



WORK STUDY REPORT
ON
REVIEW OF
CATERING STAFF WORKING
IN BASE KITCHEN
OF COMMERCIAL DEPARTMENT
AT NEW DELHI
2021-22

WORK STUDY TEAM

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GUIDANCE

BY

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SWSO

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No. 16-CP/04/WS/21-22

Central Planning Cell
Northern Railway
Headquarters Office,
Baroda House, New Delhi

EXECUTIVE SUMMARY

This study was allotted to Central Planning Cell, HQ Office, on the directive of SDGM/NR to identify redundant/unproductive/wasteful activities of Catering staff working in Base kitchen at New Delhi and suggest ways and means to improve manpower productivity and economy.

STAFF POSITION

The total sanctioned and on roll strength of Catering staff working in Base kitchen at New Delhi is as under.

S.N.	Description	S/S	O/R	Var.(+/-)
1	Group 'C'	47	20	27
2	Group 'D'	61	16	45
Total		108	28	80

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

Gr. 'C' = 47

Gr. 'D' = 61 posts

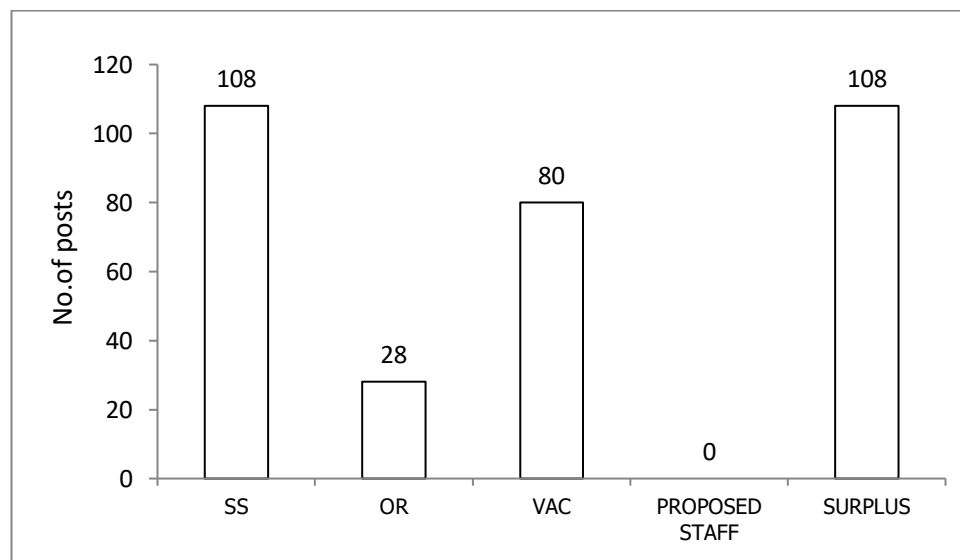
Total = 108 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = ₹ 661.22 lakh per annum.

Capital saving = Nil

Total = ₹ 661.22 lakh per annum



I N D E X

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SYNOPSIS

Indian Railways is one of the world's largest transporters of passenger traffic in the world. More than 21 million people from diverse backgrounds and socio economic conditions travel by the railways daily. In the era where the expectations of young India are high and they expect services especially on premium trains, to be of international standards, the railways has to come up with new policies and innovative measures so as to satisfy the needs and the expectations of the passengers.

The Indian Railways (IR) network connects areas across the length and breadth of the country. The passengers travelling represent the broad diversity of the country, regional diversity, cultural diversity and financial diversity. Due to the vast diversity of the country, food cuisine changes as one travels from one region to another.

The catering services providers have to take into account the diversity of the passengers and provide services that would be appreciable by all. However, there are many faults in the planning and managing of the system which leads to consumer dissatisfaction.

The various committees and commissions formed by the government time to time to suggest reforms in railway catering are mentioned. The policies and suggestions led to the setting up of the Indian Rail Catering and Tourism Corporation (IRCTC).

The sheer volume of passenger traffic implicates upon the Indian Railways to have an effective passenger services policy. Catering on Indian Railways is of utmost importance and recognizing this as one of the most important passenger amenities is essential. The Railways realise this and have incorporated their responsibility in the 'Citizen's Charter on Passenger Services in Indian Railways'. The charter promises providing of catering services through mobile and static units.

Infrastructural changes at the stations. Some innovative models to make more money from catering services popularize Safe Food Movement in Railways e of quality tools and techniques for improvement in the services.

