

South Central Railway

General Manager's Office
Secunderabad

No.G.157/Meetings/2020

Date: 23.06.2020

All PHoDs
All DRMs

Sub: Strategy / Action Plan & Taken for controlling expenditure and enhancing earnings

Ref: 1) FC's D.O.No.2015-B-235 dtd.19.06.2020
2) Item 16 of Op. Efficiency over IR (Revision 3.0) – Measures to reduce costs and improve savings – Action taken/planned on suggestions of SCR to Rly.Bd.
3) Rly.Bd.'s Lr.No. E(MPP)/2012/1/40 dtd.01.11.2019
4) Rly.Bd.'s Lr.No. E(MPP)/2010/1/67 dtd.28.10.2016

Vide reference above, a Video Conference (VC) is scheduled on 09.07.2020 (Thursday) and 10.07.2020 (Friday) (as per the table given below), on Action Taken / Planned strategy for controlling expenditure in the respective controlled area / units by the PHoDs & DRMs. Agenda for the meeting along with enclosures attached herewith.

All the PHoDs & DRMs may review internally in the next 10 days on the subjects concerned as indicated in the agenda.

Each PHoD & DRM shall present PowerPoint Presentation (not more than 15 slides) duly covering all the concerned subjects / paras in the agenda as per the following order:

Date	Time (hrs)	Department / Division
09.07.2020 (Thursday)	10:00	PFA, PCPO, SDGM, PCMM, PCME, PCEE
	15:00	PCE, PCSTE, PCCM, PCOM, CAO/C, PCMD, PCSC
10.07.2020 (Friday)	10:00	DRM/SC, DRM/BZA & DRM/HYB
	15:00	DRM/GTL, DRM/NED & DRM/GNT

It is requested to attend the VC.

Encl: as above (19 pages)

N SREENIVAS
REDDY

(N. Sreenivas Reddy)

DGM/Co-ord. & Secretary to GM/SCR

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SREENIVAS REDDY
Date: 2020.06.23 19:52:59
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Agenda for the Video conference on 09.07.2020 & 10.07.2020

1. Strategy / Action Plan for controlling expenditure and enhancing earnings as per FC's D.O.No.2015-B-235 dtd.19.06.2020 (copy enclosed) – All PHoDs & All DRMs for respective paras
2. Review of Revenue works contracts – PCE, PCSTE, PCEE & All DRMs
3. Review of AMCs – PCE, PCSTE, PCEE, PCME & All DRMs
4. Review of Outsourcing contracts – PCE, PCSTE, PCEE, PCME & All DRMs
5. Work-study reports – pending for acceptance and ongoing studies – SDGM & PCPO
6. Action taken on surrender of 1% sanctioned strength surrender in 2019-20 as per Rly.Bd.'s Lr.No.E(MPP)2012/1/40 dtd.01.11.2019 (copy enclosed) and Action planned on surrender of 1% sanctioned strength for 2020-21 – PCPO, All DRMs and PCME & PCSTE(for Workshops)
7. Non-safety vacancies as on 01.04.2020 and action taken / planned on "Pool of Surrender" as per Rly.Bd.'s Lr.No. E(MPP)/2010/1/67 dtd.28.10.2016 (copy enclosed) - PCPO, All DRMs and PCME & PCSTE (for Workshops)
8. Plan of redeployment of Printing Press staff – PCMM, PCPO

Each PHoD & DRM shall present PowerPoint Presentation (not more than 15 slides) on the concerned subjects / paras

[FOR OFFICIAL INTERNAL CIRCULATION ONLY]

सत्यमेव जयते

GOVERNMENT OF INDIA
MINISTRY OF RAILWAYS
(RAILWAY BOARD)
RAIL BHAVAN, NEW DELHI-110001



D.O. No. 2015-B-235

New Delhi, dated 19.06.2020

PFA
All PHODs
& DRM's

Dear General Managers,

Sub: Strategy/Action Plan for controlling expenditure and enhancing earnings.

As you are aware, Railways have been mandated by the Government to meet all of their revenue expenses including pension from own receipts. The Covid-19 pandemic and the nation-wide lockdown is however likely to adversely impact the budgeted earnings target of the current year. Railways' traffic earnings to end of May'20 have already dropped by 58% over COPPY. As a measure of extreme caution, spending limits on OWE, DRF, DF and RRSK have already been imposed, which may be strictly followed. Additionally, there is a need to explore new areas of expenditure control and enhancement of earnings.

Jan
22/6/20

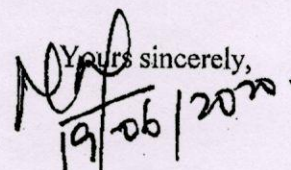
2. Please call for my predecessor's D.O. number 2018-B-260/1 dated 6th September 2019 circulating a list of immediate and short-term measures considered by the Board with a view to reducing expenditure and enhancing earnings. I hope action on most of them have been taken by your Railway. Kindly share your experience on such measures and suggest other out of the box measures implemented/contemplated at your end, duly quantifying the additional savings/ earnings achieved or likely to be achieved this year for sharing with other Railways.

