



WORK STUDY REPORT
ON
REVIEW OF STAFF WORKING IN
REFUND OFFICE, NDCR BUILDING,
NEW DELHI
OF
NORTHERN RAILWAY
2020-21

WORK STUDY TEAM

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GUIDANCE

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NO.16-CP/04/WS/2020-21

CENTRAL PLANNING CELL,
NORTHERN RAILWAY,
BARODA HOUSE,
NEW DELHI.

EXECUTIVE SUMMARY

The study was allotted to the Central Planning Cell, HQ office with a view to identify the redundancies/unproductive activities due to improved system of working in Refund Office, New Delhi and to suggest ways and means to streamline its functioning.

STAFF POSITION

The total sanctioned and on roll strength of staff working in Refunds Office, NDLS is given below:-

S.N.	Category	S/S	O/R	Vac.
1	Chief Office Superintendent	18	15	03
2	Office Superintendent	51	23	28
3	Sr. Clerk	15	01	14
4	Clerk	06	-	06
5	Group 'D'	04	04	-
Total		94	43	51

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

Gr. 'C' = 48 posts

Gr. 'D' = Nil posts

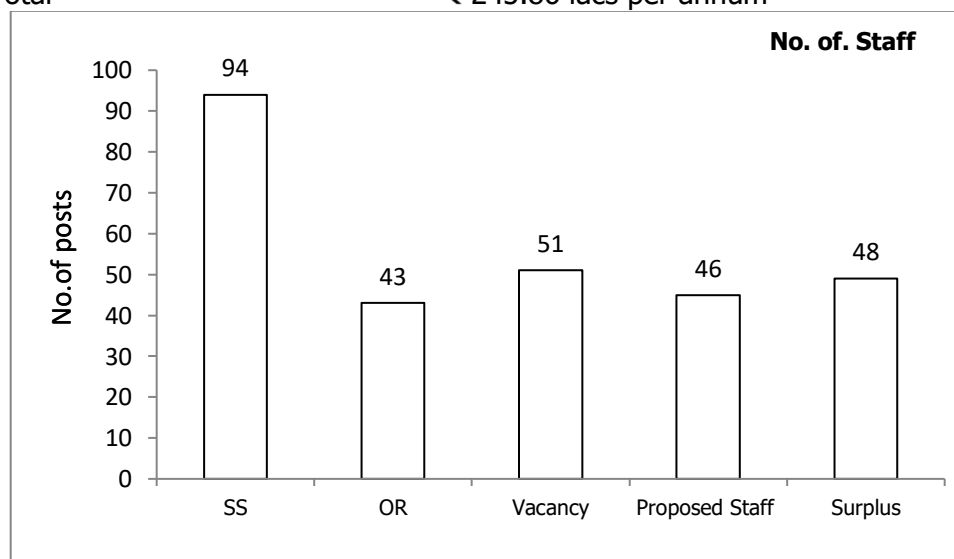
Total = 48 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = ₹ 245.86 lacs per annum.

Capital saving = Nil

Total = ₹ 245.86 lacs per annum



INDEX

SN	Contents	Pages	
		From	To
1	Synopsis	4	-
2	Summary of recommendations	5	-
3	Acknowledgement	6	-
4	Introduction	7	-
5	Brief description, staff position, workload, critical analysis, requirement of staff and recommendations.	8	17
6	Financial Implications	18	19
7	Work study report detailed chart	20	-
8	List of annexure	21	-

SYNOPSIS

Indian Railway is the largest organization in transport sector which play a vital role in India's economy. Railway is also called the 'Life line of Country' being the cheapest mode of transport and one of the largest system in the world. There are number of departments in Railways amongst these Commercial Department is the only revenue earning department.

With the advancement of technology and policy changes in almost every sphere of Indian Railways, there are visible changes in Commercial Department too. There is huge increase in railway revenue due to increased no. of passengers and freight traffic but due to unforeseen circumstances a sizeable amount is refunded by the Railways in the form coaching refunds and Goods refunds. The Railways has given booking rights to the IRCTC but refund of e-ticket/i-ticket is given by the Railways. In order to make the refunds cases easier, lot of technological advancement has been adopted by the Railways. Northern Railway Refund Office functions in the NDCR Building, New Delhi.

