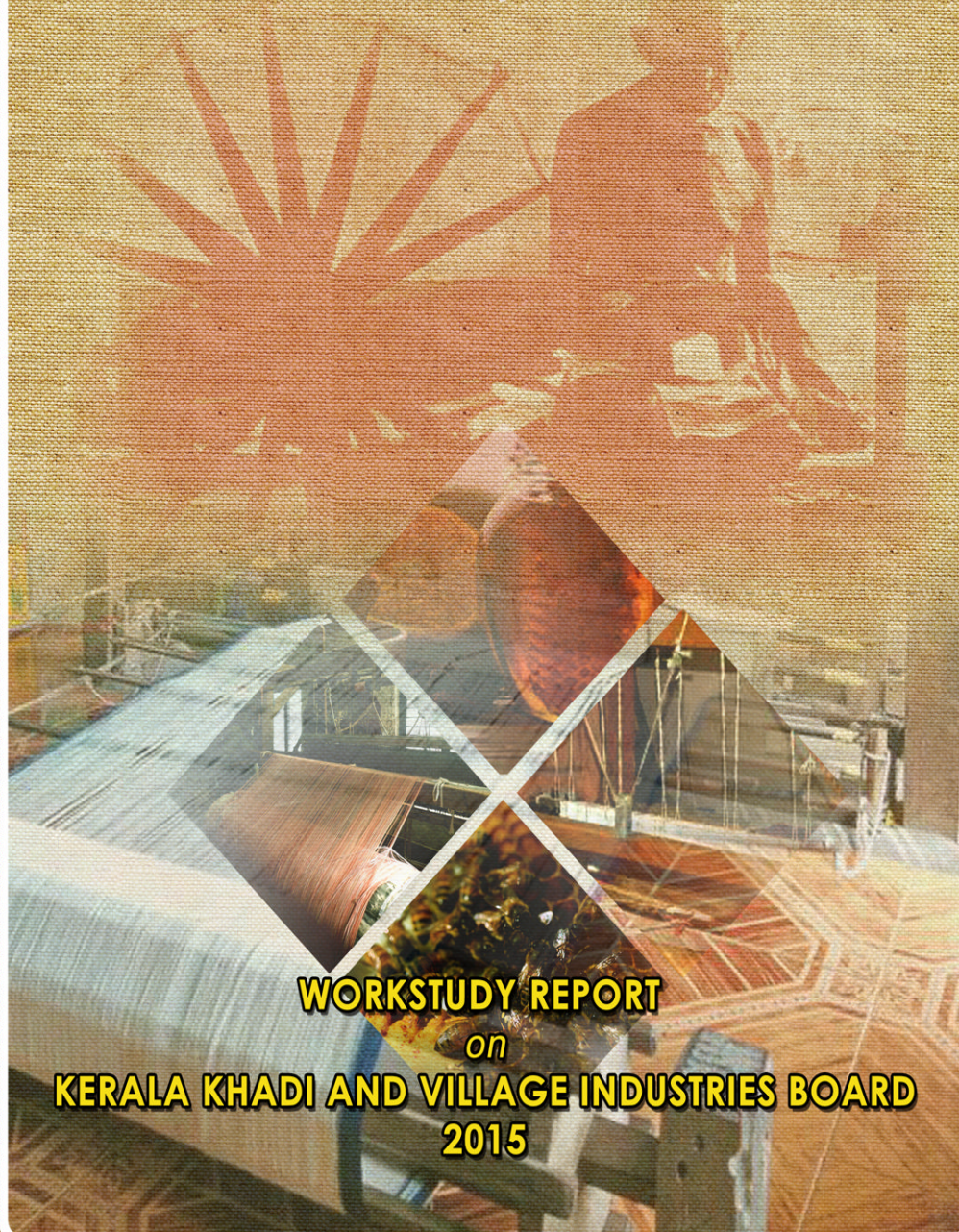




Govt. of Kerala
**Personnel & Administrative
Reforms Department**



WORKSTUDY REPORT
on

**KERALA KHADI AND VILLAGE INDUSTRIES BOARD
2015**

Work Study Report Conducted in Kerala Khadi and Village Industries Board

By

The Personnel and Administrative Reforms (AR VII) Department

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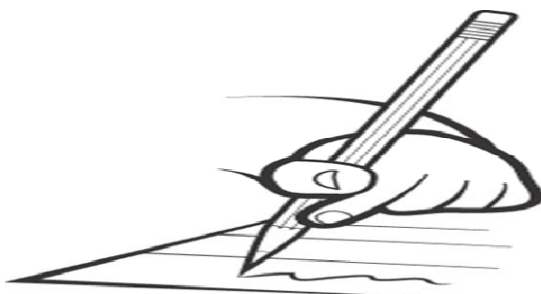
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CHAPTER I



INTRODUCTION

In 1918, Mahatma Gandhi started the movement of Khadi as a relief programme for the poor masses living in India's villages. Spinning and weaving was elevated to an ideology for self-reliance and self-government. Accordingly, the Nagpur session of Indian National Congress in 1920 decided to encourage "Khadi". The first Khadi Production Centre was established at Katiawad, Gujarat. Mahatma Gandhi used to refer to Khadi as "The livery of freedom". Father of Our Nation gave the message of Swadeshi through the implementation of his programme of Khadi and Village Industries (KVI). Govt. of India recognized the role of Rural Cottage Industries in the Industrial Policy Resolution, 1948. The Constituent Assembly included Cottage Industries in Rural Areas among the Directive Principles of the Constitution in Article 43. Khadi and Village Industries were set up from the ideology elaborated in the First Five Year Plan in 1948. In the year 1953, Govt. of India set up the All India Khadi & Village Industries Board in January, 1953. (AIKVIB)

This Board promotes Khadi Industry as a Department as well as an Institution. In the Khadi Sector, the Board is engaged in spinning and weaving activities for Cotton, Muslin, Polyvastra. In case of Silk, only weaving is undertaken. Various varieties of yarn viz. 33s, 50s under Cotton, 100s, 150s and twisted under Muslin, 50s, 70s under Polyvastra are produced through these spinning units. Dhothies such as Kora, Kuppadom, Towels,

Shirtings, Bed sheet, Window curtain, Cotton and Silk sari etc, are produced in the weaving centres.

Village Industry refers to any industry located in rural areas which produces any goods or renders any service with or without the use of power and in which the fixed capital investment (in plant and machinery, land and building) per head of an artisan does not exceed Rs. 1,00,000/- “All Khadi and Village industries except service industries can be started only in Panchayat areas.”

The Kerala Khadi and Village Industries Board is a statutory body constituted by the Act of 1957, vested with the responsibility of organizing and promoting Khadi and Village Industries in the State. The Khadi and Village Industries programme plays a predominant role in providing employment opportunities to rural artisans more specifically, the socio-economic weaker strata of the society. The Board implements the programmes through co-operative, registered institutions, individuals and departmental units by doling out/ availing assistance from Government of Kerala, Khadi Commission and Nationalized Banks as well as promotion of Khadi and Village Industries, comprehensive range of support to Khadi and village industry entrepreneurs, marketing support to the beneficiary units of the Board, co-ordination and monitoring of around 25000 units which have come up in Kerala with the assistance of the Board. Providing training to potential entrepreneurs in various sectors including weaving and spinning, pottery, bee keeping and a host of other activities. In order to materialize the objectives, Board has formulated various schemes and implemented them successfully. The KVIB is entrusted with planning, promotion, organisation and implementation of programmes for the development of Khadi and other village industries in rural areas in

coordination with other agencies engaged in rural development wherever necessary.

Genesis of study

The secretary, Kerala Khadi and Village Industries Board had requested the Government to consider the proposal for conducting a Work Study in the Board to review their organisational structure, study the responsibilities of various cadres, review staff pattern in each district and Head Office of the Board, etc. Industries (K) Department, the Administrative Department for the Kerala Khadi and Village Industries Board forwarded the proposal to the Personnel and Administrative Reforms Department. But Personnel and Administrative Reforms Department set aside the proposal for Work Study by giving advice on the matter that Government could not consider the proposal, citing the Kerala Khadi and Village Industries Board *not being a Government Department*. The Vice Chairman, Kerala Khadi and Village Industries Board had obtained orders from the Hon'ble Chief Minister for conducting a Work Study in the Department. Accordingly, the Administrative Department, as per the order of the honourable Chief Minister forwarded the proposal along with the File (U.O.(F)No.26750 /K2/2013/ID) to Personnel and Administrative Reforms (VI) Department for conducting the work study. As such, the task of conducting the work study was handed over to the study team in Personnel & Administrative Reforms (AR-VII) Department.

A preliminary discussion with the Secretary, Kerala Khadi and Village Industries Board regarding the work study was conducted by the study team headed by the Additional Secretary on 11.02.2015. At the discussion it was pointed out that the Kerala Khadi and Village Industries Board being a statutory body constituted by the State Government in 1957, and unlike Government Departments faces a slew of problems such as seniority issues, lack of permanent staff arrangement, heavy work load for the staff, lack of

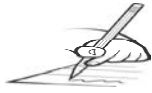
proper promotion channel of different categories, job satisfaction etc. The Secretary and other higher officials in the Board had requested the Study Team to look into all the matters regarding promotion and work load of the staff in the Board as well as to analyse the feasibility of the conversion of the Board into a government department such as Handloom, coir etc.

Terms and References of the study

As per the decision taken during the preliminary discussion, it was decided to conduct a comprehensive work study with reference to the following terms:

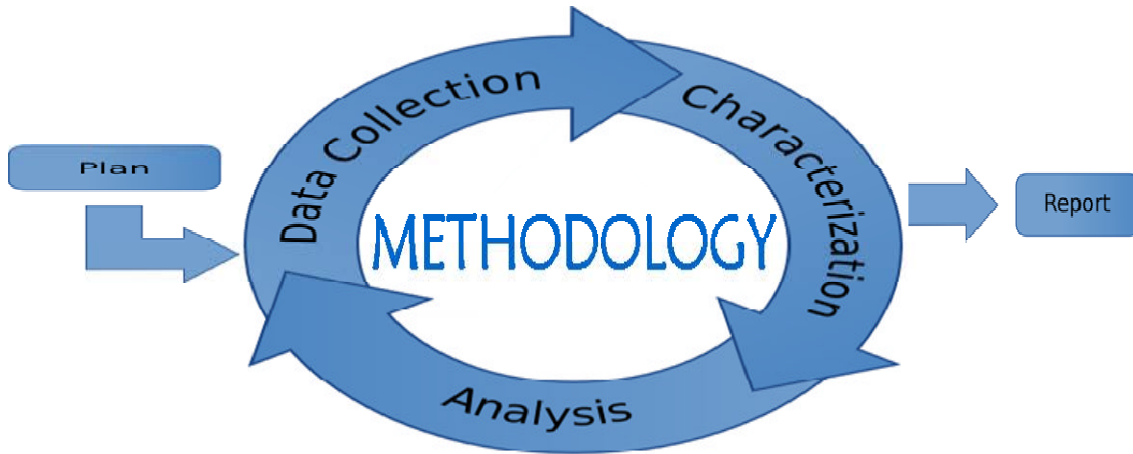
- Study and review of organisational structure
- Assessment of present staff structure and suggest modification, if required, for functional, administrative efficiency and effectiveness,
- Study the responsibilities of various cadres.
- Study and review of the workload and distribution of work with reference to posts.
- Review of staff pattern in each district and Head Office of the Board.
- Assessment of job satisfaction, training requirement for the staff members.
- Study and Review of existing Delegation of Powers.
- Suggest changes if any in the case of Act, Rules and Regulation of Khadi Board.
- Measures to reduce the gap with reference to allotment and actual expenditure in the Non-Plan.
- Changing the status of the Board as a Government Department as in the case of Handloom, Coir etc.

Random offices were selected according to the category, nature of the work performed and geographical and other peculiarities.



The work study team laid great emphasis on studying the functions of the all categories of staff in the Board. The details make up the coming chapters.

CHAPTER II



On the basis of the discussion held by the work study team with the Secretary, Kerala Khadi and Village Industries Board it was decided to conduct a comprehensive work study of the functioning of all categories of staff in the Board. For this, the team applied all the three techniques of work study viz. *Organisational Analysis*, *Method Study* and *Work Measurement*.

The team held discussions with the Secretary, Kerala Khadi and Village Industries Board and staff of Board. The duties and activities performed by each employee were identified and analyzed systematically. The team dug deep on the objectives, duties, responsibilities and actual performances of all functionaries in the Head Office at Kerala Khadi and Village Industries Board and in each District Office. The Team critically analysed the Classification and Conditions of Recruitment of Staff rules for the Board. The registers, files and other connected records maintained in the offices have been relied upon for deciding the annual frequency of each activity.

The task performed by each functionary related to each activity has been identified and subjected to detailed analysis. Case study of files with specific emphasis on the time factor was also employed.

The base year (Period of study) selected by the team for collecting data on workload related matters was the calendar year 2014 (i.e. 1.1.2014 to 31.12.2014). The team studied the procedures followed in performing the various functions and subjected them to critical examination to find whether any change is required in the procedures.

In the conduct of the study, the team made use of the conventional work study techniques such as time study, analytical estimation etc, and the work study tools such as duty list, activity list, organisation chart, flow chart, Self-logging, brainstorming, case study, discussions, interviews, analysis of synthetic data etc. The team also made use of the synthetic data wherever possible, especially with regard to the establishment related work. Standard Timings for carrying out various items of work done by all the functionaries have been arrived at by computing the time taken through Case Studies of field assignments and Analytical Estimation of the various types of activities performed by the Technical and Non-Technical hands of the Department. Personal and Fatigue allowance @ 15% has also been added to the total time for original items of work and routine items of work (except field work). The basic time for different activities taken by various functionaries have been projected on their annual frequency, Personal & Fatigue Allowances (P&F Allowances) added, annual workload arrived, and thereby the manpower requirement has been assessed on the principle that a State Government employee has to work 1700 man hrs/year.

CHAPTER III

Organisational Set up

The Kerala Khadi and Village Industries Board was constituted by Act IX of 1957 of the Kerala Legislative Assembly. The Hon'ble Minister for Co-operation and Khadi & Village Industries is the Chairman of the Kerala Khadi and Village Industries Board. All the activities of the Kerala Khadi and Village Industries Board are controlled and co-ordinated by the **Vice Chairman** and the Head Office, **Kerala Khadi and Village Industries Board** is situated at Vanchiyoore in Thiruvananthapuram. He is being assisted by a Secretary who is an officer not below the rank of Additional Secretary, deputed from the General Administration Department of Government Secretariat. He assists the Vice Chairman in all the matters related to Khadi and Village Industries pertaining to the Board. He is being assisted by 5 Directors viz Director (Khadi, Budget & Planning), Director (Marketing), Director (Administration), Director (Village Industries & Prime Minister's Employment Generation Programme), Director (Revenue Recovery) and an Officer same as the rank of Director, Financial Advisor & Chief Accounts Officer. They are further assisted by a number of Officers in the discharge of his duties. The Officers are basically in the rank of Deputy Director, Deputy Registrar, State Khadi Organiser, Marketing Officers, Accounts Officer, Law Officer, Lay Officer, Executive Engineer (on contract), Village Industries Officer and various other subordinate staff. In addition to the Staff Officers, Statisticians, Senior Superintendent, Junior Superintendent, Industries Officer, Junior Accounts Officer and ministerial staff, at various levels, are

working as support functionaries to the Staff Officers in the discharge of their duties.

This Department has a sanctioned strength of 759 posts of various categories and has only 547 occupants in different posts. Apart from the Head Quarters at Thiruvananthapuram, the Board has 14 Project Offices, one in each district and one sub Office, viz Payyannur Khadi Centre. All the activities of each District Project Office and Payyannur Khadi Centre are controlled and co-ordinated by the District Project Officer.

CHAPTER IV

Organizational analysis

The Kerala Khadi and Village Industries Board is a statutory body constituted by the Act of 1957 (Act 9 of 1957). The recruitment of all categories in the Kerala Khadi and Village Industries Board is done according to the rules formulated by the Government which is known as Kerala Khadi and Village Industries Board (Classification and Conditions of Recruitment of Staff) Regulations 2006.

The Kerala Khadi and Village Industries Board is an autonomous body having a multifaceted nature. The staff of the organization comprises various levels of Officers both clerical and technical in nature. They are classified into **1. Administrative Level (Higher), 2. Administrative Level (Lower), 3. Technical Service (Higher), 4. Technical Service (Lower), 5. Last Grade Service, and 6. Part Time Contingent Service.**

The detailed classification of all kinds of officers in the Board is shown below.

1. Administrative Level (Higher)

- i) Director.
- ii) Deputy Directors
- iii) Deputy Registrar
- iv) Project Officer
- v) Village Industries Organisers
- vi) State Khadi Organiser

- vii) Special Officer
- viii) Liaison Officer
- ix) Law Officer
- x) Accounts Officer.
- xi) Marketing Officer
- xii) Senior Superintendent
- xiii) Information Officer,
- xiv) Statistician
- xv) Village Industries Officer,
- xvi) Junior Accounts Officer
- xvii) Assistant Registrar & similar posts

2. Administrative Level (Lower),

- 1. Junior Superintendent
- 2. Senior Accountant
- 3. Manager (Godown)
- 4. Office Manager
- 5. Store Superintendent
- 6. Assistant Statistical Officer
- 7. Fair Copy Superintendent
- 8. Senior Co-operative Inspector (Special Grade)
- 9. Senior Co-operative Inspector
- 10. Junior Co-operative Inspector
- 11. Head Clerk
- 12. Store Assistant
- 13. U.D. Clerks and U.D. Accountant
- 14. L.D. Clerk/Clerk-cum-Accountant
- 15. Cashier
- 16. First Grade Assistant

17. Second Grade Assistant
 18. Senior Grade Assistant
 19. U.D. Typist
 20. L.D. Typist
 21. Clerk-cum-Typist
 22. Manager, Khadi Gramodyog Bhavan
 23. Assistant Manager, Khadi Gramodyog Bhavan
 24. Godown Keeper
 25. Store Keeper
 26. Stenographer/Confidential Assistant
 27. Curator (Museum)
 28. Boy Assistant
 29. Boy Attender
 30. Warden
3. Technical Service (Higher),
 1. Development Officer (Oil)
 2. Development Officer (Leather)
 3. Development Officer (Handmade Paper)
 4. Development Officer (Fibre)
 5. Development Officer (Muslin)
 6. Development Officer (Silk)
 7. Pottery Expert
 8. Bee Expert
 9. Organiser (Palmgur)
 10. Organiser (Non Edible Oil & Soap Industry)
 11. Organiser (H.P.P./PCP & Similar Technical Posts)
4. Technical Service (Lower)
 - 1) Khadi Development Officer

- 2) Technical Assistant (Khadi)
- 3) Amber Manager
- 4) Manager (dye house)
- 5) Mechanic (dye house)
- 6) Loom Inspector
- 7) Weaving Instructor (Training Centre)
- 8) Spinning Instructor (Training Centre)
- 9) Khadi Extension Officer
- 10) Amber Instructor (Khadi Production Centre)
- 11) Weaving Instructor (Khadi Production Centre)
- 12) Village Oil Inspector
- 13) Chargeman (Village Oil)
- 14) Mechanic (Village Oil)
- 15) Palmgur Instructor
- 16) Bee Keeping Field Man
- 17) Organizer (Village Leather)
- 18) Technical Supervisor (Leather)
- 19) Pottery Inspector
- 20) Instructor (Pottery Demonstration Squad)
- 21) Potter
- 22) Organiser (H.M.P)
- 23) Supervisor (H.M.P)./Technical Supervisor (H.M.P.)
- 24) Manager (H.M.P)
- 25) Gurkhandasari Demonstrator
- 26) Technical Assistant (Gober Gas)
- 27) Technical Assistant (Line)
- 28) Technical Assistant (Fibre)
- 29) Technical Supervisor (Cottage Match)

- 30) Technical Supervisor (Carpentry & Blacksmithy)
 - 31) Carpenter
 - 32) Cook
 - 33) Driver
 - 34) Weaving Organizer
 - 35) Manager, Khadi Production Centre
 - 36) Cutter
 - 37) Telephone Operator
5. Last Grade Service
- Peon/Watchman
6. Part Time Contingent Service.
1. Part Time Sweeper
 2. Part Time Cleaner

Out of the sanctioned strength of 759, the incumbents functioning at present in the Head Office, 14 District Project Offices and Payyannur Khadi Centre at Kannur are 547 only. Unlike other Government Departments, 67 category of posts are existing in the Khadi and Village Industries Board. The detailed analysis of the classification of all categories of staff including the Directors and Deputy Directors and the duties and functions are elucidated in the coming paragraphs.

