



WORK STUDY REPORT
ON
REVIEW OF RESERVATION STAFF WORKING AT
PRS CENTERS OF COMMERCIAL DEPTT
OVER FIROZPUR DIVISION
2018-19
WORK STUDY TEAM

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GUIDANCE
BY

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No. 16-CP/42/WS/2018-19

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EXECUTIVE SUMMARY

This study was allotted to Central Planning Cell, HQ Office on the directives of SDGM/NR with a view to identify redundant/obsolete activities of Reservation staff working in Reservation Offices over Firozpur division.

STAFF POSITION

The total sanctioned and on rolls strength of Reservation staff working at different PRS locations over Firozpur division is as under:

S.N.	Category	Grade in ■■	S/S	O/R	Var.
1	CERS	9300-34800-4600	51	41	10
2	ERS/HERC	9300-34800-4200	127	117	10
3	E & RC	9300-34800-2800	53	53	-
Total			231	211	20

No. of posts identified as surplus for surrender: -

Gr. 'C' =92 posts

Gr. 'D' =Nil posts

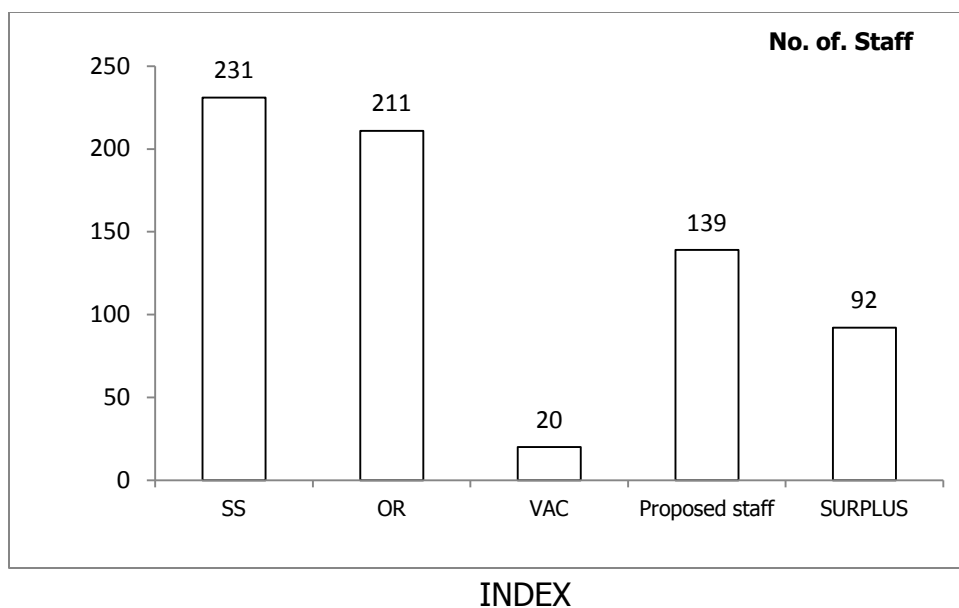
Total =92 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = ■■ 888.22 lakh per annum.

Capital saving = Nil

Total = ■■ 888.22 lakh per annum



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SYNOPSIS

Indian Railway is the lifeline of the country. With humble beginning in 1853, it has served the nation as the principle mode of transport. The railways have played a significant role in the socio-economic development of the country as well as in preserving the unity and integrity of the nation.

Railway is not only a public utility but also a commercial enterprise. Apart from providing uninterrupted services and discharging social service obligations, the Railways are also required to earn revenue to meet the different types of expenditures. It has to adoptive to the new technical changes and methods in the system of working to fulfill the expectations of the customers and to provide best services. The input of modernization, computerization and outsourcing has made tremendous changes in the working of Indian Railways. The introduction of high speed long distance trains have saved the journey time of passengers.

Every day more than a million of passengers buy tickets to carry out a reserved journey by train. The PRS had been a boon for the elite million member club of reserved passengers. With the introduction of Internet ticketing, e-ticketing and mobile ticketing, the prospect of procuring a ticket without ever standing in a queue has become a reality. With the resultant of increased number of users of internet/e-ticketing/mobile ticketing has reduced the workload of Railways PRS centers. **Presently about 65% of the total reserved tickets are being booked through internet (e-ticketing/mobile ticketing)** which has resulted in reduction of requirement of E&RC staff. Keeping in view above, SDGM/NR directed Central Planning Cell/HQ office to conduct a work study on "Work Study On Review Of Reservation Staff Working At PRS Centers Of Commercial Deptt Over Firozpur Division."

Consequently, the team conducted the study in all respects by examining the system physically through spot observations, analytical estimation as per work-study techniques, and application of yardstick and has identified 92 posts of E&RC staff working over Firozpur division as surplus to the existing requirement, which are recommended for surrender. The team also kept in view the total working conditions, nature of job etc. during the conduct of study and held discussions at various levels while assessing the bare requirement of Reservation staff.

Finally, the team is of the opinion that if the recommendations made in the report are accepted and implemented a net recurring saving to the tune of ₹888.22 Lakh per annum is likely to be achieved.

SUMMARY OF RECOMMENDATIONS

Rec. No.	Recommendations	Refer para No.	Accepting/ implementing authority.																				
1	<p>It is proposed that 92 posts of Reservation staff working at different Reservation offices over Firozpur division are identified as surplus and recommended for surrender as follow:</p> <table border="1"> <thead> <tr> <th>S N</th><th>Category</th><th>Grade in ■■■</th><th>Surplus Posts</th></tr> </thead> <tbody> <tr> <td>1</td><td>CERS</td><td>9300-34800-4600</td><td>20</td></tr> <tr> <td>2</td><td>ERS/E&RC-I</td><td>9300-34800-4200</td><td>51</td></tr> <tr> <td>3</td><td>E&RC-II</td><td>5200-20200-2800</td><td>21</td></tr> <tr> <td colspan="3">Total</td><td>92</td></tr> </tbody> </table>	S N	Category	Grade in ■■■	Surplus Posts	1	CERS	9300-34800-4600	20	2	ERS/E&RC-I	9300-34800-4200	51	3	E&RC-II	5200-20200-2800	21	Total			92	2.9.2	ADRM/FZR Sr.DCM/FZR Sr. DPO/FZR
S N	Category	Grade in ■■■	Surplus Posts																				
1	CERS	9300-34800-4600	20																				
2	ERS/E&RC-I	9300-34800-4200	51																				
3	E&RC-II	5200-20200-2800	21																				
Total			92																				

ACKNOWLEDGEMENT

The team is highly thankful to Shri Sukhvinder Singh, ADRM/ FZR, Shri Monu Luthra Sr. DCM/ FZR, Shri Yusuf Kabir, Sr. DPO/ FZR and other functionaries for their valuable guidance and co-operation in providing relevant data/information to the team during the conduct of study.

