



WESTERN RAILWAY



**Title: Work-Study report of Ministerial Staff working in Commercial
Department-HQ Office-Churchgate**

No. G.463/WR/WS-06/2021-2022

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EXECUTIVE SUMMARY

| | | |
|------------------------|---|---|
| Sr. No. of Study | - | 06 |
| Case No. | - | G.463/WR/WS- 06 /2021-22 |
| Subject | - | Review of staff strength of Ministerial Staff in Commercial Department- HQ/CCG |
| Area | - | Churchgate |
| Division | - | Churchgate |
| Department | - | Commercial |
| Authority | - | AGM/CCG |
| Terms of Reference | - | Assessment of need based Man power requirement – Corresponding to arising existing work load. |
| No. of Recommendations | - | 01 |
| Projected Manpower | - | 134 |

| Category | Existing Cadre | Man on roll | Vacancy | Proposed Cadre | Proposed for surrender | Live post | Vacant post |
|------------------------------------|----------------|-------------|---------|----------------|------------------------|-----------|-------------|
| Group “C” Ministerial Staff | 239 | 134 | 105 | 134 | 105 | 0 | 105 |

Financial Implication - Total Recurring Savings **Rs. 1053.89 Lakhs** (approx.) per annum.

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The work study team wishes to acknowledge its gratitude to Smt Sunita Ghag-OS (Gen), Smt N and other CH.OS /staff of Commercial Department of Churchgate Headquarter office for the assistance given by them during the course of the study.

TERMS OF REFERENCE

1. Railway Board Letter No. E(MPP)2018/1/1 dated 02.07.2020(RBE 48/2020)-
Review of Policy Of Creation of Posts:

(a) Surrendering 50 % of existing vacancies, in other than safety category.

2. As per AGM's directives, Secy./PG has instructed to conduct a work study to review the staff strength of Ministerial Staff of Commercial department of Churchgate Headquarter . Accordingly, a study has been conducted with a view to assess the requirement of man power.

| <u>METHODOLOGY</u> | |
|---------------------------|--|
| Collection | Of data required for conducting the Work Study. |
| Observation | Of area wise and activity wise working system. |
| Scrutiny | Of data collected, existing staff strength, deployment, quantum of workload arising. |
| Discussion | With Co-ordinating Personnel & Commercial officers. Staff in regard to workload arising and actual requirements of staff. |
| Consideration | Of suggestions and guidelines given by Co-ordinating Officers. |
| Assessment | Critical examination of existing of working and comparison with cost of manpower provided by Railway vis-a-vis opting for out sourcing the activity. |
| Provision | Of Leave Reserve and Rest Givers on the bare proposed manpower. |
| Identification | Of surplus posts available over of surplus posts available over and above the need based requirement and discussion with concerned officers . |
| Proposal | For adoption of change in existing working system. |
| Finalization | Of Work Study report with recommendations. |

SUMMARY OF RECOMMENDATIONS

Recommendation:-

After carefully scrutinizing the current working scenario of entire cadre of Ministerial Staff of Commercial Department at Churchgate –HQ Office, the work study team proposes 105 **vacant** posts as surplus against sanctioned cadre of **239** to the requirement and recommends it for surrender. **52** Vacant Posts (50% of the existing vacant posts) maybe immediately surrendered as per **Railway Board Letter No. E(MPP)2018/1/1 dated 02.07.2020(RBE 48/2020** and the remaining **53 vacant posts** maybe surrendered during this financial year.

Summary of Recommendation:

| Category | Existing Cadre | Men on roll | Vacant post | Live post | Proposed for surrender | Proposed Cadre |
|------------------------------------|-----------------------|--------------------|--------------------|------------------|-------------------------------|-----------------------|
| Group "C" Ministerial Staff | 239 | 134 | 105 | 00 | 105 | 134 |

CHAPTER-1

INTRODUCTION

Indian Railways is the biggest transport organization in India and playing an important role in the development and economy of the country. Along with the Commercial activities, the Railways have to fulfill the social obligations also, especially in the time of natural calamity and towards the weaker sections of the society. For the healthy existence of such an important organization it is necessary to be financially viable, which can be achieved by ensuring optimum utilization of the resources i.e. Man, Material and Machinery.

With the implementation of 7th pay commission, the establishment charges have gone up drastically and hence manpower has become an important factor in bringing economy in the system. In order to check the cost of manpower, the Railway administration has issued guidelines time to time, in the form of yardsticks, circulars etc. Now a days, benchmarking is being utilized to ensure best use of manpower. Benchmarking is a continuous process of comparing different units and identifying which one is the best in the business, followed by learning how this excellence was achieved and then setting out to improve the efficiency of those units, which were left behind. The optimum utilization of manpower may further be ensured by multi skill use of man power. With the introduction of E- Office many paper activities has been reduced resulting in further possibilities of reduction in manpower has become mandatory due to lesser manual exercise in all the offices over entire railways.

