

# **EASTERN RAILWAY**

## **WORKSTUDY REPORT ON**

### **REVIEW OF MANPOWER VIS-À-VIS WORKLOAD OF CLAIMS WING OF COMMERCIAL DEPARTMENT**

**(STUDY NO.WSER-09/20-21)**

**(Submitted on 11.12.2020)**

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### **ACKNOWLEDGEMENT**

The study team hereby acknowledges its deep gratitude to Dy.CCM/(G)&Dy.CCM/(FM) for his valuable suggestions and guidelines to the study team for conducting the subject study in a right path. The study team is thankful to ACM/PS&all Senior Subordinates working in different sections of claims wing for their heartiest cooperation by supplying all necessary information and related data to complete this study in time.

### **METHODOLOGY ADOPTED**

The following methodology has been adopted in carrying out the study:

1. Basically, this study has been conducted on the basis of the available data obtained during physical observation. Therefore, the Utilization factor i.e. % of effective utilization of staff has been derived based on random activity sampling technique.

### **AUTHORITY & TERMS OF REFERENCE**

The subject study has been undertaken as desired by the competent authority.

The study has therefore been conducted with the following terms of references:

- a) To assess the present involvement of staff in their working field.
- b) To study the present pattern of working.
- c) To evaluate the actual requirement of manpower based on effective involvement of staff in their respective field of work.

### **SUMMARY OF RECOMMENDATION**

Sl. No.	Recommendation	Para Ref.
1.	Consequent upon the table drawn in the paragraph 3.3 & 3.3.2, it is recommended by the study team that the revised sanctioned strength in the claims branch will be 175 in total as against a total existing sanctioned strength of 260 posts which will result in surrender of 85 Gr. C posts comprising 53 clerical posts, 29 inspectorial posts & 03 posts of commercial tracer from the claims branch of commercial department.	3.3.2.1

### **EXECUTIVE SUMMARY**

Study Name & No.	REVIEW OF MANPOWER VIS-À-VIS WORKLOAD OF CLAIMS WING OF COMMERCIAL DEPARTMENT (STUDY NO.WSER-09/20-21)
Year of conducting the study:	2020-21
Terms of reference:	<p>a) To assess the present involvement of staff in their working field.</p> <p>b) To study the present pattern of working.</p> <p>c) To evaluate the actual requirement of manpower based on effective involvement of staff in their respective field of work.</p>
Methodology:	<p>Basically, this study has been conducted on the basis of the available data obtained during physical observation.</p> <p>Therefore, the Utilization factor i.e. % of effective utilization of staff has been derived based on random activity sampling technique.</p>
Total Sanctioned Strength	260
Existing Men on Roll	154
Proposed Manpower	175
Vacant post	106
Proposed Surrender	85
Justification	
Effective utilization of the staff has been measured as per random sampling technique to assess the revised Sanctioned Strength of claims branch under commercial department.	

## **CHAPTER-I**

### **1.0 INTRODUCTION**

- 1.1 With the changes in pattern of working, each and every activity center requires proper rationalization of workload vis-à-vis manpower. It is obvious that the introduction of advanced technology and the modified simplest method of doing work have created a clear scope of reduction of manpower in every field of activities.

As a result, Railway Board is paying more attention to the concept of rightsizing of manpower to achieve an optimum level of productivity in the Zonal Railways keeping the revised concept of modernization in view.

In view of above, Eastern Railway is also phase- wise adopting the said concept very scientifically and justifiably to arrive at the better manpower productivity ratio (MPR) in the sphere of different activity centers.

- 1.2 As desired by the competent authority, the subject study has been undertaken to rationalize the manpower of Claims Wing under commercial department of E.RLY. Generally claims are preferred owing to non-receipt of goods, parcels or booked luggage. Sometimes claims originate due to theft, demurrage etc. However, as a routine measure, claims are preferred in respect of inward traffic. The distribution of work is mainly for inward traffic and in a few cases claims are raised for outward traffic falling over Eastern Railway in respect of goods, parcels & booked luggage. The introduction of FOIS & COIS and computerized system of working in claims wing eradicate the traditional tedious manual work in up-keeping the records, sorting out the records and other duplication & triplication of jobs which ultimately resulted in reduction of huge magnitude of workload. This revised system vis-à-vis concept of working would obviously demand a scope of reduction of existing manpower having no scope of filling up the vacant posts of claims wing.
- 1.3 Due to introduction of advanced technological features, the pattern of doing work has abruptly been changed and as a result, the workload of Claims Wing under commercial department has reasonably been reduced, as evident from random sampling data collected during field study.
- 1.4 While conducting the subject work study, the method of random activity sampling technique has been adopted to assess the actual requirement of Group-‘C’ manpower in the. Claims Wing duly revised as per analysis made in the study report. Here, the assessment of Group-‘D’ manpower of Claims Wing has not been done, as the Sanctioned Strength of Group-‘D’ staff is maintained centrally in the commercial department as a whole.
- 1.5 The prime aim of conducting the subject work study is to assess the revised requirement of manpower in the Claims Wing under commercial department of E.RLY, consequent upon the introduction of modern technology i.e. FOIS & COIS etc.

## CHAPTER-II

### EXISTING SCENARIO OF CLAIMS WING.

- 2.0 The main objective of conducting the subject study is to assess the section wise actual requirement of manpower of Claims Wing under commercial department / E.Rly. based on the effectiveness of the staff working in different sections of the said wing.
- 2.1 The subject study was initiated in the 4th week of August, 2020 and subsequently DY.CCM/G was requested to extend all sorts of help and necessary guidelines to conduct the study successfully within a stipulated period of time and ultimately the subject study has been completed in due time by scrutinizing all pros and cons. In course of conversation made with Ch.OS,OS & CI in different sections, it came to the knowledge of the study team that FOIS& COIS have already been introduced in addition to adoption of other modernized system of working in this wing which has resulted in a noticeable reduction of workload.

The subject study has been conducted on the basis of the most scientific means of work study i.e. random activity sampling method and the said process has been taken into consideration as a scientific tool of assessment of manpower in the Claims wing of E.Rly.

- 2.1.1 **The category wise sanctioned vis-à-vis Men- on- roll strength of the staff of Claims wing of E.Rly. as on 01.09.2020 is appended below in a summarized form.**

<b>Designation</b>	<b>S/S</b>	<b>MOR</b>	<b>Vacancy</b>
<b><u>Gr. C (MINISTERIAL)</u></b>			
Ch.O.S.	52	26	26
O.S.	129	64	65
Sr. Clerk	03	10	-07
Jr. Clerk	00	16	-16
<b>Sub Total</b>	<b>184</b>	<b>116</b>	<b>68</b>
<b><u>Gr. C (NON-MINISTERIAL)</u></b>			
CCI	54	34	20
CI	18	03	15
Comml.Tracer	04	01	03
<b>Sub-Total</b>	<b>76</b>	<b>38</b>	<b>38</b>
<b>GRAND TOTAL</b>	<b>260</b>	<b>154</b>	<b>106</b>

- 2.1.2 The above statement reflects that there is a total vacancy of 106 posts in Claims wing comprising 68 Gr.C (MINISTERIAL) & 38 Gr.C (NON-MINISTERIAL) posts. A summarized position from the above table is further tabulated below:

Category	Total		Vacancy
	S/S	O/R	
Gr.C (MINISTERIAL)	184	116	68
Gr.C (NON-MINISTERIAL)	76	38	38
<b>GRAND TOTAL</b>	<b>260</b>	<b>154</b>	<b>106</b>

The entire work force of 154 Gr.C staff comprising 116 Ministerial and 38 Non-Ministerial staff as per MOR are presently deployed in different sections for the day to day activities as per following break-up. The utilization factor of all the staff has been assessed by means of Random Sampling Technique which is neatly explained in the subject study report.

