

# EASTERN RAILWAY

WORK STUDY REPORT

ON

REVIEW OF STAFF STRENGTH VIS-À-VIS WORKLOAD  
IN SHUNTMAN CATEGORY AT LLH STORE DEPOT, BELUR SCRAP YARD (BESY) &  
LILUAH CONSTRUCTION DEPOT AT BELUR (LCD) / EASTERN RAILWAY

(STUDY NO. WSER - 07/20-21)

*Study Report Submitted on 29/09/2020.*

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BY

GM'S EFFICIENCY CELL

EASTERN RAILWAY

KOLKATA

CONTENTS

<b>Sl. No.</b>	<b>Subject</b>	<b>Page No.</b>
1.	Acknowledgement	3
2.	Authority and Terms or reference	
3.	Summary of Recommendation	4
4.	CHAPTER - I Introduction	5
5.	CHAPTER - II Existing Scenario & Critical Analysis	6-11
6.	CHAPTER – III Financial Appraisal	12

### ACKNOWLEDGEMENT

The study team is thankful to Dy.CMM/BESY, Dy.CMM/LLH, AMM/BESY and all the concerned Supervisory & Ministerial staff of Belur Scrap Yard / Eastern Railway for their guidance and co-operation. While conducting the subject work study, all the relevant data and information were made available to the Study team very efficiently.

### AUTHORITY AND TERMS OF REFERENCE:

#### AUTHORITY

As desired by the competent authority, the subject work-study has been undertaken by the GM's Efficiency Cell during the current financial year 2020-21.

#### TERMS OF REFERENCE

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

1. Existing Strength of Shuntman and their work point-wise deployment.
2. Existing quantum of work performed by the Depot Shuntman at their respective work points.
3. Effect on work load of Shuntman at BESY Depot after transformation of day to day functioning of Railways.

### **SUMMARY OF RECOMMENDATION**

It is recommended that sanctioned strength & men-on-roll of “Shuntman” & “Shuntman Jamadar” posts of Belur Scrap Yard Depot, which are now within the Book of Sanction (B.O.S.) of Dy. CMM/LLH are to be revised as follows –

(Para Ref : 2.29.0.)

- (I) The present 08 incumbents having “Shuntman” & “Shuntman Jamadar” designation are to be transferred suitably in the vacant posts of different busy Workshops & Divisional yards of Eastern Railway.
- (II) Thus, the incumbent free 08 “Shuntman” & “Shuntman Jamadar” posts of Stores Department to be declared as “Surplus” and surrendered in full.

## CHAPTER-I

### 1.0.0. INTRODUCTION:

- 1.1.0. Indian Railway is the largest public sector undertaking of Govt. of India with staff strength of about 12 Lakh employees. The organization is not only act as a mere transport agency; rather it has profound social obligations towards society. Since Independence, Indian Railways plays a very important role in our nation building exercise.
- 1.2.0. To run any industry or business, we need a number of resources which 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 type of industry and associated environmental factors.
- 1.3.0. Earlier, when many modern machines were not even known, whole activity was centered on one resource i.e. men. But as of now, the importance has by and large shifted from "men" to "machines". In the present scenario, **materials are the life blood of any industry or business**. To run any Industry, materials should be available at right time in right quantity and at right place. Such compelling considerations have led to holistic management concepts like Materials Management.
- 1.4.0. Belur scrap yard (BESY) Depot is located at Belur, beside G.T. Road, Howrah and adjacent to Belur Math Railway Station. This Stores Depot deals with Released & Scrap Materials of sorts, which arises in Liluah C&W Workshop & Howrah Division / Eastern Railway.
- 1.5.0. To combat with the tremendous financial crunch, faced by Indian Railway after implementation of various CPC Reports, Rly. Board issued nos. of circulars, orders, etc. for minimizing expenses and increase Earnings. In this respect, Zonal Railways also implement various measures for financial discipline.
- 1.6.0. 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 activities of Railway Organization.
- 1.7.0. In this context, the subject work-study has been undertaken by GM's Efficiency Cell / E.Rly during the current financial year to improve the productivity index of the Railway. As per terms of reference, the study team has thoroughly observed the activities of "Shuntman" in different work points of BESY Depot and critically analyzed the involvement of said staff in different activities to ascertain their optimum utilization and to find out the need-based requirement.

