

EASTERN RAILWAY

**WORK STUDY REPORT
ON
REVIEW OF STAFF STRENGTH VIS-À-VIS WORKLOAD
OF HALISAHAR & KANCHRAPARASTORES DEPOT
(STUDY NO.WSER – 03 / 2021-22)**

Study Report Submitted on 30.06.2021

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ACKNOWLEDGEMENT

The study team is thankful to Deputy Chief materials Manager / Halisahar (Dy. CMM/HLR), Senior Materials Manager / Kanchrapara (SMM/KPA) and all concerned officials of Halisahar (HLR) &Kanchrapara (KPA) Stores Depot for their heartiest co-operation and guidance in course of conducting the subject work study effectively.

TERMS OF REFERENCE

The subject work-study has been conducted on the following terms of references –

1. Deployment of Existing Staff Strength to tackle the daily workload.
2. Quantum of work performed by the staff at their respective work points.
3. Reduction of work load after Introduction of modern technology.
4. Need - based assessment of manpower based on present workload.

SUMMARY OF RECOMMENDATION

It is recommended that the revised men-on-roll i.e. the revised staff strength of HLR & KPA stores depot will be 527 in total as against the sanctioned strength of 674 posts which will result in surrender of 147 posts.

EXECUTIVE SUMMARY

Study Name & No:	Work study on review of staff strength vis-a-vis workload in Halisahar&Kanchrapara Stores Depot. (Study No. WSER - 03/21-22)
Year of conducting the study:	2021-22
Terms of reference:	1. To evaluate the quantum of workload. 2. To assess the revised manpower consequent upon time study and random sampling.
Methodology adopted:	1. Thorough discussion with the concerned officials regarding their workload. 2. Collection of data regarding workload. 3. Systematic observation of working of the deployed staff. 4. Time study and random sampling.
Sanctioned Strength:	674
Total Men-On-Roll of HLR & KPA Stores Depot:	435
Vacant post:	239
Total Nos. of Posts which are evaluated as 'Surplus' in HLR & KPA Stores Depot:	147
Total Nos. of Posts recommended for Surrender:	147

CHAPTER-I

1.0.0. INTRODUCTION:

1.1.0. Indian Railway is the largest public sector undertaking of Govt. of India with its staff strength of about 12,54,000 as on March 31st, F.Y. 2019 - 20. The Railway Organization in India are not only a mere transport service providing agency, but also have profound social obligations in connection with the increasing needs of our country.

1.2.0. For running any industry or business, we need a number of resources. These resources are popularly known as five M's of any Industrial activity i.e. Men, Machines, Materials, Money and Management. All these resources, which are basic inputs, are important but their relative importance depends upon the particular type of industry and also other environmental factors. Earlier, when many modern machines were not even known, whole activity was centered on one source, the men. But now the importance has by and large shifted from "men" to "machines" and in the recent environment, materials are the life blood of any industry or business and for their proper running, materials should be available at proper time in proper quantity at proper place. Such compelling considerations have led to holistic management concepts like Supply Chain Management.

1.3.0. Objectives of Materials Management Department:

- (i) Ascertaining the needs of various departments in the matter of Stores and materials.
- (ii) Preparing a correct estimate of the quantities of stores to be purchased or manufactured in Railway workshops each year.
- (iii) Obtaining stores of the desired quality at competitive prices.
- (iv) Ensuring supply of stores in the required quantity in the most efficient, economical and expeditious manner.
- (v) Maintaining an economic level of investment in inventories.
- (vi) Receipt, inspection, stocking and distribution of stores to the various consuming points as and when required.
- (vii) Identifying and arranging disposal of scrap and other obsolete material within the shortest possible time to the best advantage of the Railway.
- (viii) Developing ancillary industries and indigenous sources of supply to replace imports, and
- (ix) Maintaining a constant touch with the market to ensure steady flow of material.

- 1.4.0. Halisahar stores depot is located in the vicinity of KPA C&W Workshop for feeding Stores required in connection with POH work of EMU, ICF & Motor coaches etc. Moreover, HLR Stores Depot is one of the major Scrap depot of Eastern Railway.
- 1.5.0. Kanchrapara stores depot is located adjacent to Kanchrapara Locomotive Workshop for feeding the Loco and non-loco items required for POH maintenance of Electrical Locomotives & EMU trains in KPA workshop as well as for maintenance of such locos in different divisions. The KPA stores depot also supplies the store materials as per the demand of Open line in SDAH division and other division of Eastern Railway. It is a depot with Loco and Carriage Items of KPA Workshop.
- 1.6.0. Indian Railway is facing tremendous financial crunch after implementation of 7th Central Pay Commission recommendations. The impact of the 7th Central Pay Commission recommendations is enormous. Operating Ratio is gradually increasing in Railways. 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.
- 1.7.0. In view of the above, Rly Board issued a 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.
- 1.8.0. The subject work-study has been undertaken by GM's Efficiency Cell / E.Rly to improve the productivity index of the Railway. As per terms of reference, the study team has thoroughly observed the activities in different Wards and Sections in HLR & KPA Stores Depot and critically analyzed the involvement of staff in their respective field of activities to ascertain their optimum utilization and to find out the need-based requirement of manpower.

CHAPTER-II

2.0.0. EXISTING INFRASTRUCTURE AND CRITICAL ANALYSIS BASED ON THE EXISTING SCENERIO.

2.1.0. Store Department is making procurement of Stock and Non-Stock items for all the departments required for safe running of trains and proper maintenance of Railway assets including Rolling Stock. It also looks after proper warehousing of stores purchased and their distribution to various indenters. Stores Department also disposes off scarp materials generated through various activities in Eastern Railway. It also arranges clearance of the shipments received at Kolkata port for onward dispatch them to the original indenters all over Indian Railways.

2.2.0. Objectives of Materials Management Department

- (i) Ascertaining the needs of various departments in the matter of various kinds of Stores.
- (ii) Preparing a correct estimate of the quantities of stores to be purchased or manufactured in Railway workshops each year.
- (iii) Obtaining stores of the desired quality at competitive prices.
- (iv) Ensuring supply of stores in right quantity, in right time and in most efficient, economical manner.
- (v) Maintaining an economic and optimum level of inventories.
- (vi) Receipt, inspection, stocking and issue of stores according to its estimated consumption.
- (vii) Disposal of scrap and other obsolete material within a suitable time frame to the best advantage of the Railway.
- (viii) Developing ancillary and indigenous sources of Railway material to replace Imports.
- (ix) To maintain a constant liaison with the vendors and associated supply market to ensure steady flow of material.

2.2.1. Stores Depots are generally under the supervision of gazetted officers of the stores department referred to as Depot officers. A Depot officer is held responsible to the Principal Chief Materials Manager (PCMM) for efficient maintenance of stock of stores and for prompt service to the indenters in his territory. The depot officer is assisted in his work by Assistant Depot Officers and other senior subordinate viz. Chief Depot Material Superintendents (CDMS). Here, in HLR & KPA Stores Depots, Dy. Chief Materials Manager/HLR (Dy. CMM/HLR) & Sr. Material Manager (D)/KPA (SMM/D/KPA) are the respective Depot Officers and both of them are the administrative chief in their respective Stores depots.

The assignments of any Stores depot comprise under mentioned activities -

1. Receipt and inspection of stores,
2. Storage and issue of stores,
3. Dispatch of stores,
4. Disposal of surplus stores and scraps which are generated at Railway Workshops, Depots & Sheds.

2.2.2. Categorization:

The stock held in the Stores Depots may be either (a) Stock Items or (b) Non-Stock Items. Stock Items are further classified as (i) Ordinary Stores and (ii) Emergency Stores.

A. Stock Items:

These are items of stores, which are frequently and regularly required. All stock items are given unique identification numbers called Priced Ledger Number (PL No) for easy identification and standardization across the Railways.

- Ordinary Stores:

These are items of stores for which there is a regular turnover caused by a constant demand and which are stocked by the Stores department in its depots.

- Emergency Stores:

These are items of stores which ordinarily do not wear out or require renewal but are not readily obtainable are kept in stock to meet any emergency due to breakage or unanticipated deterioration of such items. These are generally components of imported machines and rolling stock.

B. Non-stock Items:

All items other than Stock items are termed as non-stock items.

2.2.3. In order to achieve better inventory control, the stock items are classified into the following categories.

A Category	High value items (about 5 per cent of the total number of items) constitute 70 per cent of the total value of all items stocked.
B Category	Medium value items (about 15 per cent of the total number of items) constitute 20 per cent of the total value of all items stocked.
C Category	Low value items (about 80 per cent of the total number of items) constitute 10 per cent of the total value of all items stocked.

2.3.0. Total stock items at HLR stores depot = Total 1059 items, which includes safety items. Category wise distribution of those items are as follows –

Category	No. of items
A	99
B1	70
B2	109
C-1	526
C-2	130
D	35
N	12
Total	981

2.4.0. Category wise Staff position i.e., sanctioned staff strength and Men-on-Roll position in HLR & KPA stores depot as on 01.04.2021 is tabulated below -

Sl. No.	Category	Sanctioned Strength(S/S)	Men on Roll (MOR)			Vacancy
			HLR	KPA	Total	
1	CDMS (GP- 4600/-, L-7)	39	21	14	35	4
2	DMS (GP- 4200/-, L- 6)	26	03	NIL	03	23
3	Ch. OS (GP- 4600/-, L-7)	32	16	15	31	01
4	OS (GP- 4200/-, L- 6)	69	23	9	32	37
5	Clerk Gr. I (GP- 2800/-, L- 5)	20	07	05	12	8
6	Clerk Gr. II (GP- 1900/-, L- 2)	19	13	6	19	NIL
7	Yard Class Staff AYM-1, SM (II) - 2, SM(A) - 5, SM (B) -1	09	03	NIL	03	06
8	Artisan Staff	97	37	8	45	52
9	Asstt. Depot (Stores), (Erstwhile Helper in GP – 1800/-, L-1)	346	166	77	243	103
10	General Asstt. (S) (GP – 1800/-, L-1)	17	06	06	12	05
TOTAL		674	295	140	435	239

2.5.0. Halisahar Stores Depot has the below mentioned Sections / Work Stations. The entire Workload of depot is distributed among those Sections -

1. Establishment section (centralized for HLR & KPA stores),
2. General section,
3. Ledger section,
4. Cash Purchase section,
5. Depot Purchase section,
6. Computer section,
7. Receipt Branch section,
8. Central Dispatch section,
9. Lorry Garage section,
10. Yard Master section
11. Auction section,
12. Timber Ward
13. Gas Godown section,
14. Wards (A, B, C, E, F)
15. Time Office.

2.5.1. Establishment Section:

Establishment section consists of Record, Dak& Bill sections. Different kinds of establishment related works are catered by Establishment Section. Various functions of deployed staff therein, is given below to –

- a. Manpower planning.
- b. Appointment including compassionate appointment.
- c. Training of staff and periodical transfer & posting of staff.
- d. Court cases / W. C. cases / D&AR cases.
- e. Security deposit and processing of ex-gratia pension.

- f. Promotion of Gr. C & Gr. D staff & maintenance of rosters for all cadres.
- g. Preparation of budget and final settlement of superannuated person and death cases
- h. Issuances of medical/pensioners identity card.
- i. Dealing of SRs associated to Gr. B, Gr. C & Gr. D staff.
- j. Updating of leave record and prepare monthly PCDO.
- k. Processing of different kinds of loans.

2.5.2. DAK Section:

This section is responsible for receipt of all letters and arrange disposal of the same either through peon book or through postal service.

2.5.3. Bill Section:

The section is entrusted to prepare salary bill of all staff and officers under the administrative control of Dy. CMM/ER/HLR.

2.5.4. Record Section:

All types of office records and service record of Gr. B officer are maintained in this section.

The deployment of staff in the above sections viz. Establishment Section, DAK Section, Bill Section & Record Section is tabulated below-

Sl. No.	Sections	Deployment of staff					Grand Total
		Ch. OS	OS	Clerk-I	Clerk-II	ADS	26
1	Establishment	3	5	1	3	10	
2	DAK & Record	1	--	--	--		
3	Bill	--	3	--	--		
4	Total	4	8	1	3	10	

2.5.5. General section:

The function and deployment of staff in general section is given below-

Sl. No.	Categories of Staff	Number of Staff	Nature of activities and work load
1.	CDMS	01	Overall supervision of all the works under General Section/ HLR.

2.	Clerk-I&Clerk-II	01 + 01 = 02	<p>Preparation of Works Programme, M&P Programme under the jurisdiction of CWM/LSG, GM/LSG & Rly. Bd. Preparation of Works Contract proposals pertaining to Material Transportation, JCB Hiring, Jungle Cutting, Drain cleaning, Printing of catalogue & Store Depot associated other petty works, as and when necessary.</p> <p>Preparation of proposal for -</p> <ul style="list-style-type: none"> ▪ AMC of Weigh Bridges, Weighing Scales, PCs. Printers & UPS, Xerox machine etc. ▪ Non-Stock items required in Halisahar Store Depot. ▪ Preparation of all Stock requisitions for staff amenity items in quarterly basis, other consumable stores like Oil / Lubricants used for daily operation of lorries, cranes, Bolero etc. time to time. ▪ Repairing, Servicing of Rail Cranes, Road Cranes, Depot Lorries, Bolero Car, Lifter etc. ▪ Generation of Statistical Reports desired by HQrs. & Rly. Bd. ▪ Maintaining of Budgetary Grant, sanctioned against purchase of Stock / Non-stock items, Contracts like Transport, AMC of M&P items etc. <p>Besides the above, preparation / submission of –</p> <ul style="list-style-type: none"> • Non-Stock requisition against proposals of different wards / sections of HLR Store Depot. • Audit Reply by complying data received from concerned Ward/Sections. <p>Moreover, other assignments are -</p> <ul style="list-style-type: none"> ○ Collection / distribution of stationeries, Uniforms from DCOS/HWH, AM/PS/HWH. ○ Arranging payment of Telephone / Broad Line of BSNL Lines, Usage charges of TATA DOCOMO. ○ Arranging payment of various contracts like Transport, AMC, catalogue printing, jungle cutting. ○ Maintaining of monthly cash imprest for Dy. CMM/HLR. ○ Various correspondence to DTE, AEN, Dy.CEE/P&D, Dy.CEE(G), Dy. CME (C) etc. of KPA Workshop, HQ Level and other Central /State Govt. Offices. ○ Besides above, planning works of HLR Modernization Programme sanctioned by Rly. Bd.
3.	ADS	04	<p>To assist loading & unloading, collection & distribution of stationeries, uniforms. Submission of Telephone Bills to Local A/C.s Office and deposition of Telephone Bills to Kolkata, Submission of various proposal to Local A/cs. & HQ. Various field works of HLR Modernization Programme. Up-keeping of stationeries, records, files, Distribution of letters & documents to various local offices, cleaning of section & misc. works. etc.</p>
Total		07	

Type of Registers used:

1. Liability registers 2. Bill (contract) Register 3. Imp rest registers 4. Issue register for stationery, forms & consumables items 5. Uniform register 6. Telephone bill register 7. Non-stock, Stock registers 8. Audit register 9. Law Book, PWP, M&P register 10. Dead Stock registers etc. 11. Separate files are maintained for each and every case.