- 2.2 The section wise workings vis-a-vis manpower of claims wing at HQ under commercial department has been illustrated neatly in the forthcoming paragraphs.

#### 2.2.1 'MI'CELL.

This Cell functions for the following activities as a routine measure.

Dealing with claim cases of Cement consignment over E. Rly. regardless of claimant.

Dealing with the claim cases of BKTPP Siding under WBPDCCL along with dealing of staff matter of MI Cell and dealing with the private Iron & Steel Claim Cases.

Dealing of claim cases of General Goods of M/s DSP/DGR, ASP/DGR, SAIL Stock Yard/DGR, ISP/ Burnpur, SAIL-JOX/Stock Yard and Oil Companies.

Dealing with the claim cases of NTPC/FKK & CLG up to finalization of financial reconciliation.

Dealing with the claim cases of coal consignment of DSTP. Siding Andal up to finalization of financial reconciliation.

Raising debit and Receiving of incoming letters and dispatching of outgoing letters through peon.

Dealing with the SRR of claim cases of siding over E. Rly. & Foreign Rly.

Dealing with the claim cases of coal consignment of Sagar Dighi Thermal Power Station/WBPDCCL till finalization of financial reconciliation

All kinds of "Pay Order" related to M.I. Cell are being issued by the sectional staff.

Dealing with the claim cases of coal consignment of Mejia Thermal Power Station till finalization of financial reconciliation.

Dealing with the claim cases of coal consignment of Sail, IISCO & DSP/DSEY till finalization of financial reconciliation.

Dealing with the claim cases of coal consignment of CESC of KOL, BGB, TGH, and DOCKS & CED till finalization of financial reconciliation.

Dealing with the claim cases of coal consignment of Bandel Thermal Power Station/TBAE/WBPDCCL up to finalization of financial reconciliation.

Dealing with claim cases of coal consignment of DPL/DGR up to finalization of financial reconciliation.

Distribution of claim cases of M.I. Cell amongst the dealers is done by a staff of the section on receipt of the same from the case registration section. Carrying files from section to concerned officers & bringing back and then letters issued by officer are sent to R&D section of KG and central registry at Fairlie Place.

### **Jobs of Inspectors of MI Cell**

Inspectors are attached to BKTPP/CPLE Siding and OIL claim cases & responsible for coal reconciliation and other claim related work towards finalization of the cases. Apart from that, supervision of all the siding over E. Ely. is done as & when required.

Inspectors are attached to BCME & Scab /Siding. for Coal and for General Goods BCME, DSP & DCW Sidings and also responsible for coal and General Goods reconciliation and other claim related work towards finalization.

Inspectors are attached to 4 CESC Sidings along with reconciliation work NTPC/FKK and NTPC/CLG sidings and also responsible for coal reconciliation and other claim related work towards finalization.

Inspectors are attached to MTPC/Mejia Siding and also responsible for coal reconciliation and other claim related work towards finalization.

Inspectors are attached to BTPS/TBAE, DSP/DGR and DCOP/DPL/Durgapur siding and also responsible for coal reconciliation and other related work towards finalization.

Inspectors are attached to DCOP-DPL/Durgapur, DSP/DGR and DSTPS/Andal siding and also responsible for coal reconciliation and other claim related work towards finalization.

Inspectors are attached to NTPC/FKK and NTPC/CLG siding along with involvement of necessary assistance for CESC reconciliation work and also responsible for coal reconciliation and other claim related work towards finalization.

Inspectors are attached to DSTPS/Andal and DTPS/OYR sidings and also responsible for coal reconciliation and other claim related work towards finalization.

Inspectors are attached to SGTPP/MGLE/siding and MCCS/GALE/Cement siding and also responsible for coal reconciliation and other claim related work towards finalization.

Enquiry & tracing of claimed wagons and tracing of unconnected wagons for parentage over E. Rly & foreign railway and others claim related jobs are done.

### **The deployment of staff in 'MI' section is as under:**

O.S	-	10
Jr.Clerk	-	1
Inspector	-	9
<b>Total</b>	<b>-</b>	<b>20</b>



No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

### 2.2.2 **MISC Section**

Misc section is the combination of four (4) sections such as GP & FCI, Prevention, C and D section. The nature of work done along with the circumference of the daily activities to cater the daily workload is narrated below.

#### **A) 'GP & FCI' Section**

- 1) Enquiry is done based on the claim cases raised by FCI. Case-wise jobs are divided into 2 parts. The cases related to shortage & demurrage are being dealt with by G.P Cell for which ministerial staffs are deployed and the cases connected to Non-Receipt are being dealt with by Reconciliation cell of FCI section.
- 2) Inspector is required to visit KP Dock office to collect missing Goods reports along with relevant documents. All papers for Reconciliation meeting with Railway Board & FCI authority are required to be made ready by the inspector.
- 3) All the documents are required to crosscheck for which crosschecking is done & note sheet is prepared for each cases. Subsequently, a report is made & sent to forwarding railways / stations & security wing to fix up the staff responsibility.
- 4) Demand for adjustment order mentioning the excess fare against excess bags of FCI's commodities, is prepared.
- 5) Commercial Inspector inquires into the matter & adjusts the cases as per norms and disposes of the cases by the order of the competent authority.
- 6) Commercial Inspector is deployed to trace out all missing & unconnected wagons having food grains of FCI over East Zone.

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

#### **B) Prevention Section**

This section performs the following activities:

- 1) Dealing with sectional establishment matters
- 2) Dealing with entire over carriage matters
- 3) Dealing with all types of correspondences of LPO matters.
- 4) Dealing with various files related to policy matters.
- 5) Dealing with all types of correspondences on checking in respect of re-weightment of packages & analysis of claims Intake.

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

**C) 'C' Section**

The workload vis-a-vis nature of work done by the sectional staff of this Section' is highlighted in the following few lines.

The sectional ministerial staff deals with the following matters.

- 1) Dealing with E.D. Oil, Sugar & Salt Claim cases and also Hard Parcel and Dhamarguria Siding job of M.I. Cell. In addition, miscellaneous correspondences and Pay Orders are made as a routine measure.
- 2) Dealing with Hard Parcel Cases, staff matters and Notes on claim files related to higher officials
- 3) Claim cases under dealing group of Hard Parcel
- 4) Claim cases under dealing Group of Chemical & Fertilizer.
- 5) Claim cases under dealing Group of SDAH (Old Cases).
- 6) Claim cases under dealing Group of Hard Parcel.
- 7) Dealing with Outward Claims cases and Dealing with Cross Traffic claim cases
- 9) Preparation of I.R.I. and submission of statements, issue of Pay Orders, Registering of incoming and outgoing Inquiry Memos of Claims Inspectors. Maintenance of Staff Leave & Attendance Register and establishment matters of all sectional staff.
- 10) Maintenance of Receipt and Dispatch of letters, files and documents etc. of ACM Cell through Registers. Maintenance of Index Register on opening of fresh claim cases. Maintenance of records of Law Demand cases, Post audit claim files/cases.

Besides it, One Jr. Clerk deals with the job of both Cross Traffic & Outward Claim cases. He maintains the Cross Traffic and Outward Claim case Index Registers & the dealer registers all Incoming and outgoing Inquiries.