## **CHAPTER-II**

### **2.0.0. EXISTING SCENARIO & CRITICAL ANALYSIS:**

- 2.1.0. Scrap consists of things that are not wanted or cannot be used for their original purpose, but which have some value for the material they are made of. It also consists of recyclable materials left over from product manufacturing and consumption, such as parts of vehicles, building supplies, and surplus materials. Unlike waste, scrap has monetary value, especially from recovered metals and even some non-metallic materials.
- 2.2.0. The scrap generated on the Indian Railways is dealt in a systematic & planned manner wherein detailed system of accountal and disposal is in place with inbuilt checks and balances.
- 2.3.0. The unserviceable rails and other P.Way scrap as identified by the officers in charge and approved by competent authority are disposed as scrap. These P Way scraps are generally sold after forming the lot nearest to the site where it is generated.
- 2.4.0. Then whatever is the scrap arising at other places or whatever is arising in railway workshops etc., which is all consigned to some Stores Depot from where it is disposed of. Such ferrous and non-ferrous scrap amounts to almost 40 per cent of the total scrap value.”
- 2.5.0. Scrap basically consists of unserviceable rail and other P way material, condemned rolling stock like locos, coaches, wagons, condemned machinery and plant, waste oil, empty drums, other unserviceable ferrous and non-ferrous scraps.
- 2.6.0. Scrap is broadly sold in three major heads (a) Depot Scrap (b) Permanent way Scrap (Rail and Associated Components) (c) Condemned rolling stock.
- 2.7.0. Scrap is sorted in the following categories to get the best price:- (a) Cast Iron(CI Sleepers) (b) Turning & boring (Process waste) (c) Light melting scrap (LMS like sheets, plates, Brake hanger, Brake Beam etc.) (d) Heavy melting scrap (HMS like wheels, axles & tyres, axle box etc.) (e) Rolling scrap (Rails) (f) Non-ferrous scrap (copper, brass, white metal, Lead etc.) (g) Condemned wagons, coaches & locos (h) Concrete sleeper. (i) Misc. Scrap (Paper, furniture, cloth etc.)
- 2.8.0. Scrap disposal is handled by Stores Department of Indian Railways. Scrap disposal is one of the important functions of Stores Department which generates revenue of more than Rs. 1500 crores per year through selling approximately ten lakh tonnes of metallic scrap.
- 2.9.0. At Zonal Railways level, the Stores department is headed by Principal Chief Materials Manager (PCMM) who is responsible for regular collection of all items of scrap at convenient places for sale from the consuming departments i.e., Engineering, Mechanical, Signal & Telecom, etc.

- 2.10.0. The Liluah Carriage & Wagon Workshop & different depots, sheds of Eastern Railway's Howrah Division are considerable generator of scrap. Prompt disposal of scrap generated on the said Units not only helps in decongesting the work place and contributes to Swachh Bharat but also makes a significant contribution in generating revenue for the Railways.
- 2.11.0. Thus, scrap generated from Liluah Workshop and various sheds, depots in Howrah Division is generally transferred to Belur Scrap depot for disposal. The scrap is formed in suitable lots by segregating the same into broad identifiable classifications for example melting, re-rolling, industrial, cast iron etc.
- 2.12.0. For suitable disposal, movement of scrap from its generation points to Belur Scrap Depot (BESY) is the prime necessity. Movement of scrap is usually conducted through various means of transport.
- 2.13.0. Under the direct control Dy. CMM/BESY, the Depot In-Charge, the yard team in BESY is functioning under supervision of Deputy Chief Yard Master / BESY. The said team handles all kinds of scrap materials transported in BESY. The team comprised staff of different designation like Deputy Chief Yard Master (Dy. CYM/BESY), Yard Master i.e. Y.M. (Supervisory category), Sign Writer, Carpenter, Shuntman, Shunting Jamadar (Artisan category) and House Keeping Assistant / Stores (HKAS), Assistant Depot Stores (ADS) (Token / Ticket Holding staff).
- 2.14.0. Apart from handling of Traffic / Departmental Wagons, Staff of BESY yard team are entrusted with various other assignments, such as up-keeping and cleaning of yard, locking and sealing of Gates of various section / Wards and their opening and other miscellaneous works.
- 2.15.0. The present Work Study is being conducted on "Shuntman" category only among the different categories of BESY yard staff. Therefore, only "Shuntman" category is taken into consideration by the Study team.
- 2.16.0. In this connection, study team concentrates on the present staff position; job assignment vis-à-vis workload catered by "Shuntman" category staff at BESY.
- 2.17.0. Dy.CMM/E.Rly./Liluah, vide his office letter no. E/2/LLH/MPP, dated 18/06/2020, furnished the staff position of "Shuntman" category staff at Liluah Stores Depot (comprising of LLH, BESY & LCD) as on 01/06/2020.