INTRODUCTION

Indian Railway carried out about 19 lakhs passengers in reserved accommodation every day. The computerized Passenger Reservation System (PRS) facilitates booking & cancellation of tickets from any of the 10144 terminals i.e. PRS booking windows provided at 3442 locations over Indian Railway.

- 1.1.0 The entire movement of railway traffic which includes basically passenger train operations as well as freight train operations is dealt by operating department whereas the booking of passengers on UTS/reserved tickets, booking of parcel, luggage and goods is done by commercial wing and this combination of operating and commercial branch is jointly called as Traffic department. Indian Railway is constant looking for new ideas to simplify and streamline procedures for the convenience of passengers. In this endeavor, several path breaking technologies have been introduced in the Railways system over the years. These technical innovations have included the Computerization of passenger tickets amongst several other facilities for passengers.
- 1.1.1 Utilization of existing resources at an optimum level is a vital principle of Railways, which can be best obtained through best managerial control over man, machine and material. To achieve more and more productivity/efficiency at an optimum level of safety, security, punctuality and reliability the railway administration reviews existing staff strength from time to time.
- 1.1.2 No doubt, the passenger reservation centers are directly linked with heavy revenue earning but the Internet Ticketing/e-ticketing/mobile ticketing introduced by IRCTC has drastically reduced the workload of computerized reservation counters. As the study is related to Reservation staff, it is essential to elaborate that this staff perform their duties by offering their services to passengers visiting computerized reservation centers by facilitating them with reserved accommodation and at Enquiry Offices.

1.1.3 Keeping in view above, a work study as assigned by SDGM on "Review of Reservation (E&RC) staff working at Reservation Offices over Ferozpur division." in order to optimize utilization of manpower and identify the surplus staff wherever existed for surrender/redeployment has been conducted.

1.2.0 TERMS OF REFERENCE:

The following terms of references were adopted for conducting the work-study: -

- To review staff strength vis-à-vis existing workload.
- To identify redundant/unproductive activities to eliminate wasteful expenditure.
- To suggest ways and means to improve the system economically in view of modernization and system developments.

1.3.0 METHODOLOGY ADOPTED

The team applied the following work study techniques for conducting the study: -

- Data collection and its critical analysis.
- Work sampling, analytical estimation, spot observations, physical checks and yard stick in vogue, if any, to assess the performance of the staff.
- Held discussions at various levels.

2.0.0 BRIEF DESCRIPTION, STAFF POSITION, WORKLOAD, CRITICAL ANALYSIS, REQUIREMENT OF STAFF, AND RECOMMENDATIONS.

2.1.0 BRIEF DESCRIPTION

Firozpur is an important division of Northern Railway. It covers an area approx. 1478 route kilometer over the division. It is situated on route of Delhi-JAT via UMB-LDH-JUC-ASR. It is also connected to Firozpur directly via Rohtak and Bathinda. The stations of tourist/business importance like Ludhiana, Amritsar, Jammu Tawi, Shrimata Vaishno Devi Katra, Baramula Badgaon and Srinagar also come under Firozpur division.

2.1.0 A pilot project of Computerized Passenger Reservation System (PRS) was launched on 15 November, 1985 over NR and first inaugurated at the IRCA building, New Delhi station in Feb. 1986. With the installation of the Integrated Multiple Train Passenger Reservation System (IMPRESS), an online transaction processing system developed by the IR in association with Computer Maintenance Corporation (CMC) Ltd at New Delhi. The objective was to provide reserved accommodation on any train from any counter, preparation of train charts and accounting of money collected. The application was subsequently implemented in 1987 at Mumbai, Chennai, Kolkata and Secunderabad.

With the addition of new locations and many redefinitions, the IMPRESS system fell short of the growing expectations of the travelling public. Hence a new application software i.e. Country wide Network for Computerized Enhance Reservation and Ticketing (CONCERT) was developed by Centre for Railway Information System (CRIS) and implemented in September, 1994.

For the convenience of the public all the manual reservation centers were computerized and the system is called as PRS (Passenger Reservation System).

2.2.0

STATEMENT SHOWING PRS LOCATIONS SERVED BY FIROZPUR DIVISION

2.3.0

(i) Details of PRS Centers over FZR division

S. No	Station	No of counters available	No. of working counters	PRS Cum UTS	ATVMs
1	ASR	06	04	PRS	Provided
2	LDH	07	07	PRS	Provided
3	JAT	03	03	PRS	Provided
4	JUC	04	04	PRS	Provided
5	JRC	02	02	PRS	Provided
6	PTK	05	05	PRS	Provided
7	PTKC	03	03	PRS	Provided
8	FZR	02	02	PRS	Provided
9	BEAS	03	03	PRS	Provided
10	ATT	03	03	PRS	--
11	BAT	01	01	PRS	--
12	DDL	01	01	PRS	Provided
13	DSQ	01	01	PRS	--
14	DNN	01	01	UCP*	--
15	DZA	01	01	PRS	--
16	FDK	01	01	PRS	Provided
17	FKA	01	01	PRS	--
18	GSP	01	01	UCP	--
19	HSX	01	01	UCP	--
20	HSQ	01	01	UCP	--
21	GUIT	01	01	UCP	--
22	JBD	01	01	PRS	Provided
23	KKP	01	01	PRS	Provided
24	KTHU	01	01	PRS	Provided
25	SVDK	02	02	PRS	Provided
26	KXH	01	01	PRS	Provided
27	MANALI	01	01	PRS	Provided
28	MEX	01	01	PRS	Provided
29	MXH	01	01	UCP	--
30	MKS	01	01	UCP	--
31	MOGA	01	01	PRS	--
32	NRO	01	01	UCP	--
33	NSS	01	01	UCP	--
34	PGW	01	01	PRS	Provided
35	PHR	01	01	UCP	--
36	PLMX	01	01	PRS	Provided
37	UHP	01	01	PRS	Provided
38	NRPR	01	01	PRS	--
39	SJNP	01	01	UCP	--
40	SQR	01	01	UCP	--
41	SMBX	01	01	UCP	--
42	SINA	01	01	UCP	Provided
43	BANIHAL	01	01	UCP	--
44	Dharmshala	01	01	UCP	--

