

EASTERN RAILWAY

**WORK STUDY REPORT
ON**

REVIEW OF MANPOWER OF RCD, Ranaghat

(STUDY NO.WSER- 06 / 20 - 21)
(Submitted on 25.09.2020)

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CONTENTS

<i>Sl. No.</i>	<i>Particulars</i>	<i>Page No.</i>
1	<i>Acknowledgement</i>	3
	<i>Terms of Reference</i>	
	<i>Summary of Recommendation</i>	
2	<u>CHAPTER-I</u> <i>Introduction</i>	4
3	<u>CHAPTER-II</u> <i>Existing Scenario and Critical Analysis</i>	5 - 12
4	<u>CHAPTER-III</u> <i>Financial Appraisal</i>	13

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TERMS OF REFERENCE

The subject work-study has been undertaken by the GM's Efficiency Cell of Eastern Railway in financial year 2020 - 21 under the following terms of reference:-

- (i) Evaluate the quantum of work.
- (ii) Examine the deployment of staff against workload.
- (iii) Analysis of the existing activities and workload.

SUMMARY OF RECOMMENDATION

<i>Sl. No.</i>	<i>Recommendation</i>	<i>Para reference</i>
1	<i>It is recommended to surrender 6 posts from Sanctioned Strength of Mechanical (Diesel & Disaster Management) wing of SDAH division.</i>	2.19

CHAPTER-I

1.0 INTRODUCTION:

- 1.1 Indian Railways is an Indian state owned enterprise, owned and operated by the Government of India through the Ministry of Railways. It is one of the world's largest railway networks comprising 108,706 km of track over a route of 63,028 km and 6,853 stations. Indian Railways is the world's ninth largest commercial or utility employer and by number of employees.
- 1.2 Indian Railway is not a mere operation. It is an institution. It is an industry. It is a prime mover of India's infrastructure. It transported over 13 million passengers daily (over 4.7 billion on an annual basis).
- 1.3 Indian Railway is facing tremendous financial crunch after implementation of 7th Pay Commission. Operating ratio is gradually increasing. 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. Performance Efficiency Index shown in the corporate plan published by the Eastern Railway, the "Operating Ratios" from 2015-16 to 2019-20 are as given below.

2015-16	:	180.75%
2016-17	:	165.25%
2017-18	:	181.15%
2018-19	:	185.98%
2019-20	:	159.65% (Proposed)

- 1.4 The subject work study has been undertaken by the G.M.'s Efficiency Cell during financial year 2020-21 to review the manpower of Railway Consumer Depot, Ranaghat.

CHAPTER-II

2.0 EXISTING SCENARIO AND CRITICAL ANALYSIS:

2.1 Mechanical (Diesel and Disaster management) wing of Sealdah division is headed by DME (Diesel & Disaster management) along with 02 Nos. Assistant Officers AME(P) and AME(Diesel). The areas of operation of Mechanical (D & DM) wing of SDAH division are mentioned in details below:

1. Mechanical (D & DM) Department looks after the operation and maintenance of Diesel locomotives over Sealdah Division.
2. International Train Services (Maitree Express), Bandhan Express including Bangladesh Goods services between India and Bangladesh are also looked after by this department.
3. Mechanical (D & DM) wing is responsible for Crew Management of Diesel Loco hauled trains over Sealdah Division.
4. This wing also maintains "A" Class Disaster Management facility at Beliaghata (BGA). It comprises of Accident Relief Train, Self Propelled Accident Relief Medical Van, Self Propelled Accident Relief Train and 140 Ton Break down Crane.
5. Booking of Diesel Crew through Crew Booking Lobby.
6. Fuelling of Diesel Locomotive from Railway Consumer Depot (RCD) at Beliaghata & Ranaghat.
7. Maintenance of 04 nos. Running Room located at Beliaghata, Chitpur, Naihati & Ranaghat.
8. Maintenance, operation & fuelling of departmental road vehicles utilized for Sealdah Division.
9. In addition to the above, this wing also maintains 3 nos. Railway owned Electronic In-Motion Weighbridge located at Naihati (NH), Sealdah & New Alipur Calcutta (NACC).
10. 1500 nos. of Fire Extinguishers are maintained at different stations and offices over Sealdah Division by Mechanical (D & DM) wing. Also, maintenance and operation of 03 nos. of Diesel Pumps for Circular Railway are done by this wing.