► Directors

The primary function of a Director is to manage the Board on behalf of the members. The Director usually delegates his powers of management to the members of the Board. In the Kerala Khadi and Village Industries Board, there exists 5 Directors. They are:

1. Director (Khadi, Budget & Planning), 2. Director (Marketing), 3. Director (Administration), 4. Director (Village Industries & Prime Minister's Employment Generation Programme), 5. Director (Revenue Recovery)

► Deputy Directors

The Deputy Directors are, in general, assigned duties to assist the Director. The 3 Deputy Directors are 1. Deputy Director (Budget & Planning), 2. Deputy Director (Co operation) , and 3. Deputy Director (Prime Minister's Employment Generation Programme).

► Bee Keeping Field Man

The duties of a Bee Keeping Field Man in the Kerala Khadi and Village Industries Board relate to imparting training to those who are interested in this field so that they can make honey with the help of bee hives provided by the Khadi Board. The honey processing and Bee Keeping Industry are overseen by a Bee Keeping Field Man.

► Co-operative Inspector

As per the CCR, the duties of a Co-operative Inspector are: the Inspection of Bhavans, Inspection of Special Employment Generation Programme Units, Inspection of 'Ente Gramam', Annual audit of Bhavans, Stock Verification of Bhavans, Stock Verification of Production Centres, conduct of Election of co-operative societies, Administration of co-operative societies, Verification of Rebate, Incentive, welfare fund etc. The Co-operative Inspector has assigned duties of preparation of audit report, inspection report, physical verification of registers, Inspection of Consortium Bank Credit Units/Pottery Schemes, conducting of Consortium Bank Credit Units,/Pattern Schemes, Block Level Bankers Committee meeting/Revenue Recovery meeting, Physical verification of pottery units, entry of the minutes books, rebate

claim, verification of khadi sarvodaya sangam, rebate claim of project centres, preparation of inspection report of PMEGP/Flag Ship Programme/ente keralam/utilization report of Modernization and other plan funds etc.

► **Concurrent Auditor**

The Concurrent Auditor is assigned duties of auditing of salary bills, contingent bills, travelling allowance bills and pension bills. In most of the offices in the Kerala Khadi and Village Industries Board, a Junior/Senior Co-operative Inspector is normally assigned with the duties of a Concurrent Auditor. The Concurrent Auditor also audits Wage incentives, holiday wages, contingent bills of project day book and ledger checking and other registers. As far as a Concurrent Auditor is concerned he has to look into accounts related to PMEGP, Ente Gramam, BLBC etc in the field.

► **Technical Assistant (Khadi)/Khadi Development Officer**

The Technical Assistant (Khadi)/Khadi Development Officer is entrusted with the supervisory work for distributing wages to Khadi artisans every month and also for the distribution of hanks(Kazhi) to the artisans. They are also entrusted with disbursement of Incentives, Onam Advance, Festival Allowance and Earned Leave surrender to the artisans in the units.

► **Store Keeper/Manager/K.G.Bhavan/Godown Keeper.**

Manager in the Kerala Khadi and Village Industries Board is entrusted with the duty of purchase of all kinds of Khadi and Village Industries products from other centres situated in other districts and raw materials for the production centres. It is the duty of the manager to supply the raw materials to the production centres and finished products to the sales outlets.

► Spinning/Weaving Instructors in Khadi Board

The Instructor, viz Spinning Instructor/Weaving Instructor in the Khadi Board is the head of a Unit either Spinning or Weaving. These Instructors are commonly called as **Teachers** by the casual labourers working in the Units. These Instructors were assigned with the duties such as collecting spare parts in respect of Spinning and Weaving Units for the repair of Charkhas, purchase of yarns from the godown, imparting training to the newly recruited employees for spinning and Weaving and supervise all activities in a Unit. The Instructors have to prepare monthly and annual wage statements of all employees in the Unit. The Khadi products manufactured from these Units were sold by the Instructors in the Unit itself and hence they have to keep the accounts in the Units.

► Project Officer

The Project Officer holds overall charge of Khadi and Village Industries Programmes in the district. He is responsible and answerable for the proper and successful implementation of Khadi and Village Industries Programmes of the Board in the district. He is assisted by a Village Industries Officer, Assistant Registrar, etc in the District Project Office.

► Village Industries Officer

A Village Industries Officer assists the Project Officer in the discharge of his duties and functions. He is also assigned with the conduct of programmes in connection with Khadi and Village Industries including Special Employment Programme. The Village Industries Officer is assigned with the duties to inspect Khadi Bhavans, trading centres and various Units under him.

► Assistant Registrar

The Assistant Registrar has assigned duties like Supervision and Inspection of Co-operative Societies, preparation of profit and loss account, trading account, balance sheet etc. He should also look in to the matters such as obtaining and sending utilization certificates, confirmation of balance, maintenance of fall due register, submitting of Debit Credit Balance statements, etc.

► Junior Superintendent

The Junior Superintendent has overall charge of administrative functions of the District Office. The administrative staffs in the administrative sections are controlled primarily by the Junior Superintendent. The Junior Superintendent is responsible for the proper maintenance of Office Files, Records, approval of tour programmes and tour diaries etc.

Categories of posts in Kerala Khadi and Village Industries Board

As part of analysis of the Kerala Khadi and Village Industries Board as an organization, it was observed that out of the 84 numbers of categories of posts as per the CCR, there exists only 51 categories of posts in physical form in the whole Kerala Khadi and Village Industries Board. The Work Study Team also observed various duties being carried out by the staff not pertaining to them. Most of the Village Industries are in a state of extinction so that the posts attending to these Village Industries lose their relevance in the Kerala Khadi and Village Industries Board. It is observed that the Board is not showing ample enthusiasm for the revival of village industries. The posts which are conspicuous by their absence are shown below:

Development Officer (Oil), Development Officer (Leather), Development Officer (Handmade Paper), Development Officer (Fibre),

Development Officer (Muslin), Development Officer (Silk), Pottery Expert, Organiser (Palmgur), Organiser (Non Edible Oil & Soap Industry), Organiser (Hand Pounding Paddy Industry/ Processing of Cereals and Pulses), Chargeman (Village Oil), Mechanic (Village Oil), Organizer (Village Leather), Technical Supervisor (Leather), Pottery Inspector, Instructor (Pottery Demonstration Squad), Potter, Organiser (Hand made Paper), Supervisor (Hand made Paper)./Technical Supervisor (H.M.P.), Manager (H.M.P), Gurkhandasari Demonstrator, Technical Assistant (Gober Gas), Technical Assistant (Lime), Technical Assistant (Fibre), Technical Supervisor (Cottage Match), Technical Supervisor (Carpentry & Blacksmithy) and Carpenter.

Moreover, at the time of data collection, the team found that most of the existing posts are irrelevant. Most of the major Village Industries which were very important once are losing their importance.

A Project Officer is a post promoted from various channels such as Village Industries Officer, Junior Superintendent, Information Officer, Junior Accounts Officer, Assistant Registrar and some other technical staff in the Board. He/She is supposed to be the Head of the Office in the District Project Office. The main flaw observed here is that a Project Officer who got promoted from the post of Village Industries Officer lacks knowledge in Khadi field which results in lacking of interest in the Khadi field. The Project Officer should act as an expert in Khadi Sector, Village Industries Sector, Co-operative field and in the Marketing field too.

In the coming chapters, the functioning of each category of office and its staff requirement are elucidated.

Khadi Board and the evolving status

Since its inception in 1957 constituted as a statutory organization, Kerala Khadi and Village Industries Board has been functioning as grant-in-aid body and with the full financial support of the State Government. Despite the varied functions of the Board in sustaining heritage rural industries and the pivotal role it plays in the generation of numerous employment opportunities the Khadi Board with appreciable staff strength hasn't evolved into a Department. The Study Team unfolds a few facts under the circumstances. The Khadi Board has got considerable land as well as building assets which if transformed in to a Department could be of use to the State Government. As in 2010 the land asset itself is in excess of 100 Acres and the assumed building value is in excess of 20 Crores **with the total stated asset value as in 2010 of 70 Crores.**

The Study Team during the visit of Offices has had to witness a state of displeasure among the staff.

Clerks are posted in to the Department by Kerala Public Service Commission recruitment from LDC Various Exam. But due to the fact that KVIB is a board, the employees can't get the opportunity of Inter Departmental Transfers and service benefits when posted in other government departments.

There was another issue having financial aspects. The Board pays for getting its audit done every year. For legal cost the Board pays for the Government pleaders. The Study Team noticed there have been numerous number of litigations related to seniority issues. Given the foregoing facts the Study Team proactively recommends transforming the Board in to a Government Department or the status as given to the State Planning Board and Land Use Board could be given to Khadi and Village Industries Board as well.

Chapter V

Facts & Analysis I

HEAD OFFICE,

KERALA KHADI & VILLAGE INDUSTRIES BOARD

The Headquarters of Kerala Khadi and Village Industries Board situated at Vanchiyoor in Thiruvananthapuram, is the hub of the entire activities of Khadi and Village Industries in the State. The Office of the Vice Chairman is functioning in the Head Office.

The Head Office, Kerala Khadi and Village Industries Board has a total strength of 116 comprising all categories of posts. The classification is shown below:

Director	:4
Deputy Director	:2
State Khadi Organizer	:1
Marketing Officer	: 1
Accounts Officer	: 2
Deputy Registrar	: 1
Liaison Officer	: 1
Law Officer	: 1
Village Industries Organizer	: 1
Senior Superintendent	: 2
Statistician	: 1
Junior Accounts Officer	: 1

Information Officer	: 1
Junior Superintendent	: 5
Senior Accountant	: 1
Fair Copy Superintendent	: 2
Stenographer	: 5
Typists	: 10
Clerks/2 nd Grade/1 st Grade Assts	: 38
Boy Assistant/Boy Attender/Peon/Watchman	: 15
Co-operative Inspectors	: 12
Khadi Extension Officer/ Khadi Development Officer/ Technical Assistant(Khadi)	: 1
Bee Keeping Field Man	: 1
Technical Assistant (Lime)	: 1
Development Officer (Oil)	: 1
Pottery Expert	: 1
Organizer (HPPI)	: 1
Driver	: 3
Total	: 116

In the Head Office, Kerala Khadi and Village Industries Board, it was noticed that some categories of posts like Junior/Senior Co-operative Inspector, Palmgur Instructor, Bee Keeping Field Man etc were carrying out file work. Apart from this, a category of post named, 2nd /1st Grade Assistant exists in this Office. The 2nd / 1st Grade Assistants in this Office is a category of post meant for the Payyannur Khadi Centre. The 2nd / 1st Grade Assistants were posted in this Office on 'working arrangement' and they carry out the duties of a Clerk.

There are 14 Sections viz Establishment Section, Khadi Section, Publicity Section, Engineering Section, Accounts Section, Revenue Recovery Section, PMEGP Section, Village Industries Section, Statistics Section, Legal Section, B & P Section, B & F Section, Marketing Section and Co-operation Section.

The Work Study Team gave much emphasis on studying all the aspects of each seat in the Head Office, Kerala Khadi and Village Industries Board including the supervisory levels.

Section-wise analysis of the functioning of all ministerial staff and other categories carrying out the ministerial work in the Head Office are given below:

Establishment Section

The Establishment Section deals with all the establishment and service matters of all the Officers including the Ministerial Staffs in the Head Office. In addition to the above matters, the Section deals with files relating to Vehicles in the Head Office, maintenance of office buildings, Stationery, Spare Parts of Photostat machines and Tour Programme Dairy. This Section consists of 8 Clerks under the control of a Junior Superintendent and it is again supervised by a Senior Superintendent. Director (Administration) is the top level supervisor of this Section.

The workload of the section is detailed below

Seat	Designation of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
E1 A	LDC	1315	98	75	223.2	1711.2
E1 B	Co-op inspctr	600	100	200	135	1035
E2	UDC	950	99	115	174.6	1338.6
E 3	SGT	996	105	125	183.9	1409.9
E 4	UDC	1389	125	108	243.3	1865.3
E 5	LDC	789	115	389	193.95	1486.95
E6	O.A	750	135	89	146.1	1120.1
E7	O.A	100	25	200	49	374
E 8	SGT	896	89	257	186.3	1428.3
Total						11769.35

Here the team reckons the man hours as 11769.35 hrs in the base year of the study. It entails 7 Clerks ($11769.35 / 1700 = 6.9$) as found necessary in this Section. Since E6 & E7 are dealing with Tappals and Despatch, they should move on as such with the current workload manifesting requirement of 7 seats, the team suggests maintaining the present strength in this Section.

▼ Recommendations

- 1) A Senior Grade Typist currently attending the duties of a Clerk (E3) with subjects like Leave, Leave Surrender etc should be relieved of those duties and a clerk should be posted in that seat.
- 2) The Work Study Team suggests renaming the seats from E1 to E6 continuously.

Khadi Section.

The Khadi Section deals with Khadi Co-operative Societies, Flag Ship Programmes, Annual Progress Report in respect of Board/Khadi Institutions/Khadi Co-operative Societies, Khadi and Village Industries

Cluster Programme, etc. The Khadi Section comprises 6 seats which are serially named from K1 and is under the control of a Junior Superintendent being supervised by State Khadi Organizer. Director (Khadi, B&P) is the top level supervisor of this Section.

At the time of data collection, the team found it ungainly that the Sections like K1, K2 & K6 were handled by a Single Clerk.

The workload of the section is given below

Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
K1, K2 & K6	LDC	1250	108	70	214.2	1642.2
K4	UDC	1016	121	90	184.05	1411.05
K3	C.A.	1218	117	97	214.8	1646.8
K5	UDC	1315	121	98	230.1	1764.1
Total						6464.15

From the calculated work load it is seen that a total of 6464.15 hrs is being spent in the base year. That shows only 4 Clerks ($6464.15 \div 1700 = 3.8$) are necessary in this Section.

► Recommendations

- From the calculated work load of staff, the team feels only 4 Clerks are mandated in the Khadi Section.
- The Seats namely K1, K2 and K6 should be merged and identified as K1 reckoned as a single seat.

- The Seat K3, is dealt by a Confidential Assistant. He should be relieved of his duties and a Clerk should be posted in that seat. The Confidential Assistant should attend to duties as mandated by the post.
- The Seats in the Khadi Section should be renamed as K1, K2, K3 and K4

Accounts Section

This Section mainly deals with the papers on Budget and Planning and also has subjects like salary bill, preparation of Bank A/c, Day Book, preparation of Accounts of Consortium Bank Credit Scheme, PMEGP, REGP, Annual Audit of Accountant General, Pension, etc.

Senior Accountant is the first level supervisor. Financial Advisor & Chief Accounts Officer is the top level supervisor in this Section.

This section is comprised of 12 Seats which are named as A1 to A3, A5 to A8, A11, A12, A13(a), A13(b), A14 and A16. Here, the Seats such as A4, A9 and A10 were not being used for the nomenclature of their Seats and sub classification of A13 to A13(a) & A13(b) was being done. At the time of data collection it was informed to the Work Study Team that 13 Clerks were carrying out clerical work in A Section. But as per the chart issued to the team there were only 4 Clerks viz, A1, A2, A3 and A13. On further enquiry, no justification regarding these facts was received. It is observed that Typists and Junior Co-operative Inspectors were carrying out file works with no relation to co-operative matters.

The calculated work load of the staff in the Accounts Section is given below

Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non File Work	P&F Allowance	Total
A 1	UDC	890	390	370	247.5	1897.5
A2, A3	UDC	1287	189	210	252.9	1938.9
A 5	UDC	1309	121	105	230.25	1765.25
A 6	SCI	1289	97	100	222.9	1708.9
A 7	UDT	1091	101	97	193.35	1482.35
A 8	UDC	1390	125	187	255.3	1957.3
A 11	JCI	709	125	111	141.75	1086.75
A 12	JCI	685	139	98	138.3	1060.3
A13 (a)	JCI	1015	125	110	187.5	1437.5
A 13 (b)	JCI	1211	138	91	216	1656
A16	SGT	205	251	287	111.45	854.45
Total						16845.2

From the table it is seen that a total of 16845.2 hrs is being spent by the staff in the calendar year. Hence it mandates only 10 posts of Clerks ($16845.2/1700 = 9.9$) against an existing strength of 12.

Recommendations

- As per the workload, the Team suggest to retrenching the strength of staff in this Section from 12 to 10.
- The Seats A2, A3 should be merged to form a single seat as A2.
- The typists attending to the duties of a clerk in A7, A13 and A16 should be relieved of their duties and those seats should be handled by clerks themselves.
- The seats such as A11 & A12 having subjects like Pension, HBA, HDFC and General Provident Fund are handled by two Junior Co-operative Inspectors and they should be relieved of from those works and a single Clerk should be posted by merging both A11 and A12 seats.

- A systematic classification of the Section Clerks should be done and the rechristening of Seats should be applied in relation to the subjects from A1 to A10 continuously.

Marketing Section.

The Marketing Section relates to subjects like Plan Fund, Schemes, Existing Bhavans, Marketing Complex, Kerala Khadi Grama Sawbhagya, etc.

Junior Superintendent is the first level supervisory Officer in this Section. The Second and last level of supervisory Officers in this Section are Marketing Officer and Director (Marketing).

In this section there are 3 seats from M1 to M3. It is observed that M1 is dealt with by a 2nd Grade Assistant, M2 by a Lower Division Typist and M3 by a Palm gur Instructor. It is quite embarrassing that technical staff and typists who don't often possess adequate knowledge of office procedures are handling the clerical jobs in the Kerala Khadi and Village Industries Board. The team was given no justification for such posting of staff in these seats.

The assessed workload of staff in Marketing Section is given below

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	M1	2 nd Grade Asst	1215	109	215	230.85	1769.85
2	M2	U.D.T	1387	121	115	243.45	1866.45
3	M3	Palm gur Instructor	967	207	351	228.75	1753.75
Total							5390.05

As per the calculated work load of Staffs it is seen that a total of 5390.05 hrs was being spent in the base year manifesting the need of 3 Clerks ($5390.05 \div 1700 = 3.17$) in this Section.

Recommendations

- Considering the Work load of staff, the Team suggests maintaining present strength in this section.
- A Typist doing the duties of a Clerk as M2 should be relieved and a Clerk should be posted.
- The Palmgur Instructor in the M3 Seat should be relieved and a Clerk should be posted in that seat.

Co-operation Section

The Co-operation Section deals with the activities relating to the registration of Co-operative Societies, formation and amendment of Bylaws of co-operative Societies, Liquidation of Societies, Right to Information Act, Right to Service Act and all other papers related to Co-operative Societies.

Deputy Registrar is the first level supervisor and Deputy Director (Co-op) is the second supervisory Officer in this Section. Director (Administration) is the top level of Officer.

The calculated work load of the Co-operative Inspector in the Seat is shown below

Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
Co opn	SCI	1298	189	115	240.3	1842.3
Total						1842.3

Recommendations

Given that the assessed man hours justify the lone post, the team recommends maintaining present strength.

Village Industries Section

This Section deals with subjects like Plan Fund, Departmental Promotion Unit, Bee Keeping Activities, Ente Gramam, Pottery, Lime, Tailoring, Rural Employment Generation Programme, write off SC/ST Loans, Hand Made Paper Unit, Electronics, Bio Gas, D.C.B, etc. This Section comprises 5 staff named as VI -1 to VI- 4 and VI -6.

In this Section, Organizer, Village Industries is the first level supervisor and Director (V.I, PMEGP) is the top level supervisor.