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

**D) 'D' Section**

The nature of work done and the circumference of the daily activities along with workload borne by the staff of this section is neatly narrated in the below mentioned paragraphs.

Ch. O.S guides the sectional staff for several claim cases and deals with claim cases having Dealer No. PER-6, PER-12, PER-7 & PER-14 along with establishment portion and supervises all staff of Claims 'D' Sec in all respect. One O.S deals with Claims cases having Dealer No. PER-8 and another O.S deals with registration & distribution of all claim cases after recording the same in a register. Two Sr. Clerks deal with several claim cases having Dealer No PER-2 & PER-09 along with distribution of all claim cases to the concerned dealers. One Jr. Clerk deals with receipt & dispatch of all letters of claims 'D' Sec & other miscellaneous work. It is also noticed that average 6 claim cases per month are being received by Claims 'D' Section for settlement.

The existing deployment of staff of MISC Section is furnished below:

Ch.OS	-	4
OS	-	4
Sr.Clerk	-	1
<b>Total</b>	-	<b>9</b>

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

### 2.2.3 **'Statistic' Section**

This section deploys the following set of staff to cater their day to day Schedule activities as a routine measure.

O.S	-	1
Jr.Clerk	-	1
<b>Total</b>	-	<b>2</b>

The nature of work done and the circumference of the daily activities along with workload borne by the staff of this section is neatly narrated below.

O.S is entrusted with the compilation and processing of monthly Claims and Court (RCT) cases along with disposal of statistics to Rly. Board. Advance monthly copy of said figures is sent to DGMG and Dy. Ch. Statistical Officer under FA&CAO. O.S deals with the following files:-

- i) Analysis of month wise claims and Court (RCT) cases.
- ii) Advance Claims Statistics.
- iii) Review of monthly performance (FA & CAO).
- iv) Sending of Monthly Statistical statements of claims and court (RCT) cases to Rly. Board.
- v) Statement of Coal Claims cases (Yearly)
- vi) Cause- wise and commodity wise statement (Year ending on paid basis)
- vii) P.C.D.O. and DGMG
- viii) Absentee statement

O.S supervises the entire process & performance of STT/Claims Section O.S is entrusted with the compilation of monthly figures, updating of cumulative figures register manually, processing and putting up of all the figures, Statistics, statements sent to different offices. He also deals with the following files.

- i) Cause wise and commodity wise statement of Qr. Ending on paid basis
- ii) Day to Day maintenance of Leave Register
- iii) Establishment/staff matters
- iv) St. John. Amb. and Civil Defence (TA, OT etc.)
- v) House keeping & Indent
- vi) Miscellaneous Correspondence
- vii) Parliament questions
- viii) GM's Annual Report for magazine

Jr.Cleark is entrusted with compilation of monthly figures of claims and court cases paid on Goods & Parcels. Jr.Cleark is to assist to check the figures compiled in each month, entry of data in the sectional computer received from Computer Cell. Jr.Cleark collects data from CPO Office regarding Cost of Staff of Commercial. Department& performs the workload of receipt and dispatch of letters, data, statements circular etc. Jr.Cleark deals with the following files:

1. Compensation paid on parcel and luggage
2. High Value Claims Cases Paid
3. Circulars from Rly. Board, GM, CPO, CCM etc.

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

#### 2.2.4 **ACM/PRO(C) Cell**

This section deploys the following set of staff to cater their day to day Schedule activities as a routine measure.

O.S	-	1
<b>Total</b>	-	<b>1</b>

The nature of work done and the circumference of the daily activities along with workload borne by the staff of this section is neatly narrated below.

- 1) Advertisement & Commercial publicity over E.Rly is the main work of this section.
- 2) To achieve the yearly target of 37.80 crore through display of advertisement in coordination of four division over Eastern railway.
- 3) To achieve the revenue through advertisement in different stations over Eastern Railway is the main objective of this section.

One O.S. is presently deployed for the day to day work of this cell. Consequent upon the present scenario, the deployment of the only ministerial staff in the AMC/PRO(C) Cell is found justified.

### 2.2.5 **Computer Cell**

This cell plays a vital role in connection with the activities of data entry.

It is observed that all staff engaged in the field of their daily activities are effectively utilized in their respective point of work. .

The Staff Strength in computer cell is as under-:

O.S	-	2
Jr.Clerk	-	1
<b>Total</b>	-	<b>3</b>

The computer Cell registers all inward cases pertaining to the modules of Claims, Court, Accident and Refund Goods (Ft.) as per Software developed by CRIS/NDLS.

Collective jobs of the ComputerCell:

1. All Inward Claims letters (except COURT & ACCIDENT) are directly received from R&D sections, got registered, acknowledged (letters duly signed sent to party through R&D) and distributed to respective Sections/Cells for proper dealing;
2. Progress of files of all such cases till disposal point is being monitored.
3. Registration for Accident & Court cases, File Progress till disposal;
4. Registration of Refund of freight Cases relating to RG section;
5. Entire File work pertaining to AMC, its budget process, co-ordination with PRS for A.C. maintenance taking help of Sr. Section Engineer Electricals & Works and B.I. section for cartridge;
6. Preparation of Inspection reports of Dy.CCM/CL & ACM/CL and these are being sent on-line to Railway Board through on-line facility.
7. Preparation & Submission of MCDO report to Railway Board through on-line facilities. Statistical reports are submitted to the office of Statistics. Moreover, work done on staff matters, Section-wise performances, LPO (auction) statement and computer-bases queries are also done and attended to.
8. Co-ordination with the Vendors for hardware maintenance;
9. MIS (Management Information System) report as& when required;
10. Establishment and miscellaneous matters.

### 2.2.6 **Refund Goods (R.G.) Section**

The nature of work done by Refund Goods Section is clearly narrated as under.

1. Claim cases are thoroughly examined that are lodged by the claimant (party) to the authority of Eastern Railway.
2. Every claim cases is scrutinized by the dealer of the RG section based on the collected reports and documents submitted by the HQ/Inspectors.
3. After calculation, excess amount collected towards freight charges are refunded to the claimant after certification and concurrence of Account departments of Eastern Railway.

This section deploys the following set of staff to cater their day to day Schedule activities as a routine measure.

Ch.O.S	-	4
O.S	-	4
Jr.Clerk	-	1
CCI		1
<b>Total</b>	-	<b>10</b>

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

#### 2.2.7 **RC Section (Refund Coaching)**

This section functions for carrying out the reasonable magnitude of workload of Military & para-Military cases which are manually registered and maintains policy file and staff file and in addition to his work and also receives all kinds of letters, TDR and signing pay advice for claimants, Rail travel concession cases. This section dealt with refund of security deposit cases for booking of special coaches & special trains for military personnel. All kinds of complaint cases, RTI, court cases, RA bill, leave statement and indent, Pay order & pay advice of system ticket cases, enquiry & reporting of all system tickets, e-tickets and misc. cases are dealt by the sectional staff. The compliment of staff in 'RC' Section is as under.

Ch.O.S	-	2
O.S	-	7
Sr.Clerk	-	1
CCI		4
<b>Total</b>	-	<b>14</b>

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

#### 2.2.8 **Receipt & Dispatch Section**

The deployment of staff in this section is as under

Ch.O.S	-	3
O.S	-	3
<b>Total</b>	-	<b>6</b>

This section performs the following activities:-

This sectional staff deals with receipt & dispatch of all the letters & files (both incoming & outgoing) of CCM office & all claim cases. Each & every letters & files in case of receipt or dispatch, different nominated registers are maintained by the dealer to keep the records of receipt & dispatch matters neatly.