Productivity has acquired a new and broader meaning in the light of highly competitive economic environment, increasing educational levels, degradation of physical environment and increasing population, creating pressure on the limited available resources. To be relevant, the output dimension of the productivity equation needs to be stressed more than before, because improvement in the use of resources alone may not give the desired competitive advantage.

To find out the possibilities to achieve the goal as discussed above, this work-study was approved by AGM.

CHAPTER-II

EXISTING SCENARIO

Commercial department, headed by PCCM, is basically meant for providing their services to the public as well as to its different departments. To cater their services, satisfactorily, to its consumers, earlier, a huge number of staff was engaged at the time when all of the activities related to commercial department had to be handled manually. ***But, presently, the scenario has been changed after advent of computers at various levels. This has removed lengthy and mistake prone manual calculation to receive various statistical figures and one can get these statistical figures with just few commands on the computer system. CRIS has also introduced an on line claim disposal program for coaching refund. In this, by just feeding the details of the desired coaching refund, system by its own decides to approve or reject the refund and after due calculation of the refund amount necessary correspondence is also generated by the system. This has led to error free and transparent working with very less manual efforts. Introduction of, E- Office/ E-Tendering has reduced the manual efforts remarkably while dealing with official correspondence. Installation of modular furniture in the office has also smoothened the office work remarkably. Thus, work load of the staff of commercial department has drastically reduced and this process is still going on.*** Indian Railways is facing tough time in respect to its financial crunch due to a hard competition with other sources of transportations viz. Roadways and Airways. Besides this, engagement of vast quantity of Railway staff is also a major cause of concern. Hence, it is need of hour to reduce wastages from all the sphere of the Railways.

Keeping all the above mentioned factors in view, a review on the present requirement of staff has become essential.

To achieve the goal, a work study was conducted by the work study team with close coordination of nominated Officers and other staff of the department. As no yardsticks for assessing the requirement of staff for existing workload were made available by the department, hence, the need based concept for analyzing the requirement of staff was taken into consideration.

CHAPTER-III
CADRE POSITION

Cadre position of staff working in commercial deptt. of HQ Office/CCG as on 01-06-21

| Sr.No | Desg | Level | GP | Cadre | Men On Roll | Excess/ Vacancy |
|-------|----------|--------------|------|-------|-------------------|--------------------|
| 1 | Ch.OS | 44900-142400 | 4600 | 46 | 46 | 0 |
| 2 | OS | 35400-112400 | 4200 | 126 | 69 | 57 |
| 3 | Sr.Clerk | 29200-92300 | 2800 | 36 | 18 | 18 |
| 4 | Clerk | 19900-63200 | 1900 | 31 | 1 | 30 |
| Total | | | | 239 | 134 | 105 |

Section wise Staff working position of Commercial Department

| Desg | General | TC/NFR | CTG | FM | PM | Claims | Total |
|--------|---------|--------|-----|----|----|--------|-------|
| CH.OS | 4 | - | 4 | 5 | 4 | 29 | 46 |
| OS | 15 | 6 | 1 | 9 | 11 | 27 | 69 |
| Sr.Clk | 6 | 1 | 1 | 1 | 1 | 8 | 18 |
| Jr.Clk | - | - | - | 1 | - | - | 1 |
| Total | 25 | 7 | 6 | 16 | 16 | 64 | 134 |

CHAPTER-IV

DEPLOYMENT, DUTIES, ASSESSMENT OF STAFF & CRITICAL ANALYSIS

During the work-study it was informed by the Officers and Supervisory Staff that Overall Sanctioned Cadre for Commercial Department at CCG-HQ is 239 and there are no separate cadres for each section. Manpower is being used as per work requirement by the Officers.