Keeping in view the present scenario and improved working system in the coaching and goods refunds, there is a considerable reduction in the workload of Refund. Thus, it has been decided to conduct the work study of the staff working in the Refunds Office, NDCR Building, NDLS.

Consequently SDGM/NR assigned this work study on "Review of Staff working in Refund Office, NDLS of Northern Railway" for assessing the actual requirement of staff due to advancement in the working system and streamline its functioning. The team conducted the review of Refund Office NDLS and identified 48 posts as surplus and recommended for surrender, which will yield recurring saving to the tune of ₹ 245.86 lakh per annum, if the report implemented in toto.

SUMMARY OF RECOMMENDATIONS

Rec No	Recommendations	Refer para no.	Accepting/ Implementing authority																				
1	<p>It is proposed that 48 posts of different categories and grades are identified as surplus from Refund Office, NDLS and recommended for surrender.</p> <table border="1"> <thead> <tr> <th>S. No.</th><th>Category</th><th>Grade Rs.</th><th>No. of staff identified surplus</th></tr> </thead> <tbody> <tr> <td>1</td><td>OS</td><td>9300-34800+4200</td><td>28</td></tr> <tr> <td>2</td><td>Sr. Clerk</td><td>5200-20200+2800</td><td>14</td></tr> <tr> <td>3</td><td>Clerk</td><td>5200-20200+1900</td><td>06</td></tr> <tr> <td colspan="3">Total</td><td>48</td></tr> </tbody> </table>	S. No.	Category	Grade Rs.	No. of staff identified surplus	1	OS	9300-34800+4200	28	2	Sr. Clerk	5200-20200+2800	14	3	Clerk	5200-20200+1900	06	Total			48	3.2	CCO/N Rly. NDLS Dy.CCM/Claims NDLS Dy.CPO/HQ/BH
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1	OS	9300-34800+4200	28																				
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Total			48																				

ACKNOWLEDGEMENT

The work study team is highly grateful to Shri Ravinesh Kumar, CCO/N Rly Smt. Jyoti Bhateja, Dy.CCM/Claims, Sh. Naveen Singh Rawat, SCM/Refund and other functionaries for extending full co-operation in providing relevant data/information and giving valuable guidance to the team during the conduct of study.

1.0 INTRODUCTION

1.0.1 When a passenger cancels a reserved train ticket, he is entitled to get a full or partial refund of the amount he has paid for the ticket during the time of reservation. The refund process is different for PRS tickets and e-Tickets booked through IRCTC. Moreover, the refund amount also varies based on the status of the ticket i.e. whether the passenger is cancelling a Confirmed/RAC/Tatkal, or Waitlisted ticket – and also, the time he chooses to cancel it. The refund process for train tickets are governed by certain rules and policies.

1.1 Similarly the party who books his goods by the Railways is entitled for refund, if by any reason the excess freight is collected.

1.2 The Refund Office was set by the Northern Railways to facilitate the passenger/party for coaching/goods refunds.

1.4 With the adaptation of technological upgradation in the booking of passengers and streamline functioning in refunds cases, the workload has been reduced to some extent by the staff deployed has not been proportionately reduced.

1.5 Keeping in view of above, SDGM/NR has allotted this work study, "Review of staff working in Refund Office, NDLS of Northern Railway" with the objectives for ensuring rational utilization of manpower by identifying the surplus wherever existed, without hampering the smooth working of claims office Varanasi.

1.6 TERMS OF REFERENCE

The following terms of reference have been adopted to conduct the work study:-

- i) To review staff strength vis-à-vis existing workload.
- ii) To identify redundant/unproductive with view to eliminate wasteful expenditure.
- iii) To suggest ways and means to improve the efficiency and productivity of the system.

1.7 METHODOLOGY ADOPTED

The following work study technique was adopted to conduct the study:-

- i) Data collection and its critical analysis.
- ii) Sample check, personal spot observations activity, sampling, analytical estimation and application of yardstick in vogue, if any.
- iii) Held discussions at various levels.