The detailed calculation of their work load is shown below

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	VI 1	JCI	1210	119	135	219.6	1683.6
2	VI 2	UDC	1171	105	98	206.1	1580.1
3	VI 3	UDC	970	135	125	184.5	1414.5
4	VI 4	LDC	1017	96	125	185.7	1423.7
5	VI 6	UDC	1215	181	89	222.75	1707.75
Total							7809.65

As per the calculated work load of staff in this Section, a total of 7809.65 was spent in the base year of the Study. This shows 5 Clerks ($7809.65/1700 = 4.59$) are necessary in this Section.

Recommendations

As per the calculated work load, the team suggests maintaining the present strength.

The Seats in the Section ought to be named from VI -1 to VI -5 continuously.

PMEGP Section

This Section deals with all the files relating to the PMEGP and handled by three members of staff. One Typist and two Bee Keeping Field Men are engaged in this Section. PMEGP Section is controlled by a Junior

Superintendent, a Village Industries Organizer, a Deputy Director (PMEGP) and by a Director (VI & PMEGP). A Technical Assistant (Higher Grade) also exists here as a Nodal Officer in Charge. It was observed at the time of data collection that the work purely clerical in nature is carried out by technical staff. It was informed to the team that the work related to PMEGP is so technical in nature that clerical staff might not know how to deal with these subjects. The Work Study Team verified their Tappals and Registers and found that the maintenance of Tappals and Registers were pretty poor and there was no peculiar/technical type of job that clerks could not attend to. Also, at the time of data collection in the District Project Offices, these were seen carried out by Clerks.

Also, it was observed here that the files are supervised by Junior Superintendent, Village Industries Organizer, Deputy Director (PMEGP), and Director (PMEGP). Contrasted with most of the other Sections, here exists four tier system of Supervision. This type of hierarchy causes delay. Moreover there is a Technical Assistant in charge of a Nodal Officer who has an overall supervision of all these activities. The team could not find any suitable justification from the higher Officials in this Office for all these delegations.

The team calculated the work load of the staff in PMEGP Section by treating them as Clerks and it is shown below

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	PMEGP	BKFM	1171	105	98	206.1	1580.1
2	PMEGP	BKFM	970	135	125	184.5	1414.5
	Total						2994.6

From the calculated work load of staff in this Section a total of 2994.6 was being spent in the base year. Hence it shows 2 Clerks ($2994.6/1700 = 1.76$) are necessary in this Section.

Recommendations

- The Work Study team suggests deploying the staff attending to the duties of PMEGP Section to the duties they are meant to attend to and sufficient clerical staff should be posted there.
- The Work Study Team puts forward curtailing one level of supervision either Village Industries Organizer or Deputy Director (PMEGP) so as to maintain 'three tier' level of supervision.
- The team suggests that the Technical Assistant working as a Nodal Officer in charge should be relieved of his duties and instead he should attend to the duties of a Technical Assistant either in the Head Office or in any District Project Offices where this post is most needed
- In the PMEGP Section of the Head Office, two Bee Keeping Field Men attending to the duties should be relieved and two Clerical staff should be posted.

Legal Section

This section deals with all kinds of legal matters such as maintenance of Suit Register, Register of Court Direction, Register of Case Files, scrutiny and submission of legal fee bills etc.

The Section is comprised of one Clerk.

As far as this Section is considered, Law Officer is the first level supervisory Officer. The second and last level supervisory Officer in this Section is Director (Administration).

The calculated work load is given below.

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Legal	LDC	1278	96	135	226.35	1735.35

Total

1735.35

From the calculated work load of clerk in this section one clerk is justified in this Section.


Recommendation

On the calculated work load, the team suggests maintaining present strength in this Section.

Revenue Recovery Section

This Section deals with the subjects related to Revenue Recovery. There exist 5 dealing hands in this Section. They are 2 Clerks, one 1st Grade Assistant, and 2 Co-operative Inspectors. The routing of the Files here are from Junior Superintendent to Senior Superintendent and to the Director (Revenue Recovery).

The calculated work load of the staff belonging to this Section is shown in the table below.

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	RR 1	UDC	1019	195	99	196.95	1509.95
2	RR 2	1 st Grade Asst	1008	170	100	191.7	1469.7
3	RR3	SCI	1004	113	98	182.25	1397.25
4	RR 4	SCI	1106	123	101	199.5	1529.5
5	RR 5	LDC	987	96	78	174.15	1335.15
 Total							7241.5

A man hour total of 7241.55 hrs has been observed in the section necessitating 4 Clerks ($7241.55/1700 = 4.25$)

Recommendations

- ◆ The Work Study Team suggests cutting down on the strength of staff in this Section from 5 to 4.
- ◆ The Two Co-operative Inspectors doing clerical duties should be relieved of their duties and clerks should be posted instead.

B& P Section

The B& P Section is meant for Budget and Planning activities of the entire Khadi Board. This Section coordinates all the budget proposals and allocation that are to be met by the Government for the Kerala Khadi and Village Industries Board. The work in this Section is carried out by a Single Seat, by a Clerk.

Weighing the workload the team assesses that the present quantum of work justifies one post of clerk and the team finds none of excess workload in this seat.

Publicity Section

The Publicity Section deals with matters relating to the publication of the journey, advertising the programmes which are being undertaken by the Kerala Khadi and Village Industries Board. Preparation of bills which are being met at the time of publication and advertising are also worked out in this Section. One Clerk is working in this Section.

The man hour calculation makes allowances for only one post and present strength may be stuck to.

Statistics Section

This Section is entrusted with the preparation of annual reports. This Section co-ordinates all the data received from the project offices and scrutinizing the data and compilation of the annual report. This section is attending to the duties of answering the L.A Qns to the Government. One Single Clerk is engaged with these duties.

Given the man hour analysis, the workload mandates only one post and present strength ought to be continued.

Engineering Section

This Section deals with the activities related with engineering in the Kerala Khadi and Village Industries Board. The work here is carried out by a Single Clerk.

Given the man hour analysis, the workload mandates only one post and present strength ought to be continued.

B & F Section

The B & F Section is meant for Bank and Finance Section. This section deals with the financial matters in connection with sanctioning of loans through banks. Interest gets calculated in this section. The applications received in the board are scrutinized in this Section before being forwarded to the banks

for the sanctioning of the loan amount. This Section is dealt with by a Single Clerk.

The man hour calculation makes allowances for only one post and present strength may be adhered to.

The study team understands that the work load in the B & P, Publicity, Statistics, Engineering and B & F Sections is manageable and the staff available are only the minimum necessary for the proper functioning of those sections. Considering this, the Study Team recommends maintaining present strength as far these Sections are concerned.

A thumbnail of recommendations on *Head Office* is as follows:

- 1) In the Establishment Section a Senior Grade Typist who is attending to the duties of a Clerk in E3 should be relieved of his duties and a clerk should be posted.
- 2) In the Khadi Section the seat K3 is dealt with by a Confidential Assistant and he should be relieved of his duties and a clerk should be posted in that seat.
- 3) In the Accounts Section, the Seats A2, A3 should be merged to constitute a single Seat as A2. In this Section, three Upper Division Typists who were attending to work in A7, A13 and A16 should be relieved of those and Clerks should be posted instead. Also, two Junior Co-operative Inspectors dealing with A11 & A12 should be relieved and a Single Clerk should be posted by merging both A11 & A12 seats.
- 4) In the Marketing Section, a Lower Division Typist attending to M2 Seat and a Palmgur Instructor in the M3 Seat should be relieved and two clerks should be posted there.
- 5) In the PMEGP Section, two Bee Keeping Field Men attending to the duties should be relieved and two Clerical staff should be posted. In this Section, the Technical Assistant working as a Nodal Officer in charge should be relieved of his duties and should attend the duties of a Technical Assistant

either in the Head Office or in any District Project Offices where this post is most needed.

6) In the Revenue Recovery Section, two Co-operative Inspectors who were dealing with files on Revenue Recovery should be relieved of their duties and clerks should be posted.

To sum up on the Head Office, Kerala Khadi and Village Industries Board, the Work Study Team recommends cutting down on 5 Seats in the Head Office, Kerala Khadi and Village Industries Board having clerical nature. (2 from Khadi Section, 2 from Accounts Section, 1 from Revenue Recovery Section.)

The other recommendations regarding the Head Office are in the Establishment Section. The Seats should be renamed from E1 to E6 continuously. In the Khadi Section, the Seats namely K1, K2 and K6 should be merged as K1 and the Seats should be renamed as K1, K2, K3 and K4. In the Accounts Section, the rechristening of Seats should be applied in relation to the subjects from A1 to A10 continuously. In the Village Industries Section, the Seats should be named from VI 1 to VI 5 continuously.

The recommendations regarding the relevance of other categories of posts are given below.

1) The category of posts like K.E.O./K.D.O./T.A.(Khadi) which is a promotion post of Spinning Instructor/Weaving Instructor should be transferred from this Office and posted to the District Project Office Pathanamthitta.

2) The post named as Technical Assistant (Lime) which is a Technical post related to Lime Industry has no relevance in the present scenario especially in the Head Office, the Work Study Team suggests abolition of this post from further recruitment.

- 3) The post named as Development Officer (Oil) is should be transferred from this Office and posted to District Project Office, Pathanamthitta.
- 4) The post named as Pottery Expert related to pottery activities is fast getting defunct since the team did not observe any activities regarding this in any of the Project Offices, the Work Study Team suggests abolishing this post in the entire Khadi Board.
- 5) The post named as Organizer (HPPI) is a post related to food processing and since the Work Study team did not find any activities, the team recommends abolition of the post of Organizer (HPPI) across the entire board.



Facts & Analysis II

District Project Offices

There are 14 District Project Offices and one centre named Payyannur Khadi Centre functioning in the State. The Head Office coordinates all the activities of the 14 Project Offices and the Payyannur Khadi Centre. The details of the Work Study conducted in the District Project Offices are described below:

DISTRICT PROJECT OFFICE, THIRUVANANTHAPURAM

The District Project Office, Thiruvananthapuram controls and coordinates all the activities of Khadi and Village Industries in the district. This Office also deals with activities related with Establishment and Accounts of Staff in the office, Revenue Recovery, Consortium of Bank Credit Scheme, Pattern Scheme, P.M.E.G.P etc. The Village Industries Officer is in charge of Project Officer.

Under this Project Office, in the Khadi Sector, there are 19 Weaving Centers, 13 Spinning Centers and a dyeing unit. In the current financial year, a total of Rs. 31.91 lacs of thread have been produced and a total of Rs. 58.89 lacks of clothes manufactured from their units. There are 9 sale outlets and

one mobile unit functioning under this Project. A total sale of Rs. 4,12,66,108/- has been met in the financial year 2014.

This Office had done a revenue recovery of total Rs. 1,00,41,115/- in the current financial year under the Pattern/CBC Scheme and taken recovery proceedings for Rs. 2,59,01,160/-. Under the “ente gramam” Scheme, 49 applications were forwarded to Bank and availed a subsidy of Rs. 26,37,283/-. A total of Rs. 1,11,09,605/- were disbursed as minimum wages under this Project Office. Under the P.M.E.G.P. Scheme, a total subsidy of Rs. 53,88,575/- was disbursed for 21 investors.

While explaining about the assets under this Project Office, it has a total of Rs. 4.10 Crores comprised of the Departmental Production Units and Sales Outlets.

The detailed strength of staff working in this Office at the time of data collection is given below.

Village Industries Officer	- 1 (i/c of P O)
Assistant Registrar	-1
Technical Assistant (Khadi)	-1
Village Oil Inspector	-1
Confidential Assistant	-1
Junior Superintendent	-1
Senior Co-operative Inspector(Spl Grade)	-1
Senior Co-operative Inspector	- 3
Junior Co-operative Inspector	- 2
Senior Clerk	-5
Bee Keeping Field Man	- 4
Palm Ghur Instructor	-1
Manager	-1
Office Attendant	-6

Driver	-1
Instructors	- 18
Total	- 48

The calculated workload all the staff, who are carrying out ministerial job is shown in the table below.

No.	Seat	Designation Of the Dealing Hand	File Works	Routine Works	Non – File Works	P&F Allowance	Total
1	Estt, PMEGP, MDI, RTI	BKFM	1380	100	89	235.35	1804.35
2	Pattern Sch, Co-opn	SCI	1250	124	169	189	1732
3	Ente Gramam REGP	UDC	1125	215	284	243.6	1867.6
4	Khadi Sn	UDC	1375	124	200	254.85	1953.85
5	Rebate, Plan Fund, RR	SCI	1381	190	106	251.55	1928.55
6	PMEGP, Margin Money	JCI	1015	115	98	184.2	1412.2
7	RR, Income Support	UDC	1153	135	98	207.9	1593.9
8	Marketing	UDC	1028	101	198	199.05	1526.05
	Total						13818.5

From the table above, it is seen that 8 Clerks ($13818.5 \div 1700 = 8.12$) are necessary for the day to day activities of the office duties. The office does not follow a permanent incumbency.

- ✘ A proper work distribution of subjects for the staff is not seen followed here.
- ✘ The ministerial staff and those who perform ministerial job are not using Registers such as Personal Register, Right to Information Register etc. Proper filing and docketing were not seen maintained here.

- ✗ Most of the staff are not following rules mentioned in the Manual of Office Procedure.
- ✗ A Bee Keeping Field Man(BKFM) does the work of a Clerk having subjects like Establishment, CBC, PMEGP, MDI and RTI and another BKFM performs jobs such as meeting and allied work. But the Team found these marginal in quantum.
- ✗ It is palpable the District Project Office, which is situated in the heart of the capital city and close to the Head Of the Kerala Khadi and Village Industries Board does not follow any office proceedings and all the staff feel the office as haven of relief from office duties.

Recommendations

The Work Study Team strongly recommends that 4 Bee Keeping Field Men engaged in file work should be removed from their current duties and the duties must be assigned to ministerial staff.

The Work Study Team also suggests transferring two posts of Instructors in spinning and Weaving from this Office to District Project Office, Kollam.

DISTRICT KHADI AND VILLAGE INDUSTRIES OFFICE, KOLLAM

District Khadi and Village Industries Office, Kollam is situated in Karbala Junction in Kollam District. All the activities of the Khadi and Village Industries in the Kollam District is co-ordinated and controlled by the District Office, Kollam. Office is headed by the Project Officer. At the time of visit, Village Industries Officer is in charge of the project officer. This Office plays a vital role for providing self employment to the jobless in the rural parts of the District. This office deals with all the work related to pension, Employees State Insurance, welfare funds of the employees who were working in the Khadi production centres.

There are 15 weaving units and 3 spinning centres under the District Khadi and Village Industries Office, Kollam. There are 3 sales outlets in Kollam, Karunagapalli and Kottarakkara for the marketing of Khadi products which was called 'Khadi grama sowbhagya' and one mobile selling unit in the kollam district.

In the Khadi field there was a total production of Rs. 32,17,705/- in spinning sector and of Rs. 34,62,553/- in the weaving Sector in the last year. Government had sanctioned a grant of Rs. 17.04 Lakhs for the purchase of new tharees, new charkas, and for the repairing and maintenance of existing units.

In the District Khadi and Village Industries Office the major reason that throttles development of Khadi unit is the paucity of instructors. There are only 6 instructors working in the weaving units and spinning units. Besides them, 2 instructors are retiring this financial year. This will also be a great dampener on the growth and development of Khadi in this District.

The detailed strength of the Staff in the Office is shown below:

Project Officer (i/c)	- 1
Village Industries Officer	-1
Junior Superintendent	- 1
Senior Clerk	- 7
Second Grade Assistant	- 1
Typist	-2
Store Keeper	-2
Senior Co-operative Inspector	-6
Junior Co-operative Inspector	-1
Bee Keeping Field man	- 1
Driver	-2
Office Attendant	-2

Assistant Manager(Kerala Grama Sawbhagya)-	1
Manager(Kerala Grama Sawbhagya)	-1
Spinning Instructor	-4
Weaving Instructor	-2
Total	- 35

The calculated work load of the staff who were attending file work are given in the table given below.

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt	UDC	1315	190	115	243	1863
2	Accounts	UDC	891	118	120	169.35	1298.35
3	Welfare Fund Min Wages	UDC	1311	125	95	229.65	1760.65
4	ente gramam, Inward	UDC	1103	135	136	206.1	1580.1
5	PMEGP	UDC	424	84	300	121.2	929.2
6	Khadi	UDC	1214	128	175	227.55	1744.55
7	Pattern Sch	UDC	750	135	89	146.1	1120.1
8	Village Ind	SCI	750	125	300	176.25	1351.25
9	RR, Flag Ship	SCI	700	90	400	178.5	1368.5
10	Co op, Legal	SCI	760	75	400	185.25	1420.25
11	Marketi ng, CBC, REGP	SCI	800	80	350	184.5	1414.5
12	Marketi ng	2 nd Grade Asst	700	70	250	153	1173
	Total						17023.5

From the total work load as per the calculated table above, it is reckoned that only 10 Clerks ($17023.45 \div 1700 = 10.01$) is necessary for the smooth functioning of the Office.

Observations

The main discrepancy observed in this office that this Office eventhough being a district office, do not follow a proper work distribution. The work were distributed at the whims of the head of the office without proper Proceedings/Orders. Uncanny is the fact that the head of this office was not even aware of the sanctioned strength of staff in this Office. The work study team found that the office had not followed an exact strength statement because they were not informed by the Head of the Department i.e., the Director, Kerala Khadi and Village Industries Board. Proper way of keeping the Personal Registers was not observed in most of the seats in this Office. Proper way of maintaining the files and docketing the disposed files were not seen with any dealing hands in this Office. The staff in this Office were neither aware of Monthly Business Statement nor the statement for quarterly regarding the Official Language.

The main disparity observed that a Typist is assigned with the charge of Manger in a KGS Bhavan.

It was also observed that the Khadi and Village Industries District Office, Kollam is housed in a rickety building. During rain, the staff in the building are ruffled by heavy water leakage and this sets back the smooth functioning of the office mechanism.

► Recommendations

- 1) By assessing the work load of clerical staff in this Office, the team recommends 10 ministerial staff (8 Clerks/2nd Grade Assistants and 2 Co-operative Inspectors) should be engaged in clerical activities.
- 2) The Typist engaged in charge of KGS Bhavan should be relieved of those duties and should work as a Typist in the Project Office.
- 3) The Team recommends posting 3 Spinning/Weaving Instructors in this Office in addition to the existing strength.

- 4) By analysing the work load of Co-operative Inspectors, the team suggests cutting of 2 Co-operative Inspectors from the present strength.
- 5) The work Study Team recommends posting adequate number of Managers in the Khadi Sawbhagya and Khadi Grama Sawbhagya Bhavans.
- 6) The Head of the Office should report vacancies to the Head of the Department and make the vacancies filled in without delay.

DISTRICT PROJECT OFFICE, PATHANAMTHITTA

The District Office, Khadi and Village Industries Board Pathanamthitta has great historical importance with Indian freedom movement. When Mahatma Gandhi visited the erstwhile Travancore in 1937, he asked his follower T.P. Gopala Pillai popularly known as *Khadar Das Gopala Pillai* to spread the message of Khadi and Charka. Inspired by Gandhiji he founded the 'Mahatma Khadi Ashram' at Elanthoor on 1941 October 2. He launched a scheme for mobilizing funds for khadi activities known as 'ek paise fund' in order to ensure the participation of the whole people in the khadi movement. In the year 1975, he donated his sole properties and assets to Kerala Khadi Board. The District Office is situated in the building donated by the famous patriot at Elanthoor. This is the relevance of Khadi and Pathanamthitta.

Under the control of the District Office, Pathanamthitta, there exist 6 Spinning Units and 7 Weaving Units. In respect of Village Industries, this Office directly runs Village Oil Unit, Kaikadals Production Unit (Hand Made Paper Unit i.e. HMP), Honey Processing Unit and Soap Manufacturing Unit. Compared with other district Offices, District Office, Pathanamthitta possesses village Industries and most of the village Industries are working in the office campus itself. The Soap Manufacturing Unit is the highlight of District Project Office, Pathanamthitta. There are 4 Khadi Grama Sawbhagya Unit in the district.

