Government of India (Bharat Sarkar)
Ministry of Railways (Rail Mantralaya)
(Railway Board)

No. E(MPP)2016/1/59 New Delhi, Dated 10.01.2017

The General Managers,
All Indian Railways &
Production Units

Sub: Effecting savings in manpower costs.

Effecting savings in manpower costs, increasing productivity and developing skilled human resources is essential for any organization. The action plan given below lays down some specific areas and timelines. This should receive due attention by all the concerned officers.

1. **Review of staff in Reservation Offices** be done in two stages-

a) By freezing the existing strength duly anticipating future needs.

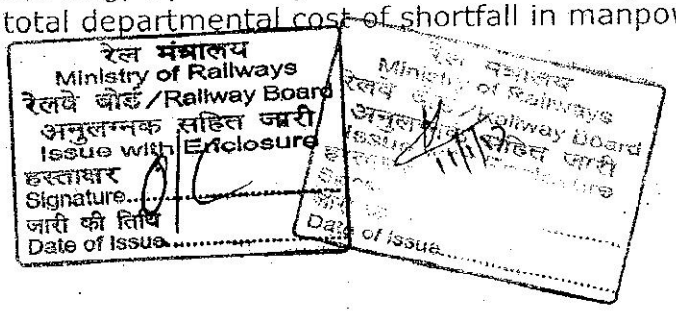
b) By reviewing and locating surpluses, which could be used to meet the requirement of additional posts of ticket checking staff for new trains introduced over the years.

2. **Continuous review of crew links and requirements of Running Staff:** Review of crew links, faster running f goods trains, extension of Crew runs after due process of consultation with all the stakeholders, beyond the territorial limits of the Zone/division, considered.

3. **Zero based review of staff:** Board has issued instructions on "Pool of Surrendered Posts" vide letter dated 28.10.2016, wherein it has been stated that GMs/DRMs shall carry out a zero based review of all posts appearing in the Book Of Sanctions.

This zero based review *inter alia* would include the following:

- Total quantum of the work being carried out in that particular work unit/depot as of a fixed date every year, say 1st of April.
- How much manpower is required for carrying out these activities given the present state of equipment/tools/procedures and yardsticks, etc.
- Comparison of the above required manpower with the existing men on roll in that work unit/depot.
- Possibility of meeting the shortage if any by re-deployment of posts from elsewhere.
- The total departmental cost of this shortfall in available manpower even after redeployment if the entire requirement were to be met departmentally.
- Possibility of outsourcing, by limiting the total outsourcing cost not exceeding 40%-50% of the total departmental cost of shortfall in manpower.



4. **Multi-skilling:** It can be planned from the initial stage itself in new activities and new workshops. The new activities would include sections being electrified, new lines, new sheds and maintenance depots. Even in the older establishments it can be encouraged by calling for suggestion from employees and employee Unions.

5. **Benchmarking:** The benchmarking data are issued regularly by the E&R directorate. The bench marking data needs to be worked out by taking total activities and total manpower (Departmental plus outsourced). The effort to bring the divisions higher than the All India Average to the AIBM level has to be followed up more rigorously. This will lead to huge reduction in costs and increased productivity.

6. **Outsourcing:** More non-core activities, which are not directly related with train operations and safety can be outsourced.

7. **Monitoring of Travelling Allowance and Overtime:** For example higher officials like branch officers and ADRMs can watch the trend of overtime and TA and take necessary steps to reduce avoidable travel out of station or restrict it to fewer numbers. As a suggestion, any TA bill for a period beyond 21 days should require to be countersigned by the branch officer concerned. Overtime can also be controlled by giving compensatory off wherever possible. The Supervisors (Traffic Inspectors, Loco Inspectors) who bring about the maximum reduction in overtime over their respective jurisdictions can be suitably rewarded. Monitoring of TA and OT are to be started w.e.f. 01.01.2007.

10/1/17

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