2.0.0 BRIEF DESCRIPTION, STAFF POSITION, CRITICAL ANALYSIS & RECOMMENDATIONS AND OBSERVATIONS

2.1 BRIEF DESCRIPTION

Northern Railway has set up Refund Office, NDLS to give facility to passengers who could get refund at counters/stations. The staff in Refund Office is entrusted for quick and speedy disposal of refund cases so as to maintain the good image of railways amongst its users.

2.2 The Refund Office, NDLS works for two types of refund i.e. Coaching Refund and Goods Refund.

(A) **Coaching Refund**

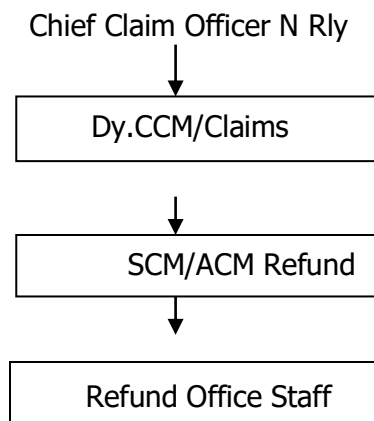
If reserved ticket is cancelled within prescribed time, say before preparation of chart or before 4 hours of scheduled departure, berth is released and instant refund is made. But after the prescribed time, one has to file/obtain Ticket Deposit Receipt (TDR) to get refund due to certain reasons like passenger not turned up, A.C. Failure, Partial Journey Travel, Travel in Lower Class, Train Cancelled/diverted, refund for fail transaction, Train running late by more than 3 hours etc. Railway Coaching Refund deals with such TDR refunds. Admissibility and amount of such TDR refunds depends on certain parameters such as TDR time, current status, journey class etc. TDR refunds are made after proper verification by Railways. The passenger has to file/obtain ticket deposit receipt (TDR) to get refund due to certain reasons like passenger not turned up, A.C. Failure, Partial Journey Travel, Travel in Lower Class, train Cancelled/diverted, train running late by more than 3 hours etc.

If the train is cancelled due to any reason, the passenger is entitled to a full refund of his e-ticket whether it is confirmed/waitlisted or RAC tickets. The passenger with e-ticket will get the refund credited to the account that he has used for booking. In this case the passenger needs not to cancel his e-ticket or file a TDR because the ticket will be automatically cancelled. If the passenger has counter ticket, he can collect his refund from a PRS counter. However, he must cancel his ticket at any PRS counter within 72 hours after the schedule departure of the trains.

(B) Goods Refund

Goods refund is made to the party for wrong issuance of Railway Receipt (RR) by the commercial staff due to wrong assessment of weight, distance, rate and classification etc.

2.3 The Organization chart of Claim Office Northern Railway is as under:-



2.4 DETAILS OF SECTIONS AT REFUND OFFICE, NDLS

The Refund Office, NDLS works for two types of refunds i.e. Coaching Refund and Goods Refunds. The Coaching Refund is divided in to sub sections like PRS, E&I, Government Claim, special ticket etc. while Goods Refund is divided into subsection like FCI, Cement, Fertilizer, IOCL/HPCL/BPCL etc.

2.5 STAFF POSITION

The work study team collected the staff position of Refund Office NDLS to conduct of review, which is given as under:-