2.5.6. Depot purchase & Cash Purchase section:

Function and workload of the section is illustrated below:

Step by Step procedure for Procurement of Non-Stock items in Depot Purchase section of Halisahar Stores Depot.

1. At first, the non-stock requisition from the Ledger Branch is received and registered in the Requisition Register of the section.
2. The requisition is thoroughly scrutinized in respect of all the fields e.g., description, value, availability of non-stock certification, purpose, fund availability, purchase history of same or similar items, last 3 years consumption, vetting of indents, its essentiality, its availability in Rate contract list of DGS&D, whether the item sought is PAC item or not, reasonableness of estimated rate, availability of the budgetary quotations or copy of LPOs for the item sought etc.
3. After scrutiny of the NSR, registration for the same is done in the IMMIS demand registration module giving all the details of the NSR to obtain a registration number which is ultimately the tender no for the purchase case.
4. Then the tender preparation is done in the IMMIS, which includes all the terms and conditions as asked by the consignee and / or as per Indian Railway Standard Condition of contract. This also contains the panel of vendors / firms suggested by Indenting Officer as well as likely sources of supply included from this end.
5. After tender preparation in the IMMIS, the tender office copy is printed from the system and put up to the competent authority for approval depending upon the merit of the tender case as per USOP Part C.
6. On getting approval, the NIT (Notice Inviting Tender) for e-tender is published in the IMMIS with the date of opening as entered in the tender office copy. The tender case is opened through IMMIS on the scheduled date and time of opening and tabulation statements (both financial and techno-commercial) as well as documents submitted by the bidders are get printed, filed and sent to Indenting Officer for technical scrutiny and recommendation of the suitable offer thereof.
7. On getting the T/R done by the Indenting Officer, case file is processed further as per the comments by the indenting officer in their T/R. In case of the recommendation of the offer for acceptance by I/O, the case file is put up to competent authority Dy.CC / AMM of this depot for acceptance.
8. Once the acceptance is accorded, the draft Purchase Order for the case is prepared, which after thorough checking for any error/omission by CDMS/DP is finalized with 6 copies and put up to AMM for signing.
9. The signed POs are then dispatched to the respective destination i.e., Accounts Deptt., Receipt Branch, Supplier, Branch officer and consignee.
10. Post contract modifications are processed as and when arises in different fields of PO on getting formal written request from the supplier or consignee and only after getting proper approval as per the existing rules.

11. Apart from tendering process, the chasing of the materials for non-stock purchase is also done from this section.
12. All the correspondence with the firm and railway officials pertaining to non-stock procurement as and when required is made from this section.

Practice to cater the workload of Cash Purchase section is given below-

When the available material balance of any low value stock items is very poor / critical, it is necessary to procure the same on urgent basis. Procurement of such urgently needed stock items is done by this section. Step – wise procedure for the said functioning of the section is mentioned below -

- a. Demand submitted by Depot Ledger section as and when it is required.
- b. Scrutinized the demand in details such as prev. purchase, rate, qty., value along with checking the PL in computer.
- c. Registered the case in a Demand register and prepare case file.
- d. Send it to the indenter (max. consuming deptt.) for checking correctness of description & specification with latest update if any, also ask current check sheet.
- e. After scrutiny, registration for the same is done in the IMMIS demand registration module giving all the details for e-procurement arrangement through IREPS.
- f. For Tender preparation through IMMIS module, following steps are carried out, details tender condition i.e., items requirement, DP and other schedule as per IRS condition, formation of firms' panel following the guidelines according to criteria of items & consignee's remark in check sheet.
- g. Approval of final tender form has been taken from competent authority. Then uploaded it in IREPS prior to fixing the opening date in consultation with accounts personnel.
- h. As per schedule date the tender cases are opened through IREPS. After opening the cases download & print it in tabulation form. Taking item wise final status from Ledger branch put it up to competent authority for final decision & acceptance. In the meantime, cases are sent to consignee for TR as per firms offer/ as per necessity.
- i. After getting final acceptance from competent authority order may be place to suitable firm and disposed the PO copies to all concern.
- j. Issue of MA if necessary.

Undermentioned Registers are maintained in this section.

1. Demand Register
2. Check sheet Register
3. Tender Register.
4. Vendor Register.
5. TR register.
6. Purchase order register.

The above workload of Depots Purchase & Cash Purchase Section is catered by the following staff tabulated below-

Section	CDMS	OS	Clerk - I	ADS	Total
Depots Purchase & Cash Purchase Section	1	1	2	5	9

2.5.7. Ledger section:

Ledger section is the heart of store functioning. The clerical work of the depot, relating to stocks of material is best centralized in a Ledger Section where all the stock cards of the depot are maintained up-to-date. The function of deployed staff is to prepare different procurement sheets like SPS; SRS/CTS assess the demand on the basis of consumption in the past and future estimate of consumption. This section is divided into sub-sections, each sub-section dealing with the numerical accounting and recoupment of stocks of the same classes of stores as are dealt with in the corresponding wards. A separate sub-section dealt with the receipt and registration of the requisitions placed by indenters on the depot. The Requisition Register (S. 1307), however, should be maintained in the depot's central office.

This section is further divided into 4(Four) sub-sections, which are as follows –

- a) Ledger Wing,
- b) Inventory Wing,
- c) Meeting & Chasing Wing,
- d) Computer Cell.

(A) LEDGERWing plays a vital role to maintain N.L. Cards for the total nos of stores items holding by this depot which include both shop manufacturing items & trade procured items. For generation of trade items, SRS, SPS, CST are the procurement machineries. For shop manufacturing items, SRS are generated. For purchase of materials on urgent measure, CPSR is generated. To avoid any delay in process, close monitoring is essential.

The Ch. O.S. attached to this section, is supervising the ministerial activities with the help of ministerial staff. Besides it, Ch. O.S is the coordinator between ledger wing and the consumers either local or divisional. This section deals with the following jobs as a routine measure.

1. Regular review of N.L. Cards.
2. Print-out of updated SRs
3. Generation of demands through SPS & CSTS
4. Issue of red slip
5. Generation of demands through SRS
6. Generation of demands through CPSR
7. Entering P.O. particulars in N.L. Cards
8. Entering M.A. particulars in N.L. Cards
9. Making out position of items as required.

B) INVENTORY Control Cell is a vital part of material management. The activities of this cell are as follows –

1. Preparation of monthly statement.
2. Periodical checking of over stock, inactive, surplus and high value items
3. Opening closing of P.L. Cards
4. Clearance of suspense C.P & D.P.
5. Daily recording & pricing of Receipt Issue voucher.
6. Disposal of items through sale orders.
7. Conducting survey of inactive/ surplus items periodically and their disposal through survey-based condemnation,
8. Checking and rectification of anomalies appeared in SOPBAL balance through account system,
9. To record imp rest & circulation of demand and transaction in details.

For the purpose of effective inventory control, stores are maintained in ABC system. 'A' value items are closely monitored at the highest level at frequent intervals. Their stock levels, consumption forecast etc., are monitored at the level of COS/CMM every month. 'B' value items are monitored at the level of CMM/Dy. COS every quarter or every six months. To achieve better turnover ratio, average stock of 3 months, 6 months & 12 months of 'A', 'B' & 'C' value items respectively are kept in the Stores Depots.

There is an inventory control cell consisting of Stores & Accounts officers to affect a systematic inventory control. This cell also attends to the clearance of suspense accounts and takes prompt action to liquidate the accumulation of scrap. Stores budget is also compiled by this section.

Category wise items dealt by HLR stores depot is given below-

Category	No. of items
A	99
B1	70
B2	109
C-1	526
C-2	130
D	35
N	12
Total	981

C) **Meeting & Chasing Cell** is made to function for the entrusted jobs of Requisition Registration and its distribution to the wards. This cell maintains the movements of the demands so generated and its allied jobs. A group of ministerial manpower maintains a centralized records of movements of voucher (Issue & Receipt) coming from ledger wing after necessary entries in N.L. Cards. Afterwards, these vouchers are sent to computer cell for recording and then sent to Accounts Department for pricing. The certification of 'NS' Vouchers are also done here. In addition, the following activities are done here by deploying ministerial manpower.

1. Registration of incoming purchase orders and distribution of the same to its respective ledger posters and finally to be sent to respective R.B. units.
2. Registration of MAs on receipt and its disposal in the above stated route.
3. Maintaining of vendor register & posting of P.O. against the particular vendor.
4. Vendor evaluation.
5. Material collection as per the conditions laid down in respective Purchase Order (P.O.).
6. Way bill collection from CMM/BI/Kolkata & to record the same.
7. To make out meeting programme on MCDO, Safety items and critical items at local level as well as HQ Level.
8. For urgent materials, to chase Firms for quick supply of materials.
9. Correspondences with Firms & HQ regarding position of materials.

- D) **Computer cell** is set up to record & update the entire position of Stock & Non-Stock stores items dealt with by the HLR Stores Depot under the supervision of CDMS. All statistical data along with various statements are kept recorded in computers which can be made available whenever needed. The month vis-à-vis year wise position of Annual Transaction Money Value is made available in the computers systematically.

The deployment of staff is given below:

Sl. No.	Sections	Deployment of staff								
		CDMS	DMS	Ch. OS	OS	Clerk-II	Record Sorter	Peon	ADS	Total
1	Ledger section including Chasing Cell	1	--	6	5	2	1	1	5	21
2	Computer Cell	--	1	1	1	--	--	--	1	4

2.5.8. Auction section:

Scrap: The word scrap has a special meaning in the railway working. Apart from the worn-out and damaged parts and materials arising out of operation, production and maintenance in the Railway system, scrap also includes all stores items of different kinds which are no longer useful for the purpose for which they were obtained by the consuming departments on Railways. Scrap materials are held at nominal value in the books. Regular sale of scrap material is a must not only to fetch the best price possible but also to avoid unnecessary accumulation, theft and pilferage. All such scrap is required to be expeditiously collected in the scrap yards and disposed off accordingly.

Scrap can be divided into ordinary scrap and surplus scrap. Ordinary scrap is such materials which can ordinarily be used in the Railway Workshop or for other Railway purposes. Surplus scrap is normally referred as dead surplus, which should be sold off to fetch the best price possible.

The scrap accumulated in scrap depots are disposed off periodically by the Stores department, by adopting any one of the following methods:

1. Public Auction,
2. Tender Sales (Some time auction cum tender method is also adopted for better results).
3. Direct Sales,
4. Sales to Employees.

Sources of Scrap:

1. Railway Workshops
2. Condemned Rolling stock such as wagons, coaches, locomotives, boilers, etc.
3. Scrap permanent way materials such as released condemned rails and other P way.
4. Inactive/surplus items being declared as scrap.

Generally, senders send scrap materials along with NS-11 vouchers in mixed forms. The depot segregates the scraps as ferrous, non-ferrous and miscellaneous depending upon the nature of materials. Materials are received through weighing, counting or measuring and stacked in yard / godown (for non-ferrous materials). In this way 'LOT' of scrap materials are formed.

Formation of Lots:

Scrap is received from different sources/areas of Railway system either in specific categories or in mixed condition. In case of mixed scrap, at first quality-wise segregation are done in scrap yard and then category-wise 'LOT' / 'LOT's are formed. 'LOT' / 'LOT's scrap materials are formed directly after receipt when the same are already quality-wise segregated at the time of receipt. Each 'LOT' are assigned with a specific P.L.No. (As classified in the Scrap schedule), considering the type / quality of scrap.

The reason of such 'LOT' formation is to accumulate economic quantity of a particular item of scrap to be attractive to prospective bidders during Auction Sale.

One 'LOT' should not be too large as this will restrict Auction Sale virtually to a few rich parties only on account of its high value and may promote "Cartel" or "Ring formation", while too small 'LOT' is uneconomical for disposal and thus avoided.

Receipts of scrap items like oil, drums, wood, rubber, electrical fittings are not included. These are included in miscellaneous category and are disposed off on the basis of unit no/ltr./mt. as the case may be.

Sale of Scrap Materials: Before any item of stores can be sold as 'scrap', it should be declared as such by Survey Committee appointed by the General Manager of respective Zonal Railway and sanction of competent authority thus obtained in such auction sale except where such sanction has already been obtained. General Manager may relax this rule in case of known items of scrap of small value including the items generally sold to Railway Employees. However, this dispensation is subject to furnishing of a certificate by concerned departmental officer not below the level of JA Grade that the item being offered have been inspected by him personally and found unserviceable & unfit for any further use on Railways.

- (a) Sale through Public Auction- By conducting public auction at regular intervals and putting scrap materials in those auctions.
- (b) Sale through Tenders - By inviting tenders for the scrap materials to be sold either through advertised tenders or by sending tender enquiries to likely purchasers.
- (c) Direct Sale- Some scrap materials may be sold directly at pre-determined rates to employees of Railway and other government organizations. The rates are generally based on last auction sold rates.
- (d) Quoting for Sale - For some of the items, we may submit quotations/tenders to other organizations if they have floated tenders for purchase of scrap.

Auction Sales: Now, in Indian Railway e-auction has been introduced for inviting more bidders and achieves best value. The month wise target and performance at HLR auction section is given below.

The position of staff in Auction Section is as under:

Sl. No.	Section	Deployment of staff										Total
		CDMS	DMS	OS	Clerk-I	Clerk-II	Technician				ADS	
							Sr.	Tech-I	Tech-II	Tech-III		
1.	Auction Section	4	1	2	1	2	3	4	1	5	39	62

2.5.9. Receipt Branch:

This is the entry point of every stores depot. Any material received in the depot has to first appear at the Receipt Branch (RB) irrespective of receipt either from private firms or other Railways/Production units or from Sub Section of KPA workshop. The work of registration of Requisition coming for collection of materials is done by ledger section. On arrival of the stores materials from the firms either in wagon or in vehicles, the particulars on arrival are registered and connected to the earlier receipt papers and made a case file. These materials are handed over for verifications, identification & counting to the concerned wing. Necessary checking are made by the R.B. units to ensure the materials are supplied as per specifications shown in Purchase Order, as per clause of inspection along with delivery period and as per modification advice. In the case of consignee inspection, arrangement is made by R.B. for inspection of materials as per norms by observing all formalities of inspection. Then, the case file is put up to the Depot Officer for his approval. After granting the Receipt Notes, the materials are handed over to the respective wards. In case of rejection of materials due to any technical faults or non-compliance of stipulations, this branch is to arrange the process of return of the rejected materials to the suppliers i.e. firms after going through proper correspondences before final dispatch to the firm.

R.B. Main caters the following activities:

1. Receiving & distributing Material challans & invoices after due recording in the Computer & Registers.
2. Preparation of R/Notes and its final clearance.
3. Correspondences with the firms and other stores depot regarding discrepancies in supply, if any.
4. Distribution of labour, crane slinger, crane driver for loading & unloading of materials.
5. Sifting of materials from receipt branch to respective branch.
6. Disposed of rejected stores.
7. Sending of materials to different indenterers.
8. Through approval advice for test.
9. Preparing of vendor performing report.