#### 2.2.9 **Outstanding Section:**

This section performs the following activities:-

Ch. O.S (In charge of the section) performs the Overall supervision of 4 (four) Divisions, Vice HWH, SDAH, ASN & MLDT.

General Supervision of section and compliance of urgent work having target date and giving necessary instruction to concerned staff/Dealer/OS

Preparation of Internal Target fixed by the competent authority over E. Rly.

Preparation/submission of monthly meeting papers to CCM/FM, CCM.

Dealing of Policy matter on Station Outstanding.

Follow up action of all records, notes of discussion & minutes of the meeting with the competent authority and with the divisional authority or with the parties. Dealing with Coal DC of ASN Divn.

Reply of AIR, Audit Para & Draft Para on Station outstanding.

Maximum adjustment cases like as NTPC/CLG & TELE, DTPS/Waria. MTPS/RNG, BTPS/TNAE, SGTPP/MGLE etc.

Tie up with accounts Branch for clearance of Stations outstanding

Reply of Parliament question on Station outstanding as and when required.

This section also looks after the important files of HWH Division like BTPS/TBAE, Write off cases, Dem. Chgs, etc. & other misc. jobs and also maintains outstanding position of Goods and Coaching over HWH Division and deals with the important files of Goods and coaching portion. Registering of Goods and Coaching Outstanding position for Howrah division are done by the dealer and the files of DKAE, Burn Standard Co. etc. are dealt with along with adjustment cases of his allotted portion.

The section usually registers the compiled outstanding position over Eastern Railway and prepares the Railway Board's monthly position for onward transmission to Rly. Board. The Statistical work of 4 division has been made and preparation of monthly outstanding statement is made and submitted the same as and when required. The dealer also registers the FCI position over E. Rly. and deals with the concerned files and leave matters. The dealer also looks after receipt and dispatch and distributed the same to the concerned dealer as and when required.

The dealer nominated for SDAH Division registers the Goods & Coaching portion over SDAH Division. He also deals the Write off cases over SDAH Division and also registers the Goods Portion of CPT (N&S) and also deals the important files related to the concerned division for clearance of Station outstanding.

The dealer nominated for ASN Division deals with the important files and also looks after the important files like DTPS/OVR, MTPS, BKTPP, DCOP, DPL etc. and deals the adjustment cases over ASN Division. In addition, the dealer

registers the concerned files & cases of ASN Division (Big firms, Goods & Coaching). The dealer usually looks after the monthly review statement and submits the same to Ch.OS/Outstanding section. The existing staff also looks after the work of receipt and dispatch and distributed the same to the concerned dealer as and when required.

Sr.CRD looks after all four Divisions as an Inspector and if necessary he interacts with the Divisions/Units. He attends meetings on outstanding clearances of 4 divisions at HQ Level and Sr.CRD is also responsible to prepare Audit Para and Draft Para. To contact with the major parties like NTPC, WBPDC, SAIL, DVC & FCI etc. for clearance of Station Outstanding & for Collection of payment particulars like Frt, DC, Sdg., Shtg. etc, a Commercial Inspector is found responsible and after collection of the relevant documents, the same is submitted to the competent authority in a summarized manner.

The dealer nominated for MLDT Division deals with the cases of Malda Division like NTPC/CLG & TDLE, SGTPP/MGLE, and also looks after the important files over Malda Division. In addition, the dealer registers the concerned files & cases of Goods and Coaching over Malda Division and also deals the relevant files. & all adjustment cases over Malda Division.

The deployment of staff in the Section is as follows.

Ch.O.S	-	1
Jr.Clerk	-	1
<b>Total</b>	-	<b>2</b>

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

## 2.2.10 **A.G & RC Section**

The nature of work done by ministerial staff of AG & RC Section is clearly narrated as under.

- 1) Direct cash pick up of station earnings.
- 2) Dealt with Policy matter, relating to fraud, theft, misappropriation etc, Of liquid station earnings.
- 3) Dealt with policy – direct lodgment.
- 4) Dealt with Policy matter on loss of EFT books.
- 5) Dealt with customer care training to the front line staff.
- 6) Dealt with miscellaneous matter.

The deployment of staff in the Section is as follows

O.S	-	1
Sr.Clerk	-	1
<b>Total</b>	-	<b>2</b>



No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

#### 2.2.11 **Staff section**

The deployment of staff in the Section is as follows.

O.S	-	3
Sr.Clerk	-	2
Jr.Clerk	-	1
<b>Total</b>	-	<b>6</b>

This section performs the following activities as a routine measure.

The ministerial staff of 'Staff section' centrally deals with selection & suitability test, transfer & posting, CT matter, placement of indent to RRB, Punctuality, Creation of post, JPO implementation of cadre restructuring, leave, establishment, SBF matter, Award, Scouts/Guide/CD, Pass & PTO, ERECB cases, TA, Compassionate Appointment, Officers Training, DAR cases & Action, Family pension, Staff Grievances, Identity card, Railway Quarter, Seniority list, House building loan, Pay commission, PF matter, Retirement matter, RTI matter, Voluntary Retirement cases, Audit cases, Action plan, Court/Summon cases, etc. This section maintains several registers like leave register, attendance register, court file movement register, pass&PTO register, medical identity card issue register, employees' identity card issue register, and other miscellaneous important registers. Total 75 nos. of different file dealt by this section. In addition several activities regarding staff matters are dealt with as a regular measure.

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

#### 2.2.12 **'LAW' Section**

This Section deals with the following activities as a regular measure.

Establishment matters, TA Bill, dealing with Insurance files, Railway Board reference, RTI, PQ and other important matters. Empanelment of Railway Advocate, Policy matter, AMC of equipment, monitoring of payment of RA bill.

Statistics, Budget, Monitoring of Goods cases of RCT/KOL.

Maintenance of files of RCT/KOL accident cases and Execution cases, issue of letters for Mandate and DRM report, distribution of decree of CLA and

monitoring of filing WS before KOL/RCT, overall supervision of RCT/KOL accident cases.

Opening and cases allotment of RA (Railway Advocate), DRM report, handling over case files to RA, collection of Mandate for RCT/Patna and distribution of decrees to CLA (Accident cases).

Opening and case allotment of RA, DRM report, handing over case files to RA for RCT/Kolkata (Accident cases).

Opening and case allotment of RA, DRM report, handing over case files to RA, collection of Mandate and distribution of decrees to CLA for Goods cases of RCT/PNBE, RNC & KOL Issue of Pay Orders to Accident cases other than RCT/KOL.

Opening and case allotment of RA, DMR report, handing over case files to RA, collection of Mandate (Accident & Goods cases of foreign RCT) other than RCT/KOL, PNBE and RNC.

Dealing with the cases of High Court & Supreme Court.

Pay Order of Goods cases of different RCTs, RA bill of High Court and Supreme Court.

Issue of Pay Order of RCT/KOL for Accident cases.

RTI, PQ cases. Payment of RA's bill.

File movement and maintenance of records, receiving of letters and Summons,

Statistic and budget work and payment of RA's bill.

Issue of Pay Order of Accident cases of RCT/KOL and advice to liaison Accounts Section for disbursement of compensation.

Opening and case allotment of RA, DRM report, handing over case files to RA, collection of Mandate for RCT/RNC (Accident cases).

