

EASTERN RAILWAY

WORKSTUDY REPORT ON

**REVIEW OF STAFF STRENGTH VIS-À-VIS WORK LOAD OF PEON
UNDER OPERATING DEPARTMENT OVER HWH DIVISION CONSEQUENT
UPON THE CHANGE SCENARIO OF WORKING.**

(Study No.WSER-02/21-22)

(Submitted on 14.06.2021)

**STUDY GUIDED BY: S. CHANDRA, AEO
STUDY CONDUCTED BY: G. ROY, WSI**

**BY
GM'S EFFICIENCY CELL
EASTERN RAILWAY
KOLKATA**

CONTENTS

<i>Sl. No.</i>	<i>Particulars</i>	<i>Page No.</i>
1	<i>Acknowledgement</i>	3
	<i>Authority and Terms of Reference</i>	
	<i>Summary of Recommendations</i>	
2	<i>Executive Summary</i>	4
3	<u>CHAPTER-I</u> <i>Introduction</i>	5
4	<u>CHAPTER-II</u> <i>Existing Scenario</i>	6-8
5	<u>CHAPTER-III</u> <i>Critical Analysis</i>	9-11
6	<u>CHAPTER-IV</u> <i>Financial Appraisal</i>	12

ACKNOWLEDGEMENT

The study team is very much thankful to Sr. DOM/Howrah for allowing the study team in conducting the subject work study successfully. The study team will also be thankful to TI/HQ/Howrah, Sectional TIs and Station Managers for their appropriate opinion and co-operation for conducting the subject work study.

METHODOLOGY

The following methodology has been adopted in carrying out the study:

- i) Collection of data in regard to workload of the Peon.
- ii) Discussion with concerned Station Managers, sectional TIs and TI/HQ/Howrah.
- iii) Studied the existing workload and deployment of staff.

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) Examine the existing deployment of Peon against workload.
- iii) Scrutinize the involvement of Peon after introduction of e-office & modernization of interlocking system.

SUMMARY OF RECOMMENDATION

Sl. No.	Recommendation	Para Ref.
1.	It is recommended by the study team that the revised requirement of Peon under Operating department will be 80 posts as against the existing sanctioned strength of 108. Hence, $(108 - 80) = 28$ posts of Peon should be rendered as surplus and surrendered from the existing sanctioned strength.	3.8

EXECUTIVE SUMMARY

<i>Study Name & No.</i>	Work Study on Review of staff strength vis-a-vis workload of Peon under operating Department over HWH division consequent upon the changed scenario of working. (Work study No. WSER-02/21-22)
<i>Year of conducting the study:</i>	2021 - 22
<i>Terms of reference:</i>	<ul style="list-style-type: none"> i) Evaluate the quantum of work. ii) Examine the existing deployment of Peon against workload. iii) Scrutinize the involvement of Peon after introduction of e-office & modernization of interlocking systems.
<i>Methodology:</i>	<ul style="list-style-type: none"> i) Collection of data in regard to workload of the Peon. ii) Discussion with concerned Station Managers, sectional TIs and TI/HQ/Howrah. iii) Studied the existing workload and deployment of staff.
<i>Sanctioned Strength:</i>	108
<i>Existing Men on Roll:</i>	71
<i>Vacant post:</i>	37
<i>Proposed Surrender:</i>	28

Justification
Effective utilization of the staff has been measured to assess the revised Sanctioned Strength of Peon under Operating department of Howrah Division

CHAPTER-I

1.0 INTRODUCTION:

- 1.1 Indian Railway is the single largest system of public transportation in India and also largest networks in the world. It provides long distance and suburban services covering through high density urban areas as well as vast rural and forest areas. The sheer quantities of passenger operations put tremendous pressure on the existing infrastructure and calls for an effective system for maintenance of cleanliness and sanitation at stations and in trains.
- 1.2 Operating Department in Railways is responsible for managing the smooth running of trains. From crew booking, running of trains, managing of Station premises are controlled by Operating Department.
- 1.3 The position collected by the study team in connection with the status of staff strength of diminishing categories. This time, a pocket of surplus posts pertaining to diminishing category of Operating wing of HWH division has been arrested by the study team of GM's Efficiency Cell.