4.1 Overall Staff Position of Commercial Department at CCG Headquarter Office

| Category/Desg/GP | Cadre | Men On Roll | Vacancy |
|-------------------------|--------------|--------------------|----------------|
| CH-OS (4600) | 46 | 46 | 00 |
| OS (4200) | 126 | 69 | 57 |
| SR.CLERK (2800) | 36 | 18 | 18 |
| JR.CLERK (1900) | 31 | 1 | 30 |
| Total | 239 | 134 | 105 |

4.2 Section wise Cadre, Duties and Assessment

(a) . General section:

Scope and Description of work :

Ministerial staff of General Section deals with all type of work related to Establishment Matters, Man Power Planning, Officer & Staff training, divisional D&AR cases, Confidential Report, preparation/ amendment of SOP (Part A & F) items, provision of budget, awards of staff, Provision of telephones, Rly. & BSNL, CUG scheme, collection & distribution of stationery and stock items, maintenance of office equipments, catering arrangements of meetings, maintenance of cash imprest, sanction of expenditure, dealing with MCDO, audit cases, service tax matters, preparation of '9-B' statement (classification of stations over WR), chasing regarding timely submission of station returns to TA office, dealing with inspection notes of officers and inspectors, dealing with staff and officer related matters, misc. correspondences about Rajbhasha, dealing with preparation of remarks on items of agenda as well as minutes of all type of meetings, works related matters, with receipt & dispatch of e-dak, monitoring of MP/ MLA /CA-iii /State Govt./ DPG/ MORLY/ GM/Railway Board, dealing with monitoring of audit cases, service tax matters, press clippings, parliamentary question, gazette notification of lost money value document , Parliamentary queries, RTI, Complaints etc.

Cadre Strength :

| Designation | Men on Roll |
|--------------------|--------------------|
| CH-OS | 4 |
| OS | 15 |
| Sr.Clk | 6 |
| Total | 25 |

Assessment of Workload :

During the course of work study, it was analyzed that the existing work force or manpower carrying out work in General Section is sufficient for the current workload.

(b) TC/NFR Section :

Scope and Description of work :

Staff working in TC & NFR section deals with matters relating to Ticket Checking earnings, Duty List of TC staff, Manning of Trains, TTE Running room, Monthly Reports to Rly Board regarding Unreserved passengers, Roof Travel & Ticketless travel over Mumbai Suburban, Monthly report to Rly Board regarding Gate Manning, Cash remittance by TC staff, Narrative reports on Train conductors, RTI and Parliamentary Query replies, CPGRAM Complaints, Posting of CTC Squad Staff, Ticket checking meetings, union Matters, Monthly PPT, Time table updation, HHT-POS, Initiation of Preventive checks and DAR cases, compiling Commercial Publicity inventory from divisions, Meeting with Divisions regarding Commercial Publicity Matters, SOP- Commercial Advertising, other general correspondences.

Cadre Strength :

| Designation | Men on Roll |
|-------------|-------------|
| CH-OS | - |
| OS | 06 |
| Sr.Clk | 01 |
| Total | 07 |

Assessment of Workload :

During the course of work study, it was analyzed that the existing work force of 07 staff carrying out work in TC/NFR Section is sufficient for the current workload.

(c) Catering :

Scope and Description of work :

Staff working in TC & NFR section deals with matters relating to IRCTC Correspondences, RTI,PQ, Policy matters, Court Cases, Static and Mobile units, Tender for CCG Departmental Units, Rate Contracts, Audit Para, Complaints, MCDO, Budget And Revised Estimates, Rail Neer, Profit & Loss of departmental units, Vigilance reference, Cash imprest of Departmental units, SOP, GM,CCM Meetings, ZRUCC references, people centric initiatives from GM to Rly Board, Narrative reports, E-Catering Bookstall policy and Philanthropic & Social Organisation policies, Milk Bars, Chemist stall, implementation of 100% diitl transactions over WR Catering units, Issue of Travelling Authority of trains, forwarding of Rly. Board Circulars and letters to Divisions, Revenue from License fees of Pantry cars, Inspection programs of Officers and inspectors, stationary items, attending court cases & arbitration cases, etc.

Cadre Strength:

| Designation | Men on Roll |
|-------------|-------------|
| CH-OS | 04 |
| OS | 01 |
| Sr.Clk | 01 |
| Total | 06 |

Assessment of Workload :

During the course of wok study, it was analyzed that the existing work force of 06 staff carrying out work in Catering Section is sufficient for the current workload.