It was in the year 1999 that Railways finally decided to hive off catering of the Indian Railways to a Corporation and a note for Cabinet was put up before the Cabinet Committee to this effect. The Union Cabinet on 27th March, 1999 approved that the catering activity of Railways, whether Departmental or franchised, should be completely hived off to the new corporation along with the staff, and the railways, should divest itself of this function. Hence, a corporate entity Indian Railway Catering and Tourism Corporation Ltd. (IRCTC) was set up under the Companies Act, 1956 on 27th September, 1999 as a public sector company under the administrative control of Ministry of Railways.

IRCTC became fully functional from 1st August, 2001 after setting up the functional Board. The corporation, through its efficient planning and managing, changed the face of catering industry in Railways.

During the conduct of study, the team visited the Base kitchen situated near New Delhi Railway Station and studied the existing system of working of catering staff and noted that all work of catering along with premises has been handed over to IRCTC since long back and the on roll departmental catering staff is not being utilized for the nominated work of Base kitchen. So it is clear that the sanctioned man power for Base kitchen is not required. Keeping all aspects into consideration, the team has made one recommendation in the report identifying **108** posts of catering staff as surplus under commercial (catering) Department of Northern Railway HQ and recommended for surrender. If all the recommendations made in the report will be implemented in toto, a net recurring saving to the tune of ₹ 661.22 lakh per annum will be achieved.

SUMMARY OF RECOMMENDATIONS

S. N	Recommendations	Refer para No.	Accepting/ implementing Authority.																																																				
	<p>It is proposed that 108 posts of catering staff working in Base kitchen in different categories and grades identified as surplus under the administrative control of CCM Catering HQ Office Baroda House, NDLS and recommended for surrender as follow.</p> <table border="1"> <thead> <tr> <th>S. No</th><th>Category</th><th>Pay scale + Grade Pay in ₹</th><th>Surplus</th></tr> </thead> <tbody> <tr> <td>1</td><td>CIC (Chief Insp. of Catering.)</td><td>9300-34800+4600</td><td>04</td></tr> <tr> <td>2</td><td>CI (Catering Insp.)</td><td>9300-34800+4200</td><td>12</td></tr> <tr> <td>3</td><td>CS-I (Catering Supervisor)</td><td>5200-20200+2400</td><td>04</td></tr> <tr> <td>4</td><td>CS-II (Catering Supervisor)</td><td>5200-20200+1900</td><td>04</td></tr> <tr> <td>5</td><td>Master cook</td><td>9300-34800+4200</td><td>06</td></tr> <tr> <td>6</td><td>Hd. Cook</td><td>5200-20200+2800</td><td>09</td></tr> <tr> <td>7</td><td>Cook</td><td>5200-20200+1900</td><td>08</td></tr> <tr> <td>8</td><td>Asstt. Cook</td><td>5200-20200+1800</td><td>08</td></tr> <tr> <td>9</td><td>Catering khallasi</td><td>5200-20200+1800</td><td>34</td></tr> <tr> <td>10</td><td>Utility Waiter/SW</td><td>5200-20200+1800</td><td>07</td></tr> <tr> <td>11</td><td>Waiter</td><td>5200-20200+1800</td><td>12</td></tr> <tr> <td colspan="3">Total</td><td>108</td></tr> </tbody> </table>	S. No	Category	Pay scale + Grade Pay in ₹	Surplus	1	CIC (Chief Insp. of Catering.)	9300-34800+4600	04	2	CI (Catering Insp.)	9300-34800+4200	12	3	CS-I (Catering Supervisor)	5200-20200+2400	04	4	CS-II (Catering Supervisor)	5200-20200+1900	04	5	Master cook	9300-34800+4200	06	6	Hd. Cook	5200-20200+2800	09	7	Cook	5200-20200+1900	08	8	Asstt. Cook	5200-20200+1800	08	9	Catering khallasi	5200-20200+1800	34	10	Utility Waiter/SW	5200-20200+1800	07	11	Waiter	5200-20200+1800	12	Total			108	2.4.1	CCM/Catering HQ, BH NDLS Dy. CCM/Catering Dy CPO/T&C and IT HQ, BH NDLS
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ACKNOWLEDGEMENT

The work study team is highly grateful to Sh. Manoj Kumar Sharma, CCM/catering/Hq, Sh. Devi Singh Dy. CCM/catering/Hq,, and Smt Renuka Tripathi Dy. CPO/T&C and IT HQ, BH NDLS for giving their valuable guidance in conducting the study. The team is also thankful to all other functionaries for extending their cooperation and providing necessary data/information during the course of study.