2.2 The activities of Mechanical (Diesel and Disaster management) wing of SDAH division is tabulated underneath:

Sl. No	Activities		Description
1	Crew Booking Lobby		04 Nos.at Beliaghata, Chitpur, Naihati & Ranaghat.
2	Accident Relief Train		'A' Class at Beliaghata near SDAH under IC/ART(SSE).
3	Self Propelled Accident Relief Train		
4	(HS-SPARMV) Self Propelled Relief & Accident Medical Van		
5	140T Breakdown Crane		At Beliaghata under IC/140 Ton BD Crane (SSE)
6	Fuelling Installation	Beliaghata	Capacity: Tank No (1):- 70 KL, Tank No (2):- 70 KL & Tank No.(3):- 400 KL
	(RCD)	Ranaghat	Capacity: Tank No. (1):- 70 KL & Tank No. (2): 70 KL
7	Mill wright & other activities as Fire Extinguishers, Diesel Pumps etc under FIO(P)/SDAH.		i. Maintenance of 03 Nos. Electronic In-motion Weigh Bridge at NH, SDAH, NACC. ii. Maintenance of 1500 Fire Extinguishers at different stations and offices. iii. Maintenance and operation of 03 Nos. Diesel Pumps for Circular Railway etc.
8	Motor Garage at Sealdah		Maintenance and operation of departmental vehicles utilized for Sealdah Division and fuelling of all divisional and diesel driven vehicles.
9	Diesel Shed/ BGA		Maintenance of WDS-6R Diesel Locos

2.3 Among the units mentioned in above table, the units under Mechanical (Diesel and Disaster management) wing present at Ranaghat Station are:

- i) Crew booking Lobby,
- ii) Railway Consumer Depot (RCD) or Fuelling Installation

2.4 IC(Loco)/ Ranaghat is bearing the responsibility of supervision of above mentioned units of Ranaghat wing under instruction of the concerned officers of Mechanical (D & DM) wing. The responsibilities carried by him are:

- i) Management of Crew Control Lobby.
- ii) Supervision work of RCD.

2.5 The staff of Mechanical (Diesel and Disaster management) department of SDAH division is broadly divided into two wings on the basis of the workload dealt by them:

i) Power wing:

Like in other divisions of Eastern Railway, staff of Mechanical (Power) wing generally caters the workload of Crew Booking Lobby, Disaster Management, Fuelling installations (RCDs), Motor Garage, Fire Installations and other miscellaneous activities.

ii) Diesel wing:

The staff of Diesel wing caters the workload of Diesel shed.

2.5.1 In Power wing, basically two categories of staff are deployed i.e Running staff and Non-Running staff.

2.6 The subject study is regarding the manpower concerned with RCD, Ranaghat. So, the non-running staff of Power wing under Mechanical (D & DM) department deployed at Ranaghat are under purview of the study.

2.7 The pin-pointed Sanctioned strength of RCD, Ranaghat is not available with the Personnel Department and also with the concerned department of Sealdah division. The total position of Sanctioned strength of Mechanical (D & DM) staff over Sealdah division is available with them.

2.7.1 The total position of Sanctioned strength vis-à-vis Men-on-roll of Power wing non-running staff (*Artisan and Helper category*) of Sealdah division as on 01.09.2020 is tabulated below:

Category	Sanctioned Strength	On-roll	Vacancy
Artisan			
Sr. Technician (Loco)	6	5	1
Technician I (Loco)	12	9	3
Technician II (Loco)	1	0	1
Technician III (Loco)	3	3	0
Sub-Total	22	17	5
Sr. Technician (MV)	3	3	0
Technician I (MV)	6	2	4
Technician II (MV)	1	0	1
Technician III (MV)	1	0	1
Sub-Total	11	5	6