3. Austerity measures were earlier circulated to all Railways vide Board's letter No. 2015-B-235 dated 21.07.2017. A list of updated austerity measures is enclosed for your guidance.

4. I hope that the Zonal Railways will rise to the occasion and take measures so that Railways are able to fulfill the mandate given by the Government

With regards,



Yours sincerely,

 19/06/2020
 (Manjula Rangarajan)

Encl: As above

General Managers,
All Indian Railways / PUs

Enclosure to letter no. 2015-B-235 Dated 19.06.2020

It may be clearly borne in mind that mere deferment of bills/payment is not expenditure control. Effort has to be in controlling activities, works, purchases and all contractual obligations so that the liabilities are controlled within available funds, the allocation of which should be prioritized. The recommendations for expenditure control and economy must be binding in nature. Else there is a tendency to avoid the measures suggested.

The economy, austerity and cost control measures are as follows:-

I. Staff Cost:-

- All PHODS & DRMS (a) Immediate review of re-engaged staff and feasibility of curtailing the same to bare minimum shall be explored.
- All PHODS & DRMS (b) Freeze new post creation except safety related posts.
- All PHODS & DRMS (c) Review of posts created in last 2 years should be done and if recruitment has not been done against those posts, the same may be reviewed for surrendering.
- PCME, PCSTE, PCE (d) Rationalization of manpower in workshops. Time and motion study of workshops and production units for review of allowed time and incentives.
- PCCM (e) Reduction in PRS counters and redeployment of ECRCs due to decrease in over-the-counter reservation.
- All PHODS & DRMS (f) Reduction in instances of OT, TA by 50% and other controllable allowances by 33% to 50%. Reduction in operations/traffic output should reflect in significant savings in controllable allowances like KMA, NDA etc.
- All PHODS & DRMS (g) Review pending indents with RRB except safety.
- All PHODS & DRMS (h) Redeployment should be done to ensure utilization of existing manpower for multitasking.

II. Stores:-

- PCMM, PCME (a) Zero based material planning – review of AAC/EAR. AAC should be immediately reviewed as requirement of maintenance spares has reduced due to reduced operation. The inventory should immediately be taken into account and procurement should be deferred in such a manner that unused inventory is minimised.
- PCEE, PCSTE (b) Special drive to review AACs of high-value and high inventory items and for disposal of obsolete/unserviceable items.
- PCE (c) RSP work of refurbishment of ICF coaches may be critically reviewed.
- PCME (d) Grounding of all Diesel locos over 31 yrs through sale/export.
- PCEE, PCMM (e) Life of certain 'must change' items of rolling stock to be aligned with their replacement schedule.
- PCEE (f) Critical review of indents of diesel loco spares to minimise procurement.

III CONTRACTS

PCME,
PCEE

- (a) Outsourcing activities especially OBHS, linen management, station cleaning, lifts and escalators manning, station announcement etc. should be critically reviewed and curtailed. Further, shifting some of these activities to CSR funds may be attempted. PCME
PCEE
PCCM
- (b) Thorough review of AMCs should be done with a view to reducing these to bare minimum and analysing the regular/recurring failures to introduce element of penalty for design flaws. PCME
PCEE
PCSTE
PCE.
- (c) M&Ps already sanctioned but where procurement progress is not satisfactory, it needs to be reviewed and feasibility for dropping the same to the maximum extent or converted to OPEX model shall be looked into. PCME
PCEE
DCMD
- (d) All contracts prior to financial year 2018-19 and with completion period less than 2 years (under revenue) should be critically reviewed for closing. All PHODS
All DRMS
- (e) Liability under revenue should be created only to the tune of 1.5 times the fund availability. No new revenue proposals/tenders should be initiated/finalised unless there is clear fund availability. All PHODS
All DRMS
- (f) Outsourcing under non-core activities by RPF like colony security, crowd management etc. should be reviewed immediately. - PCSC &
All DRMS
- (g) Zonal works to be curtailed, no fancy item is to be executed and only functional items should be taken up. - PCE
& All DRMS

IV. Fuel & Energy:-

- (a) Enforcing strict monitoring of fuel savings on account of change in traction. → PCEE
PCCM
- (b) Energy audit of major load centres. - PCEE
- (c) Reduction in energy consumption (in units) due to energy conservation measures over and above savings arising due to purchase of power by Railways as "distribution licensee" to be pursued and ensured. Reduction of diesel consumption commensurate with Railway Electrification to be ensured. - PCEE
- (d) Loco-wise energy consumption data of passenger, EMU, DEMU and goods locos to be analyzed and monitored. SFC/SEC targets to be bettered and adhered to. PCEE
- (e) Non- Traction energy consumption should be reduced by at least 25%. A report highlighting trend of non- traction energy consumption for the last 3 months to be sent to Electrical Dte. PCEE
& All DRMS
- (f) Usage of HSD oil for other than traction purposes to be critically reviewed and discouraged. - PCEE
- (g) Rationalization of RCDs for total fuel management. - PCEE
- (h) Prepaid metering of electricity of stalls and staff quarters wherever feasible or direct metering with local utility provider. - PCEE
& All DRMS
- (i) All states to be covered under open access mode. - PCEE
- (j) No running of diesel under wire without approval of GM. - PCEE, PCCM

PCEE
PCOM

(k) More trains to be shifted to hotel load with conversion to HOG to reduce consumption of diesel in power cars. Strict monitoring of diesel savings due to this should be done. As far as possible the usage of power car shall be reduced to one per rake.