This Office has a staff strength of 18 regular staff and 6 employees working on contract basis as Instructors. The detailed strength of the staff at the time of study in the office is shown below:

Project Officer	- 1
Village Industries Officer	-1
Junior Superintendent	-1
Senior Co-operative Inspector	-2
Junior Co-operative Inspector	-1
Senior Clerk	- 2
Junior Clerk	- 3
Bee Keeping Field man	- 2
Store Keeper	-1
Office Attendant	-2
Driver	-1
Part Time Sweeper	-1
<u>Total</u>	- 18

The calculated work load of the Clerks and those who were carrying out clerical jobs are shown in the table below.

No.	Seat	Designation of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt, Marketing, PMEGP.	U.D.C	1381	181	175	260.55	1997.55
2	Khadi	L.D.C	1290	125	180	239.25	1834.25
3	Accts, Stationery	U.D.C	1318	185	185	253.2	1941.2
4	Co-opn	SCI	1289	135	200	243.6	1867.6
5	Flag ship, Ente gramam, Pattern Scheme	BKFM	1008	190	153	202.65	1553.65
6	HMP, CBCS, RR	BKFM	958	175	175	196.2	1504.2
Total							10698

From the table it could be seen that out of 5 ministerial staff, a total of 10698 hrs is being expended in the Office. That shows 6 Clerks ($10698 \div 1700 = 6.29$) are necessary to carry out all the activities of the Office. But at the time of data collection it was observed that 2 Clerks and 1 Senior Co-operative Inspector were assigned charge of Khadi Bhavans. This constraints regular work of the office. Also, it is observed that a Bee Keeping Field Man is assigned with duties of a Clerk.

In the Spinning and Weaving Units there are 140 employees.

A severe dereliction observed in this Office is that an Office Attendant is in the charge of Khadi Grama Sawbhagya at Adoor. (Office Order No. 1/2012 dated, 07.02.2012 from the District Project Officer, Pathanamthitta). The copy of the office order was not seen circulated to the Head Office. An

Office Attendant holding the charge of Manager is observed as a major drawback in this district.

DETAILS OF PRODUCTION UNITS IN PATHANAMTHITTA.

The major production units functioning under the District Project Office, Pathanamthitta are cited below.

SPINNING UNITS

There are 6 Spinning Units under the District Project Office, Pathanamthitta. They are mathoor, Ezhikkad, Valakkuzhy, Kaviyoor, Ranni, and Perunad. A total of 103 employees working in these units. These workers are supervised by 4 Spinning Instructors who were retired from the service working under contract basis. Recruiting the youth as Instructors can spruce up the Spinning sector. The wages paid to the workers are far less compared with the labourers working in the thozhilurappu padhathi dampening the spinning sector. Moreover, the wages are paid by the end of the year. These factors blight the attraction of the Khadi field and this slackens the entire growth of development of khadi in the state.

WEAVING UNITS

There are 7 Weaving Units under the District Project Office, Pathanamthitta. Same as in the case of Spinning Units, there is lack of permanent Weaving Instructors. The services of two retired weaving instructors and two lady instructors who have successfully completed Khadi Karya Kartha course are availed for maintaining the smooth functioning of the Weaving Sector.

VILLAGE OIL UNIT

Village Oil Unit is situated in the Office campus at Elanthoor. In this unit, ellenna is manufactured traditionally. Due to the lack of proper maintenance of 3 Chakkus which were already damaged, Khadi Board couldn't meet supply as per demand.

Oil Inspector is the name of the post assigned to look after the activities of Village Oil Unit. Since, this is a traditional village industry, it is very necessary to keep this going farther. So, the Work Study Team recommends necessary steps to take repair the damaged Chakkkus and also to have maintenance of Chakkus timely. The Team also recommends filling *the post of Village Inspector urgently*.

HONEY PROCESSING UNIT.

The Honey Processing Unit is also situated in the office campus. This Unit collects 7000 litres of raw honey every year and after processing, this is sold out on whole sale and retail every year. The officer in charge of the Honey Processing Unit is the Bee Keeping Field Man.

KAI KADALAS PROCESSING UNIT. (Hand Made Processing Unit)

This Unit produces File Boards for office use bearing the emblem 'Government of Kerala'. This village industry in this district owes its tradition dating back 100 years. The building is in a dilapidated condition. Compared with other Hand Made Processing Units in other districts, they use out dated and antique methods for the manufacturing of file boards.

File Boards are manufactured here from the paper pulps. The workstudy team visited the Hand Made Processing Unit and found that the employment situation prevailing here is totally unhealthy. It was reported to the Team that only 10 labourers were working in this unit. Once, the total strength was up to 40. Due to fewer wages and unhealthy conditions the labourers called it quits to find new livelihood.

HMP Supervisor is the officer in charge of the Unit. But this post is found vacant at the time of work study. Bee Keeping Field Man is in charge of the Unit. Since Bee Keeping being a heavy industry, it is not proper to spare the duties of the Bee Keeping Field Man in the Hand Made Processing Unit. So

the Work Study Team suggests posting a Hand Made Processing Supervisor in this Unit.

SOAP INDUSTRIES UNIT

This Unit is located on the office premises. This industry stands out from other Village Industries. Comparing to other District Project Offices, Soap Industries can be seen only in this district. Traditional method is being adopted for the manufacturing of soaps in this unit. Every year this unit supplies 10,000 kg of soaps to the Sabari Mala.

Assets under the Project Office

While examining the assets of the District Project Office, Pathanamthitta, the Work Study Team found that the price value of total land of 8.28 acres and the buildings in the land is approximately 3.78 Crores.

Recommendations

1. By calculating the work load of staff, the team recommends that one more Clerk is very necessary in this Office, and one in charge of Manager should be reverted to this office.
2. Also, the two Clerks holding the posts of Managers should relieve of their duties and sufficient number of Managers should be posted.
3. The Bee Keeping Field Man who is holding the charge of Clerk should be relieved immediately.
4. The Work Study Team recommends that the Office Attendant holding the charge of Manager should be reverted to the district office.
5. The Co-operative Inspector who is being posted as godown Manager should be relieved of his duties and instead should attend the duties of Co-operative Inspector.
6. The Team recommends creating 4 posts of Manager for attending the activities delegated to them.

7. By calculating the total number of Spinning and Weaving Units, the Team recommends creating posts of 7 Spinning/Weaving Instructors
8. Since a variety of units such as Village Oil Unit, Hand Made Paper Processing Unit, Soap Industries Unit were undertaken under this Project office, **the team recommends shifting the post of Development Officer (Oil) from the Head Office, Kerala Khadi and Village Industries Board to this Office.**
9. The Work Study Team recommends that one post of Palmgur Instructor from the District Project Office, Palakkad may be shifted to this District Project Office.

District Project Office, Alappuzha.

Alappuzha district is a widely known tourist destination and is well known for its coir factories.

The District Project Office, Alappuzha is functioning in the own building of the Khadi Board and it is situated near E.M.S. Stadium in the Collectorate Road. All the activities of the Khadi and Village Industries in the District are co-ordinated and controlled by the District Office. The Village Industries Officer was in charge of the Project Office at the time of data collection.

Khadi Activities in this district

Like other major district offices, this office too has major activities in both Spinning and Weaving. Under this Project Office, there exist 11 Spinning Centres and 4 Weaving Centres. These units are administered by 5 Spinning Instructors and 3 Weaving Instructors out of which 1 instructor work under contract basis. Here it is seen that one Spinning Instructor has to attend to 2 Spinning Units. During the financial year 2014 -15, the Spinning Centres have a sale output of Rs. 33.12 Lakhs from the selling of 398655

yarns of kazhees and the Weaving Centres have a sale of Rs. 15.24 Lakhs by selling 8844 sq. Metre cloths. Also, Rs. 43.41 Lakhs was paid in wages.

Marketing Sector.

While considering the marketing sector of the district, this Unit maintains 5 centres. A major unit, viz Khadi Grama Sowbhagya in Harippad and 4 Khadi Sowbhagya functioning at Harippad, Kayamkulam, Charumoodu and Venmani on agency basis. In the Khadi Grama Sowbhagya, during the financial year 2014 – 15 a sale of Rs. 1 Crore and 20 Lakhs were carried out, in the 4 agencies, a sale of Rs. 78.32 Lakhs was carried out and in the Grama Sawbhagya a sum of Rs. 2.21 Lakhs. While calculating the total sale includes the reduction sales, the Unit had a total sale of Rs. 2 Crores and 27 Lakhs in the district.

PMEGP Scheme (Prime Minister's Employment Generation Programme).

Under this Scheme, this Project Office had taken steps for rewarding loans for 34 investments for Rs. 2 Crores and 28 Lakhs and allotted a margin money of Rs. 82.06 Lakhs. This led to new employment for 235 men in the district.

Ente gramam.

Under the scheme 'ente gramam', during the financial year 2014-15 for the District Project Office, Alappuzha 49 investors were benefited with a loan of Rs. 1.18 Crores and its margin money or Rs. 35.47 were remitted to different banks which led to the employment of 135 persons in the district.

Silk Reeling Unit, Alappuzha.

Assets of the Project Office

While studying on the Assets of the Project Office, the office building lies in an area of 2600 Sq. Mt with an approximate value Rs. 1,65,00,000/-. The Jeep which was being used in this Office has an approximate value of Rs. 4,50,000/- The equipment in the ready made garment unit has an approximate value of Rs. 18, 00,000/- There are a total of 120 Acres of land where the

Spinning Unit and Weaving Unit situated in different areas in this district which has an approximate value of Rs. 9,40,50,000/-. Hence given the total assets of the Project Office, this Office has an approximate asset of Rs. 11,28,00,000/-

This Office has a strength of 30 regular staff and 5 employees working on contract basis and daily wages basis. The detailed strength of the Staff at the time of Work Study in the Office is shown below:

Village Industries Officer i/c of P.O.	-1
Assistant Registrar	-1
Junior Superintendent	-1
Senior Co-operative Inspector (Spl. Grade)	-1
Senior Co-operative Inspector	-1
Junior Co-operative Inspector	-3
Senior Clerk	- 5
Junior Clerk	- 1
Second Grade Assistant	-1
Senior Grade Typist	- 2
Store Assistant	-1
Office Attendant	-2
Spinning Instructor	-5
Weaving Instructor	-3
Driver Grade – I	-1
Driver	-1
Total	- 30

The total work load of Clerical staff in this Office is shown in the table below.

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt, PMEGP	U.D.C	1289	215	105	241.35	1850.35
2	Co-op, R.R	JCI	875	175	189	185.85	1424.85
3	Village Industry	L.D.C	1287	125	115	229.05	1756.05
4	Plan Fund ESI	2ND GRADE ASST	1315	110	125	232.5	1782.5
5	Co- Opn	JCI	1415	95	25	230.25	1765.25
6	Accounts	U.D.C	1399	110	125	245.1	1879.1
7	Marketing	U.D.C	1207	135	156	224.7	1722.7
8	RMG	Sr. Gr. Typist	1251	109	183	231.45	1774.45
9	Ente Gramam Flag Ship	U.D.C	1305	191	96	238.8	1830.8
TOTAL							15786

From the calculated sheet it is very clear that the present strength is very sufficient for the conduct of office activities. That is 9 post of Clerks ($15786.05 \div 1700 = 9.2$) are adequate in this Office.

Recommendations

- Comparing with other district offices in the Khadi Board, this Office exhibits proper maintenance of files and registers.
- Since the work of the clerks is found to be not in excess, the team suggests maintaining the present strength.

- In this Office a Senior Grade Typist was attending the clerical duties. While enquired, it was informed to the Team that she was allowed to work with proper orders from the Head of Office. Also, it is difficult to fix the responsibility of the activities like file work on a typist while she acts in the role of clerk. So, the team instructs the Head of the Office to take necessary steps to relieve her of the duties of a clerk and to attend to the duties as prescribed for a typist.

District Project Office, Kottayam

The District Project Office, Kottayam is situated in Chelliyozhukum Road, Kottayam. The Khadi and Village Industries activities of the District are co-ordinated and controlled by the District Office. Like other districts, this Office too has various activities in Khadi and Village Industries sector.

In this Office, there are 45 staff comprised of ministerial and technical personnel out of which 31 regular staff and 14 staff working on either contract or daily wages basis.

The detailed strength of the regular staff at the time of Work Study in the Office is shown below:

Project Officer	- 1
Village Industries Officer	-2
Junior Superintendent	-1
Technical Assistant (Khadi)	- 1
Manager	-3
Senior Co-operative Inspector (Spl. Grade)–	1
Senior Co-operative Inspector (HG)	– 1
Senior Co-operative Inspector	– 2
Junior Co-operative Inspector	-1
Senior Clerk	- 1
Junior Clerk	- 2

U.D. Typist	- 1
Store Assistant	-1
Store Keeper	-1
Bee Keeping Field Man	- 2
Office Attendant	- 2
Driver	- 1
Spinning Instructor	- 4
Weaving Instructor	- 3
<u>Total</u>	- <u>31</u>

From the man hour calculation 8 posts of ministerial staff (Clerks and Co-operative Inspectors are essential to carry out all the activities under this Project Office. But it may also be seen that the subjects dealing with RMG, REGP were carried out by a U.D.T. Since, the job is purely clerical in nature, this ought to be handled by a Clerk. The subjects like welfare fund, bee keeping activities, flagship programme are carried out by a Bee Keeping Field Man. Also, Rebate Section is carried out by a Junior Co-operative Inspector who has a work load less than 500 hrs. Here, the duties of this Section may be clubbed with the duties attended to by the Bee Keeping Field Man. But it is very important to say that since no bee processing unit exists here, **the post of Bee Keeping Field Man may be shifted from District Project Office, Kottayam to District Project Office, Kozhikkode as this Project Office has more activities of Bee Keeping compared to other District Project Offices.** Moreover, it may also be seen that the file work related with the Khadi activities were dealt in another BKFM and PMEGP file handled by the Junior Superintendent. The team recommends clubbing the subjects of Khadi and PMEG together and they may be handed over to a single Clerk.

Like other district offices in Khadi, this Office lacks a permanent incumbency and proper work distribution order. Staff were being deployed to work in various section/subjects without proper orders. A major disparity observed here was a Junior Superintendent, who is supposed to do the work of supervisory nature has to deal with a single seat. After a service of almost 18 or 20 years, here a Clerk who got promoted as Junior Superintendent is still dealing with files like other junior clerk in the office. Another disparity found is a Clerk has to deal with 3 different subjects which was being carried out by 3 Clerks in all the other District Project Offices.

Khadi activities

Under this Project Office, there are 13 Weaving Centres and 6 Spinning Centres and 2 Ready Made Warp Units. A total of 260 labourers are working in these units. In the Weaving Sector, under this Project, there was a total sale of Rs. 27 Lakhs in the financial year 2014 – 15 and in the Spinning Sector, there was a sale of Rs. 37.5 Lakhs.

In the marketing sector, 5 Khadi Grama Sawbhagya centres and 6 sales outlets are working under this Project Office. In the year 2014 – 15 there was a sale of 2.5 crores under this Project Office. The Project Officer stated that this shows a hike in 24 % of sales comparing with the last year.

Readymade Production Unit

Under this Project Office, a Readymade Shirt Production Unit is functioning at Kalathoor. 13 employees are working in this Unit and they are monitored by a Cutter-cum-Supervisor. In the year 2014 -15 a total of 6506 shirts were stitched in this Centre.

Ente Gramam Project

Under this Scheme, in the financial year 2014 – 15 a margin money of Rs. 6,25,000/- was granted and disbursed to the applicants. With this Scheme

employment assistance was made available to 108 persons in the financial year.

P.M.E.G.P. Scheme

Under this Scheme, margin money of Rs. 70 Lakhs was issued as margin money in the Village Industries Sector.

Honey Processing Sector.

In this Sector, training was imparted to 60 persons in various centres in Kottayam.

Co-operative Sector

Under District Project Office, Kottayam there are 315 co-operative societies registered wherein 12 were existing and its activities are controlled by the this Office.

Assets of the District Project Office

This Office has a total asset of property of 451 cents which lead to an approximate price value of Rs. 17.87 Crores.

Recommendations

1. The Work Study Team recommends that the Junior Superintendent, who is dealing with a single seat should be relieved of his duties and should be assigned the supervisory work of a Junior Superintendent.
2. The Work Study team suggests that the post of Bee Keeping Field Man may be shifted from District Project Office, Kottayam to District Project Office, Kozhikkode as this Project Office has more activities of Bee Keeping compared to other District Project Offices.
3. The Charkhas used by the centres at Eravinellur, Udayanapuram, Nedumkunnam, Chirakkadavu, Kidangoor and Manimala which can be operated by hands and legs alternatively developed by the IIT Chennai and Gorakhpur is state of the art. This conserves much physical energy of the

labourers. Hence, the Work Study Team recommends that this facility should be adopted in other centres of the Khadi Board in the State.

4. The Kerala Khadi and Village Industries Board should take interest in establishing the “Khadi Research and Development Wing” in collaboration with any IIT and its scopes should be explored very well.

5. From the calculated work load of staff in this Office, the Work Study Team suggests maintaining 8 posts of ministerial staff (Clerks and Co-operative Inspectors) to carry out all the activities under this Project Office.

6. The Work Study Team suggests that the subjects like RMG, REGP carried out by a U.D.T should be transferred to a Clerk.

7. The Work Study Team recommends creation of 3 posts of Instructors in Spinning and Weaving under this Project Office.

8. The Work Study Team recommends a permanent incumbency in this office.

DISTRICT PROJECT OFFICE, IDUKKI

The District Project Office, Idukki is located at Pulimoottil Buildings, Idukki Road, Thodupuzha. It is functioning in a rented building. A Junior Superintendent was in charge as the Project Officer at the time of data collection.

As compared with other District Project Offices, the Project Office Idukki has fewer activities in the Khadi Sector. Also in the Village Industries Sector, there is void in this district. Under this Project Office, there are 4 production units working at Rajakkad, Udumbanoor, Kodikkulam and Vazhathoppu where 51 tharees were functioning there. In the Khadi production centres, 3 instructors were working in the contract basis.

As far as the properties and assets belong to this District Office are considered, this Office has a land of 50 cents at Rajakkad, 25 cents at

Kodikkulam, 50 cents of lands together at Udumbannor and Kaunthi which in total amounts to a sum of Rs. 1.6 Crores.

The detailed strength of the staff at the time of Work Study in the Office is shown below:

Junior Superintendent	- 2 (1 J.S. i/c of P.O.)
Senior Co-operative Inspector	-1
Junior Co-operative Inspector	-2
Senior Clerk	-2
Junior Clerk	-3
Technical Assistant (Khadi)	- 1
Manager	-1
Senior Grade Typist	-2
Bee Keeping Field Man	-2
Office Attendant	-2
Driver	-1
Part Time Sweeper	-1
Total	<u>-20</u>

Like other district offices, this office doesn't have a proper incumbency statement either. While enquired, it was informed to the team that the strength already maintained by this office was called off by the Board Head Quarters and revised strength was not issued yet.

The detailed calculated work load of clerks and field staff who officiated as clerks in this Office is given in the table below.

No	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt & Pattern Sch	UDC	1120	15	80	182.25	1397.25
2	PMEG, CBCS	SGT	976	42	40	158.7	1216.7
3	Accounts, REGP, Bee Keeping	BKFM	540	310	500	202.5	1552.5
4	Khadi & RR	LDC	720	170	175	159.75	1224.75
5	Marketing	JCI	424	84	700	181.2	1389.2
	Total						6780.4

In this Office, a total of 6780.4 hrs is being spent for clerical work. That shows that 4 Clerks ($6780.4/1700= 3.98$) are necessary for carrying out all the ministerial work in this Office.

The main flaws observed in this Office are

- 1) In this Project Office 2 posts of Bee Keeping Field Man exist. But unfortunately, neither honey bee processing units nor the related activities are functioning here. From these two Bee Keeping Field Men, one is holding the duty of a Clerk and the other is working as Manger in a Bhavan.
- 2) A Senior Grade Typist is attending to the duties of a Clerk deals with Prime Minister's Employment Generation Programme (PMEGP) and Consortium Bank Credit Scheme.
- 3) An Office Attendant is holding the post of a Manager without any proper Orders from the Project Officer. The Work Study Team observes this as a major defect in this Office. The same also was observed in other district offices too. But it is very important to say that these types of working arrangements, rather “adjustments”, can be observed only in the Kerala Khadi

and Village Industries Board. The Work Study Team strongly recommends that this practice should very soon be done away with.

