

# EASTERN RAILWAY

WORKSTUDY REPORT

ON

REVIEW OF STAFF STRENGTH VIS-À-VIS WORKLOAD  
OF CATERING WING OVER EASTERN RAILWAY

(STUDY NO. WSER- 01-21-22)

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## EXECUTIVE SUMMARY

Study Name & No:	WORKSTUDY REPORT ON REVIEW OF STAFF STRENGTH VIS-À-VIS WORKLOAD OF CATERING WING OVER EASTERN RAILWAY (WSER-)
Year of conducting the study:	2020-21
Terms of reference:	(I) Deployment of catering staff. (ii) Assess the revised manpower requirement consequent upon the changed scenario.
Methodology adopted:	i) Thorough discussion with the concerned officials regarding their workload. ii) Collection of deployment at each work point.
Existing Sanctioned Strength:	191
On roll strength	105
Vacant post:	86
Proposed Surrender:	86

### **ACKNOWLEDGEMENT**

The study team is very much thankful to Sr.DCM/SDAH, HWH and ASN for their valuable guideline to complete the subject work-study report successfully. The study team is also thankful to Dy. CCM/Claims/HQ and all supervisors for their heartiest co-operation for furnishing data relating to study report.

### **TERMS OF REFERENCE**

The subject work study has been undertaken by the GM's Efficiency Cell of Eastern Railway under the following terms of reference:-

- i) Evaluate the quantum of work.
- ii) Deployment of catering staff
- (iii) To assess the revised manpower consequent upon the changed scenario.

### **SUMMARY OF RECOMMENDATION**

Sl. No.	Recommendation	Para ref.
1	Under the changed circumstances, the study team recommends that the incumbent free 86 posts in catering wing should be surrendered immediately against the present sanctioned strength of 191 posts. Thus, as per study report, the revised sanctioned strength of the catering wing of E. Rly would be 105 (191-86) instead of 191.	2.9

## **CHAPTER-I**

### **1.0 INTRODUCTION:**

- 1.1 Indian Railways is one of the largest rail network of the world and functions as a vertically integrated organization providing passenger and freight services. It carries approximately 23 million passengers per day with 13313 passenger trains and hauls 1,000 million tons of freight by 9212 freight trains over 67,368 route kilometers. The Railways have 8495 Railway Stations all over the network which have been categorized into seven categories viz. A1, A, B, C, D, E, and F based on the annual earnings from passenger traffic at the stations.
- 1.2 Keeping in view the huge and voluminous flow of travelling passengers, Railway needs the services of a well-managed catering and vending system for supply of tasty and wholesome food at reasonable prices to passengers. In such a vast network, it becomes imperative on the part of Indian Railways to facilitate best, qualitative and hygienic catering services to millions of travelling people on 24x7 basis who extend their continued patronage to it. Therefore, Railways need proper policy and planning with regard to the catering services. In Indian Railways, catering services are managed through Licensees and IRCTC.
- 1.3 Departmental catering was introduced in Indian Railways in 1955-56 on a 'No Profit, No Loss' basis at selected important stations and in certain train services so as to set the standard and service as a model. Due to recurring losses, Railway Board decided (1968) to adopt economy measures which inter alia included handing over the units running with recurring losses to contractors and run the departmental units on a nominal profit of three to four per cent which was to be ploughed back for effecting improvement in the services.
- 1.4 Catering Policy in Indian Railways has been frequent changing over the years in principles and guidelines governing it. Prior to the year 2000, the catering services were managed through departmental operations and through licensing of catering services. During 1999, 2 IRCTC was set up as an extended arm of Indian railways under the Companies Act and from 2002 onwards, catering service was given to it. First Catering Policy was introduced in 2000 which was revised in 2005, 2010 and again in 2017
- 1.5 New Catering Policy 2017 has been issued on 27.02.2017. With the objective to provide quality food to rail passengers, unbundling of catering services on trains has been envisaged in the new catering Policy. Indian Railway Catering and Tourism Corporation Limited (IRCTC) has been mandated to carry out the unbundling by creating a distinction primarily between food preparation and food distribution. In order to upgrade quality of food

preparation, IRCTC shall be setting up new kitchens and upgrading existing ones. New catering policy, inter-alia, includes the following features for unbundling of catering services (i) IRCTC shall manage catering services on all mobile units. (ii) Meals for all mobile units will be picked up from the nominated kitchens owned, operated and managed by IRCTC. (iii) IRCTC will engage service providers for hospitality industry for service of food in trains. (iv) IRCTC shall not out rightly outsource or issue licenses for provision of catering services to private licensees. IRCTC