PCEE
PCOM

(l) Daily analysis and reduction of light engine movement and yard detention.

V. Administrative and Others measures:-

ALL PHODS
&
ALL DRMS

(a) Annual GM inspection is usually an annual exercise which is preceded by DRM inspections. These annual inspections involving large number of staff are a big affair involving huge expenditure of resource and manpower. Annual inspections should be a silent and low key affair with minimum number of staff required.

ALL PHODS
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ALL DRMS

(b) With the use of e-office/e-dak/VC, many manual activities e.g. booking of staff for sending files etc. should be stopped. With e-office annual indents of Stationery articles, cartridges etc should be reduced by at least 50%. For correspondences secure email should be used.

PFA, PCCM,
PCOM

(c) Review and closure of uneconomic branch lines to the extent possible.

ALL PHODS
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ALL DRMS

(d) Expenditure on vehicles to be reduced to minimum required. DRMs may conduct a zero based review of expenditure on vehicles i.e. MUVs, Trucks, Official Vehicles etc. and submit a report to GMs. GMs may review and send a report to Railway Board.

ALL PHODS
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ALL DRMS

(e) No new furniture, additional vehicle, computers, printers and other such T&P items, even on replacement account should be procured.

ALL PHODS
&
ALL DRMS

(f) Inaugural and ceremonial functions should be moved to online as far as possible. Accordingly, savings on contingent and misc. expenditure should be observed.

ALL PHODS
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ALL DRMS

(g) All imprest other than safety & COVID related activities should be reduced by 33-50% and underutilized imprests should be surrendered.

ALL PHODS
&
ALL DRMS

(h) Cash Awards should be limited to safety, security and medical related activities.

PCEE, PCOM

(i) Optimise crew links and loco links.

ALL PHODS & DRMS

(j) Expenditure like entertainment, publicity, travel and organising meeting should be curtailed.

ALL PHODS
&
ALL DRMS

(k) Review of all types of suspense balance for early clearance.

Item No.16 (Rev 2.0) - Measures to reduce Cost and Improve Savings

Suggestions have been grouped into the following 10 categories:

- I. Operations
- II. Maintenance
- III. Stores
- IV. Works
- V. Infrastructure Projects
- VI. Running Rooms, Rest Houses and Schools
- VII. Changes in Rolling Stock, Locos, etc
- VIII. Surcharge on Fare
- IX. Establishment matters
- X. Vehicles
- XI. Miscellaneous

All PHODs & DRMs

Only indicated items/
paras, PPT to be
Covered by respective
PHODs & DRMs

I. Operations — PCOM

1. Trains (both Mail/Express), passengers and holiday specials which are running with 33% or less occupation may be cancelled to save operational costs.
2. Passenger trains can be converted into Mail/Express trains by removing poorly patronized halts and by speeding up wherever feasible.
3. Night-time passenger train services to be curtailed.
4. Mail/Express trains are to be converted to superfast by speeding up to increase earnings wherever feasible.
5. Caution Order printing to be stopped and to be sent electronically to Hand held Device/Packet Assembler Devices which can be given to LP and Guards.
6. Automatization of station working so that a large number of books and forms can be done away with.

II. Maintenance

1. **Integration of contracts-** Integration of MCC/OEM&CTS can be done. Estimated cost of such tenders should be reduced by reducing cost towards DG sets, laying of cables, heavy cleaning machines etc, till codal life of such items as handed over during previous contract, is completed. CTS should be strengthened and OBHS should be replaced in all trains except trains with 16 hours plus run for premium class of travel. Integration of OBHS and bedroll distribution contract may be done. Further OBHS scope (type/nature of trains) can be restricted to result in savings accordingly.