In view of above, it is to mention here that the main target of conducting the subject work study is to justifiedly curtail the sanctioned posts of diminishing category of staff like Peons from Operating Wing under Sr. DOM/HWH.

- 1.4 As the main objective of Indian Railway is to improve the operating Ratio of railway, the GM's Efficiency Cell always pays attention to curtail manpower from different wings of different departments that are found excess in all respect based on the justification drawn by the study team during period of physical observation and as a result, the productivity is increased by decreasing the inputs i.e. by surrendering the manpower. Thus, the financial savings achieved due to surrender of manpower, would obviously improve the operating ratio of E. Rly. With an aim to improve I. Rly's operating Ratio.
- 1.5 The objective of Operating Department is to operate smooth and safe running of trains. This is done through arrangement of signals, points and other appliances, operated from a panel or lever frame, so inter-connected by Mechanical locking or Electrical locking or both that their operation must take place in proper sequence to ensure safety. This process is known as Interlocking and is operated from Cabins situated at both ends of stations and various locations of points.
- 1.6 With the advancement of technology, the system of Interlocking has changed drastically. Earlier Mechanical Interlocking was invoked in the system, but with time, phase-wise, Railway has adopted Panel Interlocking (PI) and Route Relay Interlocking (RRI) in large scale. With the introduction of new Interlocking systems of PI & RRI, the involvement of manpower i.e. Gr.C & D reduced considerably and the operation of interlocking became smooth, safe and fast.
- 1.7 The subject work study has been undertaken to review the strength of Peon under the Operating department over Howrah division. Presently 71 nos of Peon against the sanctioned strength of 108 are working under different stations/units over HWH division and 37 posts are lying vacant in different stations/units.

CHAPTER-II

2.0 EXISTING SCENARIO:

- 2.1 All units i.e. Stations and Cabins of Howrah division are under the overall control of Sr.DOM/HWH and under direct supervision of concerned DOM & AOM. Each Cabin & stations is functioning directly under Station Master. The passenger amenities as well as staff welfare of concerned station is under the supervision of station master.
- 2.2 It is very important for the mainline/yard to be uninterrupted for continuous movements of trains/goods traffic. Even though, majority of the points on mainline are converted to EI/PI and RRI for effective and smooth movements of trains, there is always a possibility of failure of these system. So, at vital point locations it is essential to deploy the concerned staff or other category of Gr.D staff that can fix up the point failure faults as well as sending memo if required at the earliest and restore the movement of trains/ goods traffic.
- 2.3. The main motto of conducting the subject study is to explore the effective utilization of Peon deployed in different offices, stations, SS office, control office, Crew Lobby under operating department over Howrah division. The necessity of filling up the vacant posts is also explored before drawing the conclusion regarding surrender of vacant posts. As the said posts have phase wise been surrendered in the past days due to proportionate reduction of such workload, the scope of surrender of vacant posts of Peon in this wing has to be analysed in the following chapter. However the necessity of retention of the vacant posts vis-à-vis present deployment of Peon is scientifically analyzed before drawing a recommendation.
- 2.4 During study period, the S/S, MOR & vacancy position of Peon as on 01.03.2021 under Transportation department of Howrah Division given by Sr.DPO/HWH vide letter no.W/STAT/MPP/Misc./20-21 dated 12.03.2021 is shown as under. The sanctioned strength provided by personnel branch is taken in to account and on roll strength supplied by Operating department has been taken by the study team.

Designation	S/S	MOR	Vacancy
PEON / PEON (Office)	108	71	37

- 2.4.1 The above statement reflects that there is a total vacancy of 37 posts in Operating department of Howrah Division and the entire work force of 71 posts of peon are presently deployed in different stations, SS office, control office, Crew Lobby & different offices under Operating department for the day to day activities.
- 2.5 The existing deployment of Peon has been given by Sr.DOM/HWH vide letter no.T/CC/Staff/20-21 dated 09.03.2021 and the said category of staff working directly under the supervision of different station master, CYM, SS and TI over Howrah Division is tabulated as under.