- 1.6 Indian Railway is facing tremendous financial crunch after implementation of 7th pay commission which affects the financial growth of Railway. Though Indian Railway is not a business organization but to survive, it is always essential to make the organization in profit i.e. operating ratio should be less than 100. In Performance Efficiency Index shown in the corporate plan booklet published by the Eastern Railway, the "Operating Ratios" of Eastern railway from 2017-18 to 2020-21 are as given below –

### **Operating Ratio**

Year	Operating Ratio
2017-2018	181.15
2018-2019	185.98
2019-2020	169.75
2020-2021	153.45 (Proposed)

In view of the above, Eastern Railway has taken serious consideration to make the operation ratio within limit i.e. below 100% by decreasing the Working Expense and increasing the Earnings. For this purpose, Rly Board issued nos. of circulars, orders, etc to minimize Expenses and increase Earnings. The Zonal Railways also implement various measures for financial discipline.

At this juncture, the role of Railway Efficiency & Research Directorate is also very important in connection with 'Benchmarking', 'Rationalizing of Man-Power', etc without hampering normal progress and activity.

- 1.7 The subject work-study has been undertaken by GM's Efficiency Cell/E.Rly during the current financial year 2020-21 to improve the productivity index of the railway. As per terms of reference, the study team has thoroughly observed the activities and deployment of staff at different work place and critically analyzed the involvement of staff to ascertain their optimum utilization and to find out the need based requirement.

## **CHAPTER-II**

### **2.0 Existing scenario & Critical Analysis.**

### **2.1 NEW CATERING POLICY, 2017**

The salient features of New Catering Policy, 2017 as under:

- (i) IRCTC to manage catering service on all mobile units. Pantry car contracts awarded by zonal railway to be re-assigned to IRCTC.
- (ii) Meals for all mobile units to be picked up from the nominated kitchens owned, operated and managed by IRCTC.
- iii) IRCTC not to out rightly outsource or issue licenses for provision of catering services to private licensees. IRCTC to retain the ownership and be fully accountable for all the issues pertaining to setting up and operation of the Base Kitchens and quality of food.
- iv) IRCTC to engage service providers from hospitality industry for service of food in trains.
- v) Kitchen structures/land/space to be handed over by Zonal Railways to IRCTC for a period of 10 years extendable for another period of 5 years, on a token license fee.
- vi) IRCTC to be responsible for management of Food Plazas, Food Courts, Fast Food Units within the ambit of this policy.
- vii) The setting up/development/refurbishment of new or existing Base Kitchens/Kitchen units to be undertaken by IRCTC. These kitchens are to be owned, operated and managed by IRCTC. IRCTC shall develop different types of kitchens keeping in view supply of food and usage assessed.
- viii) IRCTC shall develop the business model for the kitchens so that they can expand and enhance the service. IRCTC shall prepare a detailed concession agreement for setting up/ development of the kitchens.
- ix) IRCTC to involve/empanel Self Help Groups for providing catering related services.
- x) Zonal Railway to manage static unit (catering stall/milk stalls/trolleys etc.) except base kitchens and kitchen units to be handed over to IRCTC at A1 and A class stations.
- Xi) Provision of perpetual renewal has been done away with. Now it has been envisaged that tenure of all static units (except kitchen units and Food Plaza) shall be 5 years only. Tenure of Food Plaza shall be for a period of 9 years.
- xi) Allotments of General Minor Units at all category stations to be done through open, competitive, two-packet tendering system from the eligible bidders by divisions.
- xii) For the first time, it has been envisaged that allotment of Special Minor Units (reserved category) at all category stations will be done

by Divisions through open tendering system within the similar reserved category. The technical eligibility criterion has been simplified.

- xiii) 33% sub quota for women in allotment of each category of minor catering units at all category of stations to be provided

2.2 The following new initiatives have been taken/are being taken to further improve the quality of catering services:

### **E-CATERING:**

The e-catering facilities have been implemented on trains running without pantry cars. Passengers can book their choice of meals either on the websites of IRCTC directly or on phone/SMS. Under E-catering facilities, Passenger can pre-order the meal from the different options available as per the choice, for delivery at the opted stations through the e-catering (website & phone/SMS call Centre).