Recommendations

- It is recommended creating a permanent incumbency in this Office and also a proper work distribution among the staff.
- The Work Study Team recommends filling the Post of the Project Officer.
- The Work Study Team strongly recommends relieving one Bee Keeping Field Man of the duties and one Senior Grade Typist who were attending to the clerical work and one Office Attendant holding the post of Manager in the Bhavan.
- It is also recommended creating 2 posts of Manager to fill the post of Manager in the remaining other two Bhavans under this Project Office.

DISTRICT PROJECT OFFICE, ERNAKULAM

The District Project Office, Ernakulam is situated in its own 6 storied building in Kaloor. In the Ground Floor and in the First floor Khadi Sawbhagya Units were functioning. A central godown is also function in this building.

District Project Office, Ernakulam administrates all the activities of Khadi and Village Industries through out the district. The Village Industries include File Board manufacturing, making note books for the school students, Honey processing Unit, PMEGP, projects related with 'ente gramam', registration of co-operative societies and its administration etc. *Compared with other district project offices, Ernakulam leads in the maximum sales in the state.*

Spinning and weaving units

There are 16 weaving centres and 6 spinning centres in Ernakulam District. All the units are located in the own property of the Khadi Board. 213 labourers were working in this field. In the financial year, in the weaving sector, there has an out put of Rs. 35.13 Lakhs and produced Rs. 34.68 Lakhs of clothing in the district.

Khadi and Village Industries Marketing Outlets

Under the Project Office, Ernakulam there are 3 outlets at Kaloor, North Paravoor and Nedumbassery Airport which are directly operated by the the Project Office and 2 outlets at Muvattupuzha and Mulanthuruthi which are carried out on agent basis. This Office has sales in 6 production centres also. A gross of Rs. 7.06 Crores of sales was achieved in the financial year 2014-15.

Village Industries**Hand Made Paper Unit.**

A hand made paper unit was located in the Kizhakkambalam Panchayath in this district. File Boards are manufactured in this Unit. By purchasing the waste lotteries from the lotteries department, file boards are made and this is sold through the Stationery Department. 25 labourers are working in this Unit. In the financial year 2014-15 2,28,000 file boards were manufactured and sold out. Besides these, note books and paper carry bags were made in this unit in the school season.

Honey Processing Unit

The HoneyProcessing Unit is located at Neryamangalam. This unit processes honey as in other Units in the Proeject Offices like, Pathanamthitta, Malappuram and Kozhikkode. 2500 kg honey was processed in the current financial year and was sold out too.

Honey Kalavara Project

This is program imparting training to the people for collecting and saving honey with a subsidy from the government. The persons trained for processing honey are supplied with honey boxes for collecting honey. With a subsidy from the government, boxes are issued. In the current financial year, the project Office has imparted training to 80 persons and issued 111 honey boxes.

Ente gramam- rural grant programme

Under this programme, 27 persons were issued Rs. 25.71 Lakhs under subsidy within a range from 25% to 40%. A total of 135 people were employed with this programme.

Prime Minister's Employment Generation Programme (PMEGP)

Under the PMEGP, Rs. 93.53 Lakhs were issued to 32 persons under subsidy and this led to the employment of 250 persons in the district.

This Office has a staff strength of 32 regular staff and the detailed strength of the Staff at the time of Work Study in the Office is shown below:

Project Officer	- 1
Assistant Registrar	- 1
Village Industries Officer	-1
Junior Superintendent	-1
T.A. (Khadi)	- 1
T.A	- 1
T.A	- 1
Senior Co-operative Inspector	- 5
Junior Co-operative Inspector	- 2
Manager (Godown)	- 1
Senior Clerk	- 5
Junior Clerk	- 4

Bee Keeping Field man	- 1
Weaving Instructor	-3
Spinning Instructor	- 3
Office Attendant	- 1
Part Time Sweeper	- 1
Total	<u>- 33</u>

The total man hours of the Clerks and the Co-operative Inspectors who were attending the Clerical duties calculated by the Study Team are shown in the table below

No.	Seat	Dealing Hand	File Work	Routine Work	NonFile Work	P&F Allowance	Total
1	Estt	U.D.C	1300	219	210	259.35	1988.35
2	Plan Fund, SCP/TSP	U.D.C	800	358	315	220.95	1693.95
3	Welfare Fund, R.R	U.D.C	1019	328	200	232.05	1779.05
4	Accounts	L.D.C	1400	204	350	293.1	2247.1
5	PMEGP, Loan	L.D.C	1215	290	200	255.75	1960.75
6	Marketing Complex	L.D.C	890	253	175	197.7	1515.7
7	Marketing, Flag Ship, REGP	L.D.C	1400	207	189	269.4	2065.4
8	VI, R R	U.D.C	1015	206	165	207.9	1593.9
9	Reg. of Co-op Societies	U.D.C	788	167	215	175.5	1345.5
	Total						16189.7

From the above table it is seen that a total man hours of 16,189.7 hrs is being spent in this Office. That requires 10 posts ($16189.7 \div 1700 = 9.52$) of Clerks. But at the time of data collection it is found that a Lower Division Clerk is attending to the duties of Assistant Manager in a Bhavan. He should be relieved of those duties and should attend to the activities of a clerk in this Office.

Recommendations

- 1) By calculating the workload of the Co-operative Inspectors, the team puts forth maintaining status quo.
- 2) The Work Study Team recommends that one post of Junior Co-operative Inspector who is holding the post of Manager in a Bhavan and one post of Lower Division Clerk who is holding the post of Assistant Manager should be relieved of their duties and that post should be filled in with the Managers subsequently.
- 3) The Work Study Team recommends that a Lower Division Clerk attending to the subjects such as Registration of Co-operative Societies, creation of By-laws, election of Co-operative Societies and other related activities should be relieved of these duties and it should be attended by a Co-operative Inspector.
- 4) The Work Study Team strongly recommends that all Clerks and Co-operative Inspectors carrying out ministerial work should compulsory maintain the Personal Register and should follow instructions in the Manual of Office Procedure. Proper File management and disposal of records should be maintained in this Office.
- 5) On analysing the existing strength of Instructors in respective to the number of Units, the Work Study Team suggests the creation of 4 Instructors in total for spinning and Weaving.

DISTRICT PROJECT OFFICE, THRISSUR

The District Project Office, Trissur is situated in Chembukkavu, Palace Road, Trissur. The Khadi and Village Industries activities of the District are co-ordinated and controlled by the District Office. Compared with other districts, this Office has various activities in Khadi and Village Industries sector. This

Office has a staff strength of 36 regular staff and 6 employees working on contract basis and daily wages basis.

Khadi activities in the district

In the Khadi sector, there are 14 Weaving Units and 17 Spinning Units functioning in this district. There exist 210 Charkhas and 155 Looms in this district in the working condition. A total of 197 spinning employees and 84 weaving employees are engaged in the Khadi sector.

Dyeing Unit, Olarikkara

Another important unit in this Project Office is Dyeing Unit at Olarikkara. In this Unit, the process of colouring of yarn is carried out. This Unit was set up with the financial assistance of the Central Government. This Unit runs profitably as compared with other units in the State. The yarns from the districts of Ernakulam, Idukki, Kottayam, Alappuzha and Palakkad are taken to this unit for dyeing.

Ready Made Warp Unit

A Ready Made Warp Unit is also functioning in Olarikkara in the same building where Dyeing Unit is housed. There are 4 workers engaged in the Warp Unit on daily wages basis.

Details of Village Industry in the district

Hand Made Paper Unit, Olarikkara.

A Hand Made Paper Unit is situated in Olarikkara engaged in the production of File Boards for the Stationery Department. There are 14 artisans working in the Unit.

Oil Unit, Olarikkara

An Oil Unit is working in Olarikkara engaged in the production of Gingerly Oil and provides employment to 2 persons in the district.

Marketing Section

Under the District Project Office, Trissur there are 2 Khadi Grama Sawbhagyas, 1 Khadi Sawbhagya and 17 Grama Swabhgya Centres

Assets of the Project Office

While studying the assets under this Project Office, it is seen that they have 874.754 cents of land which lends an approximate market value of Rs. 11.61 Crores.

The detailed strength of the Staff at the time of Work Study in the Office is shown below:

Project Officer	- 1
Assistant Registrar	- 1
Junior Superintendent	- 1
Senior Co-operative Inspector (Spl. Grade)	- 1
Senior Co-operative Inspector	-3
Junior Co-operative Inspector	-2
First Grade Assistant	- 1
Pottery Expert	- 1
Senior Clerk	- 2
Junior Clerk	- 2
Senior Grade Typist	- 1
Store Assistant	-1
Store Keeper	-1
Village Pottery Inspector	-1
Assistant Manager	-1
Office Attendant	- 3
Driver	-1
Spinning Instructor	- 8
Weaving Instructor	- 3

Part Time Sweeper

-1

Total**- 36**

The calculated work load of staff who are carrying out ministerial job is shown in the table given below.

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt, Income	L.D.C	985	102	200	193.05	1480.05
2	Accounts	S.G.T	1001	115	147	189.45	1452.45
3	Khadi, CBC, RR	L.D.C	1013	105	173	193.65	1484.65
4	PMEGP, Ente Gramam	U.D.C	1135	75	190	210	1610
5	Marketing, REGP	U.D.C	1119	131	98	202.2	1550.2
6	RR	J.C.I	958	175	175	196.2	1504.2
7	Co opn	S.C.I	1100	135	200	215.25	1650.25
8	Pattern	J.C.I	917	189	175	192.15	1473.15
9	CBCS	S.C.I	1231	131	190	232.8	1784.8
	TOTAL						13989.8

From the above table it is seen that a total of 13989.75 hrs is being spent by the staff in this Office. That necessitates only 8 Clerks ($13989.75 \div 1700 = 8.22$) to carry out all the activities in this Office.

Observations

From the table it is seen that 8 Clerks were necessary in this Office. But as per the incumbency statement received from this Office, 4 Clerks and one 2nd Grade Assistants are currently working here.

Some major disparities which were observed in this Office are a Junior clerk was holding the charge of Godown Manager and a Senior Grade Typist was

working as a Clerk. The Clerk who is supposed to do file work in the Office is forced to double up as Godown Manager where no file work exists. Also, the Senior Grade Typist, who has to engage in typing work was performing file work. She was engaged in the establishment activities such as preparation of pay bill, Earned Leave Surrender of Office Staffs, distribution of wages etc.

Recommendations

- By analyzing the work distribution among the staff and the calculated work load, the team recommends keeping with the present strength as the staff pattern in this Office.
- The Team recommends re-arranging the subjects among the existing staff as such to club two subjects viz, CBCS and Pattern Scheme to a single Section and it may be handled by a Junior Co-operative Inspector.
- The Team strongly recommends relieving the Clerk of the additional duties of the Godown Manager and let him attend to the duties of a Clerk which he is presumed to do.
- The Work Study Team also strongly recommends that the Senior Grade Typist who was attending to the duties of a Clerk where subjects like Accounts and its related matter should be relieved immediately and the charge should be handed over to a Clerk/Senior Clerk as available and also recommends that the post of Senior Grade Typist should be utilized for the typing work.
- By considering the Spinning and Weaving Centres existing under this Unit, the team recommends creating 3 post of Spinning/Weaving Instructors to keep an evenness in the work load of these staff. **This may be maintained by making the 3 instructors working on**

temporary basis as permanent as per their seniority of appointment.

District Project Office, Palakkad

The District Project Office, Palakkad was situated at Madan Mitra Complex in the V.H. Road. Village Industries Officer is in charge of Project Officer at the time of data collection.

As far as Khadi activities are considered, there 20 Spinning Units and 16 Weaving Units under this Project Office. In the Spinning Centre, 287 artisans and in the Weaving Centre, 513 artisans are working. A Silk Weaving Unit was working in the place named Chithaly which was set up from the assistance of District Panchayath and from the Scheduled Castes Development Department. The main distinction that can be seen under this Project Office is that 2 centres are exclusively working for the employees who are differently abled. These centres were working for the mentally challenged ones and to the blind. There are 25 blind and 12 mentally retarded working in the centre for differently abled.

In the Village Industries Sector, under this Project Office, there exists a Honey Processing Unit at Kalapetti. A dyeing unit is also working in this Project. A ready made is started at Palthulli in this year.

In the marketing sector, under this Project Office, 3 Khadi Grama Sawbhagya, 1 Khadi Sawbhagya and 10 Grama Shilpa are working in this unit.

As far as the assets of this Project Office is considered, the district has 8 Acres and 575 cents of land which amounts to an approximate price of Rs. 13.75 Crores.

The detailed strength of the staff at the time of Work Study in the Office is shown below:

Project Officer (i/c)	- 1
Assistant Registrar	- 1
Technical Supervisor	- 1
Senior Co-operative Inspector	- 2
Junior Co-operative Inspector	-2
Palmghur Instructor	-2
Senior Clerk	- 3
Junior Clerk	- 1
Second Grade Assistant	- 1
Office Attendant	- 3
Spinning Instructor	- 3
Weaving Instructor	- 5
Part Time Sweeper	-1
Total	- 26

The workload of ministerial staff and others who were holding the post of Clerks were shown in the table given below.

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt, CBC	<i>U.D.C</i>	<i>950</i>	<i>312</i>	<i>214</i>	<i>221.4</i>	<i>1697.4</i>
2	Khadi, Welfare Fund	<i>L.D.C</i>	<i>950</i>	<i>185</i>	<i>215</i>	<i>202.5</i>	<i>1552.5</i>
3	Marketing Plan Fund	<i>U.D.C</i>	<i>1200</i>	<i>214</i>	<i>215</i>	<i>244.35</i>	<i>1873.35</i>
4	Accounts	<i>U.D.C</i>	<i>1105</i>	<i>124</i>	<i>170</i>	<i>209.85</i>	<i>1608.85</i>
5	Co- Opn	<i>O.A.</i>	<i>400</i>	<i>120</i>	<i>143</i>	<i>99.45</i>	<i>762.45</i>
6	PMEGP	<i>SCI</i>	<i>170</i>	<i>110</i>	<i>900</i>	<i>177</i>	<i>1357</i>
7	Bee Keeping, SEGP, Pottery	<i>Palmgur Instructor</i>	<i>450</i>	<i>125</i>	<i>600</i>	<i>176.25</i>	<i>1351.25</i>
8	R.R., Pattern Scheme	<i>O.A.</i>	<i>500</i>	<i>30</i>	<i>100</i>	<i>94.5</i>	<i>724.5</i>
	Total						<i>10927.3</i>

Here it may be seen that a total of 10927.3 hrs is being spent for Clerical Work. That shows that 7 Clerks ($10927 \div 1700 = 6.42$) are only necessary for carrying out all the ministerial work in this Office. The work of R. R files and Pattern Scheme should be clubbed with the files relating to Co-operation. This should be treated as a single Section in this Office.

Observations

Similar to other District Project Offices, this office does not keep a permanent incumbency.

It was observed bizarre in this office two Office Attendants were carrying out ministerial duties. With the orders of the Project Officer, i.e. Office Order No. 2/15 Dated, 29.05.15 from the File No. 261/99/E.S.T Dated, 29.05.15 it is ordered to take the transfer the charge of the Sections viz R. R Sections & Pattern Scheme from a Junior Clerk to one Office Attendant and also to transfer the work related to the Stationery Section from a Senior Clerk to an Office Attendant. No satisfactory reply was delivered to the Work Study Team.

Moreover, it is observed that there exists a Honey Processing Unit. But unfortunately, no post of Bee Keeping Field Man exists in this Office. It is also observed that there exist 2 Palm Ghur Instructors in this district. But while studying the activities of Palm Units and its societies it is found that only one such post necessary in this Project.

Recommendations

1. The work of R. R files and Pattern Scheme should be clubbed with the files relating to Co-operation. This should be treated as a single Section in this Office.
2. The Work Study Team strongly recommends that the two Office Attendants who were attending to the duties of Clerks should be removed from the Sections and appropriate hands should be posted in the Sections.

3. One post of Bee Keeping Field Man must be shifted from the District Project Office Idukki to this Office.
4. The Team recommends creating 5 posts of Spinning and 5 posts of Weaving Instructors in this Office.
5. The Work Study Team also recommends retaining one post of Palmgur Instructor in this Office and **one should be shifted to District Project Office, Pathanamthitta.**

DISTRICT PROJECT OFFICE, MALAPPURAM

The District Project Office Malappuram was formed in March 1970. Under the District Office, Malappuram, there exist 11 weaving centres and 7 spinning centres. In total 18 centres, 159 labourers and 7 trainees are engaged. There are 3 Spinning Instructors on permanent basis and 1 on contract basis. In the case of weaving, there is only one instructor on contract. Only with the help of 5 instructors, the District Office manages the handloom activities. The lack of sufficient number of instructors in spinning and weaving throttles the functioning. Despite difficulties, in the financial year 2014 – 15 the centres had made an output of Rs. 20,84,343/- clothes and Rs. 24,80,176 yarns.

There are 8 Grama Soubhagya Unit and 4 Khadi Sawbhagya Unit in the district. 13 sales outlets are working in the district. The Khadi Board affixed a target of Rs. 1,10,00,000/- in the financial year 2014-15 for sales. But the Project Office has crossed the target by achieving a sale of Rs. 1,10,01,034/-.

A Honey Processing Unit is working under this Project Office. It is situated in Karimbuzha, Nilambur. A Bee Keeping Field Man and 2 labourers are engaged in processing and preparation of honey in the district. The District Project Office had a sale of Rs. 3,81,000/- honey in the current financial year.

Under the control of this Project Office, a total of 159 societies are registered. Out of these, 12 societies are directly registered by the Khadi Board and 4 societies are still functioning now.

As far as Village Industries is considered, under the 'ente gramam' project, the District Office, Malappuram has issued a grant for Rs44,30,794/-. A total of 253 employment opportunities were created with the help of this grant. Under the Prime Minister's Employment Generation Programme 90 applications were received for the margin money of Rs. 245.35 Lakhs. From the above, the district Office processed a total of 81 applications and forwarded them to the bank for the disbursement of loan. 42 units were allotted the loan with a subsidy in total of Rs. 109.34 Lakhs. This helped the employment for 298 persons in the district.

The District Office, Malappuram has an asset of Rs. 30 Crores.

Even though this Office has a lot of projects and activities like other districts, this office suffers severe deficiency in the staff strength. On considering the work load of 2 Clerks it can be seen that they have to deal with different subjects. It is very necessary to have 2 Lower Division Clerks in this Office. There are 11 Weaving Centres in the district and it has only strength of 4 instructors. (Permanent - 3 & Temporary -1) For 7 weaving centres there is only one instructor and he is appointed on contract basis.

The detailed strength of staff at the time of Work Study in the Office is shown below:

Project Officer	- 1
Village Industries Officer	-1
Assistant Registrar	- 1
Senior Clerk	- 1
Senior Grade Typist	- 2
Junior Co-operative Inspector	-1

Manager	- 1
Bee Keeping Field man	- 1
Office Attendant	- 1
Weaving Instructor	- 3
Total	- 13

Here at the time of data collection, it was seen that 2 Senior Grade Typist in this Office carrying out clerical work. Since, one Lower Division Clerk was on Leave Without Allowance, the Senior Grade Typist was deputed to do the clerical work. The Typist who is attending to the duties of a clerk was a retrograde step.

Similar to other District Project Offices in the Kerala Khadi and Village Industries Board, this office too does not follow a proper work distribution for the ministerial staff. The work was distributed by mere convenience of the head of the Office without proper Proceedings/Orders.

The total work load of the Clerks and the Co-operative Inspectors who were attending to clerical job in the office is shown in the table below.

