central Hospital NDLS from Northern Railway as well from other Zonal Railways for treatment. Cleanliness is one of the important factor of any hospital. CHI Medical Department has been entrusted the work of cleanliness of Central Hospital NDLS.

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 government policy, certain activities where the safety aspect is not involved like cleaning activity, maintenance work in works branch of Engg. Deptt; loading/unloading of parcel and handling of guards/loco pilots boxes 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 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.

1.3 Keeping in view above, SDGM/NR assigned a work study on "Review of Safaiwala staff working in N. Rly. Central Hospital New Delhi" with a view to optimum utilization of existing safaiwala staff to cope up the existing workload

1.4 TERMS OF REFERENCE:

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

1. To review staff strength vis-à-vis existing workload.
2. To suggest ways and means to eliminate wasteful expenditure/ unproductive/ redundant activities.
3. To suggest ways and means to improve the standard of cleaning activities.

1.5 METHODOLOGY ADOPTED

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

1. Data collection and its critical analysis.
2. Physical check, Spot observations, work sampling, analytical Estimation & yard stick in vogue, if any.
3. Held discussions at various levels.

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

2.1.0 BRIEF DESCRIPTION

2.1.1 Northern Railway Central Hospital New Delhi is an important Hospital of Northern Railway. Railway safaiwala staff carry out the cleaning activities in hospital premises. The cleaning activity carried out by Railway staff in the Hospital is supervised by the CHI. Safaiwala staff is utilized for cleaning/sweeping of OPD area, Wards, Labs, office complex, Pharmacy complex, roads/pathways, surrounding area and drains etc. The safaiwala staff under medical department is functioning under chief health inspector/health inspector.

2.1.2 The study is confined to safaiwala staff working in Central Hospital and Health units under medical department.

2.2.0 STAFF POSITION

2.2.1 During the course of study the team got the detailed staff position from Dy. CPO/CH NDLS as well as from ch CHI Office. The detailed staff position is placed at Annexure-II in the report and summarized position of the same is tabulated below :-

S.N.	Category	S/S	O/R	Vacancy.
1	Safaiwala	132	14	118
Total		132	14	118

The above table reveals that the on roll strength of Safaiwala staff working under CH NDLS is 14 against the sanctioned strength of 132 and 118 posts of safaiwala are lying vacant.

2.3.0 Detail of the running contractual work at N. Railway Central Hospital, New Delhi,

The Comprehensive housekeeping for "Ground floor, first floor, second floor, third floor and whole premises at NRCH has been outsourced vide Director/Admin/CHNDLS letter No. NRCH-HOSPITAL-ENGINEERING/NIT-07-20-21-NRCH/01123760030344 Dated 01/01/2021 with the contract value of Rs. 3,60,93,899.31. The contractor provides 114 staff at the locations listed in the contract.

The location wise activities of contractual staff is as under:

Sweep the roads, ground , floors etc. of the hospital. Frequently clean the floor of the wards with wet cloth and clean the hospital doors, windows, windows panels etc. Clean the bed pans, sputum cups, urinals, commodes and latrines attached to the hospital/ wards. Supply bed pans and urine bottles to the patients, and clean them after use. Wash the soiled clothes(duty list of safaiwala Medical Manual Indian Railway). Carry out any other order given by H&MI/NRCH.

GROUND FLOOR:

Whole ground floor of new building, consisting of corridors, rooms, toilets, including Gynae. OPD, pharmacy, rooms and toilets.

Corridors of Room Nos. 28 to 38 and inside of these rooms.

Main lobby, corridor of room No. 1 to 6, corridors on back of room No. 7 to 10, toilet complex.

Corridor in front of room No. 7 to 13, Inside Room No. 7 to 13, X-Ray and Telephone exchange.

Corridors in front of Room No. 15 to 27 and Inside Room Nos. 15-27.

Whole Kitchen inside.

Canteen block, Electric Sub-Station, IOW Workshop and Garage etc

Patient attendant guest house old and new.

Circulating area in front of hospital building.