In addition, various types of jobs connected to unloading of materials are done with the help of Road Mobile Crane & Fork Lifter for which crane driver & helpers are booked. Unloading of materials from wagons and shifting of the same are also done by the sectional staff by using the aforesaid cranes Fork Lifters & other material handling equipments on occasional measure.

The position of staff in R.B Section is as under:

Sl. No.	Sections	Deployment of staff			Total
		CDMS	OS	ADS	
1	Receipt Branch	1	2	15	18

2.5.10. Time Office:

It is seen during study period that Ch. O.S. /Time Office is assisted by one Clerk-II and 3 ADS to look after the associated job of tokenholding staff. In this connection, the attendance of each token holding staff is required to be recorded in the active registers. The allied activities of pay bill are also done at this end wherein the attendance & leave vis-a-vis ORS position are properly & neatly reflected in the registers based on which salary payment is made. Timely giving & timely collecting of the tokens, are the main jobs of this office. The work load of time office i.e. the no of tickets they have to maintain is 202 as on 01/04/2021.

The position of staff in Time Office is as under:

Sl. No.	Sections	Deployment of staff			Total
		Ch.OS	Clerk-II	ADS	
1.	Time Office	1	1	3	5

2.5.11. Lorry garage: The position of staff in Lorry garage is as under -

Sl. No.	Section	Deployment of staff							Total
		CDMS	OS	Technician Category Staff				ADS	
				Sr. Tech	Tech-I	Tech-II	Tech-III		
1.	Lorry garage	1	1	6	3	3	4	14	32

The deployment of staff and their workings at Lorry Garage is elaborated below-

1) Lorry Driver:

The depot has 03 nos. of Lorries. The drivers are deployed against these vehicles.

2) Crane Driver:

The depot has 2 nos. of Line Crane of 20 Tones capacity and 3 nos. of MOC Crane of 11 Tones capacity. The Crane drivers are deployed against these cranes.

3) Fork Lift Driver:

The depot has 4 nos. of Fork Lift for material handling.

The above-mentioned material handling equipments / vehicles are utilized for loading/unloading, shifting and stacking of yard materials. In case of urgency, collection/delivery of materials to and from Kanchrapara Stores Depot as well as within the workshop premises are also done by Lorry Garage equipment and staff.

2.5.12. AYM/HLR:

The deployment of staff and their working at Yard section is given below.

Sl. No.	Section	Deployment of staff				Total
		CDMS	OS	Technician Category Staff		
				Sr. Tech	Tech-II	
1	AYM /HLR	-	-	1	2	3

This sectional work is presently managed / supervised jointly with Lorry Garage.

2.5.13. Central Dispatch (CD):

The activities performed by central dispatch at HLR stores are as under -

1. To dispatch materials to the authorized representative of indenters who are attending with their proper authority letter at depot premises to collect materials.
2. Dispatch the materials to different indenters against their demands.
3. Preparation of van sheet and gate pass against stores to be dispatched.
4. Timber Sections associated job is managed / supervised by Central Despatch Section.

The deployment of staff and their working at Central Despatch section is given below.

Sl. No.	Sections	Deployment of staff					Total
		CDMS	OS	Technician Category Staff		ADS	
				Sr. Tech	Tech. I		
1	Central Despatch& Timber Section	1	2	--	1	5	9

2.5.14. Summarizing position of deployment of staff of the above sections is tabulated below:

Sl. No.	Sections	Deployment of staff											Total
		CDMS	DMS	Ch. OS	OS	Clerk- I	Clerk- II	Record Sorter	Peon	Sr. Tech.	Skilled	ADS	
1.	Establishment			3	5	1	3					10	26
2.	DAK & Record			1									
3.	Bill				3								
4.	Genl. Sec.	1				1	1					4	7
5.	Depot Purchase & Cash Purchase	1			1	2						5	9
6.	Ledger Sec.	1		6	5		2	1	1			5	21
7.	Computer Cell		1	1	1							1	4

8.	Auction Section	4	1		2	1	2			3	10	39	62
9.	Receipt Branch	1			2							15	18
10.	Time Office			1			1					3	5
11.	Lorry Garage	1			1					6	10	14	32
12.	Yard (AYM /HLR)									1	2		3
13.	Central Despatch&Timber- Ward	1			2						1	5	9
14.	Canteen											1	1
TOTAL		10	2	12	22	5	9	1	1	10	23	102	197

2.5.15. The activities undertaken by Wards under HLR stores are described below-

2.5.16. The activities of Wards are of two types which are elaborated in following para

2.5.16.1. Activities in connection with issue of stores-

- a) The requisitions cum issue notes are received in bunch by the wards through requisitions registration section after checking the correctness of each requisition. One copy of the same is returned to the concerned section.
- b) The requisition are then scrutinized in respect of allocation no, Pl. code no, consignee code, fund exist certification etc.
- c) Depending on the availability of materials and the instruction received from Inventory control, requisitions are complied partly or fully. Records of issue are maintained accordingly. Issue notes are prepared.
- d) After issue notes are prepared in triplicate, two copies are to be send to the associate accounts through Ledger section, being recorded in peon books.
- e) Value against each item of stores issued are calculated and entered in the issue register and communicated to the Ledger section.
- f) On receipt of the acknowledgement copy of the issue notes from the intender the same are pasted with the office copy.
- g) Preparation of gate passes for the materials issued in duplicate showing description, quantity, no of the vehicle carrying materials.

2.5.16.2. Activities in connection with receipt of stores.

- A) Checking the list of materials as recorded on receipt notes/tally sheets.
- B) Registering the R/note particulars in the respective registers
- C) Write R/O of the ward on the R/note.
- D) R/note received in duplicate are disposed of by sending one copy to the Ledger branch and other copy to the Receipt branch as the acknowledge copy.
- E) Entries of receipt are made in the bin card.
- F) Store materials are stacked in the respective bins after counting/weighing within or outside the sheds in the yard on the volume, weight and nature of the materials.

2.5.16.3. Ward wise items dealt / work load at HLR stores depot is tabulated below –

WARD	Ward No.	Total items dealt							Total	Nomenclature of items
		A-Category	B1-Category	B2-Category	C1- Category	C2- Category	D- Category	N- Category		
A	1	9	3	6	57	11	5	0	91	Electrical general items.
B	2	0	0	0	25	5	0	0	30	Split pin,Screw,Tower bolt, Nails, Padlock, Hinges.
	18	2	1	0	29	17	2	0	51	Files,Painting brush,Drills,V-belt, Rubber sheet, Hacksaw blade.
C	3	1	2	3	29	7	3	3	48	Soap, Soda, Alum ferric.
	16	0	0	0	33	6	1	0	40	Nut bolt,Washer.
	17	7	4	8	22	6	1	0	48	Steel items.
E	5	20	14	16	62	7	0	7	126	ICF conv. Coach-C&W fittings,Welding equipment.
	10	15	13	26	72	7	1	0	134	ICF conv. Coach-C&Wfittings,Welding equipment.
F	6	17	14	16	82	31	13	0	173	EMU Trailer coach items.
	11	5	4	10	45	13	2	2	81	Electrical items.
Oil	14	8	3	7	6	1	1	0	26	Transformer oil,Grease oil,Gear case oil, Lubricant.
	15	1	3	6	13	1	1	0	25	Cotton waste,Lub. Oil,Gear oil, Grease, Acid.Ch.Cleaner.
Cloth	12	3	1	4	21	14	3	0	46	Cloth,Towel,Pipe,Pile fittings,Pillo cover, umbrella, Helmet.
Paint	13	6	5	6	22	3	2	0	44	Bituminous emulsion black, Red oxide power,Petro hydro-carbonate solvent.
Timber	8	3	1	1	8	1	0	0	14	Plywood.
Gas	19	2	2	0	0	0	0	0	4	Gas DA,Carbon dioxide gas, Bharat cutting gas,Compressed oxygen gas.
Total		99	70	109	526	130	35	12	981	

2.5.16.4. The month wise work load catered by the ward in 2019-20is elaborated in the fore going para. The code used in unit column is illustrated below –

CODE	DESCRIPTION
1	Number
2	Pair
3	Sets
4	Hundreds
5	Thousands
9	Dozen
11	Milligrams

12	Grams
13	Kilograms (KG)
14	Quintals
15	Metric Tones
16	Pound
21	MilliMetres (mm)
22	Metres (M)
23	Kilo Metres (Km)
24	Hundred Metres
25	CentiMetres(cm)
31	Square Metres
32	Square Centimeters
36	Square Feet
41	Cubic Centimetre
42	Cubic Decimetre
43	Cubic Metres
51	Litre
52	Kilo Litres (KL)
53	Roll

2.5.16.5. Summarizing position of deployment of staff of the above Ward sections is tabulated below:

Sl. No.	Sections	Deployment of staff											Total
		CDMS	DMS	Ch. OS	OS	Clerk- I	Clerk- II	Record Sorter	Peon	Sr. Tech.	Skilled	ADS	
1.	A – Ward	1			1							5	7
2.	B – Ward	1							1			4	6
3.	C – Ward	1					1					7	9
4.	E – Ward	1					1					8	10
5.	F – Ward	1			1							11	13
6.	Oil – Ward	1			1							6	8
7.	Paint & Cloth – Ward	1			1							9	11
8.	Gas – Ward		1				1					8	10
9.	VM Cell	1		1								3	5
TOTAL		8	1	1	4		3		1			61	79

2.5.17. In addition to the staff mentioned in above para there are 16 staff of different category deployed in other than HLR Stores Depot. The deployment is tabulated below :

Sl. No.	Section	CDMS	Ministerial	GAS	ADS	TOTAL
1.	Office of PCMM / ER	2	3	4	3	12
2.	Office of CAO (CON)/ ER	0	0	0	2	2
3.	Office of Sr. DMM / SDAH	1	1	0	0	2
TOTAL		3	4	4	5	16

2.5.18. Assessment of staff at HLR stores depot for functioning of Ward activities and general activities:

Analysis of Wards for Issue & receipt of materials:

2.5.19. It is essential to mention that the HLR stores depot has 16 different wards in and around the stores depot and all wards deal with loading, unloading & stacking of materials at its own wards. Besides it, the main function of each & every wards is to issue of materials to the indenters & receipt of materials from the Receive branch as a regular means.

2.5.20. It is obvious that dealing of requisitions by each ward indicate the workload vis-a-vis out-turn of the ministerial staff of that Ward. This also indicate the magnitude of out-turn regarding handing of material by the non-ministerial staff i.e. ADS, Technicians, etc.

2.5.21. It is noticed that the highest ministerial workload is not at per with non-ministerial workload. Moreover, ward-wise workload borne by the respective ministerial vis-à-vis non-ministerial staff in different month is variable in nature. Within a specific span of time, the highest level of out-turn of ministerial staff differs from the highest level of out-turn of non-ministerial staff.

2.5.22. Therefore, it may be inferred that highest no. of requisition (both issue & receipt) dealt with by the wards does not prove the highest nos. of materials either issued or receiving by the wards, keeping the highest level of out-turn per month or per day in mind.

2.5.23. The ministerial staff tackles the workload of ministerial jobs i.e. handling of requisitions & recording thereof. During physical observation the study team observed that 11-14 requisitions can be handled by one ministerial staff in his scheduled duty hours. Due to shortfall of ministerial staff at Wards, it is in practice that qualified helpers are utilized against these ministerial jobs. On the other hand, there is minimum work load in ministerial job at Ward no 8 and 9:

Thus, the present deployment & need-based requirement of ministerial staff at different Wards is tabulated below:

Ward	Ward No.	Ministerial staff deployed	Need based bare requirement	Remarks
A	1	1	1	
B	2	NIL	NIL	
	18			
C	3	1	1	
	16			
	17			
E	5	1	1	
	10			
F	6	1	1	
	11			
Oil Ward	14	1	1	
	15			
Cloth & Paint Ward	12	1	1	
	13			
Timber Ward	8	Nil	Nil	CDMS / CD tackles the existing workload.
Gas Ward	19	1	1	
Valuable Material	9	1	1	CDMS can tackle the existing load.
TOTAL		8	8	

The need-based bare requirement of ministerial staff in different Wards: 8 posts.

The need-based bare requirement of ministerial staff with LR @ 12.50 % in different Wards: (8 + 12.5% of 8) i.e. 9 Posts.

2.5.24. The assessment of non-ministerial staff at different Wards-

The non-ministerial staff tackles the work load of issuing the materials to the inventors by handling the items and loading it on the trolley or listers. In case of receiving of materials from RB units, the materials are collected & stacked in its proper position.

2.5.25. During study period it is seen that the total man hours required (on an average) to tackle the workload of the highest out turn month is found to be approximately 20% higher compared to the Average out-turn figure.

Now, the time has come to work out the requirement of manpower based upon the highest quantum of outturn catered by this ward -

The analysis & assessment may be as under-

The no. of non-ministerial staff i.e. ADS deployed in ward = X Man

The available working hrs/day (excluding Saturday) = 8 hrs.

Effecting Working Hrs/staff (considering 25% of duty hrs as Contingent & fatigue allowance as it involves physical labour for handling the items and loading it on the trolley or listers) } = 6 hrs.

The available effective Man-Hrs/day (except Saturday) = 6X Man-hrs

The present deployment and need based bare requirement of Non-Ministerial Staff, in ward based on effective Man-Hrs.; Ward Out-turn is tabulated below-

Ward	Ward No	Present deployment of Non-Ministerial staff in Wards				Bare requirement of Non-Ministerial staff in Wards			
		CDMS/DMS	Skilled	ADS	Total	CDMS/DMS	Skilled	ADS	Total
A	1	1	0	5	6	1	0	4	06
B	2	1	0	5	6	1	0	4	07
	18								
C	3	1	0	7	8	1	1	7	10
	16								
	17								
E	5	1	0	8	9	1	0	8	09
	10								
F	6	1	0	11	12	1	1	8	13
	11								
Oil Ward	14	1	0	6	7	1	0	5	11
	15								
Cloth & Paint Ward	12	1	0	9	10	1	0	9	15
	13								
Gas Ward	19	1	0	8	9	1	0	8	11
VM Cell	9	1	0	3	4	1	0	2	05
TOTAL		9	0	62	71	9	2	55	66

The need-based bare requirement of Non-Ministerial Staff in different Wards: 66 posts.

The need-based bare requirement of non-ministerial staff with LR @ 12.50 % in different Wards:

(66 + 12.5% of 66) i.e. 74.25≈ 75 Posts.

2.5.26. Thus, the actual requirement of ministerial and non ministerial staff at different wards in HLR stores depot from above paras is given below:

(A) The need-based bare requirement of ministerial staff in different Wards: 8 posts.

The need-based bare requirement of ministerial staff with LR @ 12.50 % in different Wards: (8 + 12.5% of 8) i.e. 9 Posts.

(B) The need-based bare requirement of Non-Ministerial Staff in different Wards: 66 posts.

The need-based bare requirement of ministerial staff with LR @ 12.50 % in different Wards (66 + 12.5% of 66) i.e. 75 Posts.