Sl. No.	Staff Category	Scale of Pay (Rs.)	Sanctioned Strength	Men-On-Roll	Vacancy
1.	Dy. Chief Yard Master	4600/-	01	01	NIL
2.	Yard Master	4200/-	04	04	NIL
3.	Asstt. Yard Master	2800/-	01	01	NIL
4.	Shunting Jamadar	2400/-	01	01	NIL
5.	Shuntman Gr.I	1900/-	07	07	NIL
<b>Total</b>			<b>14</b>	<b>14</b>	<b>NIL</b>

2.18.0. It is learnt from the above staff position that total Sanctioned Strength (S/S), Men-On-Roll (MOR) figures are 14 each and Vacancy is NIL. It is further learnt that –

Sl. No.	Designation	S/S	MOR	Place of Posting
1.	Dy. Chief Yard Master	01	01	BESY
2.	Yard Master	04	04	02 at BESY & 02 at LLH
3.	Asstt. Yard Master	01	01	LCD
4.	Shunting Jamadar	01	01	BESY
5.	Shuntman Gr.I	07	07	06 at BESY & 01 at Hd. Qrs.
<b>Total</b>		<b>14</b>	<b>14</b>	

2.19.0. As the work study is being conducted on “Shuntman” category staff under Dy. CMM/BESY, deployment of staff exclusively at BESY is taken into consideration. Thus, deployment only at BESY is tabulated below –

Sl. No.	Designation	MOR	Place of Posting
1.	Dy. Chief Yard Master	01	BESY
2.	Yard Master	02	
3.	Shunting Jamadar	01	
4.	Shuntman Gr.I	07	
<b>Total</b>		<b>11</b>	

2.20.0. From the above tables it is seen that –

- Sanctioned Strength of Shunting associated Staff is 14.
- Men-on-Roll of Shunting associated Staff is 14.
- Deployment of 10 Shunting associated Staff at BESY.
- *Rest 01 ‘Shuntman’ of BESY is deputed at Hd. Qrs.*
- Rest 02 YM is deputed at LLH.
- Rest 01 AYM is deputed at LCD.

2.21.0. Study team categorically noted that 01 Shuntman is deputed at the office of Stores Department at Hd. Qrs. It is quite natural that a shuntman has no scope of work at Hd. Qrs. Offices, as there exists no shunting associated job.



2.22.0. The duty / job assignments of “Shuntman” category staff under Dy. CMM/BESY are stated below:

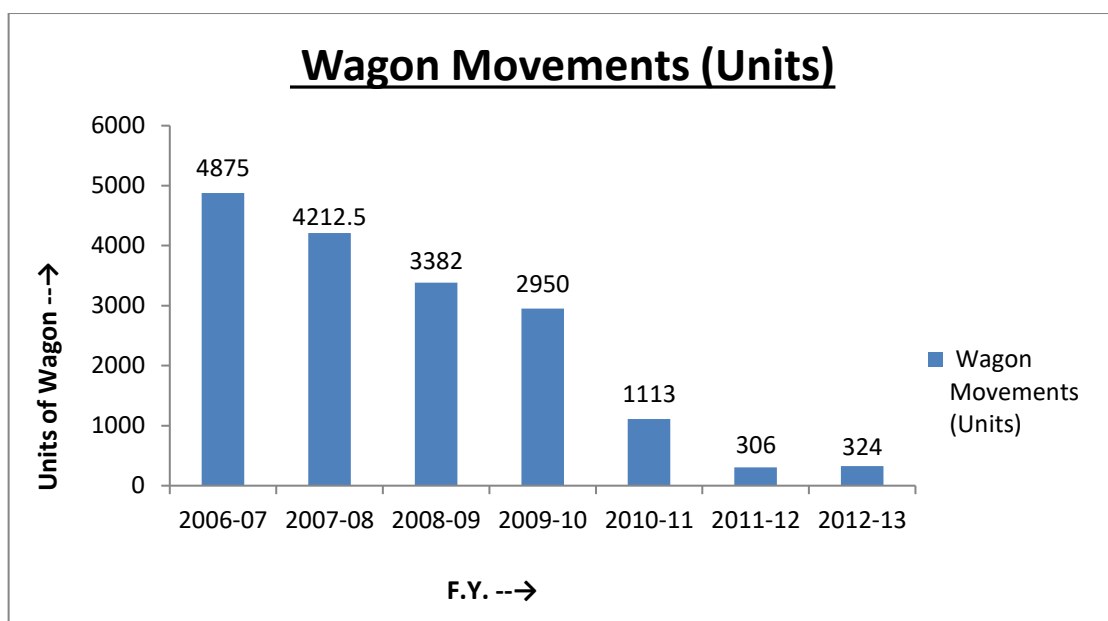
The duty of “Shuntman” is to place Traffic and Departmental wagons at proper places to facilitate loading and unloading of materials without any hindrance. In the past, more or less 50 nos. of Traffic & Departmental Wagons were to place daily in three yards viz. BESY, LCD, & GSS - G.T. Road Siding for loading and unloading of different kinds of materials. After commissioning of Belur Math Railway Station for passenger transportation, the GSS - G.T. Road Siding became non-functional and hence closed.

