

Group Incentive Scheme

- ❖ **MITES conducted study from 06.09.1999 to 18.02.2000.**
- ❖ **Study conducted for all types POH of coaches and various R.S.P. works which was being done at CRS/TPTY.**
- ❖ **The redesigned incentive scheme was implemented at CRS/TPTY from 01.01.2002.**
- ❖ **By adding relaxation allowances as specified in ILO, allowed time for POH of coaches was arrived.**
- ❖ **Man power required for various Shops was worked out as per the allowed time.**
- ❖ **Method study was not conducted because at the time of study Workshop was already ISO-9002 certified and coach repair activities in various shops has already been fully stabilized.**

- **GSCN type of coach (II Sleeper Class) was considered as standard production unit (SPU) .**
- **The conversion factor for other type of coaches was fixed as per the allowed time compared to GSCN coach.**

$$\begin{array}{l}
 \text{Conversion Factor for a} \\
 \text{Coach type for a} \\
 \text{particular Incentive} \\
 \text{Production Group}
 \end{array}
 =
 \frac{\text{Man-hours at 100R for the coach type} \\
 \text{applicable in the group}}{\text{Man-hours at 100R for equated GSCN} \\
 \text{Coach applicable in the group.}}$$

❖ The workshop is classified into 3 Groups namely:

1. Production Shop Group

2. Support Shop Group.

3. Support Department Group.

Incentive earning %

- (a) Production shops - 100%
incentive
- (b) Support shops - 80%
incentive
- (c) Support departments - 50%
incentive

Incentive to SSE

- SSEs earn incentive upto maximum 15% of their basic pay, subject to the condition that,their production shops earn incentive equal to or above 15%. If it is less than 15%,they will get as per their shop earnings.

I. PRODUCTION SHOP GROUPS

Shops directly connected with POH activities.

i) Carriage Fitting Shop (CFS)

ii) Carriage Body Repair Shop (CBR)

iii) Paint Shop

iv) Wheel Shop

v) Train Lighting Shop (TLS)

2. SUPPORT SHOPS

Shops indirectly connected with POH activities

- 1. Mechanical Millwright*
- 2. Electrical Millwright*
- 3. Machine Shop*
- 4. Coach Movement & Scrap Yard*
- 5. Smithy Shop*

3. SUPPORT DEPARTMENT GROUP

1. PCO Cell

2. M&P Section

3. Planning Cell

4. QSD (ISO) Cell

5. Computer Cell

6. Incentive Cell

Not covered under Incentive Scheme:

- 1. Coach Inspection Wing***
- 2. Material Inspection Wing***
- 3. Basic Training Centre***
- 4. Outside Power Maintenance***
- 5. All Ministerial Staff***
- 6. Personnel Department***
- 7. Accounts Department***
- 8. Stores Department.***
- 9. Security Department***
- 10. Drawing Office.***

Conversion Factors

	CFS			CBR	Paint		TLS
	VB	AB	Retro			A' Sch.	
GSCN'	1.00	0.91	0.98	1.00	1.00	2.10	1.00
GS	1.00	0.91	0.98	0.92	0.85	1.94	1.00
GSCZ	1.00	0.91	0.98	0.93	1.00	2.10	1.00
SLR	1.03	0.95	1.01	0.98	0.90	1.99	1.00
FSCN	1.00	0.91	0.98	1.08	1.05	2.14	1.00
CNLR	1.03	0.95	1.01	0.89	0.95	2.04	1.00
WFC	1.00	0.91	0.98	0.89	1.11	2.20	1.00
DMU/DHMU/MEMU	-	-	1.06	0.86	1.00	2.10	0.8/0.9(MEMU)
VPU	1.00	0.91	0.98	0.89	0.79	1.88	0.10
AC	-	0.94	-	1.00	1.14	2.23	1.90
Others (Insp. Car with dual Brake) RA/RH	1.08	-	-	0.89	1.11	2.20	1.00

MAN HOURS FOR GSCN

- i) Carriage Fitting Shop* = **557.46**
- ii) Carriage Body Repair Shop* = **1064.66**
- iii) Paint Shop* = **243.833**
- iv) Wheel Shop* = **26.91**
- v) Train Lighting Shop* = **224.367**

❖ Incentive for Production Shops worked in two stages.

1. Based on outturn of the individual Shop.

2. Based on outturn of the Workshop to traffic.

❖ **70%** Incentive for individual Shop outturn.

❖ **30%** Incentive for Workshop outturn to traffic.

- Overtime booking though permitted caused adverse effect on group performance and also individual member earnings. The Incentive Earning Factor was calculated using the minimum of pay scale for each category eligible for incentive scheme coverage.
- Coaches detained for more than 90 days in the Workshop were not counted for incentive purpose.
- Individual member incentive earning was directly proportional to member's own clocked in hours during the month. To get better attendance at work by group members a Group Attendance Factor was included in the scheme.
- Under instructions of Railway Board, Leave Reserve provision under proposed Incentive Scheme for Tirupati Shop was kept at 12.5%.

GROUP ATTENDANCE FACTOR

- Group attendance factor is introduced to have control over absenteeism by group members. The individual member incentive earning increase with maximum hours present. Hence the Leave/Sick/ Absenteeism percentages is reduced.

$$\begin{aligned} \text{Group Attendance Factor} &= \text{Actual clocked in man-hours of the group} \\ \text{for the month of the} & \qquad \qquad \qquad \text{less} \\ \text{Incentive Production Group} & \qquad \qquad \text{OT hours booked by group members} \\ & \qquad \qquad \text{-----} \\ & \qquad \qquad 0.875 \times \text{On strength} \times \text{Actual working} \times 8 \text{ hrs.} \\ & \qquad \qquad \qquad \qquad \qquad \text{days in month} \end{aligned}$$

❖ REWORK MAN HOURS

For the Reworks pointed out by inspection wing or by NTXR, the Group is penalized by adding **3** times the rectification hours to the clocked in hours.

❖ QUALITY LINKAGE FACTORS

To ensure Quality of Production, Quality linkage Factors are incorporated. The Quality linkage factor is directly multiplied by the incentive earning factor of all Shops.

The Quality Linkage Factor = **Q** is as under.

Q1. NTXR rejection / Local passing.

Q2. Coaches marked sick within 100 days.

Q3. Enroute coach detachments.

$$\text{The Quality linkage factor } Q = \frac{Q1 + Q2 + Q3}{3}$$

Advantages

1. Parity of earnings within a group
2. EIW/IW categories dispensed with
3. 50% ceiling removed
4. Involves less record keeping & tabulations
5. Incentive calculations simplified
6. Dispute of lost job cards, splitting of job cards eliminated

THANK YOU