(C) Thus, the need-based bare requirement of Ministerial & Non-Ministerial staff with LR @ 12.50 % in different Wards: 9 Posts + 75 Posts i.e. 84 Posts.

2.5.27. Assessment of staff at different sections (other than ward):

2.5.28. Establishment section:

The effectiveness of the sectional staff based on the effective utilization of the entire staff deployed.

in this section to cater to the aforesaid activities, has been derived by applying a scientific process of work study i.e. Random Activity Sampling Technique. The actual requirement of manpower in Establishment section is as under -

Unit / Activity Centre / Section	Designation / Category of staff whose effectiveness is measured	No. of staff deployed i.e. MOR of the section. (P)	Total Nos. of observation taken		Nos. of observation during which staff were found		% of Effectiveness		Actual Requirement of Gr. 'C' staff based on 'Eff.' i.e. Requirement of clerical staff as assessed		SURPLUS (P - Q)
			During Peak & Non-Peak periods (A)	Working Effectively (B)	IDLE		Effectiveness without contingent allowance $E = B/A \times 100$	Effectiveness with contingent Allowance @ 20% Effectiveness (Eff.) = $1.2 \times E$	Bare Requirement (R = Eff. X P)	Actual Requirement (Q) = $1.125 \times R$ (Incl. LR)	
Estab. Sec. incl. Dak, Bill & Record Section.	Ministerial & Non- Ministerial (Gr. C + Gr.- D)	26	255	186	69		72.9%	87.5%	22.75	25.59 \approx 26	NIL

2.5.29. Conclusion:-

It is concluded that the existing set of staff in Establishment section along with Dak, Bill & Record section should be retained and this results in un-alteration of the existing men-on-roll of this section. Thus, the actual requirement of manpower in the section, as assessed, is found to be 26 in total.

2.5.30. Ledger Section:

The detail of working of Ledger section and deployment of staff against their workload is elaborated in previous chapter.

While studying the workings of Ledger section, it is felt justified by the study team that there are no other alternatives except adoption of the technique of Random Activity Sampling hypothesis and this process would have a definite positive direction to evaluate the actual requirement of manpower in this section based on the effective utilization of the sectional manpower. The data collected & recorded during study period and its critical analysis to assess revised MOR may be seen from the following table

2.5.31. The actual requirement of staff depending upon the effectiveness of staff is tabulated below -

Unit / Activity Centre / Section	Designation / Category of staff whose effectiveness is measured	No. of staff deployed i.e. MOR of the section. (P)	Total Nos. of observation taken		Nos. of observation during which staff were found		% of Effectiveness		Actual Requirement of Gr. 'C' staff based on 'Eff.' i.e. Requirement of clerical staff as assessed	
			During Peak & Non- Peak periods (A)		Working Effectively (B)		Effectiveness without contingent allowance $E=B/A \times 100$	Effectiveness with contingent Allowance @ 20% Effectiveness (Eff.) = $1.2 \times E$	Bare Requirement (R=Eff. X P)	Actual Requirement (Q) = $1.125 \times R$ (Incl. LR)
Ledger Section	Ministerial & Non- Ministerial (Gr. C + Gr.- D)	21	235		174	61	74.04 %	88.85 %	18.65	20.99 \approx 21
SURPLUS (P - Q)										NIL

2.5.32. Conclusion:-

It is concluded that additional 02 ministerial staff should be required in Ledger section for smooth functioning of this section.

Thus, the actual requirement of manpower in the section including L.R, as assessed, is found to be 23 instead of 21 in total.

2.5.33. General section:

The workload and deployment of staff at General section is described in previous chapter. The effectiveness of the sectional staff based on the effective utilization of the entire staff deployed in this section to cater to the aforesaid activities, has been derived by applying a scientific process of work study i.e. Random Activity Sampling Technique. The actual requirement of manpower in Establishment section is as under.

2.5.34. The actual requirement at General section is as under -

Unit / Activity Centre / Section	Designation / Category of staff whose effectiveness is measured	No. of staff deployed i.e. MOR of the section. (P)	Total Nos. of observation taken		Nos. of observation during which staff were found	% of Effectiveness		Actual Requirement of Gr. 'C' staff based on 'Eff. i.e. Requirement of clerical staff as assessed		SURPLUS (P - Q)
			During Peak & Non- Peak periods (A)			Effectiveness without contingent allowance $E = B/A \times 100$	Effectiveness with contingent Allowance @ 20% Effectiveness (Eff.) = $1.2 \times E$			
				Working Effectively (B)	IDLE			Bare Requirement (R=Eff. X P)	Actual Requirement (Q) = $1.125 \times R$ (Incl. LR)	
General section.	Ministerial & Non - Ministerial (Gr. C + Gr.- D)	7	85	57	28	67%	80.40 %	5.62	$6.3 \approx 7$	Nil

2.5.35. Conclusion:

It is concluded that the existing deployment of staff at General section may be continued for smooth functioning of the section.

It is concluded that additional 01 ministerial staff & 01 ADS i.e. totaling 02 staff should be required in General section for smooth functioning.

Thus, the actual requirement of manpower in the section, as assessed, is found to be (07 + 02) i.e. 09 instead of 07 in total.

2.5.36. Computer section:

01 DMS, 02 Ministerial Staff and 01 ADS are deployed at this section. DMS is overall In-charge of this section and he is liable to comply all data required with the help of 2 Ministerial Staff and 01 ADS. The study team felt justified to continue the section with the existing deployment.

2.5.37. Depots purchase section (DP) & Cash purchase section (CP):

The procedure of working and deployment of staff are illustrated in the previous chapter. Study team thoroughly studied the month wise workloads catered by the sections.

It is noticed that the monthly workload of Depots Purchase Section is more or less constant. But, the work load at Cash purchase section is nominal and is in fluctuating trend. The stock items which are urgently required and are not available in stocking ward are purchased through CP section. Hence, the existence of CP section is very much important though its workload is nominal.

The activities done by the sectional ministerial staff are as under-

- a) To maintain tender challan, Receipt Note Register.
- b) To prepare Approval Advice, Gate Pass, Imprest Bill.
- c) To write Cheque & Daily Report Register
- d) Receiving & Checking of materials and recording the necessary data in computer.
- e) Jobs related to Tender cases, P.O, R/Note, M.A etc along with posting of data in computer.

The activities done by the sectional non- ministerial manpower is as under

- a) Unloading of material, Counting & tagging Approval Advice with the materials
- b) Sending of sealed materials (10%) to the respective Wards along with Receipt Note.
- c) Section cleaning, distribution of case files and other miscellaneous jobs.

01 CDMS, 03 Ministerial staff and 05 ADS i.e. totaling 9 staff are presently deployed at these sections. It is assessed that additional 01 ministerial staff & 01 ADS i.e. totaling 02 staff should be required in this section for smooth functioning.

The bare requirement of manpower in the section, as assessed, is found to be (09 + 02) i.e. 11 instead of 09 in total.

2.5.38. Central Dispatch (CD):

This CD section arranges to send materials to the outstation indenters. This section functions to dispatch all the issued materials to the indenters located outside the stores depot for which Gate Pass is required to be prepared & issued along with documents of Van Sheets in duplicate.

Presently, both the CD & Timber Section is merged and function as one section. The associated job is presently catered by 1 CDMS, 2 ministerial Staff, 1 Skilled Artisan & 5 ADS totaling 9 staff.

Man Power assistance, necessary for Material Loading, etc. are sought from Lorry garage section as and when required.

Thus, considering the present-day workload, which are supposed to be managed by those sections, aforesaid present deployment is justified.

2.5.39. Time office:

2 ministerial staff and 3 ADS are deployed at Time office.

The main pay bill section functions at HLR stores deptt. The Gr. ADS, GAS and other Gr. 'C' staff (technical category of staff) e.g. crane driver, crane slinger, HSJ, technician etc. are regulated by HOER.

It is seen during study period that the ministerial staff is assisted to look after the attendance of the 202 staff having Token Nos. Attendance of each staff is required to be recorded in their active registers. The allied activities of pay bill are also done at this end wherein the attendance & leave vis-a-vis ORS position is properly & neatly reflected in the registers based on which salary payment is made. Timely giving the tokens & timely collecting the same are the main jobs of this office.

During field study, the performance & utilization factor of all the staff of time office have been observed at random & it is found that the effectiveness of the sectional staff as a whole comes to 80%.

On being analyzed all aspects, the study team does not feel any necessity to declare a single post from this wing as surplus.

2.5.40. Conclusion:

It is concluded that the present deployment of 2 Gr. C and 3 Gr. 'D' staff in Time Office' has been found justified by the study team, consequent upon the present system of recording attendance at Time Office.

2.5.41. Auction section:

The functions of Auction section are narrated below -

1. Receipt of Scrap: Inactive and surplus materials which are declared as scrap by the survey committee are received by the section through NS-11. The materials are arrived from SDAH Divisions and KPA Workshop. The quantities of materials are checked according to the NS-11 voucher received and it is registered in WWSR register. If there is any dissimilarity found, it is brought to their notice vide report named WWR.
2. Segregation of materials: After unloading the materials it is segregated according its nature. As per practice, materials are segregated as Ferrous, Non-Ferrous and Miscellaneous category. Generally, LA battery, Rubber, Wood, Oil, Electric fittings, Drum are included in catalogue as Misc. category.
3. Formation of Lot and arrange for survey: Whenever segregated materials are taken into stock then Lots are formed. Out of the segregated materials some are surplus materials which have no demand in Railway, invariably disposed of by auction sale. These are categorized as Non survey items. Some are ordinary scrap for which regular demands exists in railway to meet up the crisis of raw material. A survey is arranged for these items to determine the further use or to be disposed of through auction sale by forming a survey committee.

4. Preparation of catalogue: After getting approval as scrap from competent authority, the list of scrap lots with lot details are prepared and it is published in web-site. Now, the sale of scrap is completely done through e-auction.
5. Regarding Direct sale: obtaining PO from HQ. Programme is made with purchaser (other Govt. concern). As per scheduled programme, scrap are handed over to the consignee either to their transport or to the traffic wagon.

2.5.42. The following registers/statements are customary to be maintained/prepared by Auction section. Currently, e-auction system in Auction Section allows more efficient upkeepment of documents & speedy/effective disposal of cases -

1. PCDO statement.
2. TCS certificate with statement along with maintaining TCS register.
3. VAT statement with VAT register.
4. Sale statement with sale register.
5. BSV registers.
6. Maintenance of pollution file and its instructions.

2.5.43. The staff deployed to cater the workload of Auction Section, is given below-

CDMS/DMS	Ministerial	Artisan	ADS	Remarks
5	5	13	39	Artisan staff included HBP, Welder, Carpenter, Fitter, Crane driver, etc.

2.5.44. All paper works from receiving of scrap materials up to the dispatch of sale are performed by the above 5 supervisors with the help of 5 ministerial staff. Identifying the materials as per nomenclature in NS-11 and formation of lot according to its nature are the primary job of supervisors. The effectiveness of the sectional staff based on the effective utilization of the staff deployed (supervisor & ministerial) in this section to cater to the aforesaid activities, has been derived by applying a scientific process of work study i.e. Random Activity Sampling Technique. The actual requirement of manpower is as under.

Auction section.	Unit / Activity Centre / Section	Designation / Category of staff whose effectiveness is measured	No. of staff deployed i.e. MOR of the section. (P)	Total Nos. of observation taken		% of Effectiveness		Actual Requirement. of Gr. 'C' staff based on 'Eff. i.e. Requirement of clerical staff as assessed		SURPLUS (P - Q)	
				During Peak & Non-Peak periods (A)	Nos. of observation during which staff were found	Effectiveness without contingent allowance $E=B/A \times 100$	Effectiveness with contingent Allowance @ 20% Effectiveness (Eff.) = $1.2 \times E$	Bare Requirement (R=Eff. X P)	Actual Requirement (Q) = $1.125 \times R$ (Incl. LR)		
											Working Effectively (B)
	Ministerial & Supervisor staff		10	135	98	37	72.59 %	87.11 %	8.71	$9.80 \approx 10$	Nil

2.5.45. Conclusion:-

It is concluded that the existing set of supervisor and ministerial staff in Auction section should be retained and this results in un-alteration of the existing men-on-roll of this section. Thus, the actual requirement of manpower of supervisor and ministerial staff in the section, as assessed, is found to be 10 in total.

2.5.46. Assessment of ADS in Auction section:

The ADS are utilized as per the following-

1. Unloading the materials and counting/weighing the materials.
2. Segregate the materials as per nature i.e. Ferrous, Non-Ferrous and Miscellaneous.
3. Formation of lot as per nomenclature.

During field observation, Study Team had observed that an avg. helper can handle 700-800 kg scrap material in his duty roster during formation of lot. It may vary on nature of materials and age of helper. However, to ascertain the no of helper required, the study team considered that an avg. helper will handle 700 kg scrap material during his duty hour. The study team provided 20% additional work load for future provision.

However, after discussion with concerned official and Considering 24 working days in a monthbare requirement to handle scrap will be 45 ADS.

2.5.47. Conclusion:-

It is concluded that 45 ADS may be provided in Auction section to handle maximum workload in a certain period. For normal course, they may be utilized for cleaning of scrap yard and accumulate the scattered scrap materials which were left since long in addition to normal work load of formation of lot. In case of artisan staff, they may be utilized as per present system and their utilization is found justified.

2.5.48. Receipt Branch (RB):

The detail function of RB section is mentioned in earlier para. The involvement of ministerial and supervisor staff in RB section is as follows-

- a. Registration of challan.
- b. Processing of challan.
- c. Release of challan/I/Note.
- d. Preparation of R. Note.
- e. Clearance of claim and SINT.
- f. Receiving and registrations of WAR-I. Receiving and registrations of WAR-II and sending it to respective ward.
- g. Issuing of way bills to the firm.
- h. Preparation of gate passes and van sheet.
- i. Collection of materials from other stores depot and other railway.

- j. Receiving and registration of purchase order and maintain its records.
- k. Shifting of materials from receipt branch to respective branch.
- l. Disposed of rejected stores.
- m. Through approval advice for test.
- n. Maintenance of weighing scale and other measuring scale as per ISO standard.
- o. Receiving and registration of R notes/ DTR receipt from other depot.
- p. Preparation of vendor performance sheet.

2.5.49. Ministerial staff also maintains the following registers as well as recording of data in the computer.

- a) Wagon Register, PWB Register.
- b) PR Register, DTI Register
- c) Sale Issue Note Register, NS-II Register.
- d) Speed Post Parcel Register.
- e) Fuel Register, RSP items Register (Wheel & Axle).
- f) TDS Register, Vehicle Register.
- g) T&P Register along with subject-wise files.

2.5.50. The deployment of staff at RB section is tabulated below-

Section	CDMS	Ministerial Staff	ADS	Total
Receipt Branch	1	2	15	18

2.5.51. The effectiveness of the sectional staff based on the effective utilization of the staff deployed (supervisor & ministerial) in this section to cater to the aforesaid activities, has been derived by applying a scientific process of work study i.e. Random Activity Sampling Technique. The actual requirement of manpower is as under.