Sr. Technician (FIO)	3	3	0
Technician I (FIO)	6	4	2
Technician II (FIO)	1	1	0
Technician III (FIO)	2	2	0
Sub-Total	12	10	2
Sr. Technician (Dsl Mech Fuel)	3	2	1
Technician I (Dsl Mech Fuel)	5	3	2
Technician II (Dsl Mech Fuel)	1	0	1
Technician III (Dsl Mech Fuel)	1	3	-2
Sub-Total	10	8	2
TOTAL	55	40	15
Helper (Power wing)			
Helper (FIO)	5	2	3
Helper (MV)	1	2	-1
Helper (Loco)	22	32	-10
TOTAL	28	36	-8
GRAND TOTAL	83	76	7

2.7.2 The Sanctioned strength vis-à-vis Men-on-roll position of Ministerial staff of Mechanical (D & DM) department of Sealdah division as on 01.09.2020 is tabulated below:

Category	Sanctioned Strength	On-roll	Vacancy
Ch. OS	24	15	9
OS	26	28	-2
Sr. Clerk	16	4	12
Jr. Clerk	6	2	4
TOTAL	72	49	23

2.8 In consideration with the above mentioned fact, there is no other option except for considering the deployment of staff as their basic staff requirement for catering the designated workload of RCD, Ranaghat.

- 2.9 The present On-roll position of Group C and Erstwhile Group D Non-running staff of RCD, Ranaghat as on 31/07/2020 are as under:

S. No.	Category	On-Roll staff position
<u>Group C</u>		
1	C & T Checker/ OS	01
2	Technician	01
	<i>Sub-Total</i>	<i>02</i>
<u>Erstwhile Gr. D</u>		
3	Fuel Khalasi/ Helper	01
4	Khalasi	01
	<i>Sub-Total</i>	<i>02</i>
<i>Total</i>		<i>04</i>

- 2.10 The above mentioned staff of Mechanical (D & DM) wing at Ranaghat are deployed at RCD, Ranaghat in the shift of 10:00 hrs to 18:00 hrs. The duties and responsibilities borne by different categories of staff are as under:

S. No.	Category of staff	Duties and responsibilities of the staff
1	C & T Checker/OS	Maintenance of Fuel Register and issuance of Fuel.
2	Technician	They are deployed at RCD, Katwa to carry out the following workload: i) Decanting fuel oil from Lorry to Tank. ii) Attachment of pipe to loco. iii) Valve operation. iv) To take fuel oil reading from Loco gauge and fueling of locos to the required amount.
3	Fuel Khalasi/ Helper	All workload relating to fuel issuance to locos and other miscellaneous activities as per instruction of concerned supervisor.
4	Khalasi	Assist Technicians and Fuel Khalasi during issuance of fuel to locos and other miscellaneous activities as per instruction of concerned supervisor.

- 2.11 The deployment of staff during the year 2018, 2019 and 2020 for catering workload of RCD, Ranaghat are as under:

Year	Deployment of staff
2018	06 nos.
2019	05 nos.
2020	04 nos.

- 2.12 Earlier, i.e before electrification of Ranaghat – Lalgola and Rahaghat - Gede section, Railway Consumer Depot (RCD), RHA has a very significant role and was entrusted with the workload of:

- Fuelling of Diesel Locos of Ranaghat – Lalgola and Rahaghat - Gede section.
- Fuelling of Diesel Locos of Goods trains proceeding to Bangladesh.

- 2.13 After completion of electrification of Rahaghat - Gede section in 1997-98 and Ranaghat – Lalgola section in 2004, EMU services have replaced the Diesel loco hauled trains.

Thus, this has resulted in declination of the necessity of the Fuelling point at Ranaghat.

Only the workload of fuelling of 3 to 4 mainline Diesel locos primarily meant for goods trains to Bangladesh was existed.

In addition to this, fuelling of Diesel Loco hauling passenger train from Naihati to Cossimbazaar was also done at RCD, RHA which gets discontinued from year 2020. The passenger train is presently hauled by Electric traction.