Open area in front of X-Ray side.

Open area towards Chelmsford Road including Mortuary and Oxygen plant area.

Casualty department (minor OT, corridor ,etc).

FIRST FLOOR:

Main lobby & all Corridor of first floor with approaching staircases.

Inside ward 2 its Cabin and corridor.

Inside Ward No. 3 its corridor.

Inside Ward No. 4 and OT corridors.

Inside Ward No. 5 room No. 115 to 117 and its corridor.

Inside Ward No. 6 including Surgical ICU.

Inside ward No. 7 ICU.

Inside ward No. 8.

SECOND FLOOR:

Main lobby & all Corridor of second floor with approaching staircases.

Inside Ward No.9 and its Cabin with corridor.

Inside Ward No.10 its corridor and toilets.

Inside Ward No.11 & Cabins with corridor and Female dressing room.

Inside Ward No.12 with Matron T&P and Linen rooms.

Inside Ward No.13 and chemotherapy department.

In side ward no. 15 its cabin toilets etc.

Third FLOOR:

Inside ward no. 16 its cabins, toilets etc.

New wings Area.

Stair case from Gr. Floor to 4th floor of new building , lifts and lobby of each floor.

Above table reveals that Rs. 10,38,525/- (Ten Lakh thirty eight thousand five hundred twenty five only) per month is being spent on comprehensive cleaning contracts over Ambala division.

- 2.4.0 CRITICAL ANALYSIS
- 2.4.1 Sanitation is an essential activity in any working/residential place. The working/residential place of human being should be neat and clean which helps to keep the person healthy, fit and also affect the working efficiency. 14 (on roll) safaiwala staff is deployed in CH NDLS for upkeep of 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 7th Central Pay Commission, the establishment cost of government employee has increased tremendously. Consequently, the Railway has changed their policy and now it encourages contractual system in some departments where the safety is not directly involved i.e., cleaning, catering and vending, loading and unloading of parcels, maintenance work in Engg (works) deptt. Coach cleaning etc.
- 2.4.2 Comprehensive housekeeping for "Ground floor, first floor, second floor, third floor and whole premises at NRCH etc" are being done on contract basis in N. Rly Central Hospital NDLS. These contractual works has not only reduced the workload of safaiwala staff, but also economized the system.
- 2.5.0 REQUIREMENT OF STAFF
- 2.5.1 The existing workload of safaiwala was deliberated with Chief Health Inspector/NRCH during the conduct of study. It was observed that at some places like Health Units, Operation Theaters, Artificial limb center, Bio Medical waste management, departmental safaiwala are deployed for up keeping of cleanliness. Ground floor, first floor, second floor, third floor and whole premises at NRCH etc are being done on contract basis in N. Rly Central Hospital NDLS as the contractual work is more economical than the departmental labour. During the conduct of study the team has taken in to consideration spot observations, held discussions at various levels, deployment of staff and the contractual work while proposing the requirement of staff. The proposed requirement of safaiwala staff is discussed as under:

Proposed requirement of Safaiwala staff in NRCH:

Sr. No	Location	No of S/Wala staff Proposed
1	Baroda House Heath Unit	01
2	Tilak Bridge Heath Unit	01
3	Sarojini Nagar Heath Unit	01
4	Lajpat Nagar Heath Unit	01
5	Basant Lane Heath Unit	01
6	S.P. Marg Heath Unit	01
7	Artificial Limb Center	01
8	CHI/NRCH (Jamadar)	01
9	Bio Medical waste management	03
10	Operation Theater (08 Functional OT) 1*3 shift	03
11	Ward No. 14 (Nursery, Labour Room) 1*3 shift	03
12	Dialysis Room 1*3	03
13	Newly Constructed Laboratory/waiting Hall	01
14	Newly Constructed New OPD Wing	01
15	New OPD for Retired/senior citizen wing	01
16	New Male/Female Toilet Complex 2*2	04
Total		27
Leave Reserve @ 12.5%		3.375
Grand Total		30.375 say 30

The proposed requirement of safaiwala staff comes to 30 against the sanction strength of 132 and 102 posts of safaiwala identified as surplus and recommended for surrender.