(d) Freight Marketing (FM) Section :

Scope and Description of work :

Staff working in FM section deals with matters relating to Periodic position of Outstanding, Meetings for station outstanding, Monthly Statements to board regarding station outstanding, issues related to Wharfage and demmorage, Round the clock working of POL Sidings, Policy matters relating to Sidings and PFT's including Goods Sheds, Weigh Bridges, Access permissions at Private Sidings including new commodities handling at sidings, Authorised User permissions at Private Sidings/PFTs, Draft Para, Audit para, Provisional Para , Action taken Note, RTI,PQ's, Complaints, Processing Station to Station Rates proposals, Correspondences relating to Freight Forwarder Schemes, Mooting proposals for new stations under Traditional Empty Flow Directions (TEFD) policy & Liberalised Wagon Investment Scheme(LWIS) to Railway Board, Classification of Trains for Parcel Booking, preparation of Presentations and compiling statistics, Processing proposals for running Kisan Rail, Preparation of budgetary and Revised Estimates, Traffic analysis and preparation of PPT's, Policies for Leasing of parcel, NOC/Operational feasibility for leasing of Parcel Vans , Arbitration and Court cases, MCDO reports, Key Performance parameter reports, T&P, etc.

Cadre Strength :

| Designation | Men on Roll |
|-------------|-------------|
| CH-OS | 05 |
| OS | 10 |
| Sr.Clk | 01 |
| Total | 16 |

Assessment of Workload :

During the course of wok study, it was analyzed that the existing work force of 16 staff carrying out work in Freight Marketing Section is sufficient for the current workload

(e) Passenger Marketing (PM) Section :

Scope and Description of work :

Staff working in FM section deals with all policy matters relating to Unreserved Ticketing system (UTS) , Passenger Reservation System(PRS), Complaints of PRS & UTS, References from MP/MLA's for PRS/UTS, RTI, PQ, References from Divisions relating to OBHS,IRCTC etc, Staff Matters, T&P, MST Holders references, ZRUCC/DRUCC , AMC of UTS Thin Clients, Project Bills, Miscellaneous Coaching Balance sheet, AMC and Bill

processing of PRS Printers, Post Office –PRS performance monitoring and reports, Letters to division for Internal Audits, Correspondence with Database for PRS and UTS work, LTC Verification, GM Inspection remarks, CPGRAMs /MOSR references, PPM related works, Passenger Fare Policy, POS Policy , UPI-BHIM Policy , Placing Indents to Stores, Halt/Stoppage of Trains, Special Trains timing verifications, Extra Coach demands, Co-ordinating with Operating department , Procurement & replacement of UTS & PRS Equipments, Updation of IRPS/IMMS Portal, Preparation of material schedules, Budget related works, FTR Policy, Fares & Concession Policy, Narrative Reports, Indent of CPT Rolls, Issue of Season Tickets, Tickets ID-cards cum passes tp MPs, Rate Advice circulars, Office stationary, Store Room Maintenance, Policy regarding Yatri ticket Seva Kendra(YTSK),JTBS and Station Booking Agents, Earmarking of accommodation to OBHS,TTEs and Ladies, other General correspondences etc.

Cadre Strength:

| Designation | Men on Roll |
|--------------------|--------------------|
| CH-OS | 03 |
| OS | 10 |
| Sr.Clk | 01 |
| Total | 14 |

Assessment of Workload :

During the course of wok study, it was analyzed that the existing work force of 16 staff carrying out work in Passenger Marketing Section is sufficient for the current workload.

(f) . Claims Section :

The overall working of Claims organization is basically divided into following profiles:

- a) Refund : Passenger Fare
Freight
Retiring Room charges(IRCTC online)
- b) Goods Claim : Loss
Shortage
Damage & deterioration
Non Received(NR) Cell
- c) RCT Cases : Passenger Train Accidents(Sec 124)
Untoward Incidents(Sec 124A)
Goods Claims/Refund of Freight
- d) Consumer Forum Cases
- e) Motor Accident Tribunal cases
- f) Claim Prevention and claims Administration

This section can be categorized into three Sub Sections i.e.

- a) Court
- b) Refund Coaching
- c) Refund Goods, CG,CA

Scope and Description of work :

▪ Sectionwise procedural flow of working :

For Refund of Fares :

- ❖ Claim applications received by DAK or through IRCTC Website is registered and cases marked to dealers.
- ❖ The details of the Claim application is verified and then processed accordingly.
- ❖ In case of Refund sanction from officer as per SOP has to be obtained.
- ❖ Payment of refund is processed through finance and refunds are granted through cheques /Cash orders for System Tickets and NEFT for E-Tickets.

For Refund of Freight :

- ❖ Claim applications received by DAK or through Web Module developed by CRIS is registered and cases marked to dealers.
- ❖ Acknowledgement letter issued to claimants regarding receipt of claim
- ❖ Verification of Claims by obtaining necessary documents from CGS concerned
- ❖ Preparing overcharge sheet on the basis of 'Q' form received from CGS and forwarding the same to Traffic Office for certification.
- ❖ Putting up case to concerned officer for final decision of competent authority
- ❖ After obtaining sanction, process for issuing pay order for refund by NEFT through Traffic Account Office.