The existing deployment of staff in the section is as under:

Ch.OS	-	4
OS	-	10
Sr.Clerk	-	1
Jr.Clerk	-	2
CCI	-	1
<b>Total</b>	-	<b>18</b>

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study.

### 2.2.13 **Commercial control cell**

This cell plays a vital role in connection with the following activities.

- 1) Preparation of figures pertaining to commercial aspects.
- 2) Daily earning of sale tickets and corresponding earnings.
- 3) Preparation of goods traffic and corresponding earnings.

4) Ticket checking position in terms of figures and parcel traffic position in terms of figures.

5) Detention/Accidents related to passengers & goods train.

The inspectorial jobs in Commercial Control Cell fully justify the retention of 5 posts of commercial inspector along with 2 posts of tracer in the commercial control cell at this stage.

The manpower deployed to cater the entire activities of this cell is given below:

CCI	-	5
Jr.Clerk	-	1
<b>Total</b>	-	<b>6</b>

#### 2.2.14 **Audit General (A.G) Section.**

Audit General Section dealt with the E-Payment cases. The existing Rly. Customer, who pays the freight for transaction of their commodities, opted to come under e. payment system by applying to PCCM. Then the process started from this section by assessment of LC/BG security deposit which then forwarded to Accounts for vetting of the same. After vetting, the customers are requested to open LC/BG and to execute tripartite agreement. After execution of TPA and submission of LC/BG, and annexure –Incorporating all necessary data are prepared which is certified by accounts. Finally all the data are uploaded to EPACS of FOIS data base and scanned documents of all necessary documents viz TPA, LC, annexure-I, zonal letter etc are also uploaded. Then the implementation of e. payment system is activated by CRIS and FOIS of NDLS with the attachment of GBO of concerned banks. All the process is monitored by this section by checking FOIS queries and after activation the customers are intimated that they may pay their Railway freight by e. payment. All the TPAs are executed for 1 or 2 years and all the above process have to be done yearly for all customers for renewal or yearly review. At present 38 existing customers are paying their RLY. Freight by e. payment over Eastern Railway and 15 new customers are in pipe line for coming under e. payment system. About 64.12% of total freight are paid by e. payment during the last month i.e. August' 2020 and all efforts are being taken for enhancement of % of e. freight of the total freight.

The staff strength in the Section is as follows:

Ch.OS	-	1
OS	-	1
Sr.Clerk	-	1
<b>Total</b>	-	<b>3</b>

### 2.2.15 **OS/G Section**

The nature of work done by ministerial staff of OS/G Section is clearly narrated asunder.

- 1) This section dealt with CUG phone under any fault, lost or any other problem of staff and officers under commercial department which intimated to concerned department of CSTE office.
- 2) Receiving of files, letters & official papers under the DY.CCM/G and sending the same files, letters etc. to the concern department after finishing the work.
- 3) Opening and closing the doors of different offices under CCM building.
- 4) Any complains of broken doors, windows are informed to concerned office for repairing or replacement.

The staff strength in the OS/G Section is as follows:

Ch.OS	-	1
OS	-	3
Jr.Clerk	-	2
<b>Total</b>	-	<b>6</b>

### 2.2.16 **Few Sections under 'Rates Wing '**

#### **Staff of claims Wing deployed in the different sections under Rates wing as shown in table-'B'**

It is crystal clear that 33 staff of claims wing comprising 18 ministerial & 15 non-ministerial staff, are presently deployed in the Rates wing whose parent cadre is maintained in the B.O.S. of Claims wing. The category-wise break-up of 33 staff is as under having no contribution towards the daily out turn of Claims wing.

TABLE-B

Sl. No.	Section	MINISTERIAL (Gr.C)				TOTAL MINISTERIAL (Gr.C) (A)	NON-MINISTERIAL (Gr.C)		TOTAL NON-MINISTERIAL (Gr.C) (B)	TOTAL (Gr.C) (A+B)
		Ch O. S.	O.S	Sr. Clerk.	Jr. Clerk		Ch.COM ML INSPECTOR	COMM L INSPECTOR		
	<b>Rates wing</b>									
1	Rates-1	-	2	1	1	04	-	-	-	04
2	Coaching	-	1	-	-	01	1	1	02	03
3	SDG.Sec	1	-	-	-	01	-	-	-	01
4	Development	-	4	1	1	06	1	-	01	07
5	Freight Marketing	-	1	-	1	02	1	-	01	03
6	B.I.Sec	1	1	-	-	02	1	-	01	03
7	Ticket Sec	-	-	-	-	-	2	1	03	03
8	Complaint Sec	-	1	-	-	01	1	-	01	02
9	PCCM Cell	-	-	-	-	-	-	-	-	-
10	CRDI Sec	-	-	-	-	-	1	-	01	01
11	SDG. insp	-	-	-	-	-	1	-	01	01
12	CCM/FM	-	-	-	-	-	1	-	01	01
13	STT Cell	-	-	-	-	-	-	1	01	01
14	CCM/PM	-	-	-	1	01	-	-	-	01
15	NR Cell	-	-	-	-	-	1	-	01	01
16	FCI Cell	-	-	-	-	-	1	-	01	01
	<b>TOTAL</b>	<b>2</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>18</b>	<b>12</b>	<b>3</b>	<b>15</b>	<b>33</b>

During field study it is noticed that 33 Gr-C staff comprising 18 ministerial & 15 non-ministerial staff of claims wing are presently deployed in 16 different sections under Rates wing as per break up shown in the above table. On

scrutiny, it is opined that the retention of 33 staff of claims wing presently deputed in the Rates wing is found justified under the present situation.

#### 2.2.17 **Staff deployed in different Activity Centers other than CLAIMS & RATES.**

It is crystal clear that 13 staff comprising 10 ministerial & 03 non-ministerial staffs posted on lien basis as per following break-up whose parent cadre is maintained in the B.O.S. of Claims wing having no contribution towards the daily out turn of Claims wing since long.

#### **Staff of Claims wing deployed in different units other than Claims and Rates are as under.**

Sl.No	Area/ Section/unit where deployed on lien basis	Designation/Category		
		Ministerial	Non-Ministerial	Total No. of staff posted on lien basis
1	TTE/TC	07	03	10
2	Ministerial working in other place	03	-	03
	<b>Total</b>	<b>10</b>	<b>03</b>	<b>13</b>

During physical observation, it has come to the knowledge of the study team that the above mentioned 13 posts are being utilized by the administration as per above stated break up by maintaining their lien in the Claims Branch under commercial department. It is also made clear that these posts have no contributions towards the daily out turn of claims wing, though the "Book of Sanction of Claims wing" indicates that, these 13 posts are counted as Sanctioned strength out of total S/S of 260 posts of claims wing under CCM/E. Rly/HQ.

- 2.3. It is noticed during study period that an active steps have recently been taken by the claims wing of E. Rly. to amalgamate a few Sections. This is mainly due to introduction of FOIS & COIS profile i.e. due to introduction of Online checking systems, so that the entire activities previously done manually can be carried out by means of new technology of FOIS & COIS which would leave a scope of amalgamation of some Sections. This mechanized system of work duly revised, would certainly result in decrease

of noticeable % of workload. Therefore, a clear scope of surrender of posts has been arisen outdue to implementation of the advance technology in the recent past days.

Due to introduction of the advance technology i.e. Terminal Management System using 'FOIS' & COIS software, the Sectional workload as mentioned earlier, has noticeably been reduced, thus resulting in surrender of a reasonable % of sanctioned posts from the Claims Wing.