PCME

PCE
PCEE
PCSTE

PCME

PCEE

PCME

PCCM
PCOM

PCME

PCME

2. Ground level maintenance gangs needs to be reviewed. There should be common gang for all infrastructure departments and in the initial training they should all be trained in basic functions of all departments, which can be possible by multi-skilling cadre groups at (a) Administrative Offices level (b) Colony level (c) Station level. This would improve response time and accountability.
3. The time for Primary maintenance for coaching rakes may be brought down by augmenting the manpower resources and technology upgradation as necessary.
4. Expenditure on maintenance of Diesel Locos can be reduced by
 - a) Schedule periodicity of ALCO and HHP diesel locos can be enhanced so that AAC of items can be reduced up to 25 to 33% approx.
 - b) AAC of consumables like filters, oils etc. may be reduced for 2 months for passenger fit locomotives as well as Goods locos based on utilization.
 - c) Stabled locos may be planned to move to nearest yards of DSL sheds so as to reduce HSD oil consumption, if required locos may be cranked duly pre lubrication done.
 - d) Cranking of link locos already available in diesel sheds shall be cranked once in 3 days to reduce fuel consumption.
 - e) Inventory of HSD oil maybe reduced at RCDs.
5. TXR staff to accompany during GDR check in sidings where TXRs have been provided to reduce detentions.
6. The existing Good Sheds are being maintained by Railways. These can be privatized by calling expression of interest for development and its maintenance will save expenditure of Railways.
7. Open Line, Coaching Depots & Wagons Depots and Diesel/Electrical Sheds shall have an option to offer POH to any of the Workshops on Indian Railways based on the competitive unit POH cost. This will trigger internal competition to improve productivity among the Workshops.
8. Fix temperature in AC coaches to 25-26 degrees Celsius to do away with the blanket which is difficult to maintain. This may be declared to the public.
9. After the conversion from P trap to S trap in almost all Bio toilets of Indian railways there is a need to review the man power requirement in AMOC condition of Bio-toilets. RDSO/CAMTECH need to review man power in unskilled category as there is less spillage on account of modified design.
10. Instead of manual writing and distribution of the job cards the system of the Job Card APP will be developed which can be used for the instant distribution of the job cards to the concerned sections immediately thorough mobile without the need of the distribution of job cards and the

manual entry. After completion of the job cards the same will be updated by the concerned section incharges in the mobile. In this way 16 man-hours will be saved per rake schedule.

- 11. The manual checking of the Traction Motor & Wheel set parameters during the run test which is done at the time of POH overhauling, can be made wireless as it would be helpful in avoiding the manpower deployment

III. Stores

- 1. In any integrated procurement of goods and services/works, if the goods value is more than 75% of the total value, Turn-key Stores contracts instead of works contracts shall be done, to avoid middle men padding up the costs. This will ensure timely completion of the work by the OEM/Authorized Agency with proper credentials, as well.
- 2. Centralised procurement of P.Way fittings by one Zonal railway on behalf of 3 to 4 zones to get advantage of higher volumes and best price through e-reverse auction.
- 3. PCs are purchased department wise, through GeM, leading to high cost. If for entire Zone, PCs are purchased in bulk year wise, cost would be less, having high bargaining power. Further, every PC comes with OS (presently Win10). It normally costs about Rs.7500/- per PC. Once PCs become obsolete (after 4 years), they are thrown along with this software (OS). If OS also purchased in bulk, license is with the Railway, and same can be reused in New PCs. Hence, OS and PCs (without OS) to be purchased in bulk.
- 4. More & more use of e-office will reduce the consumption of Stationery. In future we can make stationery a non-stock item to be purchased on need basis.

PCSTE
PCMM

ALL PHODS
&
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IV. Works

- 1. Expenditure on passenger amenities in way stations should be reduced. It should be only on essential services like water, replacement of aged FOB, etc. Other expenditure on fancy items like granite surfacing, digital clock, etc. should be curtailed.
- 2. Installation and maintenance of CCTV should be totally given to RAILTEL.
- 3. Variations should be an exception and the responsibility to be fixed before approving it to have control on expenditure since variations are often a source of wastage. If the estimate is prepared properly as per the site requirements there is no need for variations.
- 4. IREPS has been implemented in Indian Railways and has been working very well. In the next phase, the communication with the contractual agencies should be mandatory in the IREPS platform, so that in case of

PCCM
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CAO/CA
PCEE

any dispute, the correspondence registered in the website will help Railways in resolving the cases amicably and the cases of arbitration will also be reduced.

- 5. Due to recent re-structuring in Indian Railways, large number of SAG & HAG officers are available at Zonal Railway level without substantial workload. Of late all the departments are working with Contractual Agencies and the Branch Officers in the Division are spending a lot of time in calling and finalization of tenders. It is suggested that the tender finalization work can be entrusted to Headquarters, where a separate Cell can be created for calling and finalization of tenders. This system is apparently working very well in many PSUs and Central Departments. This will also facilitate the Branch Officers in the Division to have more time for execution of work and to carry out inspections and maintenance works more effectively and efficiently. The Contract Cell in Headquarters can also work effectively duly adopting best practices in standardization of tender schedules, latest specifications for works, etc. leading to better Contract Management in Indian Railways

PCE

V. Infrastructure Projects

- 1. All works related to development of infrastructure projects in Railways should be awarded to reputed PSUs and other agencies who have the relevant experience instead of trying to do everything inhouse. This is to improve
 - a) Adherence to schedule thereby controlling cost over-runs
 - b) Quality of work be monitored closely as per standards
- 2. Undergoing projects need to be reviewed and if any project is not going to give much benefit particularly where the rate of return is lower than the minimum, expenditure need to be stopped.
- 3. It may be short closed. Expenditure to be done only on projects which can be made use immediately. We need to concentrate on the last mile connectivity projects. For Doubling/3rd/4th line projects, there is need to review the facilities being considered to be provided in various yards. Commissioning to be done with bare minimum facilities and loop lines, sidings should be provided subsequently on the basis of utilisation of line capacity and needs arisen on these stations. Few crossing stations should be downgraded and converted to halt stations as doubling is improving the line capacity and reduction in crossing station will speed up the traffic and will do a considerable saving through reduction in S&T costs, loop lines cost etc
- 4. New works, sanctioned in PB 2020-21 may be kept on hold, for at least one year.
- 5. Provision of FOBs and High level platforms need to be reviewed at stations where number of passengers is too low.