S. No.	Name of Station/Office	Details of Deployment	Sanctioned Strength	Men-On-Roll	Vacancy
1.	HWH	SS office, SS chamber, Indoor SM, Outdoor, TNC office, RRI, CYM/TKPR, CYM/SYDL, CYM/HG office, CYM / jheel Siding, CYM/SYAE.	108	26	37
2.	BWN	SS office, TNC office, SS, Booking office, Goods Shed.		06	
3.	BDC	SS office, SS, Guard Roster.		04	
4.	Divisional Control Office	Control, Control office		06	
5.	RPH	SS office, SS, Crew Lobby		02	
6.	KWAE	SS office, SS		02	
7.	AZ	SS office, SS		02	
8.	PKR	Crew Lobby, SS, CYM		02	
9	Sectional Traffic inspectors Movements	Each Peon of each Sectional Traffic Inspectors Movements		04	
10	Divisional Officers	Sr.DOM, Station Director/HWH, DOM (Goods), DOM (Coaching), AOM (Coaching), Station Manager / HWH, Area Officer RPH.		06	
11	Transportation Office	—		04	
12	Traffic Inspectors at Division Office	—		06	
13	TI DRM	—		01	
	TOTAL		108	71	37

2.6 The daily workings and the nature of activities borne by Peon are illustrated below.

- Cleaning of tables and chairs available in the room.
- Dusting all the files & rakes in the room and also cobwebs in the walls.
- Cleaning of windows & removing cobwebs.
- Attending to the officers calls.
- To despatch confidential letters, files and other documents signed by officers to be handed over to various departments in Hqrs and Divisions as well.
- Accompanying Officers on Tours

- . Opening the office in the morning/ closing in the evening,
- . Peon engaged for sending memo to Goods shed & RPF office of concern station.
- . Peon posted at Crew Lobby for different crew related work.
- . Peon deployed at Booking office for different booking related work.
- . Circulations of Block, NI work related to train operation are carried out by peon.
- . Peon deployed at station shall perform such other duties as may be ordered by the SM on duty in connection with train working.
- . They are responsible for the correct performance of any other legitimate duties which are entrusted to them by the SM on duty.

CHAPTER-III

3.0 CRITICAL ANALYSIS

The study team has critically analyzed the present workload and effective deployment of Peon under operating department of HWH division as per present working system keeping in view the existing infrastructural set up.

- 3.1 While reviewing the subject study, the study team has critically examined and analyzed the all possible ways to optimize the efficiency of Peon by using the modernized system of computerizations of work keeping the economical benefits of Railway in mind. The study team has given full stress on the following points to improve the quality of working as well as rationalized the deployment of Peon working under operating department.

- (1) Assessment of present workload of Peon.
- (2) Work point wise distribution of staff as per existing pattern of working.
- (3) Introduction of e-office system of working.

- 3.2. During the time of field study conducted, staff stressed the need of additional hands to manage the day to day work and in some areas the work study team also feels that based on data received and field study conducted, provision of additional staff is needed since the vacancies arises due to retirement is not filled. So, the work study team also recommends the areas where the retirement vacancies are not filled but existing work are carried out by deploying the other category of staff such as porter. So, the present system may be continued.