*UCP Unreserved cum PRS counters

The above statement reveals that the locations where PRS terminals are functioning over Firozpur division. All these reservation terminals now have access to book tickets from any station to any station on Indian Railways.

Northern Railway offers the facility of Advance Reservation to a passenger planning his journey well in advance through computerized railway network, from any originating station to any destination at any of the 410 locations of computerized reservation centers.

2.4.0 DEPLOYMENT OF RESERVATIONS STAFF

The Reservation staffs appointed by Railways are solely responsible for computerized reservation system at minor/major stations over Indian Railway. This staff is deployed in two shifts at reservation counters.

2.5.0 STAFF POSITION

During the course of study, the team collected category wise and grade wise sanctioned and on roll position of E&RC staff working at different computerized passenger reservation centers and which is placed as annexure-I in the report and summarized position is tabulated as under: -

Table-I					
S.N.	Category	Grade in ■	S/S	O/R	Var.
1	CERS	9300-34800-4600	51	41	10
2	ERS/HERC	9300-34800-4200	127	117	10
3	E & RC	9300-34800-2800	53	53	-
Total			231	211	20

The above table reveals that on roll position is 211 against the sanctioned strength of 231 and 20 posts are lying vacant over FZR division.

2.6.0 WORKLOAD:-

The team collected quantum of workload tackled in terms of number of slips dealt, number of passengers booked and earning from different PRS locations over Firozpur division from 2015-16 to 2017-18 (up to Feb 2018).

Table-A

1. FZR				
Year	No. of res slips dealt	No. of res slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	181812	498	100	-
2016-17	183583	503	101	+1.00%
April 2017-Feb-18	162294	486	97.59	-2.41%
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	252658	692	100	--
2016-17	244547	670	96.82	- 5.18
April'17-Feb'18	187940	563	81.36	- 18.64
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	128974699	353555	100	--
2016-17	132509925	363041	102.68%	+2.68
April'17-Feb'18	88091660	263748	74.59	-25.31
2. JUC				
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	252062	690	100	-
2016-17	228363	626	90.72	-9.28
April'17-Feb'18	194924	584	84.64	-15.36
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	394581	1081	100	-

2016-17	367427	1007	93.15	-6.85
April'17- Feb'18	316876	949	87.79	-12.21
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	191885667	525714	100	-
2016-17	17640603 8	483304	91.93	-8.07
April'17- Feb'18	15580965 5	466496	88.74	-11.26
3. JRC				
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	119787	328	100	-
2016-17	100413	275	83.84	-16.16
April'17- Feb'18	78118	234	71.34	-28.66
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	205131	562	100	-
2016-17	173893	476	84.70	-15.30
April'17- Feb'18	136685	409	72.76	-27.24
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	108290345	296686	100	-
2016-17	87155173	238781	80.48	-19.52
April'17- Feb'18	70240552	210301	70.88	-29.12
4. LDH				
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	385145	1055	100	-
2016-17	332738	912	86.45	-13.55
April'17-	310176	929	88.06	-11.94

Feb'18				
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	646510	1771	100	-
2016-17	549957	1507	85.09	-14.91
April'17-Feb'18	521343	1561	88.14	-11.86
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	307326058	841989	100	-
2016-17	260650284	714110	84.81	-15.19
April'17-Feb'18	232763850	696898	82.77	-17.23
5. PTK				
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	192293	527	100	-
2016-17	153387	420	79.70	-20.30
2017-18	117705	322	61.10	-38.90
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	296347	812	100	-
2016-17	237594	651	80.17	-19.83
2017-18	179226	491	60.47	-39.53
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	166372283	455814	100	--
2016-17	134398028	368214	80.78	-19.22
2017-18	86448405	236845	51.96	-48.04
6. PTKC				
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	127933	351	100	
2016-17	110166	302	86.04	-13.96

2017-18	90885	249	70.94	-29.06
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	192206	527	100	-
2016-17	167312	458	86.90	-13.10
2017-18	123120	337	63.95	-36.05
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	119160387	326467	100	-
2016-17	102431329	280634	85.96	-14.04
2017-18	64440409	176549	54.08	-45.92
7. JAT				
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	413841	1134	100	-
2016-17	373957	1025	90.39	-9.61
2017-18	370460	1015	89.50	-10.50
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	497549	1363	100	-
2016-17	435229	1192	87.45	-12.55
2017-18	424314	1163	85.33	-14.67
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	298398827	817531	100	-
2016-17	266845410	731083	89.43	-10.57
2017-18	258536531	708319	86.64	-13.36
8. KTHU				
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	59392	163	100	-
2016-17	52827	145	88.95	-11.05
April'17-Feb'18	43245	130	79.75	-20.25

Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	95516	262	100	-
2016-17	83566	229	87.40	-12.60
April'17-Feb'18	68890	206	78.63	-21.37
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	53981415	147894	100	-
2016-17	50154653	137410	92.91	-7.09
April'17-Feb'18	34102610	102104	69.04	-30.96-
9. SJNP				
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	14536	40	100	-
2016-17	10726	29	72.50	-27.50
2017-18	9637	27	67.5	-32.5
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	23855	65	100	-
2016-17	17629	48	73.85	-26.15
2017-18	16021	44	67.69	-32.31
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	17329735	47479	100	-
2016-17	11570290	31699	66.76	-33.24
2017-18	9036940	24759	52.15	-47.85
10. UHP				
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	35433	97	100	-
2016-17	32653	90	92.78	-7.22
2017-18	32989	90	92.78	-7.22

Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	42066	115	100	-
2016-17	40482	111	96.52	-3.48
2017-18	39475	108	93.91	-6.09
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	22650705	62057	100	-
2016-17	21787199	59691	96.18	-3.82
2017-18	21274530	58286	93.92	-6.08

11. SVDK

Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	48324	132	100	-
2016-17	66585	182	138	+38
2017-18	70456	193	146	+46
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% (-) reduction/ (+) increase
*2015-16	79558	218	100	-
2016-17	110006	301	138	+38
2017-18	120225	329	151	+51
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% (-) reduction/ (+) increase
*2015-16	42701065	116989	100	-
2016-17	55647830	152460	130	+30
2017-18	60403389	165489	141	+41

*Year 2015-16 has been taken as base year.

The above table reveals that the reduction in workload of reservation slips varies from minimum 2.41 % at FZR station and maximum 38.9% at PTK station

Table-B

S N	Station	Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Total earnings from PRS (In ■■)	Earnings per day (In ■■)
1	JBD	Aug 2017-Feb18 (07 month)	6902	33	6240242	29435
2	MKS	-Do-	7338	35	5959285	281102
3	FKA	-Do-	9768	46	7217129	34043
4	KKP	-Do-	10783	51	8731540	41187
5	FDK	-Do-	13597	64	12229012	57684
6	MXH	-Do-	2307	11	2353980	11104
7	SQR	-Do-	3215	15	3651200	17223
8	KXH	-Do-	18173	86	11426027	53896
9	BEAS	April 2017-Feb18 (11 month)	78823	236	66975292	200525
10	NRO	-Do-	9413	28	10696745	32026
11	DSZ	Sept 2017-Feb18 (06 month)	13883	77	12535080	69255
12	NSS	-Do-	8789	49	9828090	54299
13	Tanda	-Do-	8941	49	12459500	68837
14	MEX	-Do-	14885	82	22946980	126779
15	PGW	April 2017-Feb18 (11 month)	63407	190	55120272	165031
16	PHR	Aug 2017-Feb18 (07 month)	8085	38	7885925	37198
17	DDL	-Do-	75199	355	59322950	275825
18	JGN	-Do-	10173	48	11869210	55987
19	Moga	-Do-	17687	84	17425750	82197
20	ASR	Oct 2017-March 18 (06 month)	187373	1030	161215500	885799
21	ATT	Oct 2017-March 18 (06 month)	1463	08	17425750	82197
22	TTO	Oct 2017-March 18 (06 month)	7189	40	8083095	44412
23	Manali	May 2017-Feb 18 (10 month)	7811	26	11984735	39423
24	Dharam	May 2017-	8914	03	12519240	41182

	Shala	Feb 18 (10 month)				
25	Verka	Sept 2017- March 18 (07 month)	3772	18	3289455	15516
26	BAT	Sept 2017- March 18 (07 month)	17067	81	15985980	75406
27	DHW	Sept 2017- March 18 (07 month)	4816	23	4908880	23155
28	GSP	Sept 2017- March 18 (07 month)	24007	113	23390195	110331
29	DNN	Sept 2017- March 18 (07 month)	6156	29	5205765	24555
30	JDNX	Sept 2017- March 18 (07 month)	1171	06	1905943	8990
31	NRPR	Sept 2017- March 18 (07 month)	5629	27	5306592	25031
32	JMKR	Sept 2017- March 18 (07 month)	466	02	300780	1419
33	BJPL	Sept 2017- March 18 (07 month)	3268	16	3256990	15363

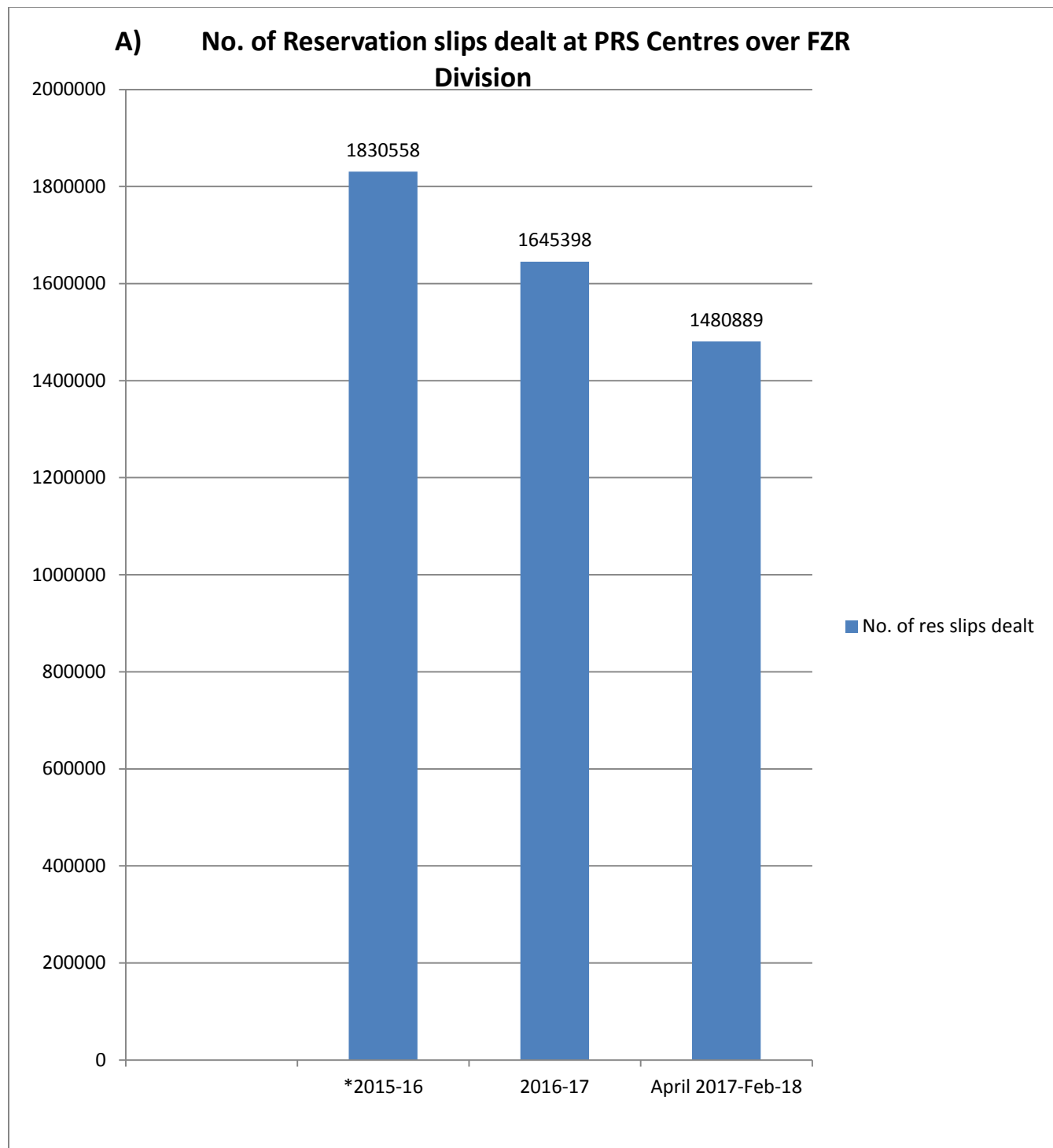
Year wise total no. of reservation slips and no. of passengers dealt at major PRS Centers over FZR Division.