1.0.0 INTRODUCTION

Indian Railway is the largest Government Organization which transports passenger and freight traffic from one place to another at an optimum level of safety, security, reliability and punctuality. The modernization and system developments in railway have resulted into closure of unproductive/ redundant/ wasteful activities thus enhancing productivity

To keep pace with growth of transport sector, it has become imperative to adopt advanced technological system for survival in today's competitive environment. The adoption of technological upgradations have become inevitable and challenging due to financial constraints. Consequently, railway administration reviews existing resources from time to time to identify redundant/wasteful/unproductive activities to improve manpower productivity and economy.

Catering on Indian Railways is of utmost importance and recognizing this as one of the most important passenger amenities is essential. The Railways realise this and have incorporated their responsibility in the 'Citizen's Charter on Passenger Services in Indian Railways'

Catering/vending services on Indian Railways consists of following facilities:- (i) Refreshment rooms, restaurants, fast food centers/snack bars, tea stalls, fruit/fruit juices stalls, cold and hot beverage dispensers, miscellaneous curio goods stalls, ice-cream parlour etc. at railway stations. (ii) Tea stalls at roadside stations. (iii) Integrated on-board catering services on Rajdhani and Shatabdi Express trains. (iv) Services through pantry cars on selected long and medium distance superfast/mail and express trains. (v) Base kitchens to provide ready-made meals for on-board catering. (vi) On board catering/vending services through static units (trains having no pantry cars).

- 1.1.0 Base kitchen, located at New Delhi Railway Station plays a vital role in providing catering services to the Railway passengers.
- 1.2.0 Base kitchen functioning under departmental control of Railway and sufficient Railway catering staff was deputed to cope up the work load of catering. Due to change in Railway catering Policies Base kitchen was handed over to IRCTC and all the catering services were also taken over by IRCTC in 2005.

1.3.0 Consequently, SDGM/NR directed the Central Planning Cell, HQ Office, to conduct a work study on "Review of catering staff working in Base kitchen, New Delhi of Commercial Department." with a view to improve manpower productivity and economy.

1.4.0 TERMS OF REFERENCE:

The following terms of references were adopted for conduct of the study:-

1. To review staff strength vis-à-vis existing workload.
2. To identify redundant/unproductive activities with a view to eliminate wasteful expenditure
3. To suggest ways and means to improve the efficiency and productivity of the system

1.5.0 METHODOLOGY ADOPTED

The following techniques of work study were adopted to conduct the study:-

1. Data collection of existing workload.
2. Work sampling, physical observation, spot checks, analytical estimation, prevailing yardstick in vogue if any, to assess the actual requirement.
3. Held discussions at various levels.

2.0.0 BRIEF DESCRIPTION, STAFF POSITION, CRITICAL ANALYSIS REQUIREMENT OF STAFF AND RECOMMENDATIONS.

2.1.0 BRIEF DESCRIPTION

2.1.1 The Base Kitchen was functioning under the control of Northern Railway and sufficient Railway catering staff was deputed to cope up the work load of catering. Due to change in Railway catering Policies Base Kitchen was handed over to IRCTC and all the catering services were also taken over by IRCTC in 2005.

2.1.2 Due to introduction of modernization, system development and change in policies in almost every sphere of Railway working, some activities have become redundant/ unproductive/ wasteful.

2.1.3 Consequently, the workload of Railway departmental catering staff in Base Kitchen has been taken over by IRCTC. Keeping in view, SDGM/NR has desired to conduct "Review of catering staff working in Base Kitchen, New Delhi of Commercial Department." with a view to improve manpower productivity and economy.