- 3.3 Thirty seven (37) posts of peon are lying vacant since long. The duties of Peon are already explained in chapter –II under para no. 2.6

- 3.4 Now, in Indian railways computerizations of work is going in a rapid manner and now all the work is done in system and the requirement of any file is extracted from the system or sending memos or letters to any other office or concerned man that has to be done through system resulting physical maintenance of records or sending memos or letters are virtually not required. E-office, e-dak, video conferencing etc. should be used extensively to curtail expenditure on manual activities. So, the activity as well as posts of Peon is going to redundant

- 3.5 While conducting the subject study, the concept of unit wise quantification of the equated work load against the deployment of Peon engaged in the field of activities under the control of SM, BS, SS and CYM. In this connection, it may be stated that the magnitude of work load of Peon could not be quantified due to catering of work load of variable nature & quantum having various fields. As there is no scope of quantification of workload of Peon, the process of Random Activity sampling technique i.e. the percentage utilization of peon in different field has been adopted to assess the need based requirement of Peon consequent upon the observation taken by the study team.

- 3.6 On being reviewed the working of Peon, it is observed during field study that the involvement of the mentioned category Gr.D staff is attached with the office work and also outside work as mentioned in the physical chapter. The study team has visited in different stations & offices and measured the percentage of utilization of peon. The effective utilization of peon in different stations & offices has assessed to near about 100% including contingent allowance @ 20%, thus, the effective utilization of peon has become 100%. Therefore, the bare requirement of peon in different stations & offices would be $(100\% \times 71) = 71$ nos. The actual requirement of peon after providing LR @ 12.5% will be $(71 + 9) = 80$ posts as against sanctioned strength of 108 rendering surplus of $(108 - 80) = 28$ posts.
- 3.7 Consequent upon the analysis made in the para 3.6, unit wise proposed on roll strength i.e. revised sanctioned strength as against the existing on roll strength of Peon has been assessed as under.

S. No.	Name of Station/Office	Details of Deployment	Existing on Roll	proposed on roll strength i.e. revised sanctioned strength
1.	HWH	SS office, SS chamber, Indoor SM, Outdoor, TNC office, RRI, CYM/TKPR, CYM/SYDL, CYM/HG office, CYM / jheel Siding, CYM/SYAE.	26	26
2.	BWN	SS office, TNC office, SS, Booking office, Goods Shed.	06	06
3.	BDC	SS office, SS, Guard Roster.	04	04
4.	Divisional Control Office	Control, Control office	06	06
5.	RPH	SS office, SS, Crew Lobby	02	03
6.	KWAE	SS office, SS	02	02
7.	AZ	SS office, SS	02	02
8.	PKR	Crew Lobby, SS, CYM	02	03
9	Sectional Traffic inspectors Movements	Each Peon of each Sectional Traffic Inspectors Movements	04	08
10	Divisional Officers	Sr.DOM, Station Director/HWH, DOM (Goods), DOM (Coaching), AOM (Coaching), Station Manager / HWH, Area Officer RPH.	06	08
11	Transportation Office	—	04	05
12	Traffic Inspectors at Division Office	—	06	06
13	TI DRM		01	01
TOTAL			71	80

- 3.8 Based on the analysis made in the para 3.6 & 3.7, the proposed on roll strength i.e. revised sanctioned strength of Peon under operating department of HWH division will be 80 Posts as against the existing sanctioned strength of 108 rendering surrender of 28 i.e. (108 - 80) posts of Peon which is tabulated as under.

Category	Existing Sanctioned Strength	Existing MOR	Vac	Proposed MOR i.e. Revised S/S	Recommended Surplus
Peon	108	71	37	80	28
TOTAL	108	71	37	80	28

RECOMMENDATION

It is recommended by the study team that the revised requirement of Peon under Operating department will be 80 posts as against the existing sanctioned strength of 108. Hence, $(108 - 80) = 28$ posts of Peon should be rendered as surplus and surrendered from the existing sanctioned strength.

CHAPTER-III

3.0 FINANCIAL APPRAISAL:

- 3.1 According to recommendation made in Para 3.8, the financial savings achieved on account of surrender of 28 posts of Peon under operating department over HWH division is calculated based on lower scale as under:

Category	No. of posts	GP	Mean pay	DA @ 17%	Monthly	Yearly
		Figures in Rs.				
Level-1	28	1800	20750	3528	679784	8157408

Thus, consequent upon implementation of recommendations the annual savings would be Rs.81,57,408/-.