

EASTERN RAILWAY

**WORKSTUDY REPORT
ON**

**REVIEW OF MANPOWER VIS-À-VIS WORKLOAD
OF RATES WING OF COMMERCIAL DEPARTMENT**

(STUDY NO.WSER- 15/20-21)

(Submitted on – 12.02.2021)

**Study conducted by: Sri G. ROY, WSI
Study Guided by: Sri S. CHANDRA, AEO**

BY

**GM'S EFFICIENCY CELL
EASTERN RAILWAY
KOLKATA**

CONTENTS

Sl.No.	Subject	Page No.
1.	Acknowledgement Authority & Terms of Reference Methodology adopted Summary of Recommendation	3
2	Executive Summary	4
3.	CHAPTER-I Introduction	5
4	CHAPTER-II Present scenario	6 - 19
5	CHAPTER-III Critical Analysis and Recommendation	20 - 24
6	CHAPTER-IV Financial Appraisal	25

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 all Senior Subordinates working in different sections of Rates Branch 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:

The 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 been conducted as per 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 analysis made in the paragraph 3.3.2, it is recommended by the study team that the revised sanctioned strength in the Rates branch will be 53 in total as against a total existing sanctioned strength of 89 posts which will result in surrender of 36 posts from the Rates wing of commercial department at HQ/ E. Rly.	3.3.3.

EXECUTIVE SUMMARY

Study Name & No.	REVIEW OF MANPOWER VIS-À-VIS WORKLOAD OF RATES WING OF COMMERCIAL DEPARTMENT. (STUDY NO.WSER-15 / 20-21)
Year of conducting the study:	2020-21
Terms of reference:	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.
Methodology:	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.
Total Sanctioned Strength	89
Existing Men on Roll	44
Proposed Manpower	53
Vacant post	45
Proposed Surrender	36
Justification	
Effective utilization of the staff has been measured as per random sampling technique to assess the revised Sanctioned Strength of Rates Branch under commercial department.	

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 by 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 Rates Wing under commercial department of E.RLY. The introduction of FOIS & COIS and computerized system of working in Rates 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 noticeable magnitude of workload. This revised system vis-à-vis concept of working would obviously demand a scope of reduction of manpower.
- 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 Rates 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. Rates Wing as per analysis made in the study report. Here, the assessment of Group-'D' manpower of Rates 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 Rates Wing under commercial department of E.RLY, consequent upon the introduction of modern technology i.e. FOIS & COIS etc.

CHAPTER-II

EXISTING SCENARIO OF RATES WING.

2.0 The main objective of conducting the subject study is to assess the section wise actual requirement of manpower of Rates 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 last week of August,2020 and subsequently ACM/PS 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 Senior-Subordinates of Rates wing, it came to the knowledge of the study team that FOIS & COIS have phase-wise been introduced in addition to adoption of other modernized system of working in this wing which will result in a noticeable reduction of workload.

The subject study has been effectively started w.e.f.22-12-20 in order to arrive at the point of conclusion, so that a justified recommendation can be drawn based on the terms of reference already framed by the competent authority.

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 Rates wing of E.Rly.

2.1.1 **The category wise sanctioned vis-à-vis Men- on- roll strength of the staff of Rates wing of E.Rly. as on 01.10.2020 is appended below in a summarized form.**

Designation	S/S	MOR	Vacancy
<u>Gr. C (MINISTERIAL)</u>			
Ch.O.S.	15	09	06
O.S.	43	20	23
Sr. Clerk	03	03	00
Jr. Clerk	04	02	02
Sub Total	65	34	31
<u>Gr. C (NON-MINISTERIAL)</u>			
Sr.CRDI	18	08	10
CRDI	06	02	04
Sub-Total	24	10	14
GRAND TOTAL	89	44	45

2.1.2 The above statement reflects that there is a total vacancy of 45 posts in Rates wing comprising 31 Gr.C (MINISTERIAL) & 14 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)	65	34	31
INSPECTOR Gr.C (NON-MINISTERIAL)	24	10	14
GRAND TOTAL	89	44	45

The entire work force of 44 Gr.C staff comprising 34 Ministerial and 10 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 Rates wing at HQ under commercial department has been illustrated neatly in the forthcoming paragraphs.