E-catering service on Indian Railways is managed by IRCTC. Initially, e-catering service was train specific and was made available in trains which did not have services of pantry car or Train Side Vending. As a major initiative during September, 2015, this scheme has been reoriented to make it 'Station-based E-catering' in place of train specific e-catering. IRCTC is facilitating booking of meals through a specified phone number/website/SMS/Mobile Apps etc. Passengers having mobile number are able to book meals under this scheme. IRCTC has established a state-of-the-art call Centre for operation of E- catering services where passengers can preorder the meal from the different options available as per the choice, for delivery at the opted stations.

2.3.1 The category wise sanctioned and on roll strength of catering staff in Eastern Railway under the administrative control of PCCM/ER **as on 12.01.2021** is tabulated below. The data is given by Personnel Department.

Sl No	category	S/S	MOR	Vacancy	Remarks
1	Ch. OS (HQ)	3	2	1	
2	OS (HQ)	4	2	2	
3	Ch. OS (Line)	4	3	1	
4	OS (Line)	12	0	12	
5	Carpenter	1	0	1	



6	Polisher	1	0	1	
7	Catg. Insp.	43	25	18	
8	Master Cook	14	5	9	
9	Hd. Cook	22	5	17	
10	Asstt. Cook	0	6	-6	
11	Store Clerk	5	3	2	
12	Hd. Waiter	22	12	10	
13	Bill Issuer	5	4	1	
14	RS Bell Boy	3	2	1	
15	Khalasi	3	6	-3	
16	Asstt. Catering	49	37	12	HQ=27 ASN=9 MLDT=1
	<b>Total</b>	<b>191</b>	<b>112</b>	<b>79</b>	

2.4 The study team also collected the on roll position of staff from different units under Commercial Department. The work point wise staff strength and working is tabulated below.

#### 2.4.1CCM Office/HQ

In present scenario Railway has given direct license to the agencies for on board catering services of the trains.

The catering inspectors deployed at HQ unit are responsible for maintaining the quality of food of these trains. Monthly inspection rosters are given to the Catg. Insp. to quality check of on board services as well as static units of existing stations.

SI No	category	HQ
1	Ch. OS (HQ)	1
2	OS (HQ)	2
3	Ch. OS (Line)	1
4	Catg. Insp.	7
5	Master Cook	1

6	Store Clerk	1
7	Bill Issuer	1
8	Hd. Waiter	1
9	Khalasi	3
10	Asstt. Catering/Bearer	3
	<b>Total</b>	<b>21</b>

#### 2.4.2 Catering Control/HQ

The catg. Control/HQ monitors the entire catering services of E. Rly. for providing hygienic and quality foods to the passengers. Complains from various sources are received and necessary instructions and compliances are given to the concerned official. 11 staff as mentioned below are deployed shift wise to cater the said workload.

SI No	category	CMC/KG
1	Catg. Insp.	6
2	Hd. Waiter	1
3	Asstt. Catering/Bearer	4
	<b>Total</b>	<b>11</b>

Shift wise deployment of staff:

category	Morning (06.00-14.00)	Evening (14.00-22.00)	Night (22.00-6.00)	General
Catg. Insp.	2	2	1	1
Hd. Waiter				1
Asstt. Catering/Bearer	2	1	1	
<b>Total</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>2</b>

#### 2.4.3 Officers canteen at FP (OTR/FP).

The following Catering staff are deployed at Officers canteen at Fairlie place to provide Hygienic and quality food to railway officers.

SI No	category	OTR
1	Catg. Insp.	2
2	Master Cook	1
3	Hd. Cook	3
4	Asstt. Cook	
5	Store Clerk	1
6	Bill Issuer	1
7	Hd. Waiter	4
8	Asstt. Catering/Bearer	3
	<b>Total</b>	<b>15</b>

## 2.5 LINE UNIT:

2.5.1 The deployment of staff at **SDAH** unit is given below:

SI No	category	Deployment
1	Catg. Insp.	2
2	Master Cook	1
3	Hd. Waiter	1
4	RS Bell Boy	1
5	Khalasi	1
6	Asstt. Catering/Bearer	5
	<b>Total</b>	<b>11</b>

2.5.2 The deployment of staff at **HWH** unit is given below:

SI No	category	Deployment
1	Catg. Insp.	6
2	Hd. Cook	5
3	Asstt. Cook	
4	Store Clerk	1
5	Bill Issuer	2
6	Hd. Waiter	3
7	Khalasi	2
8	Asstt. Catering/Bearer	10
	<b>Total</b>	<b>29</b>

2.5.4 The deployment of staff at **MLDT** unit is given below:

2.5.5 Summarizing the above, the total deployment of staff in different units **as on 28.02.2021** is tabulated below:

[illegible]