Year	Total No. of res slips dealt	Total No. of passengers dealt
*2015-16	1830558	2720857
2016-17	1645398	2409971
April 2017-Feb-18	1480889	2110951
% Reduction in workload taking 2015-16 as base year	19.10% ↓	22.41% ↓

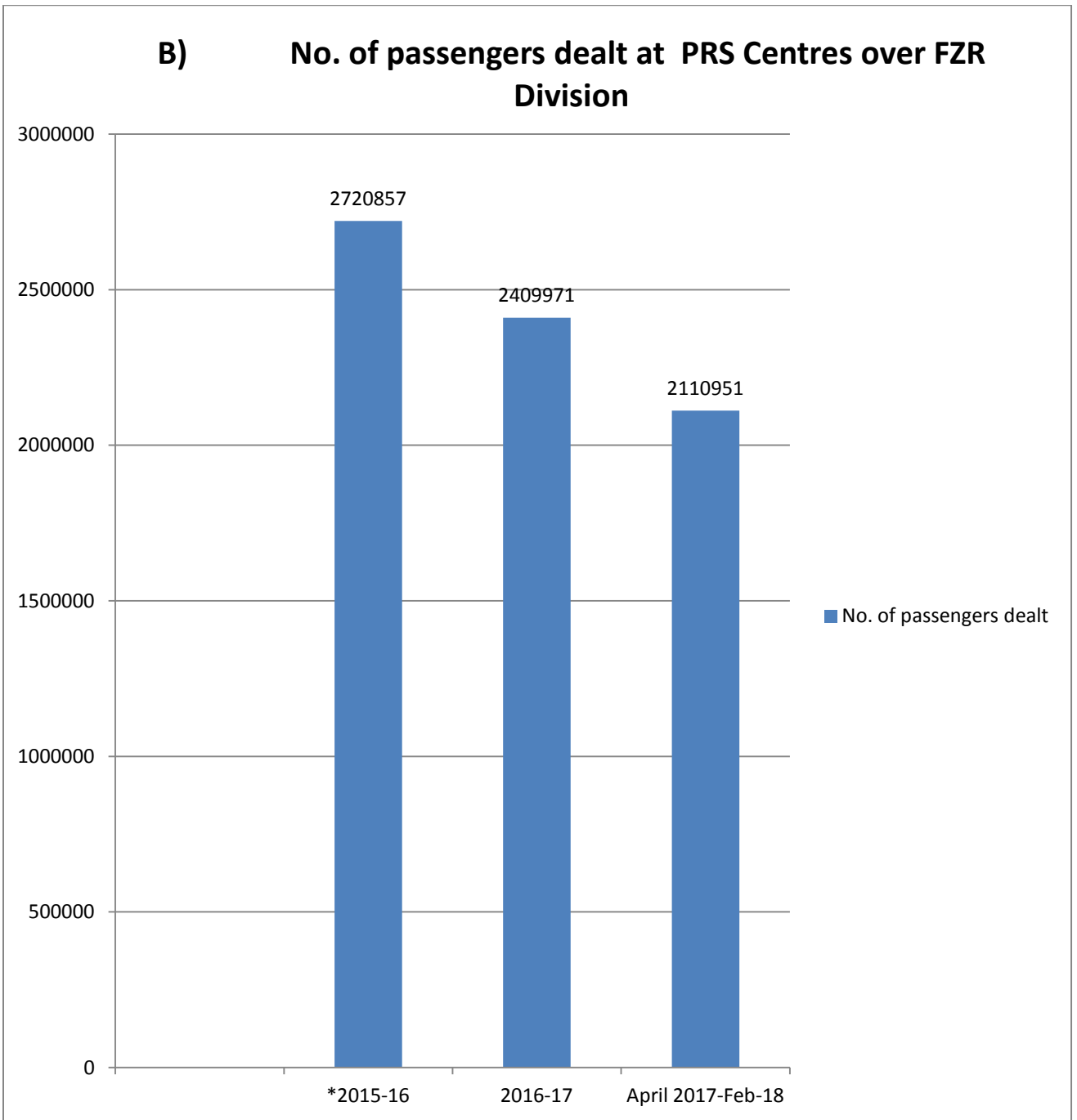
2.7.0 CRITICAL ANALYSIS

- The work-study is confined to review the effective and economical utilization of Reservation staff working in Commercial Department over Firozpur division. The team collected the data/information from reservation offices and IRCTC to compare the arising of passenger traffic/earnings. Due to introduction of I-ticketing, E-ticketing and mobile ticketing from IRCTC has reduced the workload of PRS centers. In Para 2.6.0 table A & B shows the actual workload of Reservation counters over Firozpur Division.
- The IRCTC has enhanced the E-ticketing system which has the capacity to book 15000 tickets per minute. Booking of e-tickets through Credit/Debit Cards has also been enabled to encourage the cashless economy.
- In Firozpur division the Commercial department has also given terminals to Defence/Post Office/Out agency/Non Railway heads.
- In commercial circular No 72 issued by Rly Board vide letter No. 2018/TG-V/1/5 dt 12.12.2018 it is stated that more than 65% of workload of PRS centers has been reduced as reserved tickets are being booked through internet (i.e. E-ticketing, I-ticketing etc.) which has resulted in reduction in requirement of E&RC staff.
- Paperless unreserved ticketing through mobiles phone apps which has been launched will certainly ease the rush of crowded counters. Currency coin cum Card Operated Automatic Ticket Vending Machines is successfully functioning at about 450 locations over Indian Railways. In addition to this about 2600 smart card based ATVMs have also been commissioned.
- After introduction of many mobile apps of Railway enquiry system, workload of face to face enquiry has also reduced considerably but still the deployment of E&RC staff at enquiry counters is on old pattern which is un-economical.
- It has been observed from the para 2.6.0 that the workload of number of reservation slips dealt at major PRS centers over FZR division in the yr 2017-18 as compared to yr 2015-16 has reduced considerably by 19.10% as illustrated in para 2.7.1. In future the e-ticketing system is getting more popular and workload of PRS centers may be significantly reduced. It is quite natural that passengers will avail the privilege of booking of Railway tickets in their comfort zone rather than to book ticket by standing in a queue in front of PRS counters. So in future workload of PRS counters will be decreased.

2.7.1 Graphical presentation of reduction in workload at PRS centers over FZR Division.



The above chart shows that there is reduction of 19.10 % in no. of reservations slips dealt in year 2017-18 as compared to year 2015-16



The above chart shows that there is 22.42% reduction in no. of passengers dealt in year 2017-18 as compared to year 2015-16

2.8.0 Duties of Reservation staff

The following activities are carried out by Reservation staff at any Rail Reservation Centre: -

- i) Feeding of data in the system for display/announcement of trains.
- ii) Accepting of requisition forms for reservation/cancellation
- iii) Charting finalization.