- 2.14 The description of Fuelling done at RCD, RHA during the year 2018, 2019 and 2020 (upto July'20) is tabulated underneath:

Months	Year 2018		Year 2019		Year 2020	
	Nos. of Fuelling done in a month	Total quantity of fuelling done in the month (in litres)	Nos. of Fuelling done in a month	Total quantity of fuelling done in the month (in litres)	Nos. of Fuelling done in a month	Total quantity of fuelling done in the month (in litres)
January	85	1,20,950	95	1,47,300	51	74,975
February	76	1,08,150	80	1,24,600	43	64,325
March	89	1,21,150	108	1,55,475	34	50,675
April	79	1,02,300	96	1,38,175	13	16,500

May	96	1,26,450	70	1,00,875	4	6,600
June	74	1,21,775	59	95,925	4	5,825
July	77	1,11,400	72	1,07,800	11	11,375
August	62	1,02,150	62	94,175	--	--
September	65	1,03,800	53	80,850	--	--
October	89	1,43,750	48	73,341	--	--
November	91	1,58,275	48	72,300	--	--
December	92	1,42,700	54	80,200	--	--
Average	81	1,21,904	70	1,05,918	23	32,896

2.15.1 It can be observed that during the year 2018, on an average 81 nos. of fuelling and 1,21,904 litres of fuelling were done per month. Total 6 nos. of staff catered the said workload of fuelling during the respective year.

2.15.2 Later, in the year 2019, fuelling of Diesel locos decreases to average 1,05,918 litres/ month and 70 nos. of fuelling/ month. 5 staff were deployed in the year 2019 to cater the fuelling workload of RCD, RHA.

2.15.3 The fuelling quantity further decreases to average 32,896 litres/ month and 23 nos. of fuelling/ month in the year 2020 (upto July'2020).

2.15.4 The decreasing utility of the RCD, RHA can be easily noticed from decreasing trend of fuelling done by the RCD.

2.16 On reviewing the working of the Diesel Locos in the mainline of SDAH division, following points have been reasoned out:

- i) Fuelling of 3 to 4 mainline Diesel locos primarily meant for goods trains to Bangladesh is carried out at RCD, RHA. Electric locos for hauling Bangladesh bound goods train can be further extended nearer to Bangladesh Railways.
- ii) RCDs available nearer to Ranaghat are at BGA shed and BWN shed, can be utilised for fuelling the diesel locos where these locos are given schedule and unscheduled maintenance.

2.16.1 Considering the above mentioned points in regard to inutility of the RCD, Ranaghat in future, the department has considered to close the RCD at Ranaghat.

- 2.17 It has been already stated in para 2.7 that the Sanctioned Strength of RCD Ranaghat is not available with the Personnel and the concerned department, and hence study team has considered the deployment of staff during the year 2018 i.e 6 posts at their basic strength required for smooth functioning of RCD unit to cater the peak workload (*considering the workload for the period of 2018 & 2019*).
- 2.18 Since, the activities of RCD, RHA is no longer exist, therefore, the deployment of 06 posts staff required for catering workload of RCD,RHA is no longer required.
- 2.19 **Recommendation:**

From para 2.18, it is recommended to surrender 6 posts from Sanctioned Strength of Mechanical (D & DM) department of SDAH division.

CHAPTER-IV

3.0 FINANCIAL APPRAISAL:

- 3.1 As per recommendation made in Para 2.19, the total surplus posts works out to 6 posts. For an easy and smooth means of calculation the study team has considered the lowest grades of vacant post while calculating the financial appraisal.

A statement showing the total annual financial savings on account of surrender of 6 posts is furnished below.

Category	Grade Pay (Fig. in Rs.)	Level	Mean Pay	DA @ 17%	Total pay/Month	No. of Posts surrendered	Annual Savings (Fig. in Rs.)
			(Fig. in Rs.)				
Helper	1,800/-	1	37,450/-	6,367/-	43,817/-	3	15,77,412/-
Technician III	1,900/-	2	41,550/-	9,183/-	50,733/-	3	18,26,388/-
TOTAL						6	34,03,800/-

Thus, the annual financial savings works out to **Rs. 34.04 lakhs.**