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PCOM

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PCOM
PCE

VI. Running Rooms, Rest Houses Schools and Quarters

- 1. Railways spend huge amounts on construction and maintenance of Running Rooms at various stations. Of late various business operators have come up, where the investors are constructing the required facilities for stay at a nominal cost. Railway may provide the land for construction of Hotels, Rest Houses, Hostels, etc., for the Running Staff, Supervisors and Officers, wherein the investors will provide the facilities to Railways at minimal cost and the remaining area can be utilized by them for commercial activities. Thus, Railway's expenditure towards construction and maintenance of Running Rooms, Hostels, Rest Houses, etc. can be reduced drastically. PCEE
- 2. All Railway Schools which have been closed/are on the verge of closure can be converted to Kendriya Vidyalaya, in which due preference is given to the wards of Railway employees. PCPO
- 3. All Retiring Rooms up gradation, operation and maintenance be awarded to reputed agencies through competitive bidding in association with IRCTC. This shall ensure better service to the customers and also savings in operation /maintenance cost to Railways. PCCM

VII. Changes in Rolling Stock, Locos, etc

- 1. Fixation of Driver and Guard Boxes in Locomotives and Brakevans for both coaching and freight trains. At present, we are supplying around 1,80,000 such boxes individually to Loco Pilots and Guards. But we have only about 22000 locomotives and brake vans altogether. Moreover, this saves huge recurring cost of handling these boxes through box boy contracts. It also saves detention of trains on account of late loading of these boxes. PCEE
PCOM
- 2. Fixation of Tail Lamp to the brake vans and SLRs. At present, each train in IR should be fixed with a Tail lamp between 18.00 to 6.00 and Guard fixes it each time. Against these issued to the Guards as a personal item and to the Station Master to affix it when a train without guard travels through his station. Being a loose fitting there are transit losses as well. Once this is provided as a fixture in the brake van the loose fitting can be restricted to emergency situations. PCOM
PCME
- 3. Requirement of EC sockets (in S&T department.) may be reviewed at Board level in view of availability of various other means of communication now, thus reducing the expenditure towards it.

VIII. Surcharge on Fare

- 1. Levy of user development fee like that being charged by airports. for passenger facilities at originating and terminating stations/major junctions, depending upon the Class of Stations will cover the costs incurred for managing these facilities. PCCM

- 11
2. The existing assets on Railways are getting older and it needs replacement at regular interval as per their codal life. Earlier there used to be a surcharge on fare for creating a safety fund for renewal of assets. The timely renewal of assets is required to avoid failures. There is severe shortage of funds for renewal of these assets. Therefore, the system of collecting surcharge on the fare may be introduced to generate enough funds for replacement of these assets
 3. Railway is taking initiatives for maintaining cleanliness and hygiene in running trains and stations. It is consuming huge resources (revenue) for providing services through outsourcing like other end maintenance of trains, on board housekeeping services, cleanliness of Platforms, buildings and circulating areas. Now the environmental concerned of various agencies like NGT is putting additional pressure on Railways to maintain the cleanliness of various places in and around Indian Railway stations. It requires collection of garbage / sewage, segregation and disposal of waste generated by Railway users. It requires creation of effluent treatment plants, incinerators, garbage dump yard etc. for safe disposal. Even the local municipalities are charging public/household for providing these services. Railway charging passengers for the travel from one point to other point. Therefore, to take care of these environmental / housekeeping management of Railway areas a cess (green cess) may be levied to provide these services.

IX. Establishment matters

- All PHODS
All DRMS*
1. There should be minimum filling of vacancies in non-safety category including ministerial staff. Zero base analysis of requirement taking into consideration the advancements such as E-Office, COIS, FOIS etc., should be done in every department to arrive at the required numbers. Sharing and multi-tasking of ministerial staff, peons & stenographers may be considered and in case of shortage may be outsourced. In the Divisional level. In most offices a lot of work is handled by technical supervisors who are better qualified and equipped than the ministerial staff. This will lead to improved efficiency and better decision making.
 2. Ministerial staff should be primarily restricted to areas of works such as Personnel, Accounts, Legal, Vigilance and Procurement, where nature of work so demands. In other departments though primary work is of technical and operational nature still large number of ministerial staff are utilised. With e-office, e-tendering, and other electronic platforms being created most of the work being done by them should be transferred to electronic means of disposal
 3. Most of the medically decategorised staff is forcibly absorbed in areas of work like Personnel, where they fail to do justice and become liability for the system. Medically decategorized staff should be given alternative posting based on the performance in qualifying examination so that they fit better into the new department. A qualifying examination may be designed

for this. The pay benefit of 30% given to running staff on alternative posting should be withdrawn.

PCEE

4. Utilization of medically de-categorized Running staff may be done in PLC/TLC, offices & running rooms towards various stationary duties in place of utilizing working running staff. This will reduce running allowance as well as trained staff will be utilized at field.

All PHODS & DRMS

5. Parameters to be clearly laid to identify active sports persons from sports quota employees. Inactive sports personnel to be treated like normal employee with regards to work, leaves etc.