This revised system will also improve the productivity of this wing without having any communication gap and ultimately an errorless work can be ensured by the claimsWing. By this revised process of working, all the activities can be done more smoothly, efficiently & promptly without any error.

- 2.3.1 The section-wise nature of work vis-a-vis circumference of activities carried out by the different sections of Claims Wing under commercial Department has neatly been enumerated in the different sub-paragraphs under para No. 2.2 wherein no equated workload has been mentioned due to unavailability of the concerned data from most of the Sections.

As the data related to equated workload of each sections are not readily available with the Sectional in charges, the workload of each section could not be quantified as to come to a conclusion for drawing any justification regarding utilization of manpower based on the equated workload. It is learnt during study period that no such system of quantification of equated workload of the said wing is in vogue and that is why the quantified workload could not be furnished by the claims wing. As the equated workload of these sections could not be quantified by the section or by the study team, the effectiveness of the concerned staff has been assessed during study period based on 'Random Activity Sampling Technique' which would reflect the degree of effective utilization of the concerned sectional staff.

As a result of which, a random activity sampling technique, a scientific tool, has been adopted to assess the effectiveness of staff during the period of field observations, as there are no other alternatives to quantify the workload in order to assess the need-based requirement of manpower within this span of time.

During discussion with Sr.Subordinates of claims wing it has come to the knowledge of the study team that all the Inspectors presently deployed, are effectively utilized in their respective field of work against the assignments allotted to them time to time. Keeping the comments of Sr.Subordinates in view, the study team does not feel any necessity to declare a single inspector as surplus from the present deployment position (i.e. MOR) in the claims wing.

- 2.4. The section-wise existing deployment of Gr. 'C' manpower of 'CLAIMS Wing' under commercial department, is stated below in a tabular form.**

**Table-'A'**

Sl. No.	Section	MINISTERIAL (Gr.C)					TOTAL MINISTERIAL (Gr.C) (A)	NON-MINISTERIAL (Gr.C)		TOTAL NON-MINISTERIAL (Gr.C) (B)	TOTAL (Gr.C) (A+B)
		Ch. O.S.	O.S.	Sr. Clerk.	Jr. Clerk			COMML INSPECTOR	COMML TRACER		
1	M.I. CELL	-	10	-	1		11	9	-	09	20
2.	Misc. Section	4	4	1	-		09	-	-	-	09
3	Staff Section	-	3	2	1		06	-	-	-	06
4	Law Section	4	10	1	2		17	1	-	01	18
5	ACM/PRO(c) Sec.	-	1	-	-		01	-	-	-	01
6	STT Section	-	1	-	1		02	-	-	-	02
7	Outstanding Section	1	-	-	1		02	-	-	-	02
8	RG Section	4	4	-	1		09	1	-	01	10
9	Refund Coaching Sec	2	7	1	-		10	4	-	04	14
10	AG/RC Section	-	1	1	-		02	-	-	-	02
11	OS/G Section	1	3	-	2		06	-	-	-	06
12	R&D Section	3	3	-	-		06	-	-	-	06
13	AG Section	1	1	1	-		03	-	-	-	03
14	Computer Cell	-	2	-	1		03	-	-	-	03
15	Commercial Control	-	-	-	1		01	5	-	05	06
	<b>TOTAL (in claims wing)</b>	<b>20</b>	<b>50</b>	<b>07</b>	<b>11</b>		<b>88</b>	<b>20</b>	<b>-</b>	<b>20</b>	<b>108</b>
16	Deployed in Few sections under RATES Wing as shown in table-B'	2	10	2	4		18	15	-	15	33
17	Deployed in different activity centers other than Rates & Claims Wing as indicated in table-B	4	4	1	1		10	2	1	03	13
	<b>GRAND TOTAL</b>	<b>26</b>	<b>64</b>	<b>10</b>	<b>16</b>		<b>116</b>	<b>37</b>	<b>1</b>	<b>38</b>	<b>154</b>

The above position reveals that the total on roll strength has come 154 posts comprising 116 ministerial and 38 non ministerial posts in claims Wing. Here, the study has been conducted on the present deployment of 154 posts in different designations as evident from the above table of Para-2.4.

2.5 While studying, the section-wise nature of work done as well as circumference of work has been studied to estimate the need based bare requirement of staff and for which several discussions were made with the Section In-charge & Officers.

During field study, it is noticed that the staff of some Sections are found under-utilized because of phase-wise implementation of the concepts of On-



line checking & tabulation activities by means of FOIS& COIS profile i.e. the mechanized system of doing work in a large scale instead of lengthy old system of working.

This advance process of working has obviously created a scope of curtailment of manpower due to reasonable % of reduction of workload. However, it is observed that the staff of some Sections as mentioned in table-A of para-2.5 is underutilized. In this connection, it may be mentioned here that a full-fledged drive may be taken by the concerned authority to curtail a noticeable % of work force due to under-utilization of manpower in the Claims Wing.

On implementation of the revised concept of On-line process of working, a few Sections may be merged to a single section and the revised requirement of staff will become less compared to the present staff strength.

2.5.1 It is pertinent to mention here that the equated workload of most of the sections (except a few sections) were not readily available with the concerned cell, as a result of which assessment of section-wise bare requirement of manpower could not be done based on the equated workload. As the workload of most of the sections could not be quantified by the department concerned, a special attention has been given by the study team to adopt the random activity sampling technique in order to assess the effectiveness of each sectional staff based on which revised requirement of manpower for the day to day out-turn of all the sections has been calculated which may be treated as the revised sanctioned strength of claims Wing as a whole.

2.5.2 As evident from the table- 'A' of para 2.4 & table-'B' of Para 2.2.16, it is crystal clear that 33 staff of claims wing comprising 18 ministerial & 15 non-ministerial staff, are presently deployed in the Rates wing whose parent cadre is maintained in the B.O.S. of Claims wing having no contribution towards the daily out turn of Claims wing. It is opined that the retention of 33 staff of claims wing presently deputed in the Rates wing as evident from table-'B' is found justified under the present situation.

2.5.3 It is also seen from the table- 'A' of para 2.4 & 2.2.17 that 13 staff of claims wing comprising 10 ministerial & 03 non-ministerial staff, are presently deployed in different units other than claims and rates wing whose parent cadre is maintained in the B.O.S. of Claims wing having no contribution towards the daily out turn of Claims wing.

2.5.4 Hence, it is concluded that 46 posts i.e. (33+13) shown in para 2.5.2 & 2.5.3, are found to be excess i.e. surplus which needs to be surrendered or redeployed immediately, consequent upon the utilization of these posts other than Claims Wing's Jobs against the sanctioned strength of 260 posts (in total) of Claims Branch. It is opined by the study team that 46 posts presently utilized at the above stated activity centres of different departments by taking loan from the claims Branch instead of creation of posts against enhanced W/Load of those wings, may be struck off from the Book of Sanction of Claims Branch and as a result of which the sanctioned

strength of claims wing will come down to 214 posts before drawing any recommendation of the subject study report.

- 2.5.5 It is noticed by the study team that some data of Goods traffic are collected through FOIS which has resulted in reduction of work load due to availability of the concerned data through net connection instead of collection of hard copies of such data personally or through official correspondences.

In this connection, it is felt justified by the study team that the basic documents based on which various statistical statements are prepared, are required to be made available through FOIS & COIS linked services which would obviously create a clear scope of noticeable reduction of work load further. As a result, the working of claims Branch can be run very smoothly with less manpower having better degree of correctness due to introduction of the aforesaid advanced technology.