2.2.1 DEVELOPMENT & PLANNING SECTION.

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

- 1) Works programme for LAW Book & pink book under PH-53.
- 2) Out of Turn proposal under PH-53
- 3) Monthly progress of PH-53 works online.
- 4) Budget Allotment.
- 5) Multifunctional complex.
- 6) Re-Classification of Stations.
- 7) Deficiency of MEA & Dispensation of Amenities.
- 8) Model /Modern stations Provision of Lift / Escalator / Executive Lounge.
- 9) Desirable & recommended amenities.
- 10) GM's Annual Report.
- 11) Policy & other files on PA items.
- 12) Tracing plan. Theme based Audit report.
- 13) Amenities provided through corporate trust NGOs etc.
- 14) Re – development of of Stations jointly with MOT.
- 15) Environmental issues in Eastern Railway.
- 16) Passenger & Customer facilitation.
- 17) Amenities provided through MPLAD Fund.
- 18) Procurement of furniture for Stations.
- 19) World class Stations.
- 20) Works reviews & progress of work.

NOTE: In addition to the above one Inspector/Plg. will have to attend different inspections and drafting of inspections reports as per Office order.

- 21) Passenger Amenities Representations pertaining to all Divisions.
- 22) Dealing with various files & correspondences related to PA matters & RTI cases.
- 23) Dealing with Establishment related matters.
- 24) Dealing with files regarding Re-Opening/Closure, Up-Gradation/ conversion of Halt Stations.
- 25) Files on Additional stoppage of Trains.
- 26) Data bank of contractor operated halt & flag stations.
- 27) Dealing with papers of PAC/PSC and job of Audit Para.
- 28) Dealing with staff related misc. matters
- 29) Opening of halt stations and cost of stoppage of trains.
- 30) Court cases on appointment of halt contractor
- 31) RTI cases for opening of Halt & Audit matters.

- 32) Miscellaneous. Matter on opening of halt stations and Policies of Halt matter
- 33) Outsourcing of ticket selling job to contractor at low earning 'E' category stations.
- 34) Alfa & Numerical Code of Halt.
- 35) Operation status of sanctioned halt, MP/ MLA references.
- 36) Matter relating to ZRUCC Meeting.
- 37) Dealing with the files of Non fare Revenue & Sundry Earnings.
- 38) Preparation of monthly performance report in different utilities.
- 39) Dealing with policy files of car parking.
- 40) Dealing with the files pertaining to penalty references of MPs / MLAs.

Sr.CRDIs performs the following jobs:-

- 1) Dealing with the files of bookstalls & multipurpose stalls.
- 2) To look after the works of Receipt & Dispatch.
- 3) Preparation of absentee list of the section.
- 4) Dealing with the files of condemnation of computers & accessories.
- 5) Dealing with the files of AMC of computers & printers and preparation of data bank of all computers & accessories
- 6) Dealing with the files of procurement of computers & printers/other accessories..
- 7) To ensure the task of periodical inventory of all computers & printers/other accessories.
- 8) Dealing with the files of commercial activities on commissioning of new lines.
- 9) Dealing with the files of commercial formalities on commissioning of gauge converted lines
- 10) Policy files and data bank of license porters.
- 11) Dealing with files related to complaint.
- 12) Dealing with files related to miscellaneous matters of license porters.
- 13) Preparation of estimated earnings and financial implication on any new proposal for opening of Halt Station and dealing with file of RSBY.

The deployment of staff of Rates wing in DEVELOPMENT & PLANNING section is as under:

O.S	-	02
Sr.CRDI	-	1
Total	-	03

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 CRDI Section

This section performs the following activities:

Inspection of Goods terminal on following rates matters.

To help concerned section in preparation of reply to Railway Board on Rates matters and Para-wise comments of audits, various observations through audit's special letter, draft Para, provisional Para etc.on Rates policies as detailed below.

- 1) Charges like demurrage, wharfage, stabling etc.
- 2) Guidelines regarding provisions, installation & functioning of weigh bridge.
- 3) Weighment of wagons / Rakes & procedure to deal with overloaded wagons and levy of punitive charges, detention charges etc.
- 4) Permissible carrying capacity.
- 5) Registration of demand for wagons electronically (e-RD) THROUGH fois WEB PORTAL.
- 6) Policy guidelines on transportation product, block rakes/mini rake, two point combination etc.