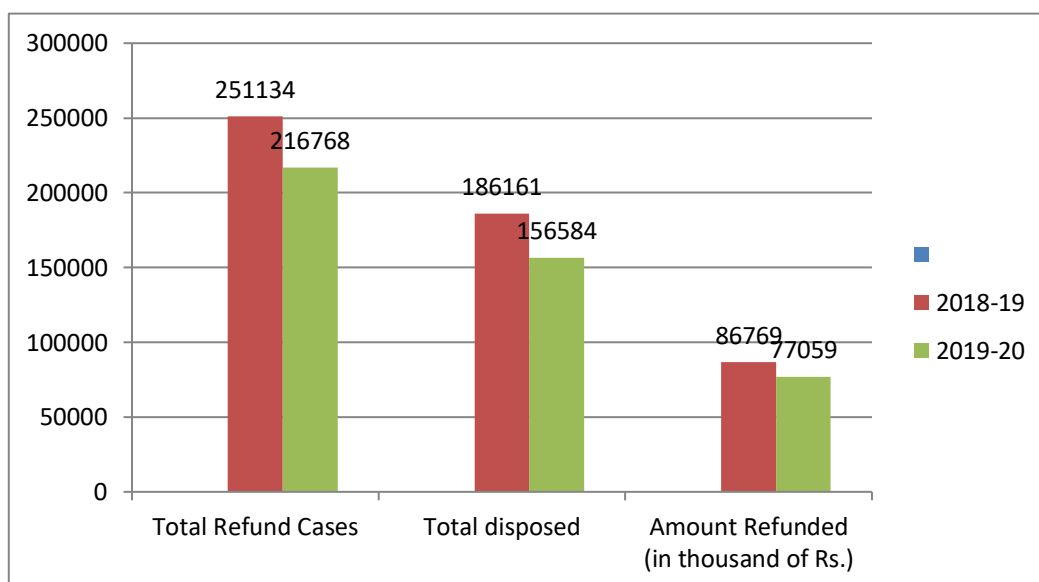
S.N.	Category	S/S	O/R	Vac.
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2	Office Superintendent	51	23	28
3	Sr. Clerk	15	01	14
4	Clerk	06	-	06
5	Group 'D'	04	04	-
Total		94	43	51

The above table reveals that the sanctioned and on roll strength of entire Group 'C' & 'D' staff working in Refund Office, NDLS is 94 and on roll strength is 43 with 51 vacant posts.

2.6 CRITICAL ANALYSIS

- (i) The study is confined to provide the actual requirement of staff in view of existing workload of the Refund Office, NDLS. The technological upgradation and computerization in the Commercial Organization has resulted in closure of unwanted and uneconomical activities. Prior to computerization in the Refund Office, the process for refund of reserved tickets was completely manual. But as the use of computers in booking at PRS and on line booking, the process of refund became streamlined.
- (ii) The checking staff of Rajdhani/Shatabdi/Premium trains are being equipped with Palmtop, so that EDR may be filed timely online to make the refund cases easier. If the online registered refund cases has proper data of Exceptional Data Report (EDR) prepared by the checking staff, in the system then the refund cases may be disposed off within 48 hrs.
- (iii) If the passenger is away from the station or the counters are closed, then he may avail web cancellation facility by dialing Railway Enquiry no. 139 from his registered mobile number and he has to surrender his ticket next day at the counter to get the refund.
- (iv) Less percentage of EDRs are being filled in the computers by the checking staff at stations. If the staff files insufficient data/no data of EDR in the computer then it takes more time for disposal as refund will be made after the complete inquiry by the Refund Office, NDLS.
- (v) If the complete details in EDR are filled by the Checking staff, the most of the refund will be done from the stations and less refund cases will be deal by the staff working in Coaching Refund Section of Refund Office, NDLS.
- (vi) The passenger with e-ticket who remains in waiting list after preparation of chart will get the refund credited to his account that he has used at time of booking. In this case the passenger needs not to cancel his e-ticket or file a TDR because the ticket will be automatically cancelled and money is refund by the system itself. This improvement in the system has reduced the workload of refund office.
- (vi) It was also observed that with the changes in the refund rules the workload has reduced drastically as shown below:

Reduction in workload Of Coaching Refund section for the FY 2018-19 & 2019-20



- (vii) In the Goods refund section most of the work is manual. So refund process in this section took more time. As shown in the Table-II, the workload has changed a little bit.

2.7 MEASURING TECHNIQUE

During the conduct of study, the work study team has visited all the sections of Refund Office NDLS and discussed about the procedure adopted for Refund cases. As there is no requisite yardstick of Refund office therefore the work study team has collected the section wise workload and after taking observations and applying the analytical estimation technique to identify the requirement of manpower.

According to IRCTC refund rules, a passenger can get a refund for e-Tickets booked online through the IRCTC platform (website or mobile app) by cancelling them online. Applicable cancellation fees will be deducted from the amount and the refund will be made to the account through which you had made the payment.

2.8 WORKLOAD:

(A) Coaching Refund

The refund amount for confirmed tickets, whether e-Tickets or counter tickets, is calculated based on when the passenger choose to cancel the ticket with regard to the departure of the train.