Unit / Activity Centre / Section	Designation / Category of staff whose effectiveness is measured	No. of staff deployed i.e. MOR of the section. (P)	Total Nos. of observation taken		Nos. of observation during which staff were found	% of Effectiveness		Actual Requirement. of Gr. 'C' staff based on 'Eff. i.e. Requirement of clerical staff as assessed		SURPLUS (P - Q)
			During Peak & Non- Peak periods (A)	Working Effectively (B)		Effectiveness without contingent allowance $E=B/A \times 100$	Effectiveness with contingent Allowance @ 20% Effectiveness (Eff.) = $1.2 \times E$			
					IDLE					
RB section.	Ministerial & Supervisor staff	3	84	58	26	69%	86.3%	2.59	$2.91 \approx 3$	Nil

2.5.52. Conclusion: -

It is concluded that the existing set of Ministerial & Supervisor staff in RB section should be retained and this results in un-alteration of the existing men-on-roll of this section. Thus, the actual requirement of Ministerial & Supervisory manpower in this section, as assessed, is found to be 3 in total.

2.5.53. Assessment of ADS at RB section:

The non-ministerial workload i.e. unloading, shifting, stacking, checking & marking of materials received by the R.B. units under CDMS / DMS are assessed after thorough consultation about the sectional Work load catered

In addition, various types of jobs connected to unloading of materials are done with the help of Road Mobile Crane & Fork Lifter for which crane driver & ADS are booked from Lorry Garage. Unloading of materials from vehicles and shifting of the same are also done by the sectional staff by using the aforesaid cranes Fork Lifters & other equipments on occasional measure.

2.5.54. On being analyzed the data available in our records, it is worked out by the study team that the workload borne by the non-ministerial staff of this section.

2.5.55. At this level of performance, it is noticed that 15 ADS cater the maximum workload of Receipt branch on a day by working effectively of 6 hrs. out of available schedule duty period of 8 hrs./day (except Saturday).

Consider the highest level of out-turn of the Receipt Branch as 30% higher than the out turn given by 15 ADS.

The bare requirement of ADS is 30% more than 15 posts i.e. 20 Posts.

Bare requirement of ADS in giving the maximum out-turn = 20 Posts

2.5.56. Conclusion:

It is concluded that the revised MOR i.e. revised deployment of non-ministerial manpower of ADS will be 20 as against the present deployment / MOR of 15 staff. This reveals an additional deployment of 5 ADS in R.B. unit of HLR stores depot.

2.5.57. Lorry garage:

Lorry garage: The position of staff in Lorry garage is as under -

Sl. No	Section	Deployment of staff							Total
		CDMS	OS	Technician Category Staff				ADS	
				Sr. Tech	Tech-I	Tech-II	Tech-III		
1	Lorry garage	1	1	6	3	3	4	14	32

The deployment of staff and their workings at Lorry Garage is elaborated below-

1) Lorry Driver, Fork Lift Driver

The depot has 03 nos. of Lorries & 4 nos. of Fork Lifts which are utilised for material handling. The respective drivers are deployed against these vehicles.

2) Crane Driver

The depot has 2 nos. of Line Crane of 20 Tones capacity and 3 nos. of MOC Crane of 11 Tones capacity. The Crane drivers are deployed against these cranes.

3) Crane slinger, Crane Tindal, etc.

The crane slingers are deployed under crane driver for shifting and loading/un loading of heavy stores materials. Above incumbents are utilized for Crane Operation.

The above-mentioned material handling equipment / vehicles are utilized for loading/unloading, shifting and stacking of yard materials. In case of urgency, collection/delivery of materials to and from Kanchrapara Stores Depot as well as within the workshop premises are also done by Lorry Garage equipment and staff.

The deployment of Technician & ADS category staff at Lorry Garage is tabulated below-

Category of staff	Deployment of staff
Lorry driver	4
Crane driver	3
Crane slinger	6
Crane Tindal, etc.	3
ADS	14
TOTAL	30

Hence, the above deployment of staff is very much justified and should be continued for smooth functioning of the depot.

There are 14 ADS deployed under CDMS / Lorry garage for loading/un-loading, shifting and stacking of yard materials. They are also working with materials handling equipments like Lister & Fork Lifter. They are also utilized as helper of lorry driver. During physical observation, the study team observed that they are effectively utilized and their utilization factor is above 80%. Hence their deployment may be continued.

2.5.58. AYM/HLR:

The deployment of staff and their working at Yard section is given below.

Sl. No.	Section	Deployment of staff				Total
		CDMS	OS	Technician Category Staff		
				Sr. Tech	Tech-II	
1	AYM /HLR	-	-	1	2	3

This sectional work is presently managed / supervised jointly with Lorry Garage.

2.5.59. Central Dispatch (CD):

The activities performed by central dispatch at HLR stores are as under -

1. To dispatch materials to the authorized representative of indenters who are attending with their proper authority letter at depot premises to collect materials.
2. Dispatch the materials to different indenters against their demands.
3. Preparation of van sheet and gate pass against stores to be dispatched.
4. Timber Sections associated job is managed / supervised by Central Despatch Section.

The deployment of staff and their working at Central Despatch section is given below.

Sl. No.	Sections	Deployment of staff					Total
		CDMS	OS	Technician Category Staff		ADS	
				Sr. Tech	Tech. I		
1	Central Despatch	1	2	--	1	5	9

2.5.60. **Yard:** The Yard is functioning under the supervision of Lorry garage. 3 skilled (shunting staff) are deployed at Yard section. During conversation with concerned official, the study team has come to know that the wagon movement for loading/un-loading of materials has come down to nil. The shunting staff opens & closes the shunting gate between HLR Store Depot & C&W Workshop / KPA, while coach movement to and from C&W Shop along with coach shunting by YM/C&W

2.5.61. Opinion: The study team opines that the concerned official should think over the retention of Yard section at Stores Depot. If there is necessity of Yard section at Stores depot for future consideration, aforesaid skeleton structure may be continued

2.5.62. Study Team abstain from any opinion / remarks / suggestion / recommendation regarding the deployment of 16 various category HLR Store Depot staff in the Office of PCMM/ER, CAO/CON/ER & Sr.DMM/SDAH.

In this issue, study team only raise the ground reality but do not pass any remarks regarding their deployment in other offices. The said 16 staff are still enjoying the sanctioned posts of Halisahar Store Depot, though in no way, they are not associated with catering of regular work load of HLR Store Depot.

However, competent authority may decide the matter of continuing the said 16 HLR Store Depot staff to other offices. But one thing is worthwhile to mention here that While conducting study, Study Team was the issue of staff scarcity was heard from every corner.

Moreover. The aforesaid offices are not considered in the study report as their deployment and working is outside the per-view of study team.

2.5.63. Summarizing the above deployment in other than Ward activities is tabulated below-

Thus, the present deployment & need-based requirement of ministerial & non-ministerial staff in other than Ward activities is tabulated below:

Sl. No.	Sections	Ministerial staff deployed	Need based bare requirement of Ministerial staff	Non-Ministerial staff deployed				Need based bare requirement of Non-Ministerial staff			
				CDMS/DMS	Skilled	ADS	Total	CDMS/DMS	Skilled	ADS	Total
1.	Establishment	12	12	Nil	Nil	10	10	Nil	Nil	10	10
2.	DAK & Record	1	1	Nil	Nil			Nil	Nil		
3.	Bill	3	3	Nil	Nil			Nil	Nil		
4.	Genl. Sec.	2	2	1	Nil	4	5	1	Nil	5	6
5.	Depot Purchase & Cash Purchase	3	3	1	Nil	5	6	1	Nil	6	7
6.	Ledger Sec.	13	10	1	Nil	7	8	1	Nil	7	8
7.	Computer Cell	2	2	1	Nil	1	2	1	Nil	1	2
8.	Auction Section	5	4	5	13	39	57	5	13	45	63
9.	Receipt Branch	2	2	1	Nil	15	16	1	Nil	20	21
10.	Time Office	2	2	Nil	Nil	3	3	Nil	Nil	3	3
11.	Lorry Garage	1	1	1	16	14	31	1	16	14	31
12.	Yard (AYM / HLR)	Nil	Nil	Nil	3	Nil	3	Nil	3	Nil	3
13.	Central Despatch & Timber- Ward	2	2	1	1	5	7	1	1	5	7
14.	Canteen	Nil	Ni	Nil	Nil	1	1	Nil	Nil	1	1
TOTAL		48	52	12	33	104	149	12	33	117	162

2.5.64. :The need-based bare requirement of ministerial & non -ministerial staff in other than Ward activities - : (52+162) Posts. i.e., 214 Posts.

LR = 12.5% of 214 = 240.75 R/O 241 Posts.

The need-based bare requirement of ministerial & non - ministerial staff in Ward activities - : (8 + 66) Posts. i.e., 74 Posts.

LR = 12.5% of 74 = 83.25 R/O 84 Posts

Deployment of Staff other than HLR Store Depot: 16 Posts

Revised Requirement: (241+84+16) Posts i.e. 301 Posts

At this stage, Study team Considered a 15% overall allowance on Revised Requirement of 301 Posts, to manage any un-foreseen as well as un-covered workload, which were not taken into consideration by Study team in the course of conducting subject Work study.

Final figure regarding Revised Sanctioned Strength at HLR store Depot : 301 Posts + 15 % of 301 Posts

i.e. 346.15

R/o. 347 Posts.

2.6.0. Kanchrapara Stores Depot is the only Depot of Eastern Railway stocking all Electric Loco and EMU Motor Coach spares.

This depot was established in the year 1921 as a combined unit along with Halisahar Stores Depot. The two Depots got separated in the year 1975 under two separate Depot Officers. The Depot caters to the requirement of Kanchrapara Workshop besides different Electric Loco Sheds and EMU Car-Sheds spread over the entire Eastern Railway. 2193 items are stocked in the Depot. The Stores Depot operates in two levels:- Receipt Branch wherein the materials are received from other units , and Wards . After receipt, the materials are then distributed to different wards – 10 of them in total according to their category. Different wards then stack the items and eventually distribute them to the units as and when required by the units.

However, in view of the introduction of computerization in almost all fields of Railway working, manual labour with time consuming efforts has been reduced considerably. This has resulted in considerable decrease in the requirement of manual effort, Hence, a revised requirement of the compliment of staff is the call of the moment, especially in the fields or wings where e-office is slowly in the process of replacing manual labour. Likewise, a fresh comprehensive study of the working of KPA Stores is in the offing.

2.6.1. The total items dealt at KPA Stores is as under: - (as on 31.3.2021) –

Categories of Items	Nos. of Items	Total
Type A	82	2193
Type B	225	
Type C	1703	
Type D	143	
Type N	40	

2.6.2. Kanchrapara Stores Depot has the below mentioned Sections / Work Stations. The entire Workload of depot is distributed among those Sections -

1. General Section including Pass Section,
2. Ledger Section
3. Depot Purchase Section, (D.P. Section)
4. Cash Purchase Section, (C.P. Section)
5. Receipt Branch (Main) Section, (R.B.Section/Main)
6. Receipt Branch (Unit) Section (Unit 1 to 4),(R.B.Section/Unit)
7. Outstation Despatch
8. Wards (Ward No.1 to Ward No.10)
9. Time Office

2.6.3. In the subsequent paragraphs, under mentioned aspects and the corresponding reviewed results, based on critical analysis, are narrated serially.

1. Section-wise deployment of manpower,
2. Activities & Performance of each section i.e. section wise out-turn of each section,
3. The entire workload catered i.e. Total Output of Halisahar Store depot.

2.6.4. There is no existence of separate 'Establishment Section' at the end of Kanchrapara Store Depot (KPA Store Depot) premises. The Establishment Section of Halisahar Store depot (HLR Store depot) centrally caters the respective workload of both HLR & KPA Store Depot. Due to that, no separate critical analysis is conducted for KPA Store Depot.

2.6.5. General section & Pass section :

Preparation of proposals for Transport Contracts, Proposal for AMC of PCs. Printers & UPS, Xerox machine etc are made and Proposal for procurement of Non-Stock items required at KPA Stores Depot is prepared. Non-Stock requisitions against proposal of different wards/sections of KPA Depot are prepared and active role is taken to prepare proposal for repairing, servicing of Rail Cranes, Road Cranes, Depot Lorries, Bolero Car, Lifter etc. Statistical reports as desired by HQ & Rly. Bd is generated and statement regarding sanction of Budgetary Grant against purchase of Stock/ Non-stock items is made. Contract like Transport, AMC of M&P items etc. and Submission of Audit Reply and RTI by complying data received from concerned Ward/Sections are done. Collection & distribution of stationeries, Uniforms from DCOS/HWH, AM/PS/HWH are done by this section. Preparation of all Stock requisitions for staff amenity items in quarterly basis, other consumable stores like Oil /Lubricants used for daily operation of lorries, cranes, Bolero etc. and other stock items required time to time are done here. Payment of Telephone / Broad Line of BSNL Lines are arranged by the section. Payment of various contracts like Transport, AMC are made as a routine measure. Monthly cash imprest for SMM/KPA is maintained. Various correspondences to DTE, AEN, Dy.CEE/P&D, Dy.CEE(G), Dy. CME (C) etc. of KPA Workshop, correspondences at HQ Level and other Central /State Govt. Offices are done as a regular measure. Besides the above, total planning works of KPA Modernization Programme sanctioned by Rly. Bd. is done. It is seen that a few Gr. D staff are deployed to assist clerks, all loading & unloading jobs related to this section, collection & distribution of stationeries & uniforms. In addition, submission of various proposal to Local A/cs. & HQ and Various field works of KPA Modernization Programme are done by this set of ADS. Upkeepment of stationeries, records, files, distribution of letters & documents to various local offices are usually done. Besides these jobs, Cleaning of section & Misc. works. Etc. are also done by the sectional ADS staff. It is noticed that one O.S. is entrusted with the workload of Pass section and HRMS ID is allotted for the operation of the same. In addition, Transfer and Posting of staff, office orders regarding work deployment, Dak Register, dealing with directives of SMM and circulation of the same, and all administrative works of KPA Stores.

2.6.5.1. Staff Position of General & Pass Section is furnished below: -

Section	Ministerial Staff			Non-Ministerial Staff			Grand Total
	COS	OS	Total	ADS	GAS	Total	8
General & Pass	1	2	3	4	1	8	

2.6.5.2. Type of Registers used in General section& Pass section:

Bill (contract) register, imprest register, Issue register for stationery, forms & consumables items, Uniform register, Telephone bill register. Stock register Law Book, PWP, M&P register. Separate files are maintained for each and every case.

The effectiveness of the sectional staff based on the effective utilization of the entire staff deployed in this section to cater to the aforesaid activities, has been derived by applying a scientific process of work study i.e. Random Activity Sampling Technique. The actual requirement of manpower in General section & Pass section is as under.