No	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt, PMEGP,	U.D.C	1215	241	95	232.65	1783.65
2	Marketing CBC, R R	U.D.T	1315	180	189	252.6	1936.6
3	Khadi	U.D.T	1115	189	175	221.85	1700.85
4	Accounts, FlagShip, Co opn	JCI	985	145	455	237.75	1822.75
5	REGP, HMPU, Bee keeping	BKFM	899	135	215	187.35	1436.35
	Total						8680.2

Here a total of 8680.2 hrs is being spent by the Clerks and Co-operative Inspectors for the base year. That stipulates 5 ministerial hands ($8680.2 \div 1700 = 5.106$) as necessary for the day to day activities. But one Junior Co-operative Inspector is attending to the files regarding Flag Ship Programme, Accounts and Co-operation. Aside from the duties of a Junior Co operative Inspector, 4 Clerks were absolutely necessary for the day to day activities of this Office.

Observations

1. A major flaw observed in this Office at the time of data collection is that two Senior Grade Typists are doing clerical work. They do the file work than typing work in this Office. This was without any proper orders/proceedings or any consent from the Head Office. The same case was observed in the District Project Office, Kozhikkode and Alappuzha too.
2. Another important defect observed here was a Bee Keeping Field Man was attending to file work.

3. One more grave observation found in this Office is that an Office Attendant is entrusted with the duty of Manager in a Grama Sawbhagya Centre. The prescribed qualification for the post of a Manager in the Khadi Grama Sawbhagya Bhavan is a Bachelor Degree in Commerce and the recruitment directly belongs to the Kerala Public Service Commission. The Work Study Team observes this as a grave mistake on the part of the Head of the Office. Similar disparity was seen in the Project Office, Pathanamthitta. The Office Attendant was forced to hold the charge of Manager without proper training or proper awareness. Since the Office Attendant was working as a Manager, he has to engage in purchase duties, disbursement of weaving, roving and spinning articles from the godown.
4. At the time of data collection it is also observed that the some clerical staff were not maintaining Personal Register. They were not having adequate knowledge in proper processing of the files and proper closing of files. The head of the Office, i.e. the District Project Officer is not even instructing the staff to follow proper procedure in all matters as instructed in the Manual of Office Procedure. Lack of training manifests itself in all aspects of file work and office procedures.

Recommendations

- The Team recommends the two Senior Grade Typists and Bee Keeping Field Man attending the file work and the Office Attendant having the charge of Manager in Grama Sawbhagya Centre should be relieved of their duties immediately so that they should be assigned the duties as per their designations.
- The Team recommends maintaining status quo in case of the strength of the Co operative Inspectors.
- The Work Study Team also recommends creating 3 posts of Instructors in Spinning and Weaving under this Project Office.

- The Work Study Team also recommends the Head of the Office to take necessary steps to impart proper training in all aspects of file management
- The Work Study Team recommends shifting one post of Bee Keeping Field Man from the District Project Office, Kannur to District Project Office, Malappuaram.

District Office, Kozhikkode

The District Project Office, Kozhikkode is located at Cherotty Road. All the activities of the Khadi and Village Industries in the District are co-ordinated and controlled by the District Office. The Project Office, Kozhikkode stands second in the State in the production and marketing of Khadi whereas Payyannur Khadi Centre stands first.

In the District Office, Kozhikkode, there are 33 spinning Units and 22 Weaving Unit under the District Project Office, Kozhikkode. Besides these, there are Village Industries like Honey Processing Unit, an Oil manufacturing Unit, a Carpentry Unit and Bleaching & Colouring Unit at Balussery. At the place Muchukunnu, there lies a Regional Pottery Centre. There are 27 selling Outlets in the District. They are, 4 Khadi Grama Sawbhagya, 4 Khadi Sawbhagya and 19 Grama Silpa Centres. In the financial year 2013-14 these Units achieved a production of Rs. 1,86,67,778 and a sale for Rs. 2,75,85,785. There is a collection of Rs. 42 Lakhs of honey and a sale of Rs. 52.5 Lakhs in the Balussery Honey Processing Unit. In the Oil Processing Unit there has an outcome for Rs. 1.5 Lakhs annually.

Under this Project Office, 12 acres of land is available. By computing the total value of the land and other utensils, this Project Office has an asset of Rs. 28 Crores.

This Project Office creates employment to the 941 people and issues wages of total Rs. 87.25 Lakhs and Rs. 41 Lakhs to the pensioners in the field.

The detailed strength of the Staff at the time of Work Study in the Office is shown below:

Project Officer	- 1
Village Industries Officer	-1
Pottery Expert	- 1
Senior Clerk	- 7
First Grade Assistant	- 1
Second Grade Assistant	- 1
Store Keeper	-2
Senior Co-operative Inspector	-2
Junior Co-operative Inspector	-4
Senior Grade Typist	- 1
Bee Keeping Field man	- 1
Driver	-1
Office Attendant	-2
Spinning Instructor	-11
Weaving Instructor	-10
<u>Total</u>	- 46

It is observed at the time of data collection that this Office doesn't keep a permanent Incumbency Statement clearly not having any understanding of the staff pattern and strength. District Office, Kozhikkode manages their ministerial work with their present ministerial staff and in the case of instructors, their deficiency is being filled through staff on contract basis.

Similar to other District Project Offices in the Kerala Khadi and Village Industries Board, this Office does not follow a proper work distribution for the ministerial staff. The work was distributed at the convenience of the head of the Office without proper Proceedings/Orders.

It is also observed that the ministerial staff were not maintaining Personal Register. They were not having adequate knowledge in proper file processing and not even aware of preparing monthly business statement to the Government. The head of the Office, i.e. the Project Officer is not even instructing their staff to follow proper procedure in all matters. Lack of training is evident in all aspects of file work and office procedures.

From the ministerial wing in the Office, 3 members of staff were engaged in Khadi Sales Units and 5 were working in the Departmental Units. There are only 21 weaving and spinning instructors (permanent -14 & contract basis – 7) in the total 50 manufacturing units. The standard ratio of tharees to weaving instructors is 10: 1. Considering this fact, for 216 tharees there should be 21 instructors. But there are only 5 weaving instructors. Similarly, the standard ratio of charkhas to the spinning instructor is 25:1. For 337 Charkhas, there should be 13 Spinning instructors. But unfortunately, there are only 5 instructors. Due to the shortage of technical staff, each instructor has to attend to 4 or 5 units in this Project Office. This curtails the output in the production field.

The calculated work load of the ministerial staff and those who are carrying out the duties of the ministerial staff is given below.

No	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt	U.D.C	1386	296	95	266.55	2043.55
2	Accounts	U.D.C	1266	355	459	312	2392
3	Flag Ship, RR, PMEGP	JCI	1195	192	500	283.05	2170.05
4	LIC, ESI, Welfare fund	O.A.	1289	129	75	223.95	1716.95
5	Pottery, REGP	U.D.C	1435	120	78	244.95	1877.95
6	Khadi	U.D.C	1353	189	179	258.15	1979.15
7	Co-op, Pattern, cbc r.r	U.D.C	1301	101	178	237	1817
8	Marketing	1 st Grade Asst	1356	85	200	246.15	1887.15
	TOTAL						15883.8

Here, a total of 15883.8 hrs is being spent by the staff for the base year. That is 9 Clerks ($15883.80 \div 1700$) are very necessary in this office.

Recommendations

1. The Work Study Team recommends that the Office Attendant who is attending to the duties of ESI, LIC and Welfare Fund should be relieved of his duties and the work should be handed over to a 2nd Grade Assistant.
2. The Team recommends that one Upper Division Clerk, One Upper Division Clerk (HG) holding the charge of Manager in the Bhavans and one 2nd Grade Assistant holding the charge of Assistant Manager should be relieved of those duties and should be engaged in ministerial work in the Office.
3. Also, the team recommends that all the necessary 9 posts of Clerks and 2nd Grade Assistant should be filled in with these posts and the Co-operative

Inspectors should be made to engage in co-operative activities under the Project Office.

4. The Work Study Team suggest shifting one post of Bee Keeping Field Man from the District Project Office, Kottayam to this Project Office as this Office deals with more activities of Bee Keeping as compared to other District Project Offices.

5. It is recommended that 7 additional posts of Spinning/ weaving Instructors may be created. The Work Study Team recommends taking steps to make the staff permanent, who have been working on contract basis for a period of more than 5 years.

6. *It is recommended to impart training to all the technical staff and ministerial staff regarding their subjects.*

District Project Office, Wayanad

The District Project Office, Wayanad came in to existence in the year 1984. The district Office has been functioning in a rented building ever since situated in Kalpetta. Like other district Project Offices, this Office carries out all the Khadi activities and other programmes implemented by the KVIC. But as compared with other Districts, Khadi related activities are lower. Due to the lack of availability of labourers in the manufacturing units, all the functions in the two units were stopped.

Under the Village Industries Scheme, loans were granted to different units under the Pattern Scheme, CBC, REGP etc. A total of 300 units benefited from these Schemes. At present, the District Office carries out the activities under 'ente gramam', PMEGP. Under the 'ente gramam' flag ship programme, financial assistance was issued to 397 units. Under the PMEGP programme, financial assistance was issued to the 242 units from 2008-09 to 2014-15.

In the Village Industries Sector, the main activity carried out in this district is imparting training in the honey processing and issuing of honey boxes. A total of 130 men were given training from the period 2007 to 2014.

The only one sale outlet functioning in the district had a sale output of 37 Lakhs in the financial year 2014. A lower division clerk is in the charge of Manager in the outlet.

As far as the assets of the District Office are considered, this Office possesses property of 321 cents in different parts of the district which amounts to Rs. 83, 50, 000.

The strength of the staff present at the time of Work Study is shown below.

Project Officer	-1
Junior Co-operative Inspector	-1
Senior Clerk	-2
Junior Clerk	-2
Office Attendant	-2
Driver	-1
Total	-9

The calculated work load of staff carrying out the file work is shown in the table below.

No	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Marketing Khadi, Pottery	L.D.C	996	75	100	175.65	1346.65
2	Estt, Accounts	1 st Grade Asst	915	89	90	164.1	1258.1
3	Pattern, C.B.C	U.D.C	917	129	45	163.65	1254.65
4	Ente gramam	L.D.C	400	74	89	84.45	647.45
5	Co-opn	J.C.I	950	74	125	172.35	1321.35
6	Estt	U.D.C	985	125	145	188.25	1443.25
Total							7271.5

From the calculated work load as shown in the table above, it is clear that 4 Clerical staff ($7271.45 \div 1700 = 4.27$) are justified for the office activities. One Co-operative Inspector is found to be necessary for the activities related to auditing and co-operation.

Observations

- 1) A lower division clerk is in the charge of Manager in the outlet.
- 2) Activities related to Khadi is slack in nature under this Project.

Recommendations

- 1) The Work Study Team recommends curtailing one post of Clerk in this Office.
- 2) Since no activities regarding Khadi activities were observed undertaken here, the team recommends maintaining status quo in respect of other categories in this Office.

DISTRICT PROJECT OFFICE, KANNUR

The District Project Office, Kannur is located in Kanathoor village in Kannur town. This Office coordinates activities related with Establishment and Accounts of Staff in the Office, Revenue Recovery, Consortium of Bank Credit Scheme, Pattern Scheme, P.M.E.G.P etc.

As per the District Panchayath Scheme, a total of 3 ½ Crores of projects got undertaken in this district.

The total strength of staff in this Office at the time of data collection is shown below.

Project Officer	- 1
Village Industries Officer	-1
Assistant Registrar	-1
Senior Co-operative Inspector	- 1
Junior Co-operative Inspector	-2
Senior Clerk	-1
First Grade Assistant	-1
Junior Clerk	-1
Second Grade Assistant	-2
Bee Keeping Field Man	-2
Office Attendant	-2
Total	- 15

The main flaw observed in this Office is similar with other District Project Offices. There is absence of a permanent incumbency, proper distribution of work among the staff, proper registering of tappals, proper maintenance of registers, proper management of files, and management of records.

The total workload of clerks and other Officers carrying out the ministerial work were calculated in hours and shown in the table given below.

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt, Ente gramam, Khadi	2 nd grade asst	1125	220	65	211.5	1621.5
2	Pattern, CBC, Accts	2 nd grade asst	1345	259	89	253.95	1946.95
3	PMEGP, REGP, CO-OPN	LDC	1000	352	79	214.65	1645.65
	TOTAL						5214.1

From the above calculated sheet it is very clear that only 3 dealing hands ($5214.1 \div 1700 = 3.06$) are necessary for carrying out the clerical work. That is, either three junior/senior Clerks or three 1st/2nd grade assistants are necessary to carry out the office activities. Hence, the Study Team recommends cutting of 1 post of Lower Clerk and 1 post of Senior Clerk from this Office.

The activities of Khadi which occur in this district are administered by the Payyannur Khadi Centre, Payyannur.

Under this Project Office, a lot of societies are registered. But unfortunately, the exact figure was not made available to the team because of lack of maintenance of registers and files. From the calculation of work load of the Co-operative Inspectors, the Team found one post of Co-operative Inspector excess in this Office. So, the team recommends shifting one post of Junior Co-operative Inspector from this Office.

A major lacuna observed here has been the fact that a total of 2 Bee Keeping Field Men were working under this Unit. The explanation provided to the team is that one Bee Keeping Field Man was assigned duties as an Administrative Secretary in the departmental production centre functioning in this Project at Pappinisseri. The other one is engaged in “Honey Kalavara”

project. The Team observes that a Bee Keeping Field Man is not an Officer with whom the duties of an Administrative Secretary can be entrusted. So, the Team recommends that a Manager should be posted as an Administrative Officer in the Departmental Production Centre and the BKFM (Bee Keeping Field Man) holding that post should be relieved immediately and he should be shifted to **Malappuram District Project Office**. Also, the Team recommends retaining the post of one Bee Keeping Field Man to look into the activities of bee keeping.

While studying about the assets under this Project, it has an asset of 13.5 Crores which comprises the Office building and its premises and the Departmental Production Centre at Pappinisseri.

Recommendations

The Work Study Team recommends shifting two post of Clerks (Junior Clerk -1, Senior Clerk – 1) and 1 post of Junior Co-operative Inspector. Also, one post of Bee Keeping Field Man in this Office should be shifted to **District Project Office, Malappuram . .**

The Team strongly recommends the Head of the Office to follow a permanent incumbency, to create and follow a proper distribution of work among the staff, to instruct all ministerial staff to follow proper registering of tappals, to instruct all ministerial and technical staff to follow proper maintenance of registers and proper management of files and management of records.

DISTRICT PROJECT OFFICE, KASARGOD

The District Project Office, Kasargod is situated in Ajanoor Grama Panchayath in Hosdurg Taluk. Under this Project, a Silk Reeling Unit is functioning at Mailatti where 20 women are employed. A Bee Processing Unit is also working at Peringanam. The rest of the activities including Khadi are managed by Payyannur Khadi centre as we found as in Kannur Project Office. All the activities of Village Industries are carried out in this Project

Office. This Office has an asset of Rs.50 lacks which is made up of the Office building and its premises.

The total strength of staff in this Office at the time of data collection is shown below.

Project Officer	- 1
Village Industries Officer	-1
Junior Superintendent	-1
Senior Co-operative Inspector	- 1
First Grade Assistant	-1
Junior Clerk	-1
Second Grade Assistant	-2
Office Attendant	-2
Driver	-1
Technical Assistant (Bio Gas)	-1
Village Oil Inspector	-1
Total	- 13

The calculated workload of the ministerial staff and other staff carrying out ministerial job shown in the table below.

No.	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt ,Accounts	2 nd grade asst	1211	185	188	237.6	1821.6
2	ente gramam	LDC	1310	200	185	189	1884
3	RR, CO-OPN	SCI	1277	200	100	236.55	1813.55
4	CBC, Pattern Scheme	VIO	1210	85	75	205.5	1575.5
5	PMEGP, REGP	1 st grade asst	1377	115	89	237.15	1818.15
	TOTAL						8912.8

From the calculated work load of staff in this Office, it is seen that 5 Clerks($8912.8 \div 1700 = 5.24$) is necessary in this Office. That is the present strength is satisfying with the work load of the ministerial staff.

But a major disparity observed in this Office is that two posts viz a Technical Assistant (Bio Gas) and a Village Oil Inspector were working in this Office. There are no activities for Technical Assistant (Bio Gas) in this Office and also in the entire Kerala Khadi and Village Industries Board. Also, the Village Oil Inspector which is a promotion post of **Bee Keeping Field Man** is also irrelevant here as the activities of Bee Keeping is totally poor in this Project. The Village Oil Inspector is dealing with the subjects like C.B.C, Pattern Scheme, kalavara etc. These are subjects which can be dealt with by a Clerk. The team suggests these subjects should be allotted to a Clerk who is holding the post of Manager in the Khadi Bhavan. The team recommends these two posts namely Technical Assistant (Bio Gas) and a Village Oil Inspector should be abolished on superannuation of these staff in

the whole Khadi and Village Industries Board. Since Bee Keeping Field Man is now facing lack of promotion aspects they are allowed to be continued.

The 2nd grade assistant should be reverted to District office who is currently holding charge at a Khadi Bhavan.

Recommendations

- The Team recommends the second grade Assistant who is holding the post of Manager in the Khadi Bhavan to be relieved of the duties and should take charge of the subjects which the Village Oil Inspector is dealing with at present.
- The posts of Technical Assistant (Bio Gas) and Village Oil Inspector are allowed to continue and it should be abolished in future course.
- The subjects dealt with by Technical Assistant (Bio Gas) and Village Oil Inspector are having purely clerical nature should be handed over to the Clerk holding the post of Manager in the Bhavan.

PAYYANNUR KHADI CENTRE, PAYYANNUR (PKC)

Payyanur a place of historic importance to Indian Independence and connected national movements like 'Salt Sathyagraha' and Khadi movements. Payyanur is well known as a place for khadi movement. In 1925 Gandhiji organized All India Spinners Association and during the same period khadi activities started at Payyanur as well as part of All India Sarva Seva Sangham.

The Payyannur Khadi Centre is one among the five centres which was developed by the Madras Government for the renovation of Khadi movements in the State. After the formation of Kerala in the year 1956, Payyannur Khadi Centre was controlled by the Kerala State Government and after the formation of Kerala Khadi and Village Industries Board in the year

1959, Payyannur Khadi Centre became a part of Kerala Khadi and Village Industries Board.

Payyannur Khadi Centre stands first in the production and sales of Khadi products in the State. All the departmental units in the districts of Kannur and Kasargod are coordinated by the Payyannur Khadi Centre.

Payyannur Khadi Centre comprises 69 weaving centres and 59 spinning centre (with 5 sub centres) across the Kannur and Kasargod districts. Out of the 34 sales centres, 3 Khadi Grama Sawbhagyas are controlled by Payyannur Khadi Centre and 31 KGS's are controlled on the agency basis.

A total of 2,250 employees are working in the PKC in all the Units. Out of the sanctioned strength of 134 technical staff, only 73 are regular staff and 48 staff are working on contract basis and daily wages.

Khadi activities under Payyannur Khadi Centre

There are 69 spinning centres under PKC which are functioning in the different parts of Kannur and Kasargod districts. In Kannur District, there are 52 spinning units and the rest of 17 lie in the Kasargod district. In total, 1119 employees are working in the 69 spinning centres in PKC. As compared with other District Project Offices, this is a quite appreciable number.

As far as weaving is considered, there are 58 centres across Kannur and Kasargod districts. They are 47 in Kannur district and 11 in Kasargod district. A total of 1091 employees are working in the 59 centres. This helps the PKC stands first in the production and sales of the Khadi products in the State.

Village Industries in Payyannur Khadi Centre

A cotton bed manufacturing unit is working under Payyannur Khadi Centre and a yarn dyeing unit is also situated in Elambachi, Kasargod district.

A readymade shirt manufacturing unit is functioning at Payyannur and a Honey Processing Unit is also working in Kunhimangalam under the Payyannur Khadi Centre.

Another major village industry functioning under PKC is Sliver Processing Unit at Ettukudukka. A Project Manager in the rank of Project Office is in charge of this Sliver Processing Centre.

The strength of the staff at the time of data collection is mentioned below.