11	Store Clerk	5		1			1		1	3
12	Bill Issuer	5		2			1		1	4
13	Hd. Waiter	22	1	3			4	1	1	10
14	RS Bell Boy	3	1							1
15	Khalasi	3	1	2					3	6
16	Asstt. Catering/Bearer	49	5	10	9	1	3	4	3	35
	<b>Total</b>	<b>191</b>	<b>11</b>	<b>29</b>	<b>16</b>	<b>2</b>	<b>15</b>	<b>11</b>	<b>21</b>	<b>105</b>

**2.5.6 Hence, as per field observation, total vacancy in Catering wing as on 28.02.2021 is 86 (191-105).**

## **2.6 Reviewed result:**

### **2.6.1 Line Unit**

#### **2.6.1.1HWH**

Previously in Howrah station (new complex), the catering staff were deployed at Jan Aahar unit and 6 nos stalls at different locations. Presently, the Jan Aahar static unit and stalls are outsourced. The catering staff are deployed in different work points in commercial department to cater the sectional work load.

The present deployment of 29 catering staff in different sections is given below.

Section	Deployment of staff							
	Catg. Insp.	Cook	Store Clerk	Hd Waiter	Bill Issuer	Khalasi	Asstt. Catg.	Total
Comm Sec	1	2		2	1	1	6	13
CIT Indoor	2	2			1	1	2	8
DY SS/Comm	2							2
Stall Sec	1	1	1	1			2	6
<b>Total</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>10</b>	<b>29</b>

Work load catered by the catering staff:

Section	Catering Staff deployed	Work load catered
Comm Sec	13	Catg. Insp is deployed for Special catering conducted in division. 5 staff working as peon.
CIT Indoor	8	Catg.insps. are deployed in HWH/Enquiry. They are also deployed to check and inspection of pantry car of Mail/Express train regarding food and quality of services. Other staff are working as peon.
DY SS/Comm	2	Catg. Insp are deployed in roster to assist commercial inspector.
Stall Sec	6	Staff are deployed in two shift at Rail Museum.

#### 2.6.1.2 **SDAH**

Previously, Catg. Staff were deployed at Jann Aahar static unit. But, presently it is outsourced. The present workload of catg staff are tabulated below.

SI No	category	Deployment	Work point
1	Catg. Insp.	2	Working under CIT and utilized in special catering in VIP movements.
2	Master Cook	1	Working under SS/Parcel
3	Hd. Waiter	1	Working under CIT, Staff canteen, SS/Parcel.
4	RS Bell Boy	1	
5	Khalasi	1	
6	Asstt. Catering/Bearer	5	
	<b>Total</b>	<b>11</b>	

#### 2.6.1.3 **ASN**

Previously, Catg. Staff were deployed at Jann Ahaar static unit. But, presently it is outsourced. The present workload of catg. staff are tabulated below.

SI No	category	Deployment	Work point
1	Catg. Insp.	1	Deployed at DRM Office Canteen.
2	Master Cook	1	
3	A. Cook	3	
4	Ch.OS	2	Deployed at Sr.DCM office.
4	Asstt. Catering/Bearer	9	Deployed at Driver Running Room, TRS canteen, DRM/OS(G)
	<b>Total</b>	<b>16</b>	

2.6.1.4 The above deployment of catering staff implies that they are utilized in other than catering services. In new catering policy, IRCTC has to manage catering services on all mobile units. Pantry car contracts awarded by zonal railway to be re-assigned to IRCTC. Meals for all mobile units to be picked up from the nominated kitchens owned, operated and managed by IRCTC. Hence, catering staff of line units has no jobs relating to catering services. Most often they are utilized in special catering of any VIP movements.

## 2.6.2 **HQ Unit**

### 2.6.2.1 **CCM Office:**

Monthly inspection rosters are given to the catering inspectors to check on board services of mail/express trains and static units at platform. They are responsible for quality of foods. They submit the reports in the prescribed format to the concerned officials regarding any deficiencies found.

The workload catered by the ministerial staff is annexed in.

### 2.6.2.2 **Catering Control:**

Shift wise deployment of staff at catering control is described before. The main function of catering control is to receive complains round the clock from various sources and necessary instructions and compliances are given to the concerned official.

### 2.6.2.3 **Officer's canteen at Fairlie place:**

15 staff are deployed at Officer's canteen to provide hygienic food to railway officers.

2.7 Railway has unveiled a new catering policy vide Commercial circular No. 20/2017 that separates the functioning of cooking and food distribution on-board. To providee quality food to passengers in trains, railways has

decided to hand over mechanized kitchens and fixed rates for meals in trains.