In the following cases the passenger will be ineligible for a refund.

1. If the TDR is not filed or a confirmed ticket is not cancelled up to 4 hours before the train's scheduled departure, passenger will not receive a refund.
2. If passenger has a RAC (Reservation against cancellation) e-ticket, and he does not cancel it or file a TDR online up to 30 minutes before the train's scheduled departure, he will not get a refund. If there are less than 30 minutes left before the train's departure, there will be no refund on RAC or waitlisted tickets.
3. If the passenger booked tickets using the Tatkal scheme, he will not get a refund. However, if there is a contingent cancellation or waitlisted Tatkal ticket cancellation, the Railways will deduct charges as per the existing rules, and grant a partial refund.
4. The passenger may cancel the waitlisted i-ticket at the computerized Passenger Reservation System (PRS) counter, up to 30 minutes online before the scheduled departure of the train, irrespective of distance. Once again, those who do not apply for a refund before 30 minutes of the train, won't get it.
5. If the passenger did not travel, and the train is running more than three hours late, no refund will be given by the Indian Railways, if the ticket has been cancelled or surrendered, or if he file the request after the train's actual departure. Additionally, in case the train is running more than three hours late, and the TDR is filed after the actual departure, no refund will be granted.
6. If the passenger book CNF/RAC tickets in premium special trains, he won't get a refund upon cancelling. However, if the train is cancelled, a refund will be granted by the PRS system, as per existing Railways Refund Rules.

7. The Railways will not refund amounts for partially confirmed e-tickets against which none of the passengers have travelled, if the TDR is filed 30 minutes before the train's actual departure. Also, no refund will be given on partial RAC/waitlisted tickets, against which no passenger has travelled, if TDR is filed after 30 minutes before the train's scheduled departure.
8. For partially used reserved tickets of the Rajdhani, Shatabdi, and Jan Shatabdi express trains, passenger will not get a refund from IRCTC.
9. For lost or misplaced i-tickets, there will be no refund of money. To prevent the fraudulent use of lost tickets, passenger must inform the Railways immediately. In case of a lost, torn or ruined confirmed or RAC tickets, passenger can issue a duplicate ticket, and travel on the reserved accommodation as per the existing Railway rules.
10. If the passenger does not travel due to ticket being RAC after chart preparation, he won't get a refund if the ticket is not cancelled, or TDR is not filed up to 30 minutes before the scheduled departure of the train.
11. If for some reason passenger couldn't cancel his ticket because the chart was prepared at the originating or previous remote location, he must cancel ticket or file a TDR up to 4 hours before the train's scheduled departure, if he wants a refund. Also, for RAC e-tickets, in case the ticket is not cancelled, or the TDR is not filed online up to 30 minutes before the train's scheduled departure, passenger won't get a refund from IRCTC.

(a) Performance indices showing actual work done by Coaching section of Refund Office, NDLS which is being tabulated below:-

STATEMENT SHOWING WORKLOAD OF COACHING REFUND SECTION IN REFUND OFFICE NDLS FOR THE FY 2018-19 & 2019-20:

TABLE-I

Financial Year	Opening Balance	Fresh Intake	Total OB + fresh intake	Total cases disposed	Closing balance	Amount (in Lakh of Rs.)
2018-19	66816	184318	251134	186161	64974	867.69
2019-20	64974	151794	216768	156584	60284	770.59
%age reduction	2.75	17.64	13.68	15.88	7.21	11.19

The above table reveals that there is a considerable reduction in workload of coaching refund section for the FY 2019-20 as compared to the FY 2018-19. FY 2018-19 is taken as base year for calculation of reduction in workload.

(b) Performance indices showing actual work done by Goods Section of Refund Office, NDLS which is being tabulated below:-

STATEMENT SHOWING WORKLOAD OF GOODS REFUND SECTION IN REFUND
OFFICE NDLS FOR THE FY 2018-19 & 2019-20:

TABLE-II

Financial Year	Opening Balance	Fresh Intake	Total OB + fresh intake	Total cases disposed	Closing balance
2018-19	746	1145	1891	1311	580
2019-20	580	1509	2089	976	1113
%age reduction/increase	22.25	134.41	104.70	25.55	-

The above table reveals that there is a considerable reduction in total disposed cases of Goods Refund section for the FY 2019-20 as compared to the FY 2018-19. FY 2018-19 is taken as base year for calculation of reduction in workload.