Project Officer	- 2(1 at PKC & 2 nd at CPU Ettukudukka)
Village Industries Officer	-2
Junior Accounts Officer	- 1
Junior Superintendent	-2
Senior Co-operative Inspector	-2
Senior Clerk	- 2
Junior Clerk	- 1
Ist Grade Assistant	-5
2ne Grade Assistant	-4
Technical Assistant (Khadi)	- 1
Bee Keeping Field man	- 2
Instructor (Spinning) &	- 3
Instructor (Weaving)	- 2
Boy Assistant	-1
Part Time Sweeper	-1
Total	- 31

The calculated work load of all the ministerial staff and others who were carrying out ministerial jobs is shown in the table below.

No	Seat	Designation Of the Dealing Hand	File Work	Routine Work	Non – File Work	P&F Allowance	Total
1	Estt.	U.D.C	1380	185	98	249.45	1912.45
2	Accounts	U.D.C	210	985	301	224.4	1720.4
3	Cash	2ND GRADE ASST	210	973	285	220.2	1688.2
4	Minimum Wages, M.D.A	1 st GRADE ASST	1230	190	135	233.25	1788.25
5	Schemes	1 st GRADE ASST	1185	118	183	222.9	1708.9
6	Marketing	L.D.C	1215	135	131	222.15	1703.15
7	Rebate	Spinning Instructor	1290	135	145	235.5	1805.5
8	Welfare Fund	2ND GRADE ASST	1235	145	200	237	1817
9	Marketing, Credit	1 st GRADE ASST	1289	189	200	251.7	1929.7
10	Marketing	1 st GRADE ASST	1315	190	145	247.5	1897.5
11	Accounts	SCI	789	450	355	239.1	1833.1
	Total						19804.2

As per the calculation sheet above it is seen that 12 Clerks i.e either Clerk or 2nd/1st Grade Assistants ($19804.15 \div 1700 = 11.64$) are needed to carry out these activities.

Second Grade and First Grade Assistants in the Khadi Board

This is a post designed only in the Payyannur Khadi Centre under the Khadi Board which is having an equivalent status as of LDC. The promotion cadre of Second Grade Assistants is First Grade Assistant which is same as UDC as found in various departments. The duties assigned to the Second Grade and First Grade Auditors in the Payyannur Khadi Centre are the same as the duties of a Lower and Upper Clerk in the Kerala Khadi and Village Industries Board. The scale of pay and other emoluments are same as the cadre of Clerks in other government departments. While a Second Grade Assistant is posted in the Payyannur Khadi Centre, the salary of those Assistants were paid from the own fund of the Payyannur Khadi Centre and not from the Government Treasury. The Work Study Team does not find any distinction in the nature of work between the Clerks and Second Grade Assistants in the Board.

The Work Study team at the time of data collection found that so many Second Grade and First Grade Assistants were working in the District Offices and also in the Head Office too. During enquiry it is informed to the Team that they were being posted on working arrangement basis. While posting them in such field offices, their salary was being paid by the State Government. In this case, the Team finds no relevance in the creation of such a post in the Kerala Khadi and Village Industries Board. A dispute in promotion pattern in the case of Second Grade Assistants and to the Lower Clerks exists in the Board.

Auditors in Payyannur Khadi Centre

In the year 1993, there was a heavy backlog (10 years) of audit of accounts in the production units under the Payyannur Khadi Centre. Since there was no Co-operative Inspectors in that period, notifications were issued for the post of Auditors in the PKC on temporary basis. By conducting interview, they appointed 6 Auditors who were having B.Com and HDC in the Payyannur Khadi Centre. They were engaged in all the duties which are carried out by a Junior Co-operative Inspector. Later, two Co-operative Inspectors were appointed through Kerala Public Service Commission. But unfortunately, the service of the temporary auditors was not called off and they are serving the Payyannur Khadi Centre till now.

Work Study Team felt it a complete denial of justice that they were compelled to work in the Payyannur Khadi Centre as Auditors for long 22 years on daily wages basis. As per the proceedings issued by the Director of PKC, it was stated that those Auditors were posted purely on contingent basis and may be terminated from service without prior notice. From the Proceedings No. 2126/B/90 Dated, 10th September, 1993, it may be assumed that till at the date of Work Study, the state of contingency prevails there. It was the bounden duty of the Secretary, KKVIB or of the Director, PKC to terminate their service after the period of contingency and to report sufficient number of posts to the Kerala Public Service Commission for fresh appointment. The auditors on daily wages basis were continued to work there till now under the assumption that they will be absorbed as a regular staff to the Payyannur Khadi Centre. It is a great default from the part of the management of the PKC to avail the service of the temporary auditors for a long period. It is the duty of the Head of the Department to terminate their service where there exists a list for the qualified hands for the post of Auditors/Junior Co-operative Inspector.

Observations

- 1) A major flaw observed in this Office, at the time of data collection is that a Spinning Instructor is working in the post of Clerk in the Payyannur Khadi Centre. A Spinning Instructor who is qualified with SSLC and Khadi Karya Kartha Course is being paid a salary equivalent to the scale of a Class IV employee is allowed to hold the post a Lower Division Clerk. This may be shown as a best example of the lack of awareness of the service rules of the authorities.
- 2) The next disparity found is a Weaving Instructor holding the post of a Manager in a Khadi Grama Sawbhyaga. The qualifications for the post of a Manager is B.Com with Co-operation. Without proper awareness of the rules which are prevailing for the functional set up of a Government Organization, employees are posted in bizarre and unusual positions can be seen only in the Khadi Board.
- 3) The grave flaw observed here is that as told above of post of Second Grade Assistants. Two categories of posts attending to same job in the same Office/Department which has only difference in their nomenclature can only be visible in this Department.
- 4) It was observed at Payyannur Khadi Centre that two posts from Clerical category were working as Manager in two Bhavans in Khadi Grama Sawbhyaga at Kannur. The clerical staff should attend to official activities in the Payyannur Khadi Centre.
- 5) Appointing Auditors on daily wages basis to meet the contingency of clearing the accounts which had a backlog of 10 years in the production units under the Payyannur Khadi Centre is an important retrograde step observed here.

Assets of Payyannur Khadi Centre

While studying about the assets of the Payyannur khadi Centre, the work study team found that Payyannur Khadi Centre has a great asset of property which amounts to a huge amount among all the districts project offices.

As far as the Weaving Centres are considered, out of 69 centres 11 centres work in rented buildings. While calculating the total area of land for the weaving centres owned by the Payyannur Khadi Centre, it leads to 898 cents which amounts to an approximate price value of Rs. 11,51,50,000/-. For the Spinning Centres there exist 59 centres and 15 buildings were either rented or functioning in the buildings owned by the Block Panchayath and by the Grama Panchayaths. For the own buildings, there has been a total of 1 Acre and 978 cents of land which has an approximate market value of Rs. 41,58,50,000/-. Hence, it may be seen that Payyannur Khadi Centre has a total asset of Rs. 53,10,00,000/-

Recommendations

- 1) The Work Study Team recommends making the Auditors who were appointed on daily wages basis and having a service of more than 15 years as permanent and they should be posted as Junior Co-operative Inspectors.
- 2) A Spinning Instructor who is holding the post of Clerk in the Payyannur Khadi Centre should be removed from the charge and her service should be entirely utilized for the post in which she is meant to do.
- 3) Same as in the case of Weaving Instructor who is holding the post of a Manager in a Khadi Grama Sawbhyaga should be taken off from that post and should be posted in the Training Centers.

- 4) The Work Study Team strongly recommends eliminating the post of Second Grade Assistants in Payyannur Khadi centre and it may be identified together with the post of Clerks and to make this a single category of post which is generally called to be a “Clerk” in all the Offices which include the Payyannur Khadi Centre and also in the Head Office. The Head of the Office should take special interest in solving the issues regarding the seniority disputes between the Clerks and Second Grade Assistants and team also recommends making notifications for the recruitment of Clerks in the Board Office.
- 5) The Team recommends that two posts of Clerks attending to the duty of Manager at Khadi Grama Sawbhagya, Kannur should be removed from those duties and they should be spared only for clerical activities. Also, the Team recommends posting Manager in these two Bhavans at Kannur.
- 6) By calculating the work of Instructors in proportion with the number of Spinning and Weaving Centres, the Team suggests creating **15** more post of Spinning/Weaving Instructors under Payyannur Khadi Centre. That is the Team suggests a hike in the number of Instructors from the existing 48 to 53 so as to make 53 the permanent strength of Spinning/Weaving Instructors in the Payyannur Khadi Centre.
- 7) From the calculated work load of staff in this Office, the Team suggests maintaining status quo in case of ministerial staff which include Clerks, Second Grade Assistants, and Co-operative Inspectors.

BEE KEEPING FIELD MAN.

Honey processing and Bee Keeping is a major Village Industry in the Kerala Khadi and Village Industries Board. To promote bee keeping industry the Board has started 14 departmental units. Honey processing units are established under the Thiruvananthapuram, Ernakulam, Palakkad, Kozhikode

projects and they are working properly. 'Naruthen', the agmark honey is available in all sales outlets of the Board.

The Honey Processing and Bee Keeping Industry is looked after by a Bee Keeping Field Man. The qualification for a Bee Keeping Field Man is 'apiary course in Bee Keeping' for 6 months. It is the duty of a BKFM to promote bee keepers and to bring pure trustable honey in the market. The Bee Keeping Field Man imparts training to those who are interested in this Field so that they can make honey with the help of bee hives provided by the Khadi Board.

In Kerala, Be-keeping is done by farmers as a source of additional income. During the data collection, the Team received a lot of grievances about the promotion avenues of a Bee Keeping Field Man. They reported to the Team that due to amendment of the Classification and Condition of Recruitment of Staffs the promotion scope of some categories of post especially for the Bee Keeping Field Man become meagre. Due to a lot of requests received from different Project Offices, the Work Study Team examined and analysed the matter in detail. It is found that as per the amendment of the Classification and Condition of Recruitment of Staffs which was published as per Notification No. KB. 15029/81/E1 Dated, 29th June 1985 these types of promotions for the Bee Keeping Field Man were explicit there. In this Notification it is said that a Bee Keeping Field Man got entry in Service in the Kerala Khadi and Village Industries Board should possess a qualification that is a pass in VIIth Standard or its equivalent, successful completion of Training in Bee Keeping Industry conducted for the purpose of the Institution recognized by the Kerala Khadi and Village Industries Commission/ Kerala Khadi and Village Industries Board for conducting such training. The age limit prescribed here was between 18 and 35 years with usual relaxation.

In this Notification it was also said that the Bee Keeping Field Man could achieve eight categories of promotion such as, and 1) Oil Inspector, 2) Technical Supervisor/Supervisor, Handmade Industry, 3) Supervisor (Village Leather), 4) Supervisor (Cottage Match), 5) Supervisor (Gobar Gas), 6) Zonal Instructor/Village Pottery Instructor 7) Palmgur Instructor and 8) Gur & Khandasari Demonstrators.

The Oil Inspector is a category of post promoted from Chargemen Oil Industry and Mechanic Oil Industry. **For a Bee Keeping Field Man to achieve this post of is an option to them which can be achieved by the lack of Chargemen Oil Industry and Mechanic Oil Industry.**

The Second chance available to the Bee Keeping Field Man is to access the post of Technical Supervisor/Supervisor Handmade Industry. The qualifications which are to be for a Bee Keeping Field Man is i) a pass in S.S.L.C or its equivalent examination, ii) certificate showing the successful completion of Operative Course in Hand Made Paper Industry or successful completion of Manager Course in Hand Made Paper Industry recognized by the Khadi and Village Industries Commission, iii) a Pass in General Test on Khadi and Village Industries conducted by the Kerala Khadi and Village Industries Board, iv) Pass in General Test on Co-operation conducted by the Kerala Khadi and Village Industries Board.

Again the third scope of promotion is the post of Supervisor, Village Leather. The qualification prescribed for this post as per the CCR was i) a pass in S.S.L.C or its equivalent examination, ii) successful completion of training in Tanning and Foot wear in any institution approved by the Khadi and Village Industries Commission for conducting such a training or a certificate in operators course issued by the Central Footwear Training Institute approved by Government of Kerala, iii) a Pass in General Test on Khadi and Village Industries conducted by the Kerala Khadi and Village

Industries Board, iv) Pass in General Test on Co-operation conducted by the Kerala Khadi and Village Industries Board.

The fourth chance for availing a promotion to a Bee Keeping Field Man is the post named Supervisor (Cottage Match). The qualification prescribed for this post as per the CCR was i) a pass in S.S.L.C or its equivalent examination, ii) successful completion of training in Supervisor's course in Cottage Match Industry conducted by the Khadi and Village Industries Commission/approved by the Kerala Khadi and Village Industries Board, iii) Pass in General Test on Co-operation conducted by the Kerala Khadi and Village Industries Board.

The fifth possibility of promotion to a Bee Keeping Field Man to achieve a post of could get promoted to the post of Supervisor (Gobar Gas) carrying the qualification such as i) a pass in S.S.L.C or its equivalent examination, ii) successful completion of training in the construction and commissioning of Gobar Gas Plants under the Khadi and Village Industries Commission/ Khadi and Village Industries Board or any Institution recognized by the Kerala Khadi and Village Industries Commission/under Khadi and Village Industries Board for the purpose and a Pass in General Test on Khadi and Village Industries and iii) General Test on Co-operation conducted by the Kerala Khadi and Village Industries Board.

Again, the sixth chance of promotion avenue for a Bee Keeping Field man is Zonal Inspector, Village Pottery, Pottery Inspector. The qualifications meant for this post is Field Man is i) a pass in S.S.L.C or its equivalent examination, ii) successful completion of supervisory training in Village Pottery conducted/approved by the Khadi and Village Industries Commission/approved by the Kerala Khadi and Village Industries Board, iii) a Pass in General Test on Khadi and Village Industries conducted by the

Kerala Khadi and Village Industries Board , iv) Pass in General Test on Co-operation conducted by the Kerala Khadi and Village Industries Board.

The next scope of promotion for a Bee Keeping Field Man is Palmgur Instructor. The qualifications meant for this post were i) a pass in S.S.L.C or its equivalent examination, ii) Certificate showing successful completion of Palmgur Instructors course in a Training Centre in Palmgur Industry, in an Institution recognized by the Khadi and Village Industries for conducting such a training, iii) a Pass in General Test on Khadi and Village Industries conducted by the Kerala Khadi and Village Industries Board, iv) Pass in General Test on Co-operation conducted by the Kerala Khadi and Village Industries Board.

The last and the eighth track of promotion for a Bee Keeping Field Man is to achieve the post of Gur & Khandasari Demonstrators. The qualifications meant for this post were i) a pass in S.S.L.C or its equivalent examination, ii) successful completion advance training in Gur & Khandasari Industry conducted by an Institution recognized by the Khadi and Village Industries Commission for the purpose, iii) a Pass in General Test on Khadi and Village Industries conducted by the Kerala Khadi and Village Industries Board, iv) Pass in General Test on Co-operation conducted by the Kerala Khadi and Village Industries Board.

Above all as per the CCR said above, there is an entry cadre in the Kerala Khadi and Village Industries Board known as 'Bee Expert'. Recruitment to this post was done by the candidate possessing i). A Degree in Chemistry/Botany/Zoology. B.Sc (Agriculture) of a recognized University or Diploma in Food Technology, ii). Certificate of successful Training in Bee Keeping Industry from a Centre approved by the Kerala Khadi and Village Industries Commission or Kerala Khadi and Village Industries Board, iii) Experience in Bee Keeping industry for a minimum period of five years from

an institution recognized by the Kerala Khadi and Village Industries Commission or Kerala Khadi and Village Industries Board with an age limit from 18 to 35. This post could be achieved by a Bee Keeping Field Man.

The Work Study Team examined the Classification and Condition of Recruitment of Staffs which was amended by the Kerala Khadi and Village Industries Board in the year 2006 which was published as an extra ordinary gazette under the Notification No. KB. 6936/97/E1(B) Dated, Thiruvananthapuram, 31 st March 2006. It was found here that for a Bee Keeping Field Man, most of the promotion post said above were closed, and only one promotion post was availed to them. It is Bee Expert. The qualifications necessary to achieve this post is i) a pass in S.S.L.C or its equivalent examination and ii) Certificate of successful completion of Apiarist Course conducted by the Central Bee Research Institute, Pune or equivalent course recognized by the Kerala Khadi and Village Industries Commission. In addition to the above, a minimum period of 10 years service in the Board as Bee Keeping Field Man is also necessary. It is quite embarrassing that a Bee Keeping Field Man who already got eight tracks of promotion were totally curtailed as per the present CCR and the genuine promotion which could be achieved by them as “Bee Expert” was also hijacked by stating that ‘Certificate of successful completion of Apiarist Course conducted by the Central Bee Research Institute, Pune’ to achieve promotion to another post. The contradiction behind this fact was that most of the posts such as 1) Oil Inspector, 2) Technical Supervisor/Supervisor, Handmade Industry, 3) Supervisor (Village Leather), 4) Supervisor (Cottage Match), 5) Supervisor (Gobar Gas), 6) Zonal Instructor/Village Pottery Instructor 7) Palmgur Instructor and 8) Gur & Khandasari Demonstrators were in a stage of extinction and the activities of Bee Keeping is going on smoothly. A Bee Keeping Field Man entering the service of the Kerala

Khadi and Village Industries Board can aspire for the post of Bee Expert even at the fag end of his service and he can hold the post only for a short period. The Team felt that it was someone's willful decision to block the promotion aspect of the Bee Keeping Field Man.

Recommendations

The Work Study Team on the basis of the available two amendments of CCR since, feels that the eight different promotion post of Bee Keeping Field Man as said above are vanishing by the course of time, resuming the old promotion pattern is not at all a practical one. Under this circumstances, the Work Study Team suggests relaxing the promotion of Bee Keeping Field Man to a Bee Expert with necessary changes for the qualifications as said in the CCR 1985, i.e. i). A Degree in Chemistry/Botany/Zoology. B. Sc (Agriculture) of a recognized University ii). Certificate of successful Training in Bee Keeping Industry from a Centre approved by the Khadi and Village Industries Commission or Khadi and Village Industries Board and to allot 1 Additional Grade for those who have 10 years of service as Bee Expert under humanitarian consideration.

Instructors in Spinning and Weaving

The Study Team visited various spinning and weaving units of khadi board in kerala and it is noticed that the machine used by the workers are very old, obsolete and out of dated and are not productive. Hence, it is recommended to install new machines after replacing the old one.

Most of the labourers working in Spinning and Weaving Units are women workers. Totally they have a complaint that they are getting low wages per day and the same has to be increased. The daily wages in spinning unit is fixed according to the quantity of kazhy taken per day and in average each kazhy a labourer will get Rs. 3.75 and healthy women labourer will take

a maximum quantity of 20 kazhy in a day. So, she would get total wages of rs. 75 ($20 * 3.75$) per day. In weaving units, the wages is fixed according to the number of metres of clothes weaved by each labourers. An average of 2 to 4 metres of clothes will be made by each worker per day. In each metre of cloth, the rate fixed is Rs. 56. so a weaving labourer will get an average of rs. 112 to 224 per day, if they are working from 9 am to 5 pm. So it is recommended that the spinning and weaving labourers may be given better wages like wages provided to the labourers working in Hantex and other allied units in Kerala.

The next grievance of the Spinning and Weaving labourers is that they are not properly getting the minimum wages fixed by the Government. In support of the daily wages derived from their daily work, Government has allowed a fixed minimum wages to each labourers per day so as to enable them to maintain the day to day affairs. But the above amount is not distributed along with the monthly salary, but it is distributed once in a year. Hence, the Team recommends to simplify the procedure in such a way that the minimum wages sanctioned by the Government should be distributed to the labourers along with the monthly salary after creating a website in the Head Quarters including the list of eligible labourers with their bank account number and pass the amount through e-clearance.

Spinning and Weaving Instructors in the Khadi Board are assigned as the head of the Unit either spinning or weaving and they are acting as teachers of that unit. These instructors are assigned with heavy duties such as to give instructions and control the duties of labourers of their unit and to collect spare parts and to repair charkhas, purchase of yarn from godown, imparting training to the newly recruited labourers of spinning and weaving units and manage all activities. The efficiency of production in spinning and weaving units depends upon the efficiency of the instructors working in that unit.