- iv) Printing of reservation charts.
- v) Preparation of daily statement for performances i.e. number of passengers booked, number of tickets sold and earnings etc.
- vi) Duty roster arrangement.

2.9.0 MEASURING TECHNIQUES

The workload and factual status as given in Para 2.9 with critical analysis of earning oriented performances are towards down trend. The Ministry of Railways has set up IRCTC with the basic purpose to serve passengers with entire catering and tourism activity. This undertaking has been fully operational from August 2001 and spread its wings in booking of railway tickets through i-ticketing/e-ticketing/mobile ticketing in full swing from the year 2005, which has resulted into reduced workload of PRS locations.

The team collected the data of actual work done by reservation staff deployed on counters to assess the actual utilization after introduction of I-ticketing/e-ticketing/mobile ticketing and change in existing working system. The team considered the yard stick i.e. 180 requisition slip/day/shift for assessing the bare requirement of staff for reservation counters.

The team has assessed the requirement on the basis of existing workload, kept the local working conditions into consideration and exercised physical observations along with discussions at various levels to economize the system after reducing all wastages and streamlining the activities of Reservation staff.

2.9.1 YARDSTICK & PROPOSED REQUIREMENT OF STAFF

The existing yardstick for assessing the working of Reservation staff on counter duty is 180 requisition forms per man/duty/shift (i.e. in 6 hrs duty roster). Thus the proposed requirement of reservation staff has been worked out on the basis of yardstick in vogue and existing working conditions. The workload of the year 2016-17 has been taken for the calculation of requirement. Proposed requirement of staff discussed as under:

S. No.	Name of PRS Centers	Activity	No. of staff required	Remarks
1	FZR	Avg. no. of requisition slips dealt per day=503, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	2.79	
		CRS Incharge	1	
		Shift Supervisor/Charting/ROPD/Cash & EDR/Record keeping of stocks & Accounts etc.	2	
		DRM Office	1	
		Face to face enquiry 01 in each shift i.e. 1X2=02	2	
		Sub total	8.79	
		RG on 8.79 @ 16.50%	1.61	
		Sub total	10.4	
		LR on 10.4 @ 12.5%	1.42	
		G. Total	11.82 say 12	
2	JUC	Avg. no. of requisition slips dealt per day=626, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	3.47	
		CRS Incharge	1	
		Shift supervisor/Charting/ROPD/Cash & EDR etc.	3	
		Face to face enquiry 01 in each shift i.e. 1X3=03	3	
		Sub total	10.47	
		RG on 10.47 @ 16.50%	1.72	
		Sub total	12.19	
		LR on 12.19 @ 12.5%	1.52	
		G. Total.	13.71say 14	
3	JRC	Avg. no. of requisition slips dealt per day=275, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.52	
		CRS Incharge	1	
		ROPD/Shift supervisor etc.	1	
		Face to face enquiry 01 in each shift i.e. 1X2=02	2	
		Sub total	5.52	
		RG on 5.52 @ 16.5%	0.91	
		Sub total	6.43	
		LR on 6.43 @ 12.5%	0.80	
		G. Total.	7.23 say 07	
4	LDH	Avg. no. of requisition slips dealt per day=912, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	5.06	
		CRS Incharge	1	
		Charting/ROPD/Shift supervisor/Cash & EDR/ Record Keeping of stocks & Accounts etc	4	