2.9 SECTION WISE DEPLOYMENT OF STAFF

S. No.	Section	Sub section	COS	OS/Sr. Clerk	Total
1	Coaching Refund	Admin.	01	01	02
		T&P	01	01	02
		Receipt	-	01	01
		E&I(Ticket)	04	05	09
		PRS (Ticket)	01	02	03
		Complaint	01	01	02
		Court & RIT	03	-	03
		Govt. Cell	02	02	04
2	Goods Refund	-	03	10	13
Total			16	23	39

SUB SECTION WISE DESCRIPTION AND REQUIREMENT OF STAFF & RECOMMENDATIONS
FOR COACHING AND GOODS REFUND

During the conduct of study, the work study team has visited sections of Refund Office, New Delhi and observed the working vis-à-vis workload. The section wise description and requirement of staff has been analyzed which is as under:

1. **COACHING REFUND:**

(a) Admin section:

This section deals with Administrative work i.e. posting promotion, maintenance of leave record, attendance register, issuance of passes/PTOs, I/Card/medical card etc. to working and retired staff.

Staff strength

The working strength of this section is two Ch. OS=01, OS=01 Total=02.

Requirement of staff:

The team observed the working of this section and after analyzing the workload opines that one COS and one OS are sufficient to cope with the existing workload.

The proposed requirement comes to Ch. OS=01, OS=01 Total=02.

(b) T&P section:

This section deals with requirement, procurement of assets and disposal condemned items of Refund office.

Staff strength

The working strength of this section is two, Ch. OS=01, OS=01 Total=02.

Requirement of staff.

The team observed the working of this section and after analyzing the workload of this section opines that it may be clubbed with the Admin Section because the procurement/condemnation of T&P items are occasional and can easily be managed by the Admin section. So no staff is being proposed to T&P section.

(c) Receipt section:

This section deals with Receipt of all types of refund cases from the different stations of Northern Railway. After the receipt of refunds cases through offline TDR/RR, this section marked the cases to different sub sections for the timely disposal of the cases.

Staff strength

The working strength of this section is OS=01 Total=01.

Requirement of staff.

The team reviewed the working of this section and observed that most of the TDRs are received online. So the opines that the one existing staff is capable enough to handle the existing workload.

(d) E&I (Ticket):

This section deals with the refund of all types of e-ticket/i-tickets i.e. from receipt of on line refund cases till disposal of the same. Online TDRs (Ticket Deposit Receipts) filed by the passengers are received in this section. About 80% workload of refund cases are dealt by this section.

Staff strength

The working strength of this section is Ch.OS=04, OS=04 Sr. Clerk=01 Total=09.

Requirement of staff.

During the course of study it was apprised that if the online registered refund cases has proper data of Exceptional Data Report (EDR) prepared by the checking staff, in the system then the refund cases may be disposed off in 48 hrs. It was apprised that only about 15% EDRs are being filled in the computers at stations. If the staff files insufficient data of EDR in the computer then it takes more time for disposal. It was also observed that with the changes in the refund rules the workload has reduced drastically as shown in Table-I.

After observing the working of this section and analyzing the workload, the team opines that 04 COS, 04 OS and 01 Sr. Clerk are sufficient to cope with the existing workload.

The proposed requirement comes to Ch. OS=04, OS=04 and Sr. Clerk=01
Total=09

(e) PRS (Ticket)

This section deals with the refund of tickets issued from the PRS counters i.e. from receipt of TDRs from stations for refund till disposal of the same. The passenger may register his case for refund at Railway Enquiry No. 139 but he has to surrender his ticket at the counter. About 20% workload of refund cases are dealt by this section.

Staff strength:

The working strength of this section is Ch.OS=01, OS=02 Total=03.

Requirement of staff.

During the course of study it was observed that about 20% workload of refund cases are dealt by this section. After the changes in the refund rules the workload has reduced drastically as shown in Table-I.

After observing the working of this section and analyzing the workload, the opines that 01 COS and 02 OS are sufficient to cope with the existing workload.