6. The system of promotion in Group 'C' & 'D' has to be revisited as large number of Non-Gazetted staff are being promoted without enough knowledge and experience. Promotion to the next level should be after having minimum experience at junior level. It must be ensured that the staff at junior level have sufficient knowledge before they are promoted to next level to improve the efficiency in Indian Railways system of working. Thus system of promotion of Non-Gazetted staff needs revamping.

All PHODS & DRMS

7. It is possibly time to have a look at the age old job descriptions of office staff and redefine the same for the present circumstances to make the office set up most efficient.

PCME PCSTE

8. Rationalisation of manpower benchmarks and revision in Incentive Schemes are needed to cut costs

9. Recently, Railways has increased the retirement age of Doctors to 65 years. After the age of 62 years, the senior Doctors are being paid fixed charges of about Rs.3.5 lakhs along with all the benefits. It is suggested that instead of providing the extension of services beyond 62 years at huge cost, young Doctors can be taken on contract basis to reduce the expenditure to Indian Railways.

10. SPARROW has been implemented on Indian Railways for APARs of officers. Similar system may be developed for management of APARs for Non-Gazetted staff.

PCPO

11. Departmental exams are conducted by Railways in all the Divisions/Zonal Headquarters. It is suggested to switch to online examination to bring transparency in examination, like the system followed in RRC.

12. Number of Special Casual Leave to organised labour Unions should be viewed afresh based on development of telecommunication facilities.

13. Presently Leave reserve for Mail/Exp Loco Pilots is maintained in the Pass Loco Pilots category. If we keep this leave reserve in LP goods category then number of LP in goods would be increased which may be used and hence decreasing no. of hours of working and reducing OT of crew and also ensuring more rest hours thus ensuring more safe train operation.

14. Dispensing the requirement of Guards in all freight trains by providing End-on Telemetry in all Break-vans and Locomotives.

15. By imparting multi-skilling, Coach Attendant, AC Mechanic, Ticket Collector duties can be merged as a single cadre, as 'AC Coach Customer Relationship Executive'.

PCME
PCSTE

16. Unproductive Manpower is mainly concentrated at Workshops, which are having CLW pattern incentive scheme and also at Zonal & Divisional Headquarters Offices. All the vacancies exist as on today can be productively used for manning of new assets. These Units shall be right-sized immediately based on the benchmarking norms.

AU PHODS

17. Staff strength can be right-sized by merging all the related cadres related to one asset/work centre/maintenance activity, by imparting multi-skilling.

AU
PHODS
&
DRMS

18. Expenditure on payment of various allowances to staff may be reduced.

- a) Running allowances towards staff performing stationary duties to be strictly as per IREM guidelines.
- b) OT amount to be reduced to great extent in section wherever train services are less,
- c) OT to Escorting AC mechanics paid is very high, merger of TL&AC staff or adhoc promotions to Gr.D may be helpful.
- d) Fixed uniform allowances for staff performing stationary duties in offices, lobbies and PRC/TLC etc. should be curtailed
- e) Restricting Night duty allowances, TA to a maximum limit.

X. Vehicles — AU PHODS & DRMS

1. In the current system, all officers up to Junior Scale level are entitled to hire vehicles for official work. The following alternatives are proposed:

- a) All the official passenger vehicles shall be hired in the name of official who wants to use. This can be utilised for commutation as well as for other official works. In this way, the transport allowance can be saved. For transporting the men & material, a pick up truck/mini truck (which is having cabin of four passenger capacity and rear material trolley can be hired at each location as a pooled vehicle for utilisation of all working units, with the control under the senior most official of the location.
- b) Instead of hiring the vehicles by Railways, an Allowance can be paid directly to the officers so that they can make their own arrangements of hiring of vehicles, which will be cost effective to Railways. This system is apparently working well with in many State Governments, where the State Government pays allowance to officers rather than hiring vehicles.

2. Common pool of vehicles for material movement: Currently, several field units are maintaining their own material vans/lorries. These vehicles lie idle for a substantial period and also often move with incomplete load/empty running in one direction. Vehicles are also hired under works contracts which similarly are not used to the fullest. A more efficient way would be to put all vehicles under a centralised control which can be requisitioned by users as needed.

- 3. For carriage of Railway material where the requirement is occasional, hiring on trip basis should be resorted to minimize expenditure on this account.

XI. Miscellaneous

1. Utilisation of Railway Land

— PCE, PCRE

- a) In most of the Railway stations, there is a vacant space all along the boundary. The space near the approach road are being occupied unauthorisedly by the hawkers. If some small shops selling goods/services relevant to travellers are developed all along the boundary facing the main road it will generate revenue instead of dealing with encroachment.
- b) Railway is having vast vacant area at most railway settlements. If Solar parks are developed at these locations, it will help railways to be self-sufficient in power requirement and may also generate surplus power for feeding back to the grid. Tie ups can be done with notified /experienced firms to place solar panels over stations, office buildings, railway colonies with grid connectivity without any cost involved for railways. Installation & Generation of solar energy may be treated as an earning contract.