2.2.0 STAFF POSITION

2.2.1 During the course of study, the team collected the sanctioned strength and on roll strength of Catering staff of Base Kitchen from 'P' Branch of Hq office Baroda House as well as from commercial department (C&T) Hq office Baroda House vide letter No 86-AC/O/DC/Staff/ctg/WS/2018 dt 09.02.2018. The detailed position of Catering staff of Base Kitchen is placed as Annexure No.II in the report and the summarized position of the same is tabulated below:-

S. No	Category	S/S	O/Roll	Vacancy
1	CIC (Chief Insp. of Catering)	04	03	01
2	CI (Catering Insp.)	12	03	09
3	CS-I (Catering Supervisor)	04	01	03
4	CS-II (Catering Supervisor)	04	0	04
5	Master cook	06	0	06
6	Hd. Cook	09	05	04
7	Cook	08	01	07
8	Asstt. Cook	08	01	07
9	Ctg Khallasi	34	10	24
10	Safai Wala	07	01	06
11	Waiter	12	03	09
Total		108	28	80

The above table reveals that the on roll strength is 28 posts against the sanctioned strength of 108 posts and 80 posts are lying vacant at Base kitchen under the administrative control of CCM/Catering Hq Office BH NDLS

2.2.2

After handing over Base Kitchen to IRCTC by Commercial Department ,the work study team collected the deployment of on roll staff from commercial department (C&T) Hq office Baroda House and detailed position is tabulated below:-

S. No	Category	On/Roll	Deployment	
1	CIC (Chief Catering Insp.)	03	01	Attached with CCM Catering
			01	Inspection Of Trains/ Statics
			01	On long sick
2	CI (Catering Insp.)	03	02	Inspection Of Trains
			01	Cabinet sec. canteen
3	CS-I (Catering Supervisor)	01	01	Catering control
4	CS-II (Catering Supervisor)	0	--	--
5	Master cook	0	0	--
6	Hd. Cook	05	04	Spl catering
			01	PMO
7	Cook	01	01	Spl catering
8	Asstt. Cook	01	01	Cabinet sec. canteen
9	Ctg Khallasi	10	04	Cabinet sec. canteen
			06	Spl catering
10	SW	01	01	Spl catering
11	Waiter	03	03	Spl catering
Total		28	28	

The above table reveals that all the on roll 28 staff has been deployed at various locations instead of Base Kitchen. This matter was discussed at various levels and the work study team was apprised that the Base Kitchen has been handed over to IRCTC since long and the on roll departmental catering staff is being utilized at various locations instead of Base Kitchen under Commercial Department.

2.3.0 CRITICAL ANALYSIS

2.3.1 During the conduct of study, the work study team visited the Base Kitchen, New Delhi and found that previously the catering services were managed by the Railway catering staff. But due to new catering policy, the catering services of Base Kitchen along with the staff has been handed over to IRCTC in 2005 and the Railway catering staff was repatriated to Railway in 2011 vide JGM/HRD/IRCTC letter No. 2007/IRCTC/NZ/HRD/Misc dt 19.02.2018. This matter was discussed at various levels and the work study team was apprised that there is no Railway departmental catering staff working in Base Kitchen at present and all the catering activities are being managed by IRCTC itself. The on roll departmental catering staff is being utilized at various locations other than Base Kitchen under Commercial Department. Therefore due to handing over of the catering services of Base Kitchen to IRCTC, the work of Railway catering become off loaded, consequently the Railway Catering staff also becomes surplus which required to be surrendered.

2.4.0 PROPOSED REQUIREMENT OF STAFF

2.4.1 During the conduct of study, the work study team visited the Base Kitchen, New Delhi. As the catering services of Base Kitchen have been handed over to IRCTC, the work of Railway catering become off loaded, consequently the Railway Catering staff also becomes surplus which should be surrendered.

From the above it is revealed that the proposed requirement of catering staff comes to **Nil, 108** posts are identified as surplus in different categories and grade under the administrative control of CCM/Catering HQ and recommended for surrender.

RECOMMENDATION NO.1

It is proposed that 108 (Gr "C" 47 and Gr "D" 61) posts of catering staff in different categories and grades identified as surplus under the administrative control of CCM/Catering HQ and recommended for surrender as follow:-

S. No	Category	Pay scale + Grade Pay in ₹	Surplus
1	CIC (Chief Insp. of Catering.)	9300-34800+4600	04
2	CI (Catering Insp.)	9300-34800+4200	12
3	CS-I (Catering Supervisor)	5200-20200+2400	04
4	CS-II (Catering Supervisor)	5200-20200+1900	04
5	Master cook	9300-34800+4200	06
6	Hd. Cook	5200-20200+2800	09
7	Cook	5200-20200+1900	08
8	Asstt. Cook	5200-20200+1800	08
9	Catering khallasi	5200-20200+1800	34
10	SW	5200-20200+1800	07
11	Waiter	5200-20200+1800	12
Total			108