For settlement of Claim Compensation cases:

- ❖ Claim applications received by DAK or through Web Module developed by CRIS is registered and cases allocated to dealers.
- ❖ Acknowledgement letter issued to claimants regarding receipt of claim.
- ❖ Verification of claim by Commercial Inspector if payable (In case of Goods compensation).
- ❖ Putting up case to concerned officer for final decision of competent authority.
- ❖ Convey the decision of Competent Authority to applicant.
- ❖ In case of claim settlement by payment, process the same to finance by preparing pay order enclosing copy of sanction.

For settlement of Court cases of accidents and untoward incidents , MACT :

- ❖ On receipt of claim note from Honourable RCT/Court, register the claim in Web Module developed by CRIS.
- ❖ After allocation of the case to dealer, letter is issued to concerned Sr.DSC for investigation report.
- ❖ Process the concerned File for appointing Railway Panelled Advocate.
- ❖ Issuing letter along with claim papers to advocate for preparation of preliminary objections if any. Receipt of DRM report and prepare written statements in consultation with railway Advocate for filing the same in Tribunal/Court.

- ❖ After arguments of the case by the Advocate, If the claim application is dismissed act as per the court decision.
- ❖ If claim application is decreed, obtain legal opinion of decree from CLA and concerned Railway Advocate and then forward it to Law Branch for their considered opinion whether to settle the decree or file appeal in higher forum.
- ❖ If decree is to be settled by payment, then process for sanction of the case as per SOP.
- ❖ After sanction, process the case for payment to Finance by preparing Pay Order.
- ❖ Depositing of the cheques with concerned banks for preparation of Fixed Deposit Receipts(FDR) as per decree of Tribunal /Court.

Working Cadre Position and Last two years Sectionwise Statistics

| Section | Total Cases Disposed | | Staff strength |
|------------------------------|----------------------|---------|-----------------------|
| | 2018-19 | 2019-20 | |
| Refund of Fare(RFC) | 57813 | 64534 | 10-CHOS, 04 –OS, |
| Refund of Goods(RFG) , CG,CA | 496 | 492 | 3-CHOS, 9-OS,2-Sr.Clk |
| Court | 1027 | 1020 | 16-CHOS,9-OS,2-Sr.Clk |

Assessment of Workload :

During the course of work study, it was analyzed that the existing work force of 36 staff carrying out work in Claims Section is sufficient for the current workload.

Critical Analysis:

As per Railway Board Letter No. E(MPP)2018/1/1 dated 02.07.2020(RBE 48/2020)- Board has asked for immediate surrender of 50% existing vacancies in non-safety posts.

The work-study was conducted taking into consideration workload of 2018-19 & 2019-20 as 2020-21 figures couldn't be justified due to COVID-19 lockdown. The subject work-study following due Covid-19 protocol precautions and necessary guidelines However, the workforce is justified on the basis of work-study data provided by the concerned sections and during interaction with the available staff at the time of study. The existing vacancy of posts would be increasing further as 10 more staff are going to retire in this financial year.Hence, to ensure savings in Railway Revenue and better manpower utilization the work-study team proposes surrender of current vacancies for smooth working and better transition of work load.

4.3.1 Recommendations :

Work-study team recommends surrender of 105 posts which are lying vacant since long.

52 Vacant Posts i.e. 50% of the existing vacant posts maybe immediately surrendered as per Railway Board Letter No. E (MPP) 2018/1/1 dated 02.07.2020(RBE 48/2020 and the remaining 53 vacant posts maybe surrendered during this financial year

Summary of Recommendation:

| Category | Existing Cadre | Men on roll | Vacant post | Live post | Proposed for surrender | Proposed Cadre |
|-------------------|-----------------------|--------------------|--------------------|------------------|-------------------------------|-----------------------|
| Ministerial Staff | 239 | 134 | 105 | 00 | 105 | 134 |

CHAPTER – IV

4.0 FINANCIAL IMPLICATION

- 4.1. The work study team proposes to surrender 105 posts of ministerial staff which are lying vacant in Commercial Department of Churchgate HQ Office

| <i>Category</i> | <i>No. of Surplus posts</i> | <i>Average cost per Employee</i> | <i>Annual saving in Rs.</i> |
|----------------------------------|------------------------------------|---|------------------------------------|
| Group C Ministerial Cadre | 105 | Rs10,03,714 | 10,53,89,970 |

- 4.4 On implementation of the recommendation brought out in the work study report, Annual recurring saving of **Rs. 1053.89 Lakhs** per annum can be achieved.

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