

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



No. 2016/EnHM/06/16

New Delhi, dated 09.12.2016

**The General Managers
All Zonal Railways**

**SUB: Minutes of Meeting held at Railway Board on
25.11.2016 for Review of Performance on
Housekeeping of Stations and Trains.**

**Ref: RB letters of even no. dated 21.10.2016 &
18.11.2016**

A meeting on Review of Performance on Housekeeping of Stations and Trains was held at Railway Board on 25.11.2016 in which SAG Officers, Incharge of Cleanliness of Stations and Trains were called. The meeting was chaired by Member Rolling Stock and addressed by Hon'ble MoSR(G).

Minutes of the Meeting are attached for information and necessary action, please.

Encl: Minutes of Meeting

Shivendra Mohan
9.12.16
**(Shivendra Mohan)
Executive Director
EnHM / ME**

**Minutes of Meeting held at Railway Board on 25.11.2016 for
' Review of Performance on Housekeeping of Stations and Trains '**

List of Members present is enclosed at Annexure-I.

1. Address by Hon'ble MoSR (G)

1.1 There is delay in formation of exclusive organisation for Integrated Housekeeping Management in many Zones. Establishing the same in all ZRs should be completed within the next one month.

1.2 Undue delay in rolling out of schemes like OBHS, Mechanised laundries should be addressed and position should show drastic improvement in the next 3 months. All contracts should be finalised expeditiously.

1.3 Review shall be done on quarterly basis, with next meeting to be kept in Feb., 2017, after addressing the above issues and bringing in substantial improvement in Housekeeping of Stations & Trains.

1.4 Housekeeping contracts should be monitored closely to ensure that the contractors deploy the required resources and work to the desired standards. If performance is not satisfactory, contract can be terminated after three warnings and security deposit forfeited. The agency would not be considered in future bids.

1.5 From the data of Complaint Management System (COMS) it is seen that maximum complaints are recorded in NR, SR & CR. Maximum trains remaining to be covered by OBHS are in SR & WR.

2. Address by MRS

2.1 Creation of separate housekeeping wing was first announced in 2014 Budget Speech. Subsequent to this, the need for integrated housekeeping agency was stressed upon and directions were also given by the Railway Board. To give the requisite focus and improvement thereby, an exclusive wing on ZRs is being created.

2.2 Exclusive EnHM wings are to be formed in all ZR Headquarters and Divisions to look after housekeeping of A1 and A category stations and trains. EnHM wing can become operational when minimum one exclusive JAG officer is posted in Headquarter and minimum one exclusive SS officer is posted in Division with exclusive staff matching with the workload being taken over.

2.3 Operationalisation of EnHM wings should result in visible improvement in cleanliness. Performance in the stations / depots taken over by EnHM wing

should be reviewed immediately and later periodically including users feedback / complaints.

2.4 Use of proper tools / equipment, quality consumables and some basic training of the staff are necessary for proper cleaning. Housekeeping staff should be identifiable by uniform / badge. The infrastructure should also be amenable to cleaning.

2.5 A matrix for measurement of performance on cleanliness should be prepared. Any condition of dirtiness should be attended within a specified time limit.

2.6 Use of CCTVs to be extended for monitoring of cleanliness at stations.

2.7 Effectiveness of On Board cleaning should be improved. Clean My Coach service has to be extended to all OBHS trains. Response time for Clean my Coach request should be monitored. System for collection of garbage in large garbage bags by OBHS staff from passenger cabins after main meals should be started, about which passengers should be informed in advance.

2.8 Selection of agencies should be done carefully. Proper contract management, measurement of performance and attendance are very important. Specifying level of cleanliness and how to measure it is equally important than just ensuring the attendance of staff.

2.9 We should have a panel of approved agencies so that in case of failure of contractor, alternate arrangement can be made from the empanelled agencies at the same rates.

2.10 Use of bio toilets is increasing. Work of apron cleaning may come down after three / four years. On Board Cleaning staff will need some training on proper use and basic maintenance of bio toilets.

2.11 Payment to contractors staff should be linked with Aadhar Card and Bank Account through bio metric attendance.

2.12 Splitting of service contracts can be done if it is possible to segregate the work. With the provision of suitable metrics, more than one contractor can be given the work with suitable grouping of trains / stations.

2.13 We need to differentiate between 'Request for Service' and 'Complaints'. Complaints for bedrolls should also be segregated between 'from mechanized laundry' and 'from outsource agency' in order to assess the performance.

3. Address by AM / ME

3.1 Efforts have been made to make one Incharge for Stations as well as Trains as most of the housekeeping issues are common. Also, further efforts are required to address the Contract Management issues important for Service Contracts. Budget is also important. A very good contract management even with the existing clauses of contract should result in improvement, even though there is a strong need to redesign the contract document.

3.2 ZRs to review and finalise their Action Plan on the following specific items -

- (a) Outcome based contract management for housekeeping of stations and trains.
- (b) Aspects of performance on housekeeping being monitored daily by officials in charge of housekeeping like complaints made in the last 24 hours, penalties imposed on the contractor etc.
- (c) Measures taken to improve the effectiveness of OBHS throughout the journey.
- (d) Strategy of Railway to improve the ranking of 136 railway stations which are found to be in Level 4 & 5 during the recent passenger survey of the A1 & A category stations.
- (e) Compliance to Solid Waste Management Rules, 2016 - Records of final disposal have to be maintained in appropriate manner.