		Face to face enquiry (02 in each shift i.e. 2X3=06) Two Entry	6	
		Sub total	16.06	
		RG on 16.06 @ 16.5%	2.64	
		Sub total	18.7	
		LR on 18.7 @ 12.5%	2.25	
		G. Total.	20.95 say 21	
5	PTK	Avg. no. of requisition slips dealt per day=420, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	2.33	
		CRS Incharge	1	
		Shift supervisor/Charting/ROPD/Cash/ EDR & Record Keeping etc.	2	
		Face to face enquiry (01 in each shift i.e. 1X2=02)	2	
		Sub total	7.33	
		RG on 7.33 @ 16.5%	1.20	
		Sub total	8.53	
		LR on 8.53 @ 12.5%	1.06	
		G. Total	9.59 say 10	
6	PTKC	Avg. No. of requisition slips dealt per day=302, Yard stick is 180 requisition slips per shift. So requirement of staff to operate one counter.	1.67	
		CRS Incharge	1	
		Cash/EDR & Record Keeping/ROPD/ROPD/ Shift supervisor etc.	2	
		Face to face enquiry (01 in each shift i.e. 01X2=02)	2	
		Sub. Total	6.67	
		RG on 6.67 & 16.5%	1.10	
		Sub Total	7.77	
		LR on 8.93 @ 12.5	0.97	
		Grand total	8.74 say 09	
7	JAT	Avg. no. of requisition slips dealt per day=1025, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	5.69	
		CRS Incharge	1	
		ROPD/Shift supervisor/Cash/ EDR/Charting & record keeping etc.	3	
		Face to face enquiry (01 in each shift i.e. 01X3=03)	3	
		Current Counter	1	
		Sub total	13.69	
		RG on 10.69 @ 16.5%	2.25	
		Sub total	15.94	
		LR on 12.45 @ 12.5%	1.99	
		G. Total.	17.93 say 18	

8	KTHU	Avg. no. of requisition slips dealt per day=145, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	0.8	
		CRS Incharge/ ROPD/Shift supervisor etc.	1	
		Sub total	1.8	
		RG on 1.80 @ 16.5%	0.29	
		Sub total	2.09	
		LR on 2.09 @ 12.5%	0.26	
		G. Total.	2.35 say 02	
9	SVDK	Avg. no. of requisition slips dealt per day=182, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.01	
		CRS Incharge	1	
		Charting/ROPD/Shift supervisor/Cash/ EDR & Record keeping etc.	3	
		Current counter	1	
		Face to face enquiry (01 in each shift i.e. 1X3=03)	3	
		Sub total	9.01	
		RG on 9.01 @ 16.5%	1.48	
		Sub total	10.49	
		LR on 10.49 @ 12.5%	1.31	
		G. Total	11.80 say 12	
10	ASR	Avg. no. of requisition slips dealt per day=1030, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	5.72	
		CRS Incharge	1	
		Shift supervisor/ROPD/Cash & EDR at Golden temple,	2	
		Shift supervisor/Charting/ROPD/Cash & EDR at ASR	3	
		Current counter	1	
		Face to face enquiry (01 in each shift i.e. 1X3=03)	3	
		Sub total	15.72	
		RG on 15.72 @ 16.5%	2.59	
		Sub total	18.31	
		LR on 18.31 @ 12.5%	2.28	
		G. Total	20.59 say 21	
11	BEAS	Avg. no. of requisition slips dealt per day=236, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.31	
		ERS Incharge/ROPD etc at BEAS station	1	
		ERS incharge ROPD/Cash handling etc at BEAS Dera	2	
		Sub Total	4.31	
		RG on 4.31@ 16.5%	0.71	
		Sub Total	5.02	
		LR on 5.02 @12.5%	0.62	

		G. Total	5.64 say 06	
12	PGW	Avg. no. of requisition slips dealt per day=190, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.06	
		Sub Total	1.06	
		RG on 1.06 @ 16.5%	0.17	
		Sub Total	1.23	
		LR on 1.23 @12.5%	0.15	
		G Total	1.38 say 01	
13	DDL	Avg. no. of requisition slips dealt per day are 355, yard stick of 180 requisition slips per man per shift. So requirement of staff for counters	1.97	
		RG on 1.97 @16.5%	0.32	
		Sub Total	2.29	
		LR on 2.29 @ 12.5%	0.28	
		G Total	2.57 say 03	
14	GSP	Avg. no. of requisition slips dealt per day=113, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	0.63	
		RG on 0.63 @ 16.5%	0.1	
		Sub total	0.73	
		LR on 0.73 @ 12.5%	0.09	
		G. Total	0.82 say 01	
15	ATT	Avg. no. of requisition slips dealt per day=08, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	2	Being a station of international importance
		G. Total	2	
Total proposed Staff			= 139	
Total Sanctioned Staff			= 231	
Staff identified surplus			= 92	

In reference to instructions contained in Rly Bd's No 2010/TG-1/20/P/counter dt 05.04.2018, locations where the transactions are less than 100 slips per counter per shift, feasibility of reducing the numbers of counters should be explored and if the same is not possible, PRS cum UTS counters should be provided at such locations for selling both reserved as well as unreserved tickets.

No reservation staff has been provided at the following stations/PRS centers having transactions of reservation slips less than 100 per counter per shift in terms of Rly Bd's letter No 2010/TG-1/20/P/counter dt 05.04.2018,

S No	Station/PRS centers	Period	Number of Reservation slips dealt	Number of Reservation slips dealt/Day
1	JBD	Aug 2017-Feb18 (07 month) =212 day	6902	33
2	NKS		7338	35
3	FKA		9768	46
4	KKP		10783	51
5	FDK		13597	64
6	MXH		2307	11
7	SQR		3215	15
8	KXH		18173	86
9	NRO	April 2017-Feb18 (11 month) =334 day	9413	28
10	DSZ	Sept 2017-Feb18 (06 month) =181 day	13883	77
11	NSS		8789	49
12	TANDA		8941	49
13	MEX		14885	82
14	PHR	Aug 2017-Feb18 (07 month) =212 day	8085	38
15	JGN		10173	48
16	MOGA		17687	84
17	TTO	Oct 2017-Mar-18 (06 month) =181 day	7189	40
18	MANALI	May 2017-Feb18 (10 month) =304 day	7811	26
19	Dharmshala		8914	30
20	VERKA	Sept 2017-Mar 18 (07 month) =210 day	3772	18
21	BAT		17067	81
22	DHW		4816	23
23	DNN		6156	29
24	NUPR		5629	27
25	JMKR		466	02
26	BJPL		3268	16
27	JDNX		1171	06
28	SJNP	Apr 2017 Mar 2018 (12 month) 365 days	9637	26
29	UHP	Apr 2017 Mar 2018 (12 month) 365 days	32989	90