Unit/ Activity Centre/ Section	Designation/Category of staff whose effectiveness is measured	Nos. of staff deployed i.e., Total MOR of the section (P)	Total Nos. of observation made during Peak & Non-Peak periods (A)	Nos. of observation made, during which staff were found...		% of Effectiveness		Actual Reqr. of Gr.'C' staff based on 'Ef' i.e. Requi. of clerical staff as assessed		SURPLUS $S = (P-Q)$
				Working Effectively (B)	Idle (C)	Effectiveness without contingent allowance i.e. $E = (B \times 100)/A$ %	Effectiveness with contingent allowance @ 20% i.e. $Ef = 1.2E$	Bare Requirement ($R = Ef \times P$)	Actual Requirement Incl. LR@ 12.5% i.e. $Q = 1.125 \times R$	
Genl. & Pass Sec.	Minist. & Non - Minist. (Gr. C + Gr. D)	8	90	63	27	70%	84%	6.72	7.56 \approx 8	NIL

2.6.5.3. Conclusion: -

It is concluded that the existing set of staff in General and Pass section should be retained. Thus, the above result is in continuation of the existing men-on-roll i.e. requirement of manpower is at par with MOR.

2.6.6. Ledger section:

The clerical work of the depot relating to stocks of material is systematically centralized in a Ledger Section where all the stock cards of the depot are maintained up-to-date. The function of deployed staff is to prepare different procurement sheets like SPS, SRS/CTS to assess the demand on the basis of consumption in the past and future estimate of consumption. This section is divided into sub-sections, each sub-section dealing with the numerical accounting and recoupment of stocks of the same classes of stores as are dealt with in the corresponding wards. A separate sub-section has been there to deal with the receipt and registration of the requisitions placed by indenters of the depot.

2.6.6.1. The compliment of staff in the LEDGER section is as follows –

Section	Ministerial Staff		CDMS	Non-Ministerial Staff			Grand Total
LEDGER	Gr. C	Total	1	GAS	ADS	Total	31
	18	18		3	9	12	

This section is sub-divided into three parts which is as follows -

- i) Ledger Wing
- ii) Inventory Wing
- iii) Meeting & Chasing Wing

2.6.6.2. LEDGER Wing plays a vital role to maintain N.L. Cards for the total nos. of stores items holding by this depot which include both shop manufacturing items & trade procured items. For generation of trade items, SRS, SPS, CST are the procurement machineries. For shop manufacturing items, SRS are generated. For purchase of materials on urgent measure, CPSR is generated. To avoid any delay in process, close monitoring is essential. The stores superintendent is the in-charge of the Ledger section in respect of technical aspects. The CDMS or DMS in association with the sectional ministerial staff acts as a coordinator in between the ledger section & the wards along with the Receipt branch. The Ch. O.S. attached to this section, is supervising the ministerial activities with the help of ministerial staff. Besides it, Ch. O.S is the coordinator between ledger wing and the consumers either local or divisional. This section deals with the following jobs as a routine measure.

- (i) Regular review of N.L. Cards.
- (ii) Print-out of updated SRs
- (iii) Generation of demands through SPS & CSTS
- (iv) Issue of red slip.
- (v) Generation of demands through SRS
- (vi) Generation of demands through CPSR
- (vii) Entering P.O. particulars in N.L. Cards
- (viii) Entering M.A. particulars in N.L. Cards
- (ix) Making out position of items as required.

2.6.6.3. INVENTORY Control Cell is a vital part of material management. The activities of this cell are as follows:

- (i) Preparation of monthly statement.
- (ii) Periodical checking of over stock, inactive, surplus and high value items.
- (iii) Opening closing of P.L. Cards.
- (iv) Clearance of suspense C.P & D.P.
- (v) Daily recording & pricing of Receipt Issue voucher.
- (vi) Disposal of items through sale orders.
- (vii) Conducting survey of inactive/ surplus items periodically and their disposal through survey-based condemnation.
- (viii) Checking and rectification of anomalies appeared in SOPBAL balance through account system.
- (ix) To record imprest& circulation of demand and transaction in details.

2.6.6.4. Meeting & Chasing Cell was made to function for the entrusted jobs of Requisition Registration and its distribution to the wards. This cell maintains the movements of the demands so generated and its allied jobs. However, the requisition registration is currently done through e-office. It was also that e-office has been implemented for procurement of stock items whereas for procurement of non-stock items are done manually.

- (i) Registration of incoming purchase orders and distribution the same to its respective ledger posters and finally to be sent to respective R.B. units.
- (ii) Registration of MAs on receipt and its disposal in the above stated route.
- (iii) Maintaining of vendor register & posting of P.O. against the particular vendor.
- (iv) Vendor evaluation.
- (v) Material collection as per P.O.conditions.
- (vi) Way bill collection from COS/BI/KKK & to record the same.
- (vii) To make out meeting programme on MCDO, Safety items and critical items at local level & HQ Level.
- (viii) For urgent materials, to chase Firms for quick supply of materials.
- (ix) Correspondences with Firms & HQ regarding position of materials.

2.6.6.5. While studying the workings of Ledger section, it is felt justified by the study team that, there are no other alternatives except adoption of the technique of Random Activity Sampling hypothesis and this process would have a definite positive direction to evaluate the actual requirement of manpower in this section based on the effective utilization of the sectional manpower. The data collected & recorded during study period and its critical analysis to assess revised MOR may be seen from the following table.

Unit/ Activity Centre/ Section	Designation/Category of staff whose effectiveness is measured	Nos. of staff deployed i.e., Total MOR of the section (P)	Total Nos. of observation made during Peak & Non-Peak periods (A)	Nos. of observation made, during which staff were found...		% of Effectiveness		Actual Reqr. of Gr.'C' staff based on 'Ef' i.e. Requi. of clerical staff as assessed		SURPLUS S = (P-Q)
				Working Effectively (B)	Idle (C)	Effectiveness without contingent allowance i.e. $E = (B \times 100)/A$ %	Effectiveness with contingent allowance @ 20% i.e. $Ef = 1.2E$	Bare Requirement (R = Ef x P)	Actual Requirement Incl. LR @ 12.5% i.e. $Q = 1.125 \times R$	
Ledger Sec.	Minist. & Non - Minist. (Gr. C + Gr. D)	31	250	180	70	72%	86.4%	26.78	30.132 \approx 31	NIL

Conclusion:-

It is concluded that the existing set of staff in Ledger section of KPA Stores Depot as a whole should be retained which results in continuation of the existing men-on-roll of this section. Thus, the actual requirement of manpower in the section including L.R, as assessed, is found to be 31 in total.

2.6.7. Wards :-

A detailed study of the wards is given below

2.6.7.1. Ward : 1

Ward no. 1 tackles the workload of issue & receipt of hardware items for loco and EMUs. The ward deals with 44 items including two safety items.

The ministerial staff tackles the workload of ministerial jobs i.e. handling of requisitions & recording thereof and the non-ministerial staff tackles the workload of issuing the materials to the indentors by handling the items & loading it on the trolley or listers. After receiving of materials from R.B. units, the materials are collected & stacked in its proper position.

A position stating the category wise present staff strength i.e. MOR is as under: -

Unit	Existing Deployment i.e. MOR				
	Supervisor/ CDMS	Ministerial	Non-ministerial		Total
		Gr. 'C'	Gr. 'C'	Gr. 'D' Helper (ADS)	
Ward No. 1	1	-	--	2	3

The above table indicates that there is no ministerial staff to borne the workload & the total non-ministerial workload i.e. handling of materials at the ward, is catered to by 2 helpers (ADS).

It is clear from the respective office documents that the highest number of requisitions dealt (both Issue and Receipt Vouchers), are 932 (Issue requisition-859 and Receipt requisition-73) in the month of January, 2020. It was also observed that the above numbers of requisitions are dealt by one ministerial staff under the supervision of one CDMS. Hence, it may be considered as a yardstick that one ministerial staff can handle up to 932 requisitions in a month.

In case of Ward no.1, it is seen from Office documents that the highest no. of requisitions were issued in September 2019, which is 247, whereas the highest no. of receipt requisition in the same month is 12. This scenario indicates that the peak-out-turn month for the issue and Receipt position is September, 2019.

Consequent upon the above situation, study team has framed the following table to highlight the ministerial workload of the ward based on the position of requisition issued & receipt during 2018-2019 and 2019-2020 as evident from Office documents.

Supervisor (CDMS)	Ministerial staff	Month	Requisition		
			Issue	Receipt	Total no. (issue + Receipt)
1	Nil	Sept. 2019	247	12	259

It is seen from the staff position that no ministerial staff is deputed in ward no.1 for issuance of receipt and issue Notes. Hence, it is suggested to deploy one ministerial staff for this purpose. The highest nos. of requisition issued & receipt in total is found to be 259 in Sept'19 i.e. the highest ministerial workload is 259 nos./month as discussed above. It was observed by the study team that one ministerial staff was adequate for handling the workload of ward no.1 with the introduction of e-office.

Hence, it can be inferred that one ministerial staff under the supervision of CDMS can easily tackle the highest ministerial workload of the ward i.e. dealing of 259 nos. of requisition per month. So, it is suggested to deploy one ministerial staff for smooth working of the ward.

Conclusion:

It is concluded that the 1 ministerial staff should be deployed in the ward no.1.

As far as non-ministerial work load is concerned, it was observed by the Study team that the present man-power of 2 ADSs are adequate to cater to the work load of ward no.1. The only post of CDMS at ward no. 1 should be retained to supervise the day to day workings of ward no. 1.

2.6.7.2. Ward no. 2:

The nature of activities in this ward is almost same as ward no. 1; It deals with EMU spare parts. The ward deals with 389 items of all categories namely A, B and C as also Safety items. The process of work study adopted to assess the revised requirement of both ministerial & non-ministerial staff in the section is fully similar with ward no. 1.

So far deployment of manpower in the ward is concerned, a position stating the category wise present staff strength i.e. MOR is as under:

Unit	Existing Staff Deployment i.e. MOR			Total
	Supervisor	Ministerial	Non-ministerial	
	CDMS	Gr. 'C'	ADS (Gr. 'D')	
Ward No. 2	1	1	4	6

Present 'Ministerial workload' is as under:

As per the office documents, the highest workload of issue & receipt is shown in Jan, 2020 & Oct, 2020 respectively.

Supervisor	Ministerial staff	Month	Requisition		
			Issued	Receipt	Total no. of Requisition (issue+receipt).
1	1	Jan,20	859	73	932
		Oct,20	652	95	747

The above position reflects that the highest level of ministerial workload (in Jan'20) i.e. dealing with 932 nos. of requisitions in a month, is borne by 1 ministerial staff under the supervision of one CDMS of ward no. 2.

Based on day to day ministerial workload compliance, it is estimated that 1 ministerial staff can tackle the workload of 932 nos. of issue & receipt vouchers/requisitions per month.

Conclusion:

It is concluded that the existing deployment of 1 ministerial staff should be retained at ward no. 2.

It was observed by the Study team that the requirement of present four non-ministerial staff may be retained as the present number of four staff is adequate to handle the workload of Ward no. 2 under the overall supervision of 1 CDMS.

2.6.7.3. Ward No. 3: -

Ward no. 3 deals with 764 items mainly Loco spares. The ward deals with heavy spare parts.

The present deployment of staff in this ward is as under: -

Unit	Existing Staff Deployment i.e. MOR				Total
	Supervisor i.e. CDMS/DMS	Ministerial	Non ministerial		
			Gr. 'C' (Technical)	Gr. 'D;' (Helper) ADS	
Ward 3	2	-	2	8	12

So far ministerial workload is concerned, it is noticed from office documents that the highest no. of requisition issued in Jan, 2019 is 597 nos., whereas the highest nos. of receipt requisition in May, 2019 is found to be 176. Thus, it is seen that the maximum number of requisitions handled was in the month of Jan, 2019.

The below mentioned table reflects the ministerial workload.

Supervisor (CDMS/DMS)	Ministerial staff deployed	Month	Requisitions dealt with		
			Issue	Receipt	Total Nos. (Issue+Receipt)
2	-	Jan, 19	597	127	724
		May, 19	488	176	664

The above table indicates that the highest i.e. Peak out turn month is January, 2019 during which total 724 nos. of requisitions in a month are dealt with by no ministerial staff. As discussed earlier, it is made clear that a ministerial staff can have the workload of 932 nos. of issue & receipt vouchers per month. However, no ministerial staff is posted at Ward no.3. Hence, one ministerial staff may be deployed at Ward no.3.

Conclusion:

It is concluded that 01 (one) ministerial staff should be additionally deployed for the day-to-day workings of ward no.-3. It is also concluded that the present deployment of 2 posts of CDMS/DMS should continue and necessary assistances should be accorded in case of absence of DMS of other wards.

In respect of non-ministerial staff, it was observed by the Study team that the ward deals with heavy spare parts, hence 02 (two) ADS may be additionally deployed in this ward in addition to the eight ADS, not only for this ward but also to accord assistance to other wards in case of any shortage of non-ministerial staff at other wards.

2.6.7.4. Ward No. 4: -

This ward deals with 308 nos. of stock items and these items are mainly EMU spares and EMU batteries. The ward deals with BHEL items like machine Lifter, Fork Lifter which are heavy items.

The existing compliment of staff at ward no. 4 is as under: -

Unit	Supervisor CDMS/DMS	Ministerial staff	Non-ministerial staff (ADS)	Total
Ward No. 4	1	1	4	6

As shown in in office documents, it is crystal clear that the highest nos. of requisition issued in Dec, 2018 is 429, whereas the highest no. of receipt requisition is shown as 108 nos. in Jan, 20 which is tabulated below:

Supervisor (CDMS/DMS)	Ministerial staff	Month	Requisition		Total requisition
			Issue	Receipt	
1	1	Dec, 18	429	20	449
		Jan, 20	425	108	533

It is evident from the previous para that a ministerial staff can tackle the ministerial workload of 932 vouchers in a month. The above table reveals an out turn in connection with tackling of ministerial Work load of 533 nos. of requisition per month which proves that 1 ministerial staff at ward no. 4 can easily tackle the daily ministerial workload. It is concluded that the existing deployment of 1 ministerial staff should be retained at ward no. 4 under the supervision of one CDMS.

Conclusion: -

It is concluded that one ministerial staff may be retained for day-to-day workings of the ward.

It is concluded that the revised strength of non-ministerial manpower is to be 06 (six), for smooth functioning of ward no. 4. The only post of CDMS should be retained to supervise the section.

2.6.7.5. Ward No. 5:-

This ward deals with 57 stock items and these items are mainly rewinding materials and insulating items. The present deployment of staff at ward no. 5 is as under.

Unit	Supervisor CDMS/DMS	Ministerial Gr. 'C'	Non-ministerial Helper (Gr.-D) ADS	Total
Ward No. 5	1	-	4	5

As shown in office documents, it is clear that the highest nos. of requisition issued & receipt are shown in the month of August, 18 and April, 19 respectively.

The below mentioned table reflects the actual status of the highest ministerial workload.

CDMS/DMS	Ministerial staff	Month	Requisition dealt / month		Total nos. of requisition
			Issue	Receipt	
1	--	Aug18	181	6	187
		April,19	68	21	89

It is evident from previous para that a ministerial staff can tackle the ministerial workload of 932 nos. of requisitions per month. The above stated peak out turn figure i.e. dealing of 187 nos. of requisitions, proves one ministerial staff can handle the workload at ward no 5. Thus, the one post of ministerial staff should be deployed considering the bare requirement of ministerial staff at ward no. 5. This is in reference to Para No. 2.6.7.1.