3.3 No manual scavenging is permitted. Surface drainages have to be covered to prevent entry of solid waste. Periodic de-silting of drainage is necessary.

3.4 Plastic /pet bottle crusher / flaking machines and sanitary napkin dispenser & incinerator are quite useful for cleanliness /hygiene and waste management. Suitable business models can be developed for trials.

4. Important issues on Housekeeping of stations and trains were discussed by EnHM Dte. through a presentation. Key issues highlighted are as under :

4.1 ZRs to indicate Improvement and systemic changes during the last one year, on cleanliness standards at Stations &Trains

4.2 ZRs were asked to develop Measures of performance on cleanliness of stations and trains

4.3 Suggested to institute a comprehensive complaint monitoring and redressal mechanism.

4.4 ZRs advised to comply the RBs earlier instructions and prepare a focused Action Plan to show visible improvement in the cleanliness standards in next three months

4.5 Outcome based housekeeping contracts with specific clause on performance monitoring and supervision, to ensure persistent level of cleanliness

4.6 Effectiveness of OBHS to be improved

4.7 Qualification and experience of Contractor's supervisors and Managers to be prescribed. On-site training to be given for staff

4.8 Switching over to integrated housekeeping contracts at major stations

4.9 Unified pest & rodent control

4.10 Survey feedback to be analysed and stations with below 50% score need focussed efforts for upgradation to higher levels.

5. Some highlights from the presentations made by ZRs are as below.

5.1 A few ZRs have entered into MoU with local bodies for disposal of solid waste from stations. This may be followed by all ZRs.

5.2 On SCR, OBHS staff wear a 'No Tips' badge. Record of garbage handed over at nominated points is maintained. Feedback of OBHS trains is also taken on arrival at terminating station.

5.3 Clean my Coach service has been introduced in 8 non OBHS trains also in addition to all OBHS trains in NFR.

5.4 Regular de-silting of open drainages and maintenance of free flow of sewage is done in SR.

5.5 Dustbins for Non AC coaches have been made stock item in NCR.

5.6 In WR, new machines are provided with 3 years AMC in mechanised cleaning contracts to ensure that they remain in working order.

5.7 Bio metric attendance, enroute checking of staff and attendance monitoring of OBHS staff through RFID tags and readers.

5.8 Eco friendly garbage bags.

6. Other Points

6.1 Budget allotment on Housekeeping of Stations and Trains was Rs 1400 Cr in 2015-16 and Rs 1693 Cr for 2016-17. Railways were asked to furnish data on actual expenditure vis-a-vis budget allotment. Only ER, NCR, NER & SECR have been submitting details so far. It is seen that expenditure booked on Station housekeeping is substantially below the allotment. ZRs should also do zero based assessment / forecast.

6.2 Provision of adequate accommodation for OBHS staff needs to be reviewed.

7. Action taken report by ZRs to be furnished by 15.01.17 to EnHM Dte.


(SHIVENDRA MOHAN)
EXECUTIVE DIRECTOR
EnHM / ME

Encl: Annexure I

Annexure-I

Members attending the meeting held at Railway Board on 25.11.2016 for ' Review of Performance on Housekeeping of Stations and Trains '

S.No.	Name	Designation	Railway
1	Shri Rajen Gohain	MoSR (G)	Hon'ble Minister
2	Shri Hemant. Kumar	MRS	Railway Board
3	Shri K. Swaminathan	AM/ME	Railway Board
4	Shri Desh Ratan Gupta	ED/EnHM/CE	Railway Board
5	Shri Shivendra Mohan	ED/EnHM/ME	Railway Board
6	Shri Abhay Bakre	ED/EnHM/EE	Railway Board
7	Shri Niraj Sahay	ED/EnHM/TC	Railway Board
8	Ms. Sheela Verma	Dir/EnHM	Railway Board
9	Shri Marut Kumar	JD/EnHM	Railway Board
10	Shri T.Venkata Subramanian	CEnHM	SR
11	Shri D. Lakshmanan	OSD to CCM	SR
12	Dr. B.S. Varaprasad	CHD	SR
13	Shri Subodh Choudhary	CRSE	ECor
14	Dr. Amitava Dutta	ACMD/HFW	ER
15	Shri S. Narula	CRSE	ER
16	Shri Viswa Lal	Dy CME/EnHM	WCR
17	Shri S. Rajvanshy	CRSE(Chg)/CEnHM	WR
18	Ms. Ity Pandey	Dy. CCM/G	WR
19	Dr. S.K. Deka	CHD	NFR
20	Shri S. Mukherjee	CCM/PM	NFR
21	Shri B. Lakra	CME(O&F)	NFR
22	Shri Y.B. Shahare	CEnHM	SER
23	Shri D.K. Nayak	CWE	NCR
24	Shri J. Digi	CRSE	SECR
25	Shri D.L. Choudhary	CRSE	SWR
26	Shri S.S. Mishra	CRSE	SCR
27	Ms. Archana Srivastava	CCM/Ctg	NR
28	Shri Happy Walia	CEnHM/NR	NR
29	Shri M. Biswas	CRSE	NER
30	Shri Ganvir	CRSE	CR
31	Shri R.S. Sharma	CRSE	ECR
32	Shri L.K. Vyas	Dy CCM	NWR