To ensure quality, hygiene and cleanliness, meals for all mobile units will be picked up from the nominated kitchen owned and operated by IRCTC. The corporation can engage service providers from hospitality sector for service for food in trains.

Under the Indian Railways Catering Policy 2017, the food production and distribution functions have been separated in an attempt to ensure that healthy and hygienic food is served on trains and railway platforms, following regular complaints against food quality.

The policy holds the Indian Railway Catering and Tourism Corporation Ltd (IRCTC) responsible for catering services through mobile units, base kitchens, cell kitchens, refreshment rooms at A1 and A category railway stations, food plazas, food courts, train side vending and Jan Ahaar.

This will be a marriage between the best of both worlds. Food can be cooked anywhere like the state-of-the-art kitchens of IRCTC in a hygienic manner using mechanized system. Food can be distributed using professionals from the hospitality industry.

IRCTC shall supervise catering services on each mobile service through its own supervisors directly employed by IRCTC.

#### **2.7.1 Inspection and supervision by Railway:**

Officials of Railway Board, Zonal Railway & Division shall be authorized to inspect the kitchen units/mobile catering units. If any violation of the provision of the policy or deficiencies is noticed in the service, suitable penal action as decided by the zonal Railways will be taken as per the provision of agreement signed between IRCTC and Zonal Railways or IRCTC, Zonal Railway and Licensee for tripartite agreement (In case of Licensee which are to be reassigned to IRCTC).

#### **2.7.2 Quality Assurance Programme:**

It is mentioned in the policy that, Zonal Railway/IRCTC shall frame an efficient quality assurance programme to ensure good quality and hygienic food to the passengers. Progressively, ISO 22000 standards & relevant international standards in vogue from time to time will be implemented for all catering units.

IRCTC shall be responsible for ensuring that the standards, as laid down for different services, are maintained and policy directives issued by Railway board from time to time are strictly complied with. Concerned Zonal railways shall monitor the performance of IRCTC over their jurisdiction.



### 2.7.3 Mechanism for monitoring of catering services:

It is mentioned in the policy that:-

i) Inspections/Quality checks and monitoring of complaints-

Endeavour should be made that all catering services are ISO certified as per latest norms. To provide hygienic and quality food to the rail passengers a strict and effective monitoring system of catering services should be adhered to. Monitoring of quality should be made through inspections and food quality checks. If any violation of the provision of policy of deficiency is noticed in the service, suitable penal action shall be taken as per the provision of the agreement.

ii) System for complaint redressal for catering services for static and on board services that is already in place providing proactive and effective complaint redressal mechanism shall be strengthened.

ii) Complaint Monitoring Cells set up at zonal railway headquarters and divisional offices wherein all complaints received through toll free number, compliant books, e-mails, SMS and other on line platforms etc. should be collected and forwarded to concerned zonal railways/IRCTC for necessary action. A mechanism be devised to acknowledge the complaints/feedback within 24 hrs. Action taken on complaints should be monitored by the CCM of the zonal railway and DRMs of the divisions on a monthly periodical basis. Complaints of repetitive nature should be taken up sternly.

2.8 If there is no need for operation of static unit at the above stations, then the question of need based requirement of staff at Line Units does not arise. As per new policy, only monitoring of complaints received from various sources and quality check of foods will be performed by the railway in an optimum level.

**For this purpose Monitoring and Inspection cell at Zonal level as well as Divisional level will be operated.**

2.8.1 Under the present scenario, the study team does not feel any necessary to retain 86 vacant posts (191-105) as mentioned in para 2.5.6 in catering wing under commercial department.

### 2.9 RECOMENDATION:

Under the changed circumstances, the study team recommends that the incumbent free 86 posts in catering wing should be surrendered immediately from the present sanctioned strength of 191posts. Thus, as per study report, the revised sanctioned strength of the catering wing of E. Rly would be 105 (191-86) instead of 191.

### CHAPTER-III

#### 3.0 Financial Appraisal.

As per recommendation made in Para-2.9, 86 incumbent free posts should be made surplus and financial savings thus achieved will be as under. For easier calculation, bottom most grade is considered for financial appraisal.

Pay Level	Lowest Grade Pay (Rs.)	Mean pay (in Rs)	D.A (17%) (in Rs)	Total (in Rs)	No. of posts Recommended for Surrender	Monthly savings of total staff (in Rs)	Minimum Annual savings. (in Rs)
1	1800/-	20750/-	3528/-	24278/-	86	2087908	25054896

**Thus, the annual financial savings works out to Rs.2.51Cores.**