2.23.0. Moreover, after the F.Y. 2012-13 restrictions were imposed on wagon movement. As a result, the workloads of “Shuntman” category staff under Dy. CMM/BESY were came down to ‘Nil’.

2.24.0. The study team explores the previous office records of BESY to get an idea regarding the intensity of wagon movement were there in BESY, when and to what extent it became ‘Nil’. This is due to the fact that the workload of “Shuntman” is directly co-related to wagon movement.

2.25.0. The under mentioned tabulated data along with graphical presentation will shed light on the aforesaid matter:

F.Y.	Wagon Movements (Units)
2006-07	4875
2007-08	4212.5
2008-09	3382
2009-10	2950
2010-11	1113
2011-12	306
2012-13	324



- 2.26.0. Since last 6 to 7 years, with the stoppage of wagon movement, shunting work was also reduced to Nil at BESY. Incumbents having 'Shuntman' designation are deployed in miscellaneous BESY depot work like 'gardening', 'painting', 'collection of stores from other depots of LLH, HWH, HLR, JMP, etc.
- 2.27.0. In BESY, besides the 07 Shuntman, there are 16 more staff in yard team having designation Sign Writer, Carpenter, HKAS & ADS who are under Dy. Chief Yard Master / BESY. Those 16 staff are sufficient enough for misc. depot work like 'gardening', 'painting', 'collection of stores', etc.
- 2.28.0. Thus, It is very much clear that, those (07 + 01) i.e. 08 Shunting associated staff who are presently deployed in BESY and Store Department Hd. Qrs. for the purpose of misc. work, gardening, etc., may be more effectively utilized for shunting work in different busy Workshops & Divisional yards.

**2.29.0. Summary of Recommendations:**

It is recommended that sanctioned strength & men-on-roll of “Shuntman” & “Shuntman Jamadar” posts of Belur Scrap Yard Depot, which are now within the Book of Sanction (B.O.S.) of Dy. CMM/LLH are to be revised as follows -

- (I) The present 08 incumbents having “Shuntman” & “Shuntman Jamadar” designation are to be transferred suitably in the vacant posts of different busy Workshops & Divisional yards of Eastern Railway.
- (II) Thus, the incumbent free 08 “Shuntman” & “Shuntman Jamadar” posts of Stores Department to be surrendered in full.

### **CHAPTER – III**

#### **3.0.0. FINANCIAL APPRAISAL**

3.1.0. As per recommendation made in Para 2.29.0., 08 posts of Shuntman under Dy.CMM/BESY to be made surplus and financial savings thus achieved will be as under:

Category	GP	Level	Mean pay	D.A. @ 17%	Total pay/ month	No. of posts surrendered	Annual savings
Shuntman	1900	2	41,550	7,064	48,614	8	46,66,944
<b>TOTAL</b>						<b>8</b>	<b>46,66,944</b>

3.2.0. Thus, the annual financial savings against surplus of 8 (Eight) posts of Shuntman under Dy. CMM/BESY, having Pay Level 2 (Grade Pay Rs. 1900), Scale Rs. 19,900 - 41,550/-, worked out as Rs. 46.67 lakhs (Approx.).