RECOMMENDATION NO.1

It is proposed that 102 posts of Safaiwala staff in Gr. ₹ 5200-20200-1800 identified as surplus and recommended for surrender from NRCH/NDLS.

3.0.0 FINANCIAL IMPLICATIONS

After the implementation of the work study recommendations following will be the financial implications.

SN	Category	Grade Rs.	Refer Recom. No.	No. of surplus posts	Monthly value per posts in ₹	Anticipated annual recurring saving in ₹
1	Safaiwala staff	5200-20200+ 1800	2.5.1	102	24278.00	29716272/-
Total				102		29716272/-

No. of posts identified as surplus: -

Group 'D'= 102 posts

Anticipated recurring saving = ₹ 297.16 lakh per annum

Capital saving = Nil

Total saving = ₹ 297.16 lakh per annum

4.0.0 PRODUCTIVITY

4.1.0 The total annual expenditure on the sanctioned strength of Safaiwala staff working in NRCH NDLS is tabulated as under:-

S N	Category	Pay Scale + Grade Pay	Monthly value per posts in ₹	Sanctioned strength	Total annual expenditure in ₹
1	Safaiwala staff	5200-20200+1800	24278.00	132	38456352/-

The above table reveals that ₹ 38456352/-per annum is being spent on the above sanctioned strength.

4.2.0. The annual expenditure on the proposed safaiwala staff working in NRCH/NDLS is tabulated as under:-

S N	Category	Pay Scale + Grade Pay	Monthly value per posts	Proposed staff	Total annual expenditure
1	Safaiwala staff	5200-20200+1800	24278.00	30	8740080/-

The above table reveals that after the implementation of the work study report, the expenditure on the proposed staff will come to ₹ 8740080/- Therefore the expenditure will be reduced from ₹ 38456352/-to ₹ 8740080/-

LIST OF ANNEXURES

S.N.	Description	Annex. No.
1	Authority Letter to conduct the work study report No. 16-CP/28/WS/2020-21 dt 04.03.2021.	I
2	Category and grade wise sanctioned and on roll position of safaiwala staff working in NRCH/NDLS.	II

WORK STUDY REPORT DETAILED CHART

Department : - Medical

Name of study : - Review of Safaiwala staff working in N. Rly Central Hospital NDLS

Activity Centre : - N. Rly Central Hospital NDLS.

S N	Sub activity	Actual staff deployed	Work Study recommendation	Brief description of workload
1	N. Rly Central Hospital NDLS	S/S= 132 O/R=14 Vac =118	SS = 132 Proposed = 30 Surplus = 102	Up keeping of N. Rly Central Hospital NDLS

Annexure-I

STATEMENT SHOWING SANCTION AND ON ROLL POSITION OF SAFAIWALA STAFF
WORKING IN N. RLY CENTRAL HOSPITAL NEW DELHI

SN	CHI/colony	Category	Grade in Rs.	S/S	O/R	Vacancy
1	N Rly CH NDLS	Safaiwala	5200-20200-1800	132	14	118
Total				132	14	118

Salient features of work study report No. 16-CP-28/WS/2020-21

Sub: "Review of safaiwala staff working in N. Rly Central Hospital NDLS"

Staff Position:

Sanctioned Strength of C&W Cleaner = 132

On Roll strength of C&W Cleaner = 14

Vacancy = 118

1. Introduction of Comprehensive cleaning contract has reduced the work load of departmental Safaiwala staff tremendously.
2. The Comprehensive housekeeping for "Ground floor, first floor, second floor, third floor and whole premises at NRCH has been outsourced with the contract value of Rs. 3,60,93,899.31. The contractor provides 114 staff at the locations listed in the contract.

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

Gr. 'D' Safaiwala Staff = 102 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings	= ₹ 297.16 lakh per annum.
Capital saving	= Nil
Total	= ₹ 297.16 lakh per annum