7) Dynamic pricing policy-levy of busy season charge, development surcharge and congestion charge.

In addition to above, BT (Branch Traffic) section is being looked after by CRDI Section and the work of CCI (Commercial Committee of Interchange) meeting is being monitored by CRDI section. CCI meeting comprises two meetings of two committees:-

- i) CCI sub-committee meeting to be attended by Dy.CCM or by SCM/Rates.
- ii) CCI committee meeting is attended by CCM.

In those meeting, proposal of different railways are being examined and approved for onward transmission to Railway Board for changes in commercial rules & functions.

Various works related to FOIS (TMS) is done by FOIS/RBS cell of CRDI section.

The staff strength of Rates wing as per present deployment is shown as under:

O.S	-	01
Total	-	01

It is seen during study period that one Sr.CRDI from ASN division is posted in this section under Rates wing and catered the existing workload of this section but he is not included in the deployment table due to divisional staff.

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 'COMPLAINT' Section

The daily workings of the Section and the nature of activities borne by the section are illustrated below.

The sectional workload is being borne jointly by the staff of both claims & Rates wing. Here the workings of the staff of rates wing has separately been studied which is as under.

The ministerial and inspectorial staff deals with the online daily complaints such as Rail Madad i.e. complain directly on board position, CP i.e. centralized public redressal monitoring system, CP GRAMS i.e. different matters and CDRF i.e. consumer dispute redressal forum as well as manual complaints received from the divisions and its follow up action. The staff maintains the records of the daily complaints. He deals with the policy files of the section and also maintains the records in respect of overall receipt & disposal of complaints cases in every month. It is noticed that one Sr.CRDI deals with the matters related to disposal of complaints received through COMS web portal and any other work assigned by the higher authorities.

The position of Rates wing staff deployed in the section is as under:

Sr.Clerk	-	02
Sr.CRDI	-	01
Total	-	03

2.2.4 'COACHING' Section

The sectional ministerial & non-ministerial staff deal with the files related to Coaching matters. This section functions with the deployment of staff of both claims & Rates wing. The files and all kinds of correspondences as per extant rules & norms related to coaching traffic matters are being dealt with by the sectional ministerial & inspectorial staff drafted from both claims & Rates wing. The workload borne by this section has been stated as under.

Payment of TAG to IRCTC, Routine/Rating & Revision of passenger fare, foreign currency exchange booth, Non-standard circular journey ticket, All audit issue related to coaching section, Matter related to parliament question, Honorarium of TCW staff, Matter related to Indian Railway Magazine, GST / Service tax, Rail travel coupon, All RTI references related to Coaching section, All ticket related issues & money value books etc, MST/VST & double routed MST, ATM & STD/PCO booth, Retiring Room & dormitories, Demand & review of stoppage of trains, Demand of new trains & extension of trains, Charging / running of special train/Coaches & waiver of detention charge, MCDO data for special train/coach, Time table & Trains at a glance, PA system & Announcement, Music system of Rajdhani / Shatabdi / Duronto exp, Rail mail service, Opening of booking counter/ Enquiry office, Wheel Chair etc.

The staff deployed in the section from Rates wing is as follows:

Ch.OS	-	01
OS	-	02
CRDI	-	02
Total	-	05

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.

2.2.5 'TICKET' Section

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

Ch.OS	-	01
OS	-	02
Total	-	03

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. Monitoring Ticket checking throughout the system including HQ Ticket Checking Squad in each month.
2. Compilation of Statistical Data in respect of growth of Passenger Traffic & Revenue (Originating basis) on 10- day basis as well as monthly basis.
3. Fixation of Action Plan Target in respect of passenger traffic & revenue and ticket checking on the basis of Board's Target.
4. Preparation of monthly ticket checking programme of HQ. Squad over the Divisions.
5. Review of performance in respect of ticket checking and window sell of all the Divisions on monthly basis.