Conclusion:

One (01) post of ministerial staff at ward no. 5 should be additionally deployed for the day-to-day work of the section.

It is concluded that the existing deployment of 4 posts of Helpers should continue at ward no. 5. It is also opined that one post of CDMS should be retained for the supervisory work at the ward.

Ward: 6 &10

These wards tackle the workload of issue & receipt of materials and deals with 41 nos. of stock items as a regular measure which include non-ferrous items, electrodes and liquid oxygen as well as structural steel items.

The ministerial staff tackles the workload of ministerial jobs i.e. handling of requisitions & recording thereof and the non-ministerial staff tackles the workload of issuing the materials to the indentors by handling the items & loading it on the trolley or listers. In case of receiving of materials from R.B. units, the materials are collected & stacked in its proper position.

The compliment of staff for ward nos. 6 & 10 is as follows:

Unit	Existing Deployment i.e., MOR				
	Supervisor/ CDMS	Ministerial	Non-ministerial		Total
		Gr. 'C'	Gr. 'C'	ADS(Gr. 'D')	
Ward No. 6 &10	0	1	-	3	4

The above table indicates that one Ministerial staff has been deployed to do the ministerial workload, whereas the total non-ministerial workload i.e., handling of materials at the ward is catered by 3 helpers. The in-charge of Ward is the over all in-charge of ward no. 5, 6 and 10. Ward no.10 mainly deals with scrap items.

So far ministerial & supervisory workload is concerned, it is seen from office documents that the highest no. of requisitions issued and received in Jan 2019 is 84 nos.intotal. This scenario indicates that the peak-out-turn month for the issue position & receipt position is Jan 2019.

Consequent upon the above situation, the study team has framed the following table to highlight the ministerial workload of the ward no.6, based on the position of requisition issued & receipt which is evident from office documents.

Supervision (CDMS)	Ministerial staff	Month	Requisition		
			Issued	Receipt	Total no. (issue + Receipt)
0	1	Jan, 19	62	22	84

The highest nos. of requisition issued & receipt in total is found to be 84 in Jan, 2019 i.e. the highest ministerial workload /month as discussed above. It is seen by the study team that one Ministerial staff has been deployed to do the ministerial workload. Under the circumstances, it is felt justified that 1 ministerial staff is deployed for tackling the ministerial workload of the aforesaid Wards related to paper works in connection with issue & receipt voucher.

Conclusion:

It is concluded that 1 ministerial staff should be retained in the ward no. 6&10 jointly.

It was observed by the Study team that three ADSs are adequate to handle the workload of Ward no. 6 and 10.

One CDMS/ DMS for the ward nos. 6 &10 should be posted additionally to supervise the day-to-day workings. Hence, the overall revised proposed bare requirement is 5 instead of 4.

2.6.7.6. Ward No.7: -

This ward deals with 314 stock items as a regular measure including Conv. Loco, 3 phase loco spares, seamless pipes, etc. It also deals with heavy items like Fork Lifter.

The present deployment of staff at ward no. 7 is as under.

Unit	Supervisor CDMS/DMS	Ministerial Gr. 'C'	Non-ministerial ADS (Gr.-D)	Non- Ministerial Technical	GAS	Total
Ward No. 7	1	1	4	2	1	9

As shown in office documents, it is clear that the highest nos. of requisition issued & receipt are shown in the month of Jan, 20 and April, 18 respectively during the year 2018-19 and 2019-2020.

The below mentioned table reflects the actual status of the highest ministerial workload.

CDMS/DMS	Ministerial staff	Month	Requisition dealt/month		Total nos. of requisition
			Issue	Receipt	
1	1	Jan, 20	229	56	285
		April, 18	130	64	194

It is evident from para no. 2.6.7.1. that a ministerial staff can tackle the ministerial workload of 932 nos. of requisitions per month. The above stated peak out turn figure i.e., dealing of 285 nos. of requisitions proves that the only ministerial staff is under-utilized. However, the lone post of ministerial staff should be retained considering the bare requirement of ministerial staff at other wards also.

Conclusion:

The lone post of ministerial staff and one post of GAS at this ward should be retained for the day-to-day work of the section. 02 (two) nos. of Artisan staff presently deployed is justified.

02 (Two) additional non-ministerial staff (ADS) can be deployed at the ward. They may be utilized at other wards also, as and when needed. As, the ward deals with safety items, additional hands as ADSs would be beneficial in handling of safety items.

2.6.7.7. Ward No. 8: -

This ward deals with 151 nos. of stock items including pantograph, circuit breaker items, panel items and loco batteries.

The existing compliment of staff at ward no. 8 is as under:

Unit	Supervisor CDMS/DMS	Ministerial staff	Non-Ministerial Technical	Non-ministerial staff (ADS)	Total
Ward No. 8	1	1	--	4	6

As shown in office documents, it is crystal clear that the highest nos. of requisition issued in July, 19 is 250, whereas the highest no. of receipt requisition is shown as 54 nos. in April, 2019 which is tabulated below:

Supervisor (CDMS/DMS)	Ministerial staff	Month	Requisition		Total requisition
			Issue	Receipt	
1	1	July 19	250	20	270
		April 19	72	54	126

It is evident from para ref. 2.6.7.1. that a ministerial staff can tackle 932 vouchers per month. The above table reveals an out turn in connection with tackling of the highest ministerial Workload of 270 nos. of requisition per month which proves that 1 ministerial staff at ward no. 8 can easily tackle the daily ministerial workload.

Conclusion:

It is concluded that the actual requirement of ministerial staff is found to be 1. Hence, the 1 ministerial staff should be retained in ward no. 8 for the day-to-day workings of the ward.

It was observed by the Study team that four non ministerial&non-technical staff can handle the workload of Ward no. 8. Hence, all four posts of ADSs may be retained at Ward no.8. The only post of CDMS should be retained to supervise the section

Ward No.9:

This ward deals with 125 stock items as a regular measure including Fork Lifter, cables, bearings and EP brake unit items, some of which are heavy items requiring strong manpower.

The present deployment of staff at ward no. 9 is as under.

Unit	Supervisor CDMS/DMS	Ministerial Gr. 'C'	Non-ministerial Helper (Gr.-D) ADS	Safaiwala	Total
Ward No.9	0	1	3	0	4

As shown in office documents, it is clear that the highest nos. of requisition issued & receipt are shown in the month of Sept 2019 during the year 2018-19 and 2019-2020. The below mentioned table reflects the actual status of the highest ministerial workload.

CDMS/DMS	Ministerial staff	Month	Requisition dealt/month		Total nos. of requisition
			Issue	Receipt	
0	1	Sept, 19	142	36	178

It is evident from para that a ministerial staff can tackle the ministerial workload of 932 nos. of requisitions per month. The above stated peak out turn figure i.e. dealing of 178 nos. of requisitions, proves that the only ministerial staff is under-utilized. However, the only post of ministerial staff should be retained considering the bare requirement of ministerial staff at ward no. 9.

Conclusion:

The only post of ministerial staff of this ward should be retained for day-to-day work of the section.

Since the ward handles heavy items like Fork Lifter, cables, etc. (02) two additional posts of non-ministerial staff i.e. ADS can be provided at Ward no. 9.

It was observed by the study team that one supervisor is in-charge of Ward no 1 and 9 simultaneously. Hence, it is concluded that one CDMS/DMS can be deployed for Ward no. 9 separately.

2.6.7.8. Cash purchase section:

This section deals with purchase of stock items at depot level along with payment to the suppliers/ firm. The items amounting to more than Rs.75000/- are delivered to RB (RED SLIP Item) and the items amounting to less than Rs. 75000/- are delivered at C.P. Section (CPSR Items).Function and workload of this section is given below.

Working procedure of CP section: -

When stock items are in critical / urgently required and the items are of low value in nature then procurement of such stock items are done as per following steps.

1. Demand submitted by Depot ledger section as and when it is required.
2. Scrutinization of the demand in details such as previous position of purchase, rate, Qty, value along with checking of PL number from computer.
3. Registration of the case in a Demand register and preparation of case file.
4. Send it to the indenter (max consuming deptt.) for checking correctness of description & specification with latest updated position if any, after asking current check sheet.
5. After scrutiny, registration for the same is done in the IMMIS demand registration module giving all the details for e-procurement arrangement through IREPS.
6. After that, tender preparation action is done through IMMIS module. For Tender preparation, the following steps are done in details as per tender condition, i.e. items requirement, DP and other schedule as per IRS condition, formation of firms panel following the guidelines according to criteria of items & consignee`s remark in check sheet.
7. Approval of final tender form taken from competent authority. It is then uploaded in IREPS prior to fixing the opening date in consultation with accounts personnel.
8. As per schedule date, opening the tender cases through IREPS. After opening the cases, download & print in tabulation form. Item-wise final status are taken from Ledger branch and put up to competent authority for final decision & acceptance. In the meantime, Case is sent to consignee for TR as per firms offer and necessity.
9. After getting final acceptance from competent authority, order may be placed to suitable firm. And disposal of PO copies to all concern.
10. Issue of MA if necessary.

Registers maintained in this section:

1. Demand register
2. Check sheet register
3. Tender register
4. Vendor Register
5. TR registers
6. Purchase order register etc.

Deployment of manpower in Cash Purchase Section is as under.

Section	Ministerial Staff			Supervisor	Non-Ministerial Staff			Grand Total
	Gr.C	Gr.D	Total		Gr.C	Gr.D	Total	4
CASH PURCHASE SECTION	2	--	2	-	---	02	2	

The activities done by the sectional ministerial manpower is as under.

- a) To maintain tender challan, Receipt Note Register
- b) To prepare Approval Advice, Gate Pass, Imprest Bill.
- c) To write cheque& Daily Report Register
- d) Receiving & Checking of materials and recording the necessary data in computer.
- e) Jobs related to Tender cases, P.O, R/Note, M.A etc along with posting of data in computer.

The activities done by the sectional non- ministerial manpower is as under:-

- a) Unloading of material, Counting & tagging Approval Advice with the materials
- b) Sending of sealed materials (10%) to the respective Wards along with Receipt Note.
- c) Section cleaning, distribution of case files and other miscellaneous jobs.

Procurement statement of Cash Purchase section / KPA/E.Rly

F.Y. 2018-19 and 2019-20	Month	P.O. Issued	Value
	Apr'18	14	1110802
	May'18	39	3508231
	June'18	31	2675534
	July'18	42	5522706
	Aug'18	41	3703547
	Sept'18	50	7933367
	Oct'18	46	3893841
	Nov'18	50	6129409
	Dec'18	42	5716563
	Jan'19	28	3531530
	Feb'19	49	5462077
	March'19	27	3093857
	Total	459	52281464
	Apr'19	32	3491598
	May'19	31	3622748
	June'19	41	1708238
	July'19	76	10307268
	Aug'19	73	9285013
	Sept'19	56	6421046
	Oct'19	45	7417449
	Nov'19	39	6516601
	Dec'19	36	5289714
	Jan'20	58	12654824
	Feb'20	65	14772352
	March'20	21	2771697
	Total	573	84258548

The above table reveals that workload has been increased by approximately 25% as per Position of P.O. made by the section i.e.(573-459)/459X100%.The present workload is catered by the section without deployment of any CDMS.

Thus, study team proposed that placement of 01 (One) CDMS is necessary for the section.

Since 2020-2021 is the year of the pandemic, the data of the year has not been taken into consideration.

While studying the workings of Cash Purchase section, the effective utilization of the sectional manpower has neatly been observed by the study team by adopting a scientific technique of Random Activity Sampling hypothesis, as there are no other alternatives except adoption of Random Activity Sampling Technique and this scientific technique would have a definite & positive direction to evaluate the actual requirement of manpower in this section based on the effective utilization of the sectional manpower. The data collected & recorded during study period and its critical analysis to assess the revised MOR may be seen from the following table.

Unit/ Activity Centre/ Section	Designation/Category of staff whose effectiveness is measured	Nos. of staff deployed i.e., Total MOR of the Section(P)	Total Nos. of observation made during Peak & Non-Peak periods (A)	Nos. of observation made, during which staff were found...		% of Effectiveness		Actual Reqr. of Gr.'C' staff based on 'Ef' i.e. Requi. of clerical staff as assessed		SURPLUS S = (P-Q)
				Working Effectively (B)	Idle (C)	Effectiveness without contingent allowance i.e. $E = (B \times 100) / A$ %	Effectiveness with contingent allowance @ 20% i.e. $Ef = 1.2E$	Bare Requirement (R = Ef x P)	Actual Requirement Incl. LR @ 12.5% i.e. Q = 1.125xR	
Cash Purchase Sec.	Minist. & Non - Minist. (Gr. C + Gr. D)	04	60	48	12	80%	96%	4	5	-1 (One staff is additionally required)

Conclusion:-

It was observed by the Study team that no CDMS was posted in this section. The ministerial and non-ministerial staff who are at present working in this section may be retained. It is concluded that the existing set of staff in Cash Purchase section of KPA Stores Depot as a whole should be retained.Hence, the actual requirement of manpower in the section including L.R, as assessed, is found to be 5 in total which indicates an additional requirement of 1 CDMS/DMS in this section.

2.6.7.9. Depot purchase section:

This section arranges purchase of Non-Stock items of KPA Workshop

Function and workload of the section is illustrated below:

Step by Step procedure for Procurement of Non Stock items in Depot Purchase section of KPA Stores Depot is as follows.

- 1] At first, the non-stock requisition from the Ledger Branch is received and registered in the Requisition Register of the section.
- 2] The requisition is thoroughly scrutinized in respect of all the fields e.g. description, value, availability of non-stock certification, purpose, fund availability, purchase history of same or similar items, last 3 years consumption, vetting of indents, its essentiality, its availability in Rate contract list of DGS&D, whether the item sought is PAC item or not, reasonableness of estimated rate, availability of the budgetary quotations or copy of LPOs for the item sought etc.
- 3] After scrutiny of the NSR, registration for the same is done in the IMMIS demand registration module giving all the details of the NSR to obtain a registration number which is ultimately the tender no for the purchase case.
- 4] Then the tender preparation is done in the IMMIS, which includes all the terms and conditions as asked by the consignee and/or as per Indian Railway Standard Condition of contract. This also contains the panel of vendors / firms suggested by Indenting Officer as well as likely sources of supply included from this end.
- 5] After tender preparation in the IMMIS, the tender office copy is printed from the system & put up to the competent authority for approval depending upon the merit of the tender case as per USOP Part C.
- 6] On getting approval, the NIT (Notice Inviting Tender) for e-tender is published in the IMMIS with the date of opening as entered in the tender office copy. The tender case is opened through IMMIS on the scheduled date and time of opening and tabulation statements (both financial and techno-commercial) as well as documents submitted by the bidders are get printed, filed and sent to Indenting Officer for technical scrutiny and recommendation of the suitable offer thereof.
- 7] On getting the T/R done by the Indenting Officer, case file is processed further as per the comments by the indenting officer in their T/R. In case of the recommendation of the offer for acceptance by I/O, the case file is put up to competent authority Dy.CC / AMM of this depot for acceptance.
- 8] Once the acceptance is accorded, the draft Purchase Order for the case is prepared, which after thorough checking for any error/omission by CDMS/DP is finalized with 6 copies and put up to AMM for signing.
- 9] The signed POs are then dispatched to the respective destination i.e Accounts Deptt, Receipt Branch, Supplier, Branch officer and consignee.
- 10] Post contract modifications are processed as and when arises in different fields of PO on getting formal written request from the supplier or consignee and only after getting proper approval as per the existing rules.
- 11] Apart from tendering process, the chasing of the materials for non-stock purchase is also done from this section.