**Opinion:-** During study period, it is felt necessary by the study team that the Claims Branch's out turn may be expedited with less manpower, if more nos. of computers is provided in the claims offices. The duplication or triplication of the data based jobs for the preparation of different statements, can be avoided by providing a few nos. of additional PCs' which will be finalized by the concerned authority considering the maximum possible effective utilization of computers for better productivity index in the Claims wing.

### **CHAPTER - III**

#### **3.0 Critical Analysis**

- 3.1 Consequent upon the introduction of FOIS& COISand other advance technology, it is noticed that the workload of Claims wing has proportionately been reduced in comparison to the past years .It is felt justified by the study team that, there is a clear scope of surplus of posts from the present staff strength of Claims wing due to proportionate reduction of workload. It is obvious that, the impact of adoption of advance technology has created a pocket of surplus of posts from the present sanctioned position of staff strengthof Claims wing.
- 3.2 It is noticed by the study team that a noticeable % of workload has been decreased in many of the Sections due to introduction of modern technology and as a result a reasonable nos. of posts may be made surplus due to underutilization of staff working over there.
  - 3.2.1 Hence, the degree of underutilization of the staff has been arrested by the study team during application of Random Activity Sampling Technique which has been observed during the analysis of data in order to rationalize the utilization of staff.
  - 3.2.2 As the work load of almost all the sections could not be quantified by the department, the study team has got no other alternatives except applying Random Activity Sampling Technique on the daily activities of the concerned staff. This scientific tool generally uses in the cases, where the workload cannot be quantified rightly. In addition to it, it is reiterated that the Section-wise surplus of manpower has been identified by the study team during field study. The workload of each & every section is of variable nature. It varies from day to day and case to case which cannot be exactly quantified or equated, so that the concept of Random Sampling Technique is adopted here to assess the effectiveness of the sectional staff.
  - 3.2.3 The section wise physical observations in regard to assessment of percentage of effective utilization of the staff deployed to cater to the daily workload of claims wing were taken on different period of time and different working days during last2 monthsbased on the random activity sampling method. The data collected and the reviewed results found (as tabulated in table-C of para 3.2.3.1) would obviously reflect the section wise effectiveness of the staff engaged to perform their workload as a routine measure.
    - 3.2.3.1 During observation period, the effectiveness of the staff deployed in each section is neatly assessed and also the scope of merging a few sections having almost similar module vis-à-vis similar nature of activities has been scrutinized in a proper manner. The no of observations taken during adoption of random activity sampling method are finally recordedwhich is evident from the following table-C. During evaluation of effectiveness, the observations during which staff were working effectively have been taken in to consideration in order to assess the section-wise revised requirement of manpower.

No documents regarding equated workload vis-à-vis out-turn sheet per day or per month of the section or such sheet per staff per month is made available in the section, while conducting the field study. Most probably such type of equated workload vis-à-vis out-turn sheet per day or per month against each staff is not available due to the following reasons.

1) No staff equates the magnitude of workload vis-à-vis out-turn borne per day in terms of man-hrs and also there is no constant & uniform flow of out-turn in any section, as the workload in the sections is of variable nature.

2) No of cases dealt with per staff per day do not justify or prove the accurate out-turn of the staff, because different cases take different time period (different man-hrs) to deal with the case to complete the job in all respect. Some cases take less man-hrs & some cases take more man-hrs to complete due to variable nature of cases & its varieties.

3) The involvement of staff (i.e. man-hrs utilized per staff per day) in any section in connection with dealing with files & other necessary correspondences including data based jobs, varies from staff to staff & day to day and obviously from work point to work point which cannot be quantified as equated out-turn in terms of equated man-hrs, until & unless such out-turn sheet per staff per day will be prepared by the sectional in-charge. Finding no other alternatives, the scientific process of work measurement, a random activity sampling technique is adopted in this case. This process is generally followed where equated out-turn figure is not available. While applying the random activity sampling method to assess the actual requirement of manpower, the section wise effective utilization factor of the staff based on the observations taken during the period of study, as already mentioned, is derived in table-'C' which is as under.



3.2.3.2 The above data have been collected by the study team during the working period of the staff present on duty on the different working days and different period of time which envisages the actual effectiveness of the staff of each section available during the study period. It is revealed from the derived results, as shown in the above table, that the actual bare requirement of manpower (Gr. C) in total as assessed by the study team based on the effectiveness of the section wise staff, works out to 108. An important conception is required to be considered here that the actual bare requirement of staff for each section has been assessed separately instead of formulating the said assessment combindly. If the bare requirement of staff is assessed based on the total nos. of observation and total staff strength of the claims wing, the revised requirement will be less compared to the individual assessment as evident from the above results. Therefore, the study team has considered the concept of section wise assessment which works out to bare requirement of 108 staff as a whole. Giving 12.5% as LR, the actual requirement of staff may be revised as follows;

As per work study report, total bare requirement of Gr.C staff as assessed = 108, after providing L.R. @12.5% on 108 staff =  $13.50 = 14$  thus, total Actual Requirement of Gr.C staff as assessed to  $108 + 14 = 122$ .

On being reviewed the effective involvement of staff in their working field, the utilization factor of the staff of each section has been derived based on the data collected during observation period following the equation of random activity sampling method.

Based on the above mentioned analysis and calculation, the actual requirement of both ministerial & non-ministerial Gr.C staff exclusively for claims wing is assessed as 122 comprising 99 ministerial & 23 non-ministerial staff in claims wing (inclusive of L.R.) as against the present deployment of 108 staff in the sections exclusively for claims wing as shown in the table-'A' of para 2.4, may be revised as 122 in total inclusive of L.R.

3.2.3.2.1 Conclusion:- It is inferred that the actual requirement of Gr.C staff (both ministerial & non-ministerial) for claims wing as assessed in para- 3.2.3.1 & 3.2.3.2 is found to be 122 posts in total. It is hereby concluded that only 122 posts of Gr-C staff are exclusively required for Claims Wing /Eastern Railway.

3.2.3.3 The staff of claims pool deployed in the sections under Rates wing & also in the different sections/activity centers/units other than Claims & Rates wings may be seen from the following paragraphs.

**A position of staff of claims Wing deployed in the different sections under Rates wing as shown in table-'B' of para-2.2.16.& table of para-2.2.17 is as under.**

Sl. No.	Section	MINISTERIAL (Gr.C)				TOTAL MINISTERIAL (Gr.C) (A)	NON-MINISTERIAL (Gr.C)		TOTAL NON-MINISTERIAL (Gr.C) (B)	TOTAL (Gr.C) (A+B)
		Ch O. S.	O.S	Sr. Clerk.	Jr. Clerk		Ch.COM ML INSPECTOR	COMM L INSPECTOR		
	<b>Rates wing</b>									
1	Rates-1	-	2	1	1	04	-	-	-	04
2	Coaching	-	1	-	-	01	1	1	02	03
3	SDG.Sec	1	-	-	-	01	-	-	-	01
4	Development	-	4	1	1	06	1	-	01	07
5	Freight Marketing	-	1	-	1	02	1	-	01	03
6	B.I.Sec	1	1	-	-	02	1	-	01	03
7	Ticket Sec	-	-	-	-	-	2	1	03	03
8	Complaint Sec	-	1	-	-	01	1	-	01	02
9	PCCM Cell	-	-	-	-	-	-	-	-	-
10	CRDI Sec	-	-	-	-	-	1	-	01	01
11	SDG. insp	-	-	-	-	-	1	-	01	01
12	CCM/FM	-	-	-	-	-	1	-	01	01
13	STT Cell	-	-	-	-	-	-	1	01	01
14	CCM/PM	-	-	-	1	01	-	-	-	01
15	NR Cell	-	-	-	-	-	1	-	01	01
16	FCI Cell	-	-	-	-	-	1	-	01	01
	<b>TOTAL</b>	<b>2</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>18</b>	<b>12</b>	<b>3</b>	<b>15</b>	<b>33</b>