6. Dealing with policy matters in respect of ticket checking matters and time to time revision of policies as circulated by the board.
7. Preparation of MCDO to GM and monthly report to Board.
8. Dealing with DA cases against ticket checking staff.
9. To accompany Dy.CCM/G/SCM (Coaching) in inspection.
10. Renewal of Duty Card Pass to Magistrates & related staff.
11. Monthly performance of base-wise individual TTEs/TEs.
12. Processing of TA/DA/NDA bills of ticket checking staff working in HQ, Ticket checking squad/KG & related correspondence with personnel department.
13. Arrangement of TTE rest room.
14. Preparation of GM's Annual Report in respect of ticket checking matters.
15. Sending of yearly report to board in respect of magisterial check.
16. Time to time press notification about performance of Eastern Railway.
17. To keep close liaison with Law Department, Ministry of Law, Railway Advocates in different courts in respect of disposal of all court cases matters.
18. Dealing with number of CDF cases regarding ticket checking matters in different courts.

2.2.6 FREIGHT MARKETING' Cell

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

OS	-	01
Sr.CRDI	-	01
Total	-	02

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 & non-ministerial staff deals with the following matters.

1. Registration of lease holder , VP leasing including tender, SLR leasing, Refund of earnest money, Issue of NOC, Renewal cases, extension & other related parcel matters, Sales Tax, PCET leasing.
2. Supervision of Establishment matters, Court & Arbitration cases including parcel handling contract, Advocate Bill, PFT, Container Traffic etc & Parcel rate Quotation.
- 3 Dealing with Commercial plot / Godown, Uneconomic branch line, MCDO, GM's Annual report, Freight incentive scheme including STS LWIS, LTTC, SFTO, Automobile hub etc.
4. Dealing of court cases to all the sections under Dy.CCM/FM in addition to his normal working of monitoring of court cases at various courts and maintain liason with Railway Advocates.
5. All statistical figure/data, MCDO, looking after all marketing efforts related to freight incentive schemes and other job as and when assigned.
6. Accompanying officers and inspection,
7. All parcel related works & inspection and other job as and when assigned.

2.2.7 PCCM CELL

O.S (G) deals with various activities of the cell under the control of PCCM Cell. This cell plays a vital role in connection with the activities of data entry & other miscellaneous official jobs of commercial department allotted by the concerned authority time to time.

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

The Staff Strength of Rates wing in this cell is as under:-

OS	-	01
Total	-	01

It is seen during study period that one CRDI from HWH division is posted in this section under Rates wing and catered the existing workload of this section but he is not included in the deployment table due to divisional staff.

2.2.8 Catering Cell

The deployment of Rates wing staff in this section is as under

Sr.CRDI	-	01
Total	-	01

This section performs the following activities:-

- 1) All work related to complaint cases received through different medium.
- 2) Work related to MCDO to CCM and Board.
- 3) All works related to licensee operated Food plaza, First food unit, RYN, Jan Aahar, WVM running under IRCTC including realization and maintenance of record of railway dues from IRCTC.
- 4) Work related to disposal of Audit and Accounts inspection Report.
- 5) Work related to vacation of pantry car, disposal of garbage, pest control of all mobile catering units including food sampling testing report and payment of bills thereon.
- 6) Vigilance cases of all licensee operated catering units under IRCTC.
- 7) Work related to compliance of HQ /Divisional PHOD / HOD officers inspection note including GM/CCM of any railway and Catering inspector / HQ.

The only inspector from Rates wing keeps liaison with IRCTC on regular measure in connection with catering activities. The retention of one inspector from Rates wing is found justified.

2.2.9 B.I. Section

This section performs the following activities:-

1. Over all supervision of the Section, Dealing of Imprest cash & entertainment file,. All Files routed through Ch.OS/BI, attend Telephone and attend all Officers as and when required. Preparation of NS-11 for dispatching of condemned materials to Belur scrap yard, preparation of master roll, Reward file, in addition to look after of Road Transport work of Road transport dealer. Helping of all dealers in preparation of drafting.

2. Supervision of the section ,Requisition and timely procurement of all stationary items and staff uniform under PI quota, issue of gate pass , timely collection and distribution of all Railway publication including IRCA, Coaching tariff, goods tariff and commercial manual etc. Maintenance of leave register, attendance register, policy file etc.
3. Condemnation and procurement of furniture at officer's chamber and all section along with maintenance of stock position.
4. Condemnation of type writers, procurement of T&P items including crockery's.
5. dealing with received and dispatched work and maintenance of Fax machine. of Xerox Machine,
6. Repair, Maintenance and condemnation of Gestener duplicating machine. Distribution of materials under PI quota to whole CCM office and maintenance of record thereof. Disposal of scrap and condemned materials under PI quota and making the Pay- Order and Gate pass for the same.
7. Dealing of imprest cash, procurement of consumable items for PC's, Printers and Fax Machines. Dealing with the files on local purchase and dealing with files of Aqua guard and sundry type of whole road transport work.