2.9.2 SUMMARISED POSITION OF SANCTIONED, PROPOSED STAFF AND SURPLUS POSTS IS TABULATED AS UNDER

S. No.	Location	S/S	Proposed strength	Identified surplus
1	FZR	231	12	92
2	JUC		14	
3	JRC		07	
4	LDH		21	
5	PTK		10	
6	PTKC		09	
7	JAT		18	
8	KTHU		02	
9	SVDK		12	
10	ASR		21	
11	BEAS		06	
12	PGW		01	
13	DDL		03	
14	GSP		01	
15	ATT		02	
Total		231	139	92

The above table reveals that the proposed requirement of staff comes to 139 against the sanctioned strength of 231 and 92 posts are identified as surplus in different categories and grades under commercial deptt and recommended for surrender.

RECOMMENDATION NO.1

It is proposed that 92 posts of Reservation staff working at different PRS locations over Firozpur division in different categories and grades under commercial deptt are identified as surplus and recommended for surrender as follow.

S N	Category	Grade in ■	Surplus Posts
1	CERS	9300-34800-4600	20
2	ERS/E&RC-I	9300-34800-4200	51
3	E&RC-II	5200-20200-2800	21
Total			92

3.00 FINANCIAL IMPLICATIONS

After the implementation of the work study recommendations, following are the financial implications.

S N	Category	Grade in ■	Refer Recom No	No of surplus posts	Monthly value per post in ■	Annual expenditure
1	CERS	9300-34800-4600	2.9.2	20	100206/-	24049440/-
2	ERS/E&RC-I	9300-34800-4200		51	79073/-	48392676/-
3	E&RC-II	5200-20200-2800		21	65003/-	16380756/-
Total				92		88822872/-

No of posts identified as surplus:

Group 'C' =92 posts

Group 'D'= NIL posts

Total = 92 posts

Anticipated recurring savings = ■888.22 lakh per annum.

Capital saving = Nil

Total saving = ■888.22 lakh per annum

4.0.0 PRODUCTIVITY

4.1.0 The total annual expenditure as per 7th CPC on reservation Staff working at different locations over Firozpur Division is as under.

SN	Category	Pay Scale + Grade Pay in ■■■	Monthly value per posts in ■■■	Sanctioned strength	Total annual expenditure in ■■■
1	CERS	9300-34800-4600	100206/-	51	61326072/-
2	ERS/E&RC-I	9300-34800-4200	79073/-	127	120507252/-
3	E&RC-II	5200-20200-2800	65003/-	53	41341908/-
Total				231	223175232/-

The above table reveals that annual expenditure being incurred on 231 sanctioned strength of reservation staff working at different locations over FZR division is ■■■ 223175232/-

4.2.0 The annual expenditure on the proposed strength reservation Staff over Firozpur Division is as under.

S N	Category	Pay Scale + Grade Pay	Monthly value per posts in ■■■	Proposed strength	Total annual expenditure in ■■■
1	CERS	9300-34800-4600	100206/-	31	37276632/-
2	ERS/E&RC-I	9300-34800-4200	79073/-	76	72114576/-
3	E&RC-II	5200-20200-2800	65003/-	32	24961152/-
Total				139	134352360/-

The above table reveals that total annual expenditure on 139 proposed posts of reservation staff working at different locations over Firozpur division will be reduced from ■■■ 223175232/- to ■■■ 134352360/-

WORK STUDY REPORT DETAILED CHART

Department : Commercial
Name of study : Review of Reservation staff working at PRS Centers over Firozpur division.

Activity Centre : Reservation Offices over Firozpur division.

S. No	Sub-activity	Brief description of workload	Actual staff deployed	Work Study recommendation	Representative Workload
1	The reservation clerks are deployed to perform all activities pertaining to computerized reservation system Enquiry counters.	The CRS/RS/ERS /E&RC staff are deployed at reservation counters for booking of reserved tickets and Enquiry counters.	S/S=231 O/R=211 Var =20	S/S=231 Proposed=139 Surplus =92	The workload of Reservation Offices have decreased due to introduction of I-tickets/e-tickets/mobile tickets and allotting terminals to private venders.

LIST OF ANNEXURES

S.N.	Description	Annexure No.
1	Work study letter no. 16-CP/42/WS/2018-19 dt. 28/12/18	I
2	Existing staff position of Reservation staff working over FZR division	II
3	Commercial circular No 72 of 2018 issued by Rly Bd. vide letter No 2018/TG-IV/1/5 dt. 12.12.2018	III

Statement showing position of Reservation staff working at different locations over Firozpur division is as under:

S. N.	Category	Grade in ■■	S/S	O/R	Vacancy
1	CERS	9300-34800-4600	51	41	10
2	ERS/HERC	9300-34800-4200	127	117	10
3	E & RC	9300-34800-2800	53	53	-
Total			231	211	20

Salient features of work study report No. 16-CP-42/WS/2018-19

Sub: "work study report on review of Reservation staff working at Reservation centers of commercial deptt over Firozpur division"

1. Staff Position:

i)	Sanctioned strength of Reservation staff	=231
ii)	On roll strength	=211
iii)	Vacancy	=20
v)	Proposed staff	=139
vi)	Identified as surplus for surrender	=92

2.

- i) The workload and factual status of No of reservation slips dealt are in reducing trend.
- ii) During comparison of workload of reservation slips of yr 2015-16 and 2017-18 it is observed that there is considerable reduction of workload i.e. 19.10 % in 2017-18 as compared to the year 2015-16.
- iii) After introduction of many mobile apps of Railway enquiry system, workload of face to face enquiry has reduced considerably but still the deployment at enquiry counters is on old pattern which is un-economical.
- iv) Due to introduction of I-ticketing, E-ticketing and mobile ticketing from IRCTC has reduced the workload of PRS centers.
- v) Commercial circular No 72 issued by Rly Board vide letter No. 2018/TG-V/1/5