During field study it is noticed that 33 Gr-C staff comprising 18 ministerial & 15 non-ministerial staff of claims wing are presently deployed & effectively utilized in 16 different sections under Rates wing as per break up shown in table-'B' of para-2.2.16 & the above stated table of para-3.2.3.3. On scrutiny, it is opined that the retention of 33 staff of claims wing presently deputed in the Rates wing as evident from the above table-'B' is found justified consequent upon its effective utilization in the Rates wing. Though these posts have no contribution towards the daily out turn of Claims wing. Thus, the actual requirement of ministerial and non-ministerial staff after providing LR @12.5% would be  $(33 + 12.5\% \text{ of } 33) = 33 + 5 = 38$  comprising 21 ministerial & 17 non-ministerial staff in claims wing (inclusive of L.R.) as against the present deployment of 33 staff in the claims wing.

**3.2.3.4 A position of Staff of Claims branch deployed in different activity centers other than Rates & Claims Wing as indicated in table of para 2.2.17, is as under.**

**Staff of Claims wing deployed in different units other than Claims & Rates is as under.**

Sl.No	Area/ Section/unit where deployed on lien basis	Designation/Category		
		Ministerial	Non-Ministerial	Total No. of staff posted on lien basis
1	TTE/TC	07	03	10
2	Ministerial working in other place	03	-	03
	<b>Total</b>	<b>10</b>	<b>03</b>	<b>13</b>

Hence, it is concluded that 13 posts shown in the above stated table, are found to be excess i.e. surplus which needs to be surrendered or redeployed immediately, consequent upon the utilization of these posts other than Claims Wing's Jobs against the total sanctioned strength of 260 posts of Claims Branch. It is opined by the study team that 13 posts presently utilized at the above stated activity centres of different departments by taking loan from the claims Branch instead of creation of posts against enhanced Workload of those wings, may be redeployed specially at Law section and others where it is necessary in claims branch. Thus, the surrender of 13 posts is to be avoided. Therefore, the actual requirement of ministerial and non-ministerial staff after providing LR @12.5% would be



(13 + 12.5% of 13) = 13 + 2 = 15 comprising 11 ministerial & 4 non-ministerial staff comprising 3 posts of inspectorial & 1 post of CT in claims wing (inclusive of L.R.) as against the present deployment of 13 staff in the claims wing.

**3.2.3.5.** It is noticed by the study team that some data of Goods traffic are collected through FOIS which has resulted in reduction of work load due to availability of the concerned data through net connection instead of collection of hard copies of such data personally or through official correspondences. In this connection, it is felt justified by the study team that the basic documents based on which various statistical statements are prepared, are made available through FOIS & COIS linked services which would obviously create a clear scope of noticeable reduction of work load. As a result, the working of claims Branch can be run very smoothly with less manpower having better degree of correctness due to introduction of the aforesaid advanced technology.

**Opinion:-** During study period, it is felt necessary by the study team that the Claims Branch's out turn may be expedited with less manpower, if more nos. of computers is provided in the claims offices. The duplication or triplication of the data based jobs for the preparation of different statements can be avoided by providing a few nos. of additional PCs along with internet facilities with an aim at the maximum possible effective utilization of computers for achieving a better productivity index in the Claims wing.

**3.3. REVIEWED RESULT: -** By summarizing the Para 3.2.3.2.1, 3.2.3.3 & 3.2.3.4 in connection with need based assessment done by the study team through critical analysis, a rigid opinion vis-a-vis proposal may be drawn on the subject work study which is shown as under.

**TABLE 'E'**

Sl. No.	Designation/Category	S/S (A)	Present MOR		EXISTING TOTAL MOR (C)	Vacancy (A-C)	Revised S/S vis-à-vis REVISED MOR (B)	Para Ref.	Surplus (A-B)
			Claims Branch	Deployed in other deptt/unit. (on lien basis)					
1	Clerical (Gr. 'C')	184	88	28	116	68	99+21+11 = 131		53
2	Claims Inspector	72	20	17	37	35	23+17+3 = 43		29
3	Claims Tracer	4	0	01	01	03	01		03
	<b>TOTAL</b>	<b>260</b>	<b>108</b>	<b>46</b>	<b>154</b>	<b>106</b>	<b>175</b>	<b>-</b>	<b>85</b>

3.3.1 The above table reveals that the actual requirement of staff in the claims wing as per assessment of the study team, is found to be 175 comprising 131 clerical, 43 inspectorial & 01 Gr. 'C' (Commercial Tracer) posts which reflects a total surplus of 85 posts comprising 53 clerical, 29 inspectorial and 01 post of Commercial Tracer in the Claims wing.

Based on the calculation made by the study team in consideration with this scientific process of work study, the actual requirement of Gr. C staff in Claims wing would be 175 instead of total present deployment of Gr. C posts of 154 staff. The above result indicates that the workload of claims wing has reasonably been reduced due to introduction of modern technology.

3.3.2 As per reviewed result stated in table-'E' of para 3.3., the revised sanctioned strength of the Claims wing as proposed, should be 175 staff as against a total existing sanctioned strength of 260 posts which will result in surrender of 85 posts in total from the claims wing of E.Rly.

Keeping the above status of the reviewed results in view, the extract of the work-study report is as follows;

Category	Existing			Proposed	
	Sanctioned Strength	MOR	Vac.	Sanctioned Strength	Surrender
Gr.C (Ministerial)	184	116	68	131	53
Gr. C (Non-Ministerial)	76	38	38	44	32
<b>Total</b>	<b>260</b>	<b>154</b>	<b>106</b>	<b>175</b>	<b>85</b>

**It is envisaged by the study team that the actual requirement of manpower duly revised works out to 175 in total as evident from the above table.**

### **3.3.2.1 Recommendation**

**Consequent upon the table drawn in the paragraph 3.3& 3.3.2, it is recommended by the study team that the revised sanctioned strength in the claims branch will be 175 in total as against a total existing sanctioned strength of 260 posts which will result in surrender of 85 Gr. C posts comprising 53 clerical posts, 29 inspectorial posts & 03 posts of commercial tracer from the claims branch of commercial department.**

## CHAPTER -IV

### 4.0 **FINANCIAL APPRAISAL:**

- 4.1 According to recommendation made in Para 3.3.2.1, the annual financial savings to be achieved due to surrender of 85 posts of Gr.C Categorical staff under claims wing of commercial department is calculated as 1.80Crore (approx.) considering the lower scale of Gr.C Post.

Category	Scale	Mean pay	Grade pay	D.A.@ 17%	Total pay/month	No. of posts surrendered	Annual savings
	(Fig. in Rs.)						(Fig. in Rs.)
Jr.Clerk	5200-20200	12700	2400	2567	17,667	85	1,80,20,340
TOTAL							1.80,20,340

Thus, the net annual financial savings of recurring nature would be Rs.1.80 Crore (approx.), consequent upon implementation of the recommendation made in the subject study report.