2. Reduction in municipal water bills –

PCE & AU DRML

With the following measures the amount of bills paid to the HMWSSB for supply of water to Railway in twin city area will be reduced. This would be applicable to other large cities also.

- Arresting leakages in water pipe lines
- Attending to GLRs for leakages
- Replacement of Valves,
- Using water efficient fittings,
- Change in supply timings.
- Counseling of valve man for proper supply of water with proper timings

3. Class II Rails

— PCE & PCMM

Releasing Capital Blocked in Class-II (released) rails: Class-II rails are released from TRR works and kept aside for future reuse in secondary/casual renewals if required. However, it is a fact that the quantity of class-II rails generated is much more than their average consumption in renewals. This leads to two difficulties:

- a) The substantial CRRM amount for class-II rails, as incorporated in estimates, for such rails is not available to Railways as the material continues to be in the ledger of stock holder.

b) Many class-II rails are kept for years together in stock, blocking capital and ultimately are offered as scrap due to rusting etc. causing loss of value.

It is therefore suggested that present stock of Class-II rails (including material not taken on ledger but available as material at site) with all the stock holders (SSE/P-Ways) be ascertained. A quantity equal to 2 to 3 times the average consumption of past three years may be retained and the balance may be disposed off by sale through auction by Stores Dwpartment.. Experience with sale of serviceable locos indicates that Class-II rails (being reusable) can command a higher price.

- 4. Retrieval and sale as scrap of underground S&T cables which are no longer in use in yards and stations due to modernization of signalling systems. — PCSTE & PCMM
- 5. Hired telecom circuits, landline phones need to bereviewed to cut rental costs. — PCSTE
- 6. Surplus/non-moveable material in SSE/Depots which are not required may be offered/transferred to other Zonal Railways, where the same are required to ensure that excess procurement is not done on a pan Indian Railway basis.
- 7. Extensive use of VC to avoid travel expenses for meetings. — PHDD

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GOVERNMENT OF INDIA
MINISTRY OF RAILWAYS
RAILWAY BOARD

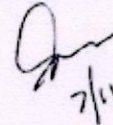
No. E(MPP)2012/1/40

(27)

Dated. 01/11/2019

The General Managers,
All Indian Railways, including Production Units and
Others

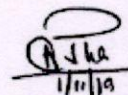
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7/11

Sub: Manpower Planning and Rightsizing.

Railways and PUs are aware that Manpower planning requires continuous review of sanctioned strength in view of changes in technology, working systems and redundancies.

Instructions have been issued from time to time as regards rightsizing, which brings in efficiency and also provides posts, where needed, for new activities. Accordingly, the target of 1% reduction in sanctioned strength, as in the past, will also continue for the year 2019-20. Necessary reviews, department wise and category wise should be initiated accordingly, under intimation to this office.


1/11/19

(Ajay Jha)

Joint Director (MPP)
Railway Board

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**GOVERNMENT OF INDIA
MINISTRY OF RAILWAYS
(RAILWAY BOARD)**

RBE No. 127 /2016.

No.E(MPP)/2010/1/67

New Delhi, dated 28.10.2016.

**The General Managers,
All Indian Railways including Production Units.**

**Sub: Creation of posts for new assets - "Pool of Surrendered Posts"
Ref: Board's letter No. E (MPP)/2003/1/88 dated 5.4.2006**

Manpower planning requires continuous review of sanctioned strength in view of changes in technology, working systems and redundancies. It is also necessary to plan judiciously to meet the requirement of posts for manning and operating new assets, especially in safety categories. Hence in respect of currently identified redundancies, there is a need to identify and maintain a "Pool of Surrendered Posts". This will help avoid initiating any recruitment action, even inadvertently, for the posts put in this surrendered pool. Existing instructions provide for creation of posts through matching surrender and by utilizing the money value available in the Vacancy Bank with the Zonal Railways/PUs etc. In cases, where the Zonal Railways/PUs are unable to provide money value on their own, proposals are required to be sent to the Railway Board.

Powers had already been delegated to DRMs to meet the requirement of posts in safety and operational categories for new assets on a 1:1 basis, with the approval of the General Manager vide letter No.E(MPP)/2003/1/88 dated 05.04.2006 (RBE No.45/2006).

In order to empower the Zonal Railways to meet the requirement of additional posts for new assets and for safety and operational activities within their own resources and taking recourse to the above new concept of "pool of surrendered posts", the following instructions are issued. These powers are to be exercised by judicious review of existing and required manpower.

(A) Identification of "Pool of Surrendered Posts"

i) At the beginning of every financial year, each GM/DRM shall carry out a Zero Based Review of all posts appearing in the Book of Sanctions, the total workload and decide in consultation with PHODs/Branch Officers, as the case may be, the posts which are required to be operated and the posts which are not required to be filled up immediately or are not required to be operated. Such vacant posts should be identified with due diligence and these should be segregated from BOS and shown in a separate "Pool of Surrendered Posts". Concurrently, surrender memorandum duly indicating therein the Division/Unit, Department, Category/designation of the post, Pay Band, Grade Pay, the date of credit to this Pool, without indicating money value of the post surrendered for those segregated posts, may also be issued before adding the same to the surrendered pool. If some such posts are currently filled up, action needs to be taken as per para (B) below.