The proposed requirement comes to Ch. OS=01 and OS=02, total staff=03.

(f) Complaint section:

This section deals with the online complaints received through different public grievances portals i.e. Rail Madad (round the clock), CPGRAM, Twitter, Instagram, PG portal and E-mails etc. The time taken to sort out the complaints depends on the nature of the complaints.

Staff strength:

The working strength of this section is Ch. OS=01, OS=01 Total=02.

Requirement of staff.

During the course of study it was observed that the complaints registered by the passenger through different public grievances portal are sorted out. Keeping the sensitivity of the nature of work the team opines that 02 staff is being proposed. So the proposed requirement comes to Ch. OS=01 and OS=01, total=02 staff.

(g) Court and RTI section:

This section deals with court and RTI cases of coaching and goods refund.

Staff strength;

The working strength of this section is with Ch. OS=03, total=03

Requirement of staff.

During the course of study it was observed that the court and RTI cases registered by the passengers. Keeping the sensitivity and time bound nature of work the team opines that 03 staff may handle the work of this section.

So the proposed requirement comes to Ch. OS=03, total 03 staff.

(h) Govt. Cell

This section deals with the refund of tickets issued against free warrants of Defense and para military/armed forces etc.

Staff strength

The working strength of this section is Ch. OS=02, OS=02 Total=04.

Requirement of staff.

After observing the working of this section and analyzing the workload, the team opines that 02 COS and 02 OS are sufficient to cope with the existing workload.

The proposed requirement comes to Ch. OS=02 and OS=02, total=04 staff.

2. GOODS REFUND:

This section deals with the Refunds cases of goods booked by party i.e Foods Grains, Fertilizers, HSD/Petrol, Coal, Cement etc. When these commodities are booked by the party, a RR (Railway Receipt) is issued. The RR is prepared considering the following factors i.e. Name of commodity, type of class, rate, distance, via route etc. If any one of the above factors is fed erroneously by the operator, chargeable may differ. To refund this excess charge, the party has to approach to CCM/Refund within six month. These days computerized RR is being prepared in TMS (Terminal Management System) and the same is issued to the party. The entire procedure of goods refund is adopted manually.

Staff strength;

The working strength of this section is Ch. OS=03, OS=10 Total=13.

Requirement of staff.

After observing the working of this section and analyzing the workload, the team opines that the workload of Goods refund section has increased a little bit. So the team has proposed three extra staff to handle the increased workload.

The proposed requirement comes to Ch. OS=06 and OS=10, total 16 staff.

2.10 Requirement of Group 'D' staff

The cadre of Group 'D' staff is deployed in different sections of Refund office for day to day work and carry out orders of officials.

Staff strength

The working strength of Group 'D' staff is 04.

Requirement of staff

The team observed the working of Group 'D' staff and proposes as under:

SCM/Refund office	=	01
ACM/Refund office	=	01
Coaching Refund section	=	01
Goods Refund section	=	01
Total	=	04

2.11 Summary of Existing, Proposed and surplus staff

The summary of existing/proposed and surplus staff Group 'C' & 'D' is being shown as under:-

S.N	Section	S/S	Proposed staff	Identified surplus	Remarks
Coaching Refund		90	--	--	--
-1	Admin		02	48	--
2	T&P		02		--
3	Receipt		01		--
4	E&I(Ticket)		09		--
5	PRS(Ticket)		03		--
6	Complaint		02		--
7	Court & RTI		03		--
8	Govt. Cell		04		--
Goods Refund		--	--	--	--
9	Goods Refund	--	16	--	--
10	Group 'D' staff	04	04	--	--
Total		94	46	48	--

The sanctioned strength of ministerial and Group 'D' staff is 94, the proposed strength comes to 46 and 48 posts are identified surplus.

It is proposed that 48 posts staff are identified as surplus from Refund Office, NDLS and recommended for surrender.

Recommendation No.1

It is proposed that 48 posts of different categories and grades are identified as surplus from Refund Office, NDLS and recommended for surrender.