3.0.0 FINANCIAL IMPLICATIONS:-

S. No	Category	Pay scale + Grade Pay in ₹	Surplus	Rec. No	Monthly value per posts ₹	Total annual recurring saving ₹
1	CIC (Chief Insp. of Catering.)	9300-34800+4600	04	01	98333	4719984/-
2	CI (Catering Insp.)	9300-34800+4200	12		77595/-	11173680/-
3	CS-I (Catering Supervisor)	5200-20200+2400	04		55965/-	2686320/-
4	CS-II (Catering Supervisor)	5200-20200+1900	04		43628/-	2094144/-
5	Master cook	9300-34800+4200	06		77595/-	5586840/-
6	Hd. Cook	5200-20200+2800	09		63788/-	6889104/-
7	Cook	5200-20200+1900	08		43628/-	4188288/-
8	Asstt. Cook	5200-20200+1800	08		39323/-	3775008/-
9	Catering khallasi	5200-20200+1800	34		39323/-	16043784/-
10	SW	5200-20200+1800	07		39323/-	3303132/-
11	Waiter	5200-20200+1800	12		39323/-	5662512/-
Total			108			66122796/-

No. of posts identified as surplus: -

Gr. 'C' = 47

Gr. 'D' = 61 posts

Total = 108 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = ₹ 661.22 lakh per annum.

Capital saving = Nil

Total = ₹ 661.22 lakh per annum

4.0.0 PRODUCTIVITY

4.1.0 The total annual expenditure on establishment of catering staff working at Base kitchen, New Delhi.

S. No	Category	Pay scale + Grade Pay in ₹	Surplus	Monthly value per posts ₹	Total annual recurring saving ₹
1	CIC (Chief Insp. of Catering.)	9300-34800+4600	04	98333	4719984/-
2	CI (Catering Insp.)	9300-34800+4200	12	77595/-	11173680/-
3	CS-I (Catering Supervisor)	5200-20200+2400	04	55965/-	2686320/-
4	CS-II (Catering Supervisor)	5200-20200+1900	04	43628/-	2094144/-
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9	Catering khallasi	5200-20200+1800	34	39323/-	16043784/-
10	SW	5200-20200+1800	07	39323/-	3303132/-
11	Waiter	5200-20200+1800	12	39323/-	5662512/-
Total			108		66122796/-

The above table reveals that the Railway incurs ₹ 66122796/- per annum on the sanctioned strength of 108 posts of catering staff.

After the implementation of the work study report, the annual expenditure on the proposed staff will be Zero and anticipated recurring saving will be ₹ 66122796/- per annum.

WORK STUDY REPORT DETAILED CHART

Department : - Commercial

Name of study : - Review of catering staff of Base kitchen, New Delhi of Commercial Department

Activity centre : - Base kitchen, New Delhi

S N	Station	Brief description of workload	Staff deployed	Work recommendations Study
1	Base kitchen, New Delhi	To provide catering facilities to Railway passengers	SS= 108 posts OR= 28 posts Vac= 80 posts	Staff proposed =Nil Staff identified surplus=108 posts (Gr 'C'=47, Gr "D"=61)

LIST OF ANNEXURES

S.N.	Description	Annex. No.
1	Authority letter No. 16-CP/38/WS/17-18 as authority to conduct the study	I
2	Sanctioned and on roll position of catering staff at Base kitchen.	II

ANNEXURE NO.I

ANNEXURE NO.II

SANCTIONED AND ON ROLL POSITION OF CATERING STAFF OF Base kitchen, NEW DELHI.

S. No	Category	Pay scale + Grade Pay in ₹	S/S	O/Roll	Vacancy
1	CIC (Chief Insp. of Catering)	9300-34800+4600	04	01	
2	CI (Catering Insp.)	9300-34800+4200	12	04	
3	CS-I (Catering Supervisor)	5200-20200+2400	04	01	
4	CS-II (Catering Supervisor)	5200-20200+1900	04		
5	Master cook	9300-34800+4200	06	03	
6	Hd. Cook	5200-20200+2800	09	02	
7	Cook	5200-20200+1900	08	01	
8	Asstt. Cook	5200-20200+1800	08	--	
9	Ctg Khallasi	5200-20200+1800	34	11	
Total			76	23	53