- ii) Posts which have been lying vacant for long periods and for which no indents have been placed and are no longer required to be filled up as per current needs should also be included in this "Pool of Surrendered Posts" and taken out from the Book of Sanctions (BOS) by issuing surrender memorandum as mentioned above. All these posts shall be maintained in the "Pool of Surrendered Posts". Recruitment action against these posts shall not be initiated.
- iii) This exercise should be completed in respect of all departments and categories controlled by the Division/Railway, within the first month of the financial year i.e by 30th April every year.
- iv) A similar exercise to identify the vacancies should be continuously undertaken in the PUs also and posts identified which are no more required, either due to phasing out/modernization of production line or outsourcing. These posts should also be taken out from BOS and shown in "Pool of Surrendered posts" and concurrent surrender memorandum issued as mentioned above. The money value of these posts can also be utilized to create the posts in safety/operational categories for new assets/new PUs/expansion of existing PUs in the same manner as explained at para (C) below.
- v) While identifying "Pool of Surrendered Posts" as above, it may be ensured that promotional prospects of the existing employees, who are having avenue of promotion to these posts as per recruitment rules, are not adversely affected.
- vi) Once identified, certification of "Pool of Surrendered Posts" and revised Book of Sanctions along with issue of surrender memorandum as mentioned above will be done by Personnel and Accounts officers.
- vii) A Register listing posts in the "Pool of Surrendered Posts" should be maintained, duly indicating therein the Division/Unit, Department, Category/designation of the post, Pay Band, Grade Pay, the date of credit to this Pool and date of debit from this Pool, by way of withdrawal/redesignation along with suitable remarks and signed yearly by the Personnel and Accounts Officers. The format for this register is enclosed as Annexure.

(B) Creation of Supernumerary Posts

* V The posts which may be manned, but which may not be needed or will not be needed in the near future, should also be identified and converted into supernumerary posts. Supernumerary posts should be created for not more than 6 months and the surplus staff should necessarily be re-deployed within this 6 month period. For such of the supernumerary posts, where surplus staff are re-deployed within this 6 months period, the substantive posts can be put in the " pool of surrendered posts" and other posts may be created only in Safety/Operational categories as are needed for new assets, without routing it through the vacancy bank as per procedure indicated in para (C) below.

(C) Utilisation of "Pool of Surrendered Posts" and Supernumerary Posts

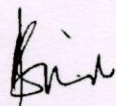
i) The posts included in the "Pool of Surrendered Posts", can be used to create safety category posts needed for new assets only. In no case can it be used to create non-safety category posts. Posts cannot be withdrawn from this 'Pool', to meet statutory requirements or for Vigilance or Security organizations etc, as Railway Board alone is competent for creation of posts in these departments.

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- ii) Safety category posts or other operational posts which are to be created out of this surrendered pool can be done in the pay band and grade pay as that of the surrendered posts or other posts in different grade pay as per equivalent money value basis at any given point of time. The money value of both surrender and creation will be calculated simultaneously and at the time of creation only as per currently applicable money value and not the historical costs when it was put in the pool of surrendered posts.
 - iii) In a Division, utilisation of pool of surrendered posts as per 'A' and 'B' above and creation of new posts in various grades as per requirement within a unit or from one Unit to another or from one Department to another, can be done by DRMs with concurrence of associate Finance. This will now not require GM's approval, as was required by Board's Letter No.E(MPP)/2003/1/88 dated 05.04.2006 (RBE No.45/2006).
 - iv) Utilisation of posts included in "Pool of Surrendered Posts" from one Division/Workshop to another Division/Workshop can be permitted by GM with concurrence of associate Finance.
 - v) Board can also order transfer of money value by surrender of posts from "Pool of Surrendered Posts" from any Zonal Railway/PU to another, when Board decides that the Recipient Zonal Railway/PU is in need of the same for creation.
 - vi) Requirement of posts for new Production Units and Workshops which have come up recently, will be met from Vacancy Bank of the Railways as identified and ordered by the Board.
 - vii) Posts identified for surrender by Railway Board or identified for surrender due to Work Study Reports, shall not be used for creation on the basis explained in para (C) herein. On surrender, their money value shall continue to be credited to the Vacancy Bank as per extant orders with 25% share going to Railway Board.
 - viii) The account of the posts in the "Pool of Surrendered Posts" will be maintained by the CPO for the Zonal Railway/PU and the Sr.DPO for the Division, as the case may be. The proposals shall be processed by the Personnel branch and routed through Associate Finance at Divisions/Zonal levels as the case may be.

(D) GENERAL

- i) The recognized Unions/Staff Council may be kept informed.
- ii) This issues with the concurrence of Finance Directorate of the Ministry of Railways.

DA: Annexure
Hindi version will follow.



(Anuradha Singh)
Director (MPP)
Railway Board.

No. E(MPP)2010/1/67

New Delhi, Dated 28.10.2016

Copy to:

- (i) The FA&CAOs, All Indian Railways including Production Units.
- (ii) Pay & Accounts Officer, Railway Board.


(Anuradha Singh)
Director (MPP)
Railway Board