The main disparity which was observed by the Work Study Team that there are not sufficient posts of Spinning and Weaving instructors to control the production unit of Khadi and Village Industries in Kerala. Government have created 189 new posts of Technical staff (Spinning and Weaving Instructors) and regularize 346 persons working as technical staff in various departmental production units of kerala khadi and village industries board by G.O. (MS) No. 103/99/ID Dated, 7.7.99 with a condition that no further recruitment will be made to the above categories and surplus staff if any in one post may be appointed to the vacant post in other post. It means that the recruitment of spinning and weaving instructors was banned from the year 1999. out of 346 instructors above 300 instructors retired from service and the remaining instructors are working now.

They are assigned additional charge of more than 2 or 3 units. The units are located at different places. For more production the service of an instructor should be had either in spinning unit or weaving unit. Hence one instructor in each unit is necessary. So the study team recommends withdrawing the ban of recruitment of instructors each in spinning and weaving unit and fresh appointment will be made soon. The existing spinning and weaving instructors working on daily wages basis for more than 5 years may also be considered for the posting.

General Recommendations

Issues faced by Bee Keeping Field Man

On considering the issues faced by the Bee Keeping Field Man related to their promotion aspects, the Work Study Team suggests to relax the promotion of Bee Keeping Field Man to a Bee Expert with necessary changes for the qualifications as said in the CCR 1985, i.e. i) A Degree in Chemistry/Botany/Zoology/Agriculture of a recognized University ii) Certificate of successful Training in Bee Keeping Industry from a Centre approved by the Khadi and Village Industries Commission or Kerala Khadi and Village Industries Board and to allot 1 Additional Grade for those who have 10 years of service as Bee Expert on humanitarian consideration.

Promotional aspects of Spinning and Weaving Instructors

The Work Study Team on analysing the promotional aspects of Spinning and Weaving Instructors, recommends inclusion of this category in the Classification and Condition of Recruitment of Staffs with a proper amendment. Also the Work Study Team recommends creation of 28 posts of Instructors in total in the Kerala Khadi and Village Industries Board so that it can revitalise the Khadi Sector in the Kerala Khadi and Village Industries Board.

2nd and 1st Grade Assistants in Payyannur Khadi Centre.

Since, there exists no discrimination in the post of 2nd & 1st Grade Assistants in the Payyannur Khadi Centre and Lower & Upper Clerk in the Kerala Khadi and Village Industries Board, the Work Study Team strongly recommends abolition of the post of Assistants in the PKC with immediate effect. Those who were working as Assistants should be treated as Clerks and these two posts should be merged so that their seniority should be fixed according to the rules prescribed by the Kerala Service Rules.

Holding the charge unrelated to categories

In the Kerala Khadi and Village Industries Board, it is observed that various staff working in different categories are working in other categories of posts which they are not supposed to do. For example, an Office Attendant working as Manger in Bhavans, an Instructor working as Clerk in Offices etc. This practice should be done away with for ever at the earliest.

Mechanisation and Semi mechanisation in the Khadi Sector

The Work Study Team verified the feasibility of mechanising the Khadi Sector and it is found that mechanisation is possible. But it is observed that if mechanisation once done, the number of labourers working in the unit may be found excess and it may affect the daily life of such labourers. Under these circumstances, the Work Study Team is not forthright in recommending mechanisation in the Khadi Sector. But, to reduce the work and effort of the labourers, the Work Study Team suggests adopting the machines and methods followed by the labourers in the Khadi Sector under the District Project Office, Kottayam.

Labourers in the Khadi Sector

At the time of data collection, the Work Study Team observed that labourers in the Khadi Sector are working tirelessly with the machines from dawn to dusk. These labourers reported to the Team that they are getting fewer wages and these are paid twice or thrice in a year. On studying these, it is found that this delay is due to the sanctioning of incentive from the Government. Under these circumstances, the Work Study Team strongly recommends paying the labourers monthly by simplifying the procedures of sanctioning wages by the Government.

Training in the Department

Since, a Project Officer gets promoted from various levels such as Ministerial, Co-operative, Technical, training in all fields should be imparted.

Qualifications for the post of Project Officer

The Work Study Team recommends that an Officer should be qualified for the post of the Project Officer only if he possesses certificates of pass such as Manual of Office Procedure and Kerala Accounts Test (Lower).

Maintenance of files and registers

During data collection, the study team observed that Personal Registers are not properly maintained. Most of the Lower Division Clerks/Upper Division Clerks do not even know the number of columns in the Personal Registers. All the relevant columns are not filled properly. Carried over Certificate is not seen made in the relevant page of the Register. Inspection schedule, names of officers and the subjects being dealt with in the seat also are not seen entered in the relevant pages of the Personal Registers, in most of the offices. Since the PRs are the basic registers reflecting the basic work done by the clerical functionaries of a Department, it must be maintained properly.

File maintenance in many of offices in the Department is quiet unsatisfactory. No separate Current files and Note files are maintained. Further, the currents as well as the notes are not numbered properly and continuously. Paragraphs are also not numbered. Closed files are not properly docketed and sent to records. Hence the period of retention could not be understood from the disposals. Year-wise stock files are also not maintained.

Given the above facts, the study team recommends that *regarding the maintenance of files and registers, the respective provisions in the Manual of Office Procedure may be followed strictly. Inspection of the Personal Registers may be conducted as per the schedule. Regarding file processing, handling of disposals etc also, the provisions contained in the Manual must be followed scrupulously.*

Furnishing Monthly Business Statement/Quarterly Business Statement on Official Language

In all the offices, it was found that most of the Clerks are not giving the Monthly Business Statement on time. Most of the Clerks are not even aware of the Quarterly Business Statement on Official Language. Now, the Government is giving much focus on the implementation of the official language policy and timely disposal of pending files, timely submission of the Monthly Business Statement and quarterly statement is highly important. Hence the study team recommends that the supervisory officers must ensure that the Monthly Business Statement and Quarterly Statement on Official Language must be furnished in time.



COST FACTOR

The enhancement and reduction of all kinds of posts which have been recommended in the previous chapters of this Report are summarised here. In this Report, the enhancement of posts is recommended only for Instructors in Spinning and Weaving Centres. Also, the Team recommends filling up the post of Manager in Khadi Grama Sawbhagyas. As these posts are inevitable in the Kerala Khadi and Village Industries Board, the enhancement cannot be set aside. But the Work Study Team recommends most of the technical posts having no bearing in the present scenario should cease to exist. Given the exigency of Instructors in the sector, these posts be made integral as staff of Khadi Board and the appointment should be left to Kerala Public Service Commission. The total enhancement in the number of posts thus worked out is given below:

<u>Name of the post</u>	<u>No. Of posts</u>
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Instructors	28
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The anticipated financial commitment on accounts of the creation of posts is given below:

8500 (BP)+ 92% DA= 16320

16320 X 28 = 456960

Annual commitment = 54,83520

9.4 With a view to keeping the financial commitment at minimum, only the most essential posts are recommended to be created. The annual financial commitment on account of the creation of the posts is Rs. 54,83520. Here, a very meticulous study has been made on this matter and all earnest efforts have been taken to keep post creation as minimal as possible, allowing for highly inevitable posts only. Considering the pivotal importance of the Khadi Board, this expenditure need not be viewed as too high.

CHAPTER VII



1. A total of 5 Seats which are having clerical nature should be deducted from the Head Office. (2 from Khadi Section, 2 from Accounts Section & 1 from Revenue Recovery Section.). [Page 28, Page 30 and Page 37]
2. The Khadi and Village Industries Board may be converted to a government department given the administrative convenience, saving on legal costs and the considerable value of assets [Page 23]
3. In the Establishment Section a Senior Grade Typist who is attending to the duties of a Clerk in E3 should be relieved of his duties and a Clerk should be posted instead in the Head Office. [Page 27]
4. In the Khadi Section the Seat K3 which is dealt by a Confidential Assistant should be relieved of his duties and a Clerk should be posted instead at the Head Office. [Page 29]
5. In the Accounts Section of the Head Office, the Seats A2, A3 should be merged together to make a single Seat as A2. Also, in this Section three Upper Division Typists who were attending to A7, A13 and A16 should be relieved and Clerks should be posted there also, and two Junior Co-operative Inspectors attending to A11 & A12 should be relieved and a Single Clerk should be posted by merging both A11 & A12 seats. [Page 30]

6. In the Marketing Section of the Head Office, a Lower Division Typist attending to M2 Seat and a Palmgur Instructor in the M3 Seat should be relieved and two Clerks should be posted there. [Page 32]
7. In the PMEGP Section of the Head Office, two Bee Keeping Field Men attending to the duties should be relieved and two Clerical staff should be posted. In this Section, the Technical Assistant working as a Nodal Officer in charge should be relieved of his duties and should attend to the duties of a Technical Assistant either in the Head Office or in any District Project Offices where this post is most needed. [Page 33]
8. In the Revenue Recovery Section, two Co-operative Inspectors who are dealing with files on Revenue Recovery should be relieved of their duties and Clerks should be posted in the Head Office. [Page 37]
9. The other recommendations regarding the Head Office are in the Establishment Section: The Seats should be renamed from E1 to E6 continuously, In the Khadi Section, the Seats namely K1, K2 and K6 should be merged, and as K1 and the Seats should be renamed as K1, K2, K3 and K4. In the Accounts Section, the rechristening of Seats should be applied in relation to the Subjects from A1 to A10 continuously. In the Village Industries Section, the Seats should be named from VI 1 to VI 5 continuously. [Page 39]
10. The category of posts like Khadi Extension Officer/Khadi Development Officer/Technical Assistant(Khadi) which are promotion posts of Spinning Instructor/Weaving Instructor should be transferred from Head Office and posted to the District Project Office Pathanamthitta. [Page 40]
11. The post named as Technical Assistant (Lime) which is a Technical post related with Lime Industry in the Head Office should be abolished for further recruitment. [Page 41]

12. The post named as Development Officer (Oil) should be transferred from Head Office and posted to District Project Office, Pathanamthitta.

[Page 41]

13. The post named as Pottery Expert which is related to pottery activities is having no relevance at all and since the Work Study Team did not observe any activities regarding this in any of the Project Offices, the Team suggests abolition of this post in the entire Khadi Board. It is also recommended to stop further recruitments if any.

[Page 41]

14. The post named as Organizer (HPPI) which is a post related to food processing and the Work Study team did not find any activities related to it, the Team recommends abolition of the post of Organizer (HPPI) from the entire Khadi Board.

[Page 41]

15. In the District Project Office, Thiruvananthapuram, the Work Study Team suggests that the 4 Bee Keeping Field Men engaged in file work should be removed of from their duties and that duties should be assigned to ministerial staff; the post of two (2) Instructors in spinning and Weaving should be transferred from this Office to District Project Office, Kollam.

[Page 45]

16. In the District Project Office, Kollam 10 ministerial staff (8 Clerks/2nd Grade Assistants and 2 Co-operative Inspectors) should be let to be engaged in clerical activities; the Typist who is engaged in charge of KGS Bhavan should be relieved of duties and should work as a Typist in the Project Office; 3 posts of Spinning/Weaving Instructors should be created in this Office in addition to the existing strength. But 2 Spinning/Weaving Instructors may be absorbed from the District Project Office, Thiruvananthapuram, 2 Co-operative Inspectors should be deducted from the present strength and work Study Team recommends posting adequate

number of Managers in the Khadi Sawbhagya and Khadi Grama Sawbhagya Bhavans. [Page 49,50]

17. In the District Project Office, Pathanamthitta, the Work Study Team recommends that one more Clerk is very necessary in this Office, and it should be met from one Clerk who was holding the charge of Manager, the two Clerks who were holding the post of Manager should be relieved of their duties and sufficient number of Managers should be posted. The Bee Keeping Field Man who is holding the charge of Clerk should be relieved immediately to work with the activities related to bee keeping, the Office Attendant holding the charge of Manager should be reverted to attend the duties of an Office Attendant in this Office, the Co-operative Inspector who is being posted as godown Manager should be relieved of his duties and attend the duties of Co-operative Inspector, the Team recommends 4 posts of Manager for attending to the activities related and recommends creating 7 Spinning/Weaving Instructors under this Project. The Work Study Team also recommends shifting of the post of Development Officer (Oil) from the Head Office, Kerala Khadi and Village Industries Board to District Project Office, Pathanamthitta and one post of PalmGur Instructor should be shifted from the District Project Office Palakkad to this District Project Office. [Page 55,56]

18. In the District Project Office, Alappuzha, the Work Study Team suggests maintenance of the existing strength of the ministerial staff. But the Senior Grade Typist attending the duties of a Clerk should be relieved of his/her duties and a Clerk should be posted therein. [Page 59, 60]

19. In the District Project Office, Kottayam, the Work Study Team recommends that the Junior Superintendent, who is dealing with a single section should be relieved of his duties and should be assigned the supervisory work of a Junior Superintendent, the post of Bee Keeping

Field Man may be shifted from District Project Office, Kottayam to District Project Office, Kozhikkode as no activities of Bee Keeping carried out here. The Team also suggests very strongly that the Charkhas used by the centres at Eravinellur, Udayanapuram, Nedumkunnam, Chirakkadavu, Kidangoor and Manimala respectively which can be operated by hands and legs alternatively developed by the IIT Chennai and Gorakhpur should be adopted in other centres in the Khadi Board in the State. Also, the Kerala Khadi and Village Industries Board should take interest in establishing the “Khadi Research and Development Wing” with the collaboration of IIT and its scopes should be explored very well. For the ministerial staff, the team recommends maintaining 8 posts of ministerial staff (Clerks and Co-operative Inspectors) to carry out all the activities under this Project Office. The Work Study Team recommends creation of 3 posts of Instructors in Spinning and Weaving under this Project Office and the works related to RMG, REGP carried out by a U.D.T should be transferred to a Clerk. [Page 63,64]

20. In the District Project Office, Idukki, the Work Study Team suggests filling up the Post of the Project Officer, and recommends relieving the duties of one Bee Keeping Field Man and one Senior Grade Typist who are attending to the Clerical work and one Office Attendant holding the post of Manager in the Bhavans. The Work Study Team also recommends creation of 2 posts of Manager under this Project Office. [Page 67]
21. In the District Project Office, Ernakulam, the Work Study Team recommends that one post of Junior Co-operative Inspector who is holding the post of a Manager in a Bhavan and one post of Lower Division Clerk who is holding the post of Assistant Manager should be relieved of their duties and that post should be filled in with the Manager subsequently, one Lower Division Clerk attending to the subjects such as Registration of Co-

operative Societies, creation of Bylaws, election of Co-operative Societies and other related activities should be relieved of these duties and those should be attended to by a Co-operative Inspector and recommends the creation of 4 Instructors in total for spinning and Weaving. [Page 71]

22. In the District Project Office, Thrissur, the Work Study Team recommends re-arranging the subjects among the existing staff as such to club two subjects viz, CBCS and Pattern Scheme to a single Section and may be done by a Junior Co-operative Inspector; the Team strongly recommends relief of the Clerk from the additional duties of the godown Manager and posting of a Manager subsequently. The Senior Grade Typist attending the duties of a Clerk with subjects like Accounts and its related matter should be relieved immediately and the charge should be handed over to a Clerk/Senior Clerk and also recommends that the post of Senior Grade Typist should be utilized for the typing work. The work Study Team also recommends the creation of 3 posts of Spinning/Weaving Instructors to keep evenness in the work load of these staff. The Work Study also recommends making the **three instructors those who were working under temporary basis as permanent according to the seniority.** [Page 75,76]

23. In the District Project Office, Palakkad, the Work Study Team suggests the works of R. R files and Pattern Scheme may be clubbed with the files relating to Co-operation and the same should be treated as a single Section in this Office. The Work Study Team strongly recommends that the two Office Attendants who were attending to the duties of Clerks will be removed of the Sections and appropriate hands should be posted in the Sections, one post of Bee Keeping Field Man must be shifted from the District Project Office, Idukki to this District Project Office, Palakkad. Also, the team recommends creating 5 post of Spinning and 5 post of

Weaving Instructors each in this Office and to retain one post of Palmgur Instructor in this Office and **one should be shifted to District Project Office, Pathanamthitta.** [Page 78,79]

24. In the District Project Office, Malappuarm, the Work Study Team suggests creation of 3 more posts of Clerks. The two Senior Grade Typists and Bee Keeping Field Man attending the file works and the Office Attendant having the charge of Manager in Grama Sawbhagya Centre should be relieved of their duties immediately so that they should be assigned the duties as per their designations. [Page 83]

25. The Team recommends maintenance of the present strength of Co operative Inspectors and creation of 3 posts of Instructors in Spinning and Weaving under this Project Office. The Work Study Team recommends shifting one post of Bee Keeping Field Man from the District Project Office, Kannur to District Project Office, Malappuaram. [Page 84]

26. In the District Project Office, Wayanad, the Work Study Team recommends curtailing of one post of Clerk. [Page 90]

27. In the District Project Office, Kozhikkode, the Work Study Team recommends that the Office Attendant who is attending to the duties of ESI, LIC and Welfare Fund should be relieved of his duties immediately and should be handed over to a 2nd Grade Assistant; one Upper Division Clerk (HG) holding the charge of Manger in the Bhavans and one 2nd Grade Assistant holding the charge of Assistant Manager should be relieved of those duties and should be engaged in ministerial work in the Office. All the Co-operative Inspectors should be made to engage in co-operative activities under the Project Office, as Kozhikode Project having a lot of activities as compared with other districts. The Team also recommends creation of 7 additional posts of Spinning/ weaving Instructors. Under these circumstances, the Work Study Team

recommends taking steps to making the staff permanent, those who have been working on contract basis for a period more than 5 years.

[Page 87,88]

28. In the District Project Office, Kannur, the Work Study Team recommends removal of two posts of Clerks (Junior Clerk -1, Senior Clerk – 1) and 1 post of Junior Co-operative Inspector. Also, one post of Bee Keeping Field Man in this Office should be shifted to **District Project Office, Malappuram**

[Page 93]

29. In the District Project Office, Kasargod, the Work Study Team the Team recommends that the Second Grade Assistant who is holding the post of Manager in the Khadi Bhavan is to be relieved of the duties and should be given charge of the subjects which the Village Oil Inspector is dealing with at present. The post of Technical Assistant (Bio Gas) and Village Oil Inspector are allowed to continue and these posts should be abolished in future course. The subjects dealt with by Technical Assistant (Bio Gas) and Village Oil Inspector having purely clerical nature should be handed over to the Clerk holding the post of Manager in the Bhavan. [Page 96]

30. In the Payyannur Khadi Centre, the Work Study Team suggests the adopting the following recommendations:

The Head of the Department take necessary steps to make the Auditors who were appointed on daily wages basis and having a service of more than 15 years as permanent and they should be posted as Junior Co-operative Inspectors. A Spinning Instructor who is holding the post of Clerk in the Payyannur Khadi Centre should be removed from the charge and her service should be entirely utilized for the post for which she is appointed. Also, the Weaving Instructor who is holding the post of a Manager in a Khadi Grama Sawbhagya should be taken off from that post and should be posted in the

Training Centre. The Work Study Team strongly recommends for eliminating the post of Second Grade Assistants in Payyannur Khadi centre and it may be fused together with the post of Clerks and to make this a single category of post which is generally called a “Clerk” in all the Offices which include the Payyannur Khadi Centre and the Head Office. The Head Office should take special interest in solving the issues regarding the seniority disputes between the Clerks and Second Grade Assistants and also recommends making notifications for the recruitment of Clerks in the Board Office. The Team recommends that two post of Clerks attending to the duty of Manager at Khadi Grama Sawbhagya, Kannur should be removed from those duties and they should be utilized only for clerical activities. Also, the Team recommends posting Manager in those two Bhavans at Kannur. In the case of Spinning and Weaving Instructors, the team suggests creation of **15** more post of Spinning/Weaving Instructors under Payyannur Khadi Centre. Team suggests a hike in the number of Instructors from the existing 48 to 53 so as to make 53 the permanent strength of Spinning/Weaving Instructors in the Payyannur Khadi Centre.

[Page 103,104]

Acknowledgement

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Thiruvananthapuram

31-12-15

Sd/-

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Secretary

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