12] All the correspondence with the firm and railway officials pertaining to non-stock procurement as and when required is made from this section.

Workload:

Period	Previous Demand	Current Demand	Total Demand	Demand Dropped	Demand Under Process	P.O. Placed	Total Value of Purchase (In Lacs)
2017-18	102	515	617	0	617	478	466.45
2018-19	139	358	497	21	476	440	538.28
2019-20	36	244	280	21	259	258	352.01

The above table reveals that workload in 2018-19 as compared to the workload of 2017-18 has decreased by 7% i.e. $(478-440)/478 \times 100\%$ as per position of placement of P.O. Since 2019-2020.

It is made clear that the workload has been borne smoothly by the present sectional staff strength since 2017 which justifies the retention of the present MOR of this section.

Ultimately, the revised MOR of Direct Purchase Section is assessed by adopting the scientific process of work study i.e., Random Sampling Technique.

The existing deployment of manpower in Direct Purchase section is as under.

Section	Ministerial Staff			CDMS(Supervisor)	Non-Ministerial Staff			Grand Total
	Gr.C	Gr.D	Total		Gr.C	Gr.D (ADS)	Total	
DEPOT PURCHASE	1	--	1	1	--	3	3	5

While studying the workings of Depot Purchase section, the effective utilization of the sectional manpower has neatly been observed by the study team by adopting a scientific technique of Random Activity Sampling hypothesis, as there are no other alternatives except adoption of the technique of Random Activity Sampling hypothesis and this scientific technique would have a definite & positive direction to evaluate the actual requirement of manpower in this section based on the effective utilization of the sectional manpower. The data collected & recorded during study period and its critical analysis to assess the revised MOR may be seen from the following table.

Unit/ Activity Centre/ Section	Designation/Category of staff whose effectiveness is measured	Nos. of staff deployed i.e., Total MOR of The section(P)	Total Nos. of observation made during Peak & Non-Peak periods (A)	Nos. of observation made, during which staff were found...		% of Effectiveness		Actual Reqr. of Gr.'C' staff based on 'Ef' i.e. Requi. of clerical staff as assessed		SURPLUS S = (P-Q)
				Working Effectively (B)	Idle (C)	Effectiveness without contingent allowance i.e. $E = (B \times 100)/A$ %	Effectiveness with contingent allowance @ 20% i.e. $Ef = 1.2E$	Bare Requirement (R = Ef x P)	Actual Requirement Incl. LR@ 12.5% i.e. $Q = 1.125 \times R$	
Depot Purchase Sec.	Minist. & Non - Minist. (Gr. C + Gr. D)	05	50	35	15	70%	84%	4.2	4.73 \approx 5	Nil

Conclusion: -

It is concluded that the existing set of staff in Depot Purchase section of KPA Stores Depot as a whole should be retained which results in retention of the existing men-on-roll of this section.

2.6.7.10.Receipt Branch:

This is the entry point of every stores depot. Any material received in the depot has to first appear at the Receipt Branch (RB) irrespective of receipt either from private firms or other Railways/Production units or from Sub Section of KPA workshop. The work of registration of Requisition coming for collection of materials is done by ledger section. On arrival of the stores materials from the firms either in wagon or in vehicles, the particulars on arrival are registered and connected to the earlier receipt papers and made a case file. These materials are handed over for verifications, identification & counting to the concerned wing. Necessary checkings are made by the R.B. units to ensure the materials are supplied as per specifications shown in Purchase Order, as per clause of inspection along with delivery period and as per modification advice. In the case of consignee inspection, arrangement is made by R.B. for inspection of materials as per norms by observing all formalities of inspection. Then, the case file is put up to the Depot Officer for his approval. After granting the Receipt Notes, the materials are handed over to the respective wards. In case of rejection of materials due to any technical faults or non-compliance of stipulations, this branch is to arrange the process of return of the rejected materials to the suppliers i.e. firms after going through proper correspondences before final despatch to the firm.

This branch has been divided into 5(five) sub-branches which are as under:

- a) R.B. Main and Outstation Despatch (OSD)
- b) R.B. Unit - I
- c) R.B. Unit - II
- d) R.B. Unit - III
- e) R.B. Unit - IV

RB Main branch which is now merged with OSD branch caters to the following activities:

- i) Receiving & distributing the challans after due recording in the Computer & registers.
- ii) Preparation of R/Notes and its final clearance.
- iii) Correspondences with the firms and other stores depot regarding discrepancies in supply, if any.
- iv) Distribution of labour, crane slinger, crane driver for loading & unloading of materials
- v) Making out necessary programmes for collection of materials from different premises in consultation with concerned AMM of the depot.

'OSD' section arranges to send materials to the outstation indentors. This section functions to despatch all the issued materials to the indentors located outside the Loco complex/KPA for which Gate Pass is required to be prepared & issued along with documents of Van Sheets in duplicate. Approximately 100 gate passes are issued per month from this section. The materials against issue notes are sent by various types of vehicles. The entire workload of this section is supervised by the CDMS of R.B. (Main) unit.

This section deals with collection of materials from HWH, SDAH Parcel and other depots besides collection of materials from different workshops & other depots like LLH, KGP, CLW, ASN, BWN etc. After collection, delivery of materials is also made to the stocking wards.

The consolidated compliment of staff in R.B. (Main) and OSD section is as under:

CDMS	Ministerial			Non-ministerial			Grand Total
	Gr. 'C'	Gr. 'D'	Sub-Total	Gr. 'C' Artisan	ADS	Sub-Total	
1	--	--	0	4	4	8	9

Ministerial staff maintains the following registers as well as recording of data in the computer.

- a) Wagon Register
- b) Cell order Register
- c) Post Parcel Register
- d) Parcel Register.

The details of outgoing consignment are reflected in-

- e) Gate Pass
- f) Van Sheet

Non-ministerial staff like crane slinger, crane driver, helpers, MCM cater to the workload of collection of materials from different parcel offices and collection of some urgent materials from firms. Besides, these staffs are engaged for transportation of large quantity of issued materials from the wards to the adjacent shops on regular measure for which listers, fork lifters, battery operated power platform trucks are provided along with driver & helpers.

In addition, various types of jobs connected to unloading of materials are done with the help of Road Mobile Crane & Fork Lifter for which crane driver & helpers are booked. Unloading of materials from wagons and shifting of the same are also done by the sectional staff by using the aforesaid cranes, Fork Lifters, & other equipment on occasional measure.

During physical observation, it is noted by the Study Team that for the purpose of loading & unloading of various heavy material consignment, 04 Crane Slinger and 01 Crane driver is required. As the said work is hazardous and the slightest mishandling is bound to jeopardize the safety aspect, resulting in loss of both man & material.

Hence, one crane slinger is additionally required to be deputed for this purpose.

It is also noticed during the period of catering to the daily workload that no schedule workload is kept undone, but, in few cases, a little % of non-schedule workload is done on the very next day which is arisen out very occasionally and these due jobs do not hamper the daily out-turn.

No ministerial staff is deployed in this section. Hence, it is proposed that one ministerial post should be deployed to assist the CDMS for smooth running of the combined section of Receipt and OSD section. To supervise the entire workload vis-a-vis out-turn of the section, the only post of CDMS is fully justified and this post should be retained to run the section smoothly.

It is also concluded by the Study team that (02) two additional posts of ADS can be beneficial especially in respect of any exigency or ensuing retirement, as Receipt Branch is an important gateway of Stores Depot. Hence, the revised strength of ADS is six instead of four in Receipt Branch.

Conclusion:

It is concluded that 13 staff in total comprising 11 non-ministerial staff & 1 ministerial staff, under the supervision of 01 (one) CDMS are required to cater to the existing daily workload. Hence, the revised MOR of this section is found to be 13 in total.

R.B. Units (I to IV)

This section deals with receipt of stock & non stock materials from different sources. Apart from Receipt of materials, issue of Alternation memo, rejection advice, challan, registration, preparation of Receipt Note, conducting joint inspection etc. are arranged & done by this section and finally the materials are sent to the concerned wards.

This section is split-up into 4 parts like R.B.-I, R.B.-II, R.B.-III & R.B.-IV units based on group of items. Group-wise tackling of such workload is done in 4 units, but the nature of activities is almost same for all the units. All the units receive materials from firms also.

The present deployment of manpower of 4 units under R.B. (Unit) is as under.

Category of Staff	MOR in R.B. Units				
	Unit-I	Unit-II	Unit-III	Unit-IV	Grand Total
CDMS	1	1	1	0	3
OS	0	0	1	0	1
Clerk	1	1	0	1	3
Gr. 'D'	0	0	0	1	1
ADS	3	4	4	4	15
TOTAL	5	6	6	6	23

The above position reflects that the present total MOR i.e. deployment of manpower in R.B. (Units) is found to be 23 as a whole.

So far ministerial workload in the R.B. units is concerned; the receipt notes granted during three consecutive years have been taken into consideration which is as under:

R.B. Units	R/Note granted during 2018-2019		
	Stock items	Non-stock items	Total per year
Unit-I	652	89	741
Unit-II	811	213	1024
Unit-III	602	179	781
Unit-IV	736	81	817
TOTAL	2801	562	3363

R.B. Units	R/Note granted during 2019-2020		
	Stock items	Non-stock items	Total per year
Unit-I	741	27	768
Unit-II	795	147	942
Unit-III	578	110	688
Unit-IV	636	81	717
TOTAL	2750	365	3115

R.B. Units	R/Note granted during 2020-2021		
	Stock items	Non-stock items	Total per year
Unit-I	422	25	447
Unit-II	532	68	600
Unit-III	399	56	455
Unit-IV	532	68	600
TOTAL	1885	217	2102

From the data, it clearly transpires that there is slight decrease of 7% ($3363-3115/3363 \times 100$) in the figure of Receipt Notes for both Stock and Non-Stock items in the year 2018-2019 vis-a-vis 2019-2020. As 2020-2021 is the pandemic year, the data collected is not taken into consideration for the purpose of Work Study. In view of the work load, the Study team opines that the present strength of ministerial staff is adequate to cater to the workload of the units. However, one CDMS may be deployed at RB Unit IV, and one ADS may be deployed in RB Unit I.

Conclusion:

It is concluded by the study team that 01 (one) additional post of CDMS and ADS each respectively, may be projected to cater to the existing daily workload.

Thus, the revised MOR of this section is proposed to be 25.

Time Office: -

The non-ministerial staffs are each allotted a specific Ticket number which is unique to every staff and is also a unique identification number. These tickets are maintained at the Time Office and the same is collected by the staff at the start of their duty and submitted on completion of the same.

The compliment of the staff of the Time Office is as under: -

Unit	Ch. OS	Non-ministerial Helper (Gr.-D) ADS	Total
Time Office	1	4	5

Conclusion:

Since there is no system of card punching in the KPA Stores Depot, 01 (one) Ch.OS and 4 (four) ADSs are adequate and the staff may be retained in the Time office. These 04 (four) ADSs might also be utilized at other Wards in case of exigency.

2.6.8. Unit-wise &Category-wise Present MOR vis-à-vis assessed bare requirement at KPA Stores Depot:

Unit/Section	Category wise MOR								Bare Requirement								Diff. between MOR & Bare Req.
	CDMS	COS	OS	Clerk	GA/S	ADS	Artisan	Sectional Total	CDMS	COS	OS	Clerk	GA/S	ADS	Artisan	Sectional Bare Requirement	
General & Pass		1	2		1	4		8		1	2		1	4		8	0
Ledger	1	10	3	5	3	9		31	1	10	3	5	3	9		31	0
Ward 1	1					2		3	1			1		2		4	1
Ward 2	1	1				4		6	1	1				4		6	0
Ward 3	2					8	2	12	2			1		10	2	15	3
Ward 4	1			1		4		6	1			1		6		8	2
Ward 5	1					4		5	1			1		4		6	1
Ward 6 & 10			1			3		4	1		1			3		5	1
Ward 7	1		1		1	4	2	9	1		1		1	6	2	11	2
Ward 8	1	1				4		6	1	1				4		6	0
Ward 9		1				3		4	1	1				5		7	3
Cash Purchase			1	1		2		4	1		1	1		2		5	1
Depot Purchase	1			1		3		5	1			1		3		5	0
Receipt Branch	1					4	4	9	1			1		6	5	13	4
R.B. Units (I to IV)	3		1	3	1	15		23	4		1	3	1	16		25	2
Time Office		1				4		5		1				4		5	0
Total	14	15	9	11	6	77	8	140	18	15	9	15	6	88	9	160	20

2.6.9. The need-based bare requirement of ministerial & non - ministerial staff in KPA Store Depot:160 Posts.

2.6.10. Final figure regarding Revised MOR at KPA store Depot, considering LR = 12.5%of 160 Posts = **180 Posts.**

2.6.11. Thus, summing up of Revised MOR of HLR & KPA Store Depot

Revised MOR of HLR: 347 Posts.(Para Ref. 2.5.64.)

Revised MOR of KPA: 180 Posts.(Para Ref. 2.6.10.)

Total Estimated sanctioned strengthof HLR & KPA = (347 + 180) Postsi.e.**527 Posts**

- 2.6.12. The revised picture of present MOR & revised MOR of KPA stores depot as against the centralized sanctioned strength maintained by HLR stores depot, is clearly appended below

Total S/S of HLR+KPA	Total present MOR		Total vacancy against HLR & KPA store	Proposed i.e. revised MOR of store depot		Estimated Sanctioned Strength for HLR&KPA stores Depot	Surplus
	HLR	KPA		HLR	KPA		
674	295	140	239	347	180	527	147

- 2.6.13. Recommendation:

It is recommended that the revised men-on-roll i.e. the revised staff strength of HLR & KPA stores depot will be 527 in total as against the sanctioned strength of 674 posts which will result in surrender of 147 posts.

CHAPTER-III

3.0.0. FINANCIAL APPRAISAL

3.1.0. As per recommendation made in Para 2.16.14., 147 posts of HLR & KPA Store Depot to be made surplus and financial savings thus achieved would be as under:

(Figs. In Rupees)

Level	GP	Mean pay	DA @ 17 %	Total Pay/staff/ month	Proposed surplus	Monthly savings	Annual savings
1	1,800.00	20,640.00	3814.80	26,254.80	147	3859455.60	46313467.20

3.2.0. Thus, the minimum annual financial savings against the said surplus of 147(One hundred forty-seven)posts of HLR & KPA Store Depot as per 'Level 1 & Grade Pay Rs. 1800.00', vide 7th CPC Pay Matrix is worked out as Rs. 4.63Crore (Approx.)