S. No.	Category	Grade Rs.	No. of staff identified surplus
1	Ch. OS	9300-34800+4600	06
2	OS	9300-34800+4200	28
3	Sr. Clerk	5200-20200+2800	14
4	Clerk	5200-20200+1900	06
5	Group 'D'	5200-20200+1800	--
Total			48

3.0.0 FINANCIAL IMPLICATIONS

3.1.0 The annual expenditure as per 7th CPC on Sanctioned Staff working in Refund Office is as under:-

S. No.	Category	Grade Rs.	Monthly value per post in ₹	S/S	Annual expenditure in ₹
1	Ch. OS	9300-34800+4600	60,548/-	18	1,30,78,368/-
2	OS	9300-34800+4200	47,736/-	51	2,92,14,432/-
3	Sr. Clerk	5200-20200+2800	39,371/-	15	70,86,780/-
4	Clerk	5200-20200+1900	26,852/-	06	19,33,344/-
5	Group 'D'	5200-20200+1800	24,278/-	04	16,65,344/-
Total				94	5,24,78,268/-

The above table reveals that the annual expenditure being incurred on 94 sanctioned posts of Refund office staff is ₹ 5,24,78,268/-

3.2.0 Proposed strength: The annual expenditure on the proposed strength of staff in Refund office, NDLS is as under:-

S. No.	Category	Grade Rs.	Monthly value per post in ₹	Proposed Staff	Total Annual expenditure in ₹
1	Ch. OS	9300-34800+4600	60,548	18	1,30,78,368/-
2	OS	9300-34800+4200	47,736	23	1,31,75,136/-
3	Sr. Clerk	5200-20200+2800	39,371	01	4,72,452/-
4	Clerk	5200-20200+1900	26,852	00	00
5	Group 'D'	5200-20200+1800	24,278	04	11,65,344/-
Total				46	2,78,91,300/-

The above table reveals that the annual expenditure being incurred on 46 proposed posts of Refund office staff is ₹ 2,78,91,300/-

The above table reveals that total annual expenditure on 46 proposed posts of will be reduced to ₹ 2,78,91,300/- instead of ₹ 5,24,78,268/- and net recurring saving of ₹ 2,45,86,968/- per annum will be achieved.

4.0 ANTICIPATED RECURRING SAVING:

S. No	Category	Grade in ₹	Refer Recom. No.	No. of surplus posts	Monthly value per posts ₹	Anticipated annual recurring saving ₹
1	OS	9300-34800-4200	3.0	28	47,736	1,60,39,296/-
2	Sr. Clerk	5200-20200-2800		14	39,371	66,14,328/-
3	Clerk	5200-20200-1900		06	26,852	19,33,344/-
Total				48		2,45,86,968/-

No. of posts identified as surplus: -

Group 'C' = 48 posts

Group 'D' = Nil posts

Total = 48 posts

Anticipated recurring saving = ₹ 245.86 lakh per annum

Capital saving = Nil

Total saving = ₹ 245.86 lakh per annum

WORK STUDY REPORT DETAILED CHART

Department : - Commercial
 Name of study : - Review of Refund Office, NDLS
 Activity centre : - Refund Office, NDLS

SN	Sub activity	Brief description of workload	Actual staff deployed	Work Study recommendations	Representative workload
1	Refund Office, NDLS	Less refund cases arise due to online TDR is filed by the passenger.	SS =93 O/R=43 Vac =51	The work study team has identified Gr. 'C'=48 Gr. 'D'=Nil Total =48 posts as surplus and recommended for surrender.	Due to online process of coaching refund, the workload has reduced.

LIST OF ANNEXURES

S. N.	Description	Annex. No.
1	Staff strength position of Refund Office, NDLS	I
2	Letter No. 16-CP/04/WS/2020-21 dt.28.05.2020 for conducting "Review of staff working in Refund Office, NDLS".	II

Statement of staff working in Refund Office, NDLS

S.N.	Category	Grade in Rs.	S/S	O/R	Vac.
1	Chief Office Superintendent	9300-34800+4600	18	15	03
2	Office Superintendent	9300-34800+4200	51	23	28
3	Sr. Clerk	5200-20200+2800	15	01	14
4	Clerk	5200-20200+1900	06	--	06
5	Group 'D'	5200-20200+1800	04	04	--
Total			94	43	51