The deployment of Rates wing staff in the Section is as follows.

Ch.OS	-	02
OS	-	02
Total	-	04

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 **RATES'- I Section**

This section performs the following activities:-

The sectional staff deals with various matters on 05(five) policies out of total 11 policies. The Policies are as under.

- 1) Demurrage, Stabling, Wharefage, Stacking, Waiver & Write off
- 2) Weighment of Wagon/Rake, to deal with over loaded wagons and levy of detention charge.
- 3) Guidelines regarding provision of installing & functioning of Weigh Bridge.
- 4) Permissible carrying capacity (PCC) of wagons
- 5) Dealing with notified station, notification of Railway board case, MCDO pertaining to Rates branch, Policy of iron ore etc.
- 6) Dealing with export to Bangladesh, P.T. schedule, KOPT terminal, Freight incentive scheme etc.
- 7) Dealing with Transport product, Wagon registration, Haulage charge, Red traffic, Military traffic and Miscellaneous charges etc.

The deployment of Rates staff in the Section is as follows

Ch.OS	-	01
OS	-	01
Total	-	02

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 Siding Inspection Cell

The deployment of Rates staff in Siding Inspection Cell is as follows.

Sr.CRDI	-	02
Total	-	02

It is seen during study period that one CRDI from SDAH division is posted in this section under Rates wing and catered the existing workload of this section but he is not included in the deployment table due to divisional staff.

This section performs various activities of Rates wing by deploying 2 inspectors which is stated in the following para.

The inspectorial staff engaged in the field of enquiry of different cases, chasing of cases to the divisions. The staff also accompanies different officers for disposal of cases of different kind like ticket checking, catering checking etc. The staff also deals with disposal of cases of SDAH & MLDT and examines the DPR & plans of new sidings and also involved to prepare the MCDO. The section deals with all policy matter cases.

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 Siding Section

The deployment of Rates staff in the Siding Section is as follows.

Ch.OS	-	01
OS	-	01
Jr. Clerk	-	01
Total	-	03

This section deals with the cases related to levy of siding charges and shunting charges at industrial sidings, public sidings and colliery sidings. The work includes dealing of all the policy matters and rules formulated by RLy. Board from time to time, viz. through distance basis charging, EOL, Liberalization of sidings, Revision of siding charges, Revision of shunting charges, Co-user permission, Closure of sidings, Draft para / Audit para, RTI cases and references, received from RLy. Board, Divisions and siding holders etc. There are substantial workload relating to the new sidings which involve examination of FSR, DPR, Plans of different stages of siding construction, Opening of such sidings, satisfying all the policy issues. The working of siding section is also related with policy and working of other branches like Operating and Engineering.

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 Rates- II Section

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

1. GST work related to Accounts and Commercial department.
 2. Revision of freight traffic in connection with wagon and Train loading
 3. Rate quotation related to goods traffic rate.
 4. Inflation distance, TMS Equipment related works.
 5. Rationalization Scheme related work.
 6. Container Traffic, Way bill monthly, Calibration and salt traffic related work. .
 7. Revision of freight related to increase and decrease of fair of goods train and the Corresponding development search charges, RR etc.
- The various types of files on different topics are dealt with by the staffs of the section.

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

Ch.OS	-	01
OS	-	04
Total	-	05

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

It is crystal clear that 08 staff of Rates wing comprising 06 ministerial & 02 non-ministerial staff are presently deployed in the Claims wing whose parent cadre is maintained in the B.O.S. of Rates wing. The category-wise break-up of 08 staff is as under having no contribution towards the daily out turn of Rates wing.

Table-B

Sl. No.	Section	Ministerial (Gr.C)				Total Ministerial (Gr.C) (A)	Non-Ministerial (Gr.C)		Total Non-Minist erial (Gr.C) (B)	TOTAL (Gr.C) (A+B)
		Ch O.S.	O.S	Sr. Clerk.	Jr. Clerk		Sr.CRDI	CRDI		
	Claims wing									
1	Misc. Sec.	1	-	-	-	01	-	-	-	01
2	Staff Sec.	-	1	1	-	02	-	-	-	02
3	Outstanding Sec	-	-	-	-	-	1	-	01	01
4	RG Sec.	-	1	-	-	01	-	-	-	01
5	Refund Coaching	1	-	-	-	01	-	-	-	01
6	R D Sec.	-	1	-	-	01	-	-	-	01
7	A G Sec	-	-	-	-	-	1	-	01	01
	TOTAL	2	3	1	0	06	2	0	02	08

During field study it is noticed that 08 Gr-C staff comprising 06 ministerial & 02 non-ministerial staff of Rates wing are presently deployed in 07 different sections under Claims wing as per break up shown in the above table. On scrutiny, it is opined that the retention of 08 staff of Rates wing presently deputed in the Claims wing is found justified under the present situation.

2.2.15. Staff Working in different units other than Rates wing .

It has come to the knowledge of the study team that 1 ministerial staff i.e. Jr.Clerk has been deployed to other place as TTE/TC or as clerk on lien basis. This staff was transferred on administrative interest in the past days. The study team does not feel any necessity to withdraw the staff immediately, as this staff is found excess in the Rates wing at this stage. The study team is of the opinion that this 1 staff may be retained at this moment instead of surrendering this post immediately. This 1 post may be declared as supernumerary post, if the competent authority agrees to.

The staff strength deployed in different units other than Rates wing is as follows:

Jr.Clerk	-	01
Total	-	01

- 2.2.16 It is observed during field study that six (6) nos. of sections viz. Dy.CCM/FM & Claims, CCM/FM Cell, STT Cell, CCM/PM, NR Cell and FCI Cell under rates wing having few staff of Claims branch where there is no manpower of Rates wing. So, the observation of the above mentioned sections has not been taken by the study team.

- 2.3 It is noticed during study period that an active steps have recently been taken by the rates 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 done manually in the past days can be carried out by means of new technology of FOIS & COIS which would leave a scope of amalgamation of some Sections e.g. Rates I & II, Siding & Siding Inspection cell etc. This mechanized system of work duly revised, would certainly result in decrease of noticeable % of workload. Therefore, a clear scope of surrender of posts may be arisen out due to implementation of the advance technology. Due to introduction of the advance technology i.e. Terminal Management System using 'FOIS' & COIS software, the Sectional workload as mentioned earlier, has reasonably been reduced, thus resulting in surrender of a reasonable % of sanctioned posts from the Rates 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 Rates Wing. By this revised process of working, all the activities can be done more smoothly, efficiently & promptly without any error.

- 2.4. The section-wise nature of work vis-a-vis circumference of activities carried out by the different sections of Rates 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 vis-à-vis revised requirement 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 Rates wing. As the equated workload of these sections could not be quantified by the section or by the study team, the effectiveness of the staff engaged in their respective field of work has been assessed during study period based on 'Random Activity Sampling Technique' which would reflect the utilization factor i.e. 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 short span of time.

During discussion with Sr.Subordinates of Rates 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 post of inspector as surplus from the present position of deployment (i.e. from MOR) in the Rate wing.

- 2.4.1 It is noticed during study period that the staff of Rates wing have also been deployed in most of the above stated sections in addition to the deployment of Rates wing's staff and they are performing the sectional activities jointly. It is pertinent to mention here that the effectiveness of Rates wing's staff has only been assessed here, while conducting the subject study. The effectiveness of claim wing's staff has already been assessed in the separate study report which was submitted in 3 months back.

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

Table-'A'

Sl. No.	Section	TOTAL MINISTERIAL (Gr.C) (A)	TOTAL NON-MINISTERIAL (Inspectorial category) (Gr.C) (B)	TOTAL (Gr.C) (A+B)
1	Development & Planning	02	01	03
2	CRDI Sec.	01	-	01
3	Complaint Sec.	02	01	03
4	Coaching Sec.	03	02	05
5	Ticket Sec.	03	-	03
6	Freight Marketing	01	01	02
7	PCCM Cell	01	-	01
8	Catering Cell	-	01	01
9	BI Sec	04	-	04
10	Rates-I	02	-	02
11	Siding Inspection cell	-	02	02
12	Siding Sec	03	-	03
13	Rates-II	05	-	05
14	Staff of Rates Wing deployed in the different sections under claims wing	06	02	08
15	Staff Working in different units other than Rates wing	01	-	01
	TOTAL	34	10	44

2.5.1 The category wise sanctioned vis-à-vis Men- on- roll strength of the staff of Rates wing at HQ of E.Rly. is appended below:

Designation	S/S	MOR	Vacancy
<u>Gr. C (MINISTERIAL)</u>			
Ch.O.S.	15	09	06
O.S.	43	20	23
Sr. Clerk	03	03	00
Jr. Clerk	04	02	02
Sub Total	65	34	31
<u>Gr. C (NON-MINISTERIAL)</u>			
Sr.CRDI	18	08	10
CRDI	06	02	04
Sub-Total	24	10	14
GRAND TOTAL	89	44	45

The above position reveals that the total vacant posts in Rates Wing come to 45 as against a total sanctioned strength of 89 posts. Here, the study has been conducted on the present deployment of 44 staff of both ministerial & non-ministerial categories as evident from the above table of Para-2.5.

2.5.2 While studying, the section-wise nature of work done and its 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 over-utilized because of short fall of manpower. The 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 will obviously result in reduction of manpower in future.

This advance process of working will obviously create a scope of curtailment of manpower due to proportionate % of reduction of workload in near future. However, it is observed that the staff of a few Sections is underutilized.

2.5.3 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 Rates Wing as a whole.

2.5.4 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 Rates Branch can be run very smoothly with less manpower having better degree of correctness on introduction of the aforesaid advanced technology in a full fledged manner.

Opinion:- During study period, it is felt necessary by the study team that the Rates Branch's out turn may be expedited with less manpower, if more nos. of computers are provided in the offices of Rates wing. 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 Rates wing.

CHAPTER – III

3.0 Critical Analysis

- 3.1 Consequent upon the introduction of FOIS & COIS and other advance technology, it is noticed that the workload of Rates 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 Rates 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 strength of Rates 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 surplus of manpower from the sanctioned strength 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 Rates wing were taken on different period of time and different working days during the period of study based on the random activity sampling method. The data collected and the reviewed results found (as tabulated in table-‘C’ of para 3.2.3.2) 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 recorded which 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. While conducting the subject study, the concept of unit wise quantification of the equated work load against the section-wise deployment of staff could not be adopted, as this idea of quantification has not been found feasible in this case. In this connection, it may be stated that the equated work load of staff could not be quantified due to variable nature of work load having variable magnitude.

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 different 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.

3.2.3.2. As there is no scope of quantification of workload of both ministerial & non-ministerial staff of Rates wing, the process of Random Activity sampling technique has been adopted for the need based assessment of such staff consequent upon the data collected & framed in a tabular form during field study.

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.

TABLE-‘C’

Sl. no.	Section	No. of Gr.C staff deployed in Rates wing (category vis-à-vis section-wise break up is shown in Table- 'A' of para-2.5.) (P)	Total Nos. of observation taken during different time span (A)	Nos. of observation during which staff were found Working		% of Effectiveness		Actual Requirement considering L.R @ 12.5%	
				Effectively (B)	Idle (C)	Effectiveness without contingent allowance $E=B/A \times 100$ (E in %)	Effectiveness with contingent allowance @ 20% $E_f= 1.2E$ (E _f in %)	Bare Requirement (R = E _f x P) (Rounded off)	L.R. has been given on total bare requirement as assessed (i.e. 47 x 1.125=53)
	Both ministerial & non- ministerial staff								
1	Development & Planning Sec.	03	170	129	41	75.83%	91%	3	Revised requirement of ministerial staff = 41 & Inspectorial staff = 12 Hence, total requirement comes to53 (41+12 = 53) including L.R.
2	CRDI Sec.	01	90	68	22	75.83%	91%	01	
3	Complaint Sec.	03	120	105	15	87.5%	105%	04	
4	Coaching Sec.	05	86	66	20	77%	92.4%	05	
5	Ticket Sec.	03	80	59	21	73.75%	88.5%	03	
6	Freight Marketing Sec.	02	160	144	16	90%	108%	03	
7	PCCM Cell	01	62	50	12	80.64%	96.76%	01	
8	Catering Cell	01	75	56	19	74.66%	89.59%	01	
9	BI Sec	04	126	102	24	80.95%	97.14%	04	
10	Rates-I	02	72	53	19	73.61%	88.33%	02	
11	Siding inspection Cell	02	92	84	8	91.66%	110%	03	
12	Siding Sec.	03	56	41	15	73.21%	87.85%	03	
13	Rates-II	05	87	68	19	78.16%	93.79%	05	
14	Staff of Rates wing deployed in different sections under Claims wing	08	—	—	—	—	—	08	
15	Staff working in different units other than Rates wing	01	—	—	—	—	—	01	
	Grand Total	44						47	53

- 3.2.3.3 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 47. 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 Rates 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 of staff which works out to bare requirement of 47 staff as a whole in the Rates wing. 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	= 47
12.5% L.R. on 47 staff	= 06
Total Actual Requirement of Gr.C staff as assessed	= 53

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 Rates wing is assessed as 53 comprising 41 ministerial & 12 non- ministerial staff (inclusive of L.R.) as evident from the table-'C' of para 3.2.3.2. Therefore, the proposed sanctioned strength vis-à-vis proposed MOR of both ministerial & non-ministerial Group-C category of staff in the Rates wing as against the present deployment of 44 staff exclusively for Rates wing as shown in the table-'A' of para 2.5, may be revised as 53 in total inclusive of L.R.

- 3.2.3.3.1 Conclusion:- It is inferred that the actual requirement of Gr.C staff (both ministerial & non-ministerial) for Rates wing as assessed in Para- 3.2.3.2 & 3.2.3.3 is found to be 53 posts in total. It is hereby concluded that only 53 posts of Gr-C staff are exclusively required for Rates Wing /Eastern Railway.**

- 3.2.3.4 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 Rates Branch can be run very smoothly with less manpower having better degree of correctness on introduction of the aforesaid advanced technology in all the sections in a full-fledged manner.

Opinion:- During study period, it is felt necessary by the study team that the Rates Branch's out turn may be expedited with less manpower, if more nos. of computers is provided in the Rates 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 Rates wing.

- 3.3. **REVIEWED RESULT:-** By summarizing the conclusion made in the Para 3.2.3.3.1 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 'D'

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)	Surplus (A-B)
			Rates Branch	Deployed in other deptt/unit. (on lien basis)				
1	Clerical (Gr. 'C')	65	27	07	34	31	41	24
2	Inspector	24	08	02	10	14	12	12
	TOTAL	89	35	09	44	45	53	36

- 3.3.1 The above table reveals that the actual requirement of total staff in the Rates wing as per assessment of the study team is found to be 53 comprising 41 clerical, 12 inspectorial posts which reflects a total surplus of 36 posts in the Rates 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 Rates wing would be 53 instead of total present deployment of Gr. C posts of 44 staff.

- 3.3.2 As per reviewed result stated in table-'D' of Para 3.3., the revised sanctioned strength of the Rates wing as proposed, should be 53 staff as against a total existing sanctioned strength of 89 posts which will result in surrender of 36 posts in total from the Rates 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)	65	34	31	41	24
Gr. C (Non- Ministerial)	24	10	14	12	12
Total	89	44	45	53	36

It is envisaged by the study team that the actual requirement of manpower duly revised works out to 53 in total as evident from the above table. The net surplus of posts from the Rates wing at this stage works out to 36 as per study report.

3.3.3. **Recommendation**

Consequent upon the analysis made in the paragraph 3.3.2, it is recommended by the study team that the revised sanctioned strength in the Rates branch will be 53 in total as against a total existing sanctioned strength of 89 posts which will result in surrender of 36 posts from the Rates wing of commercial department at HQ/E.Rly.

CHAPTER -IV

4.0 **FINANCIAL APPRAISAL:**

- 4.1 According to recommendation made in Para 3.3.3, the annual financial savings to be achieved due to surrender of 36 posts of Gr.C staff under Rates wing of commercial department is calculated as 1.15 Cr (approx.) considering the lower scale of Gr.C Post consequent upon implementation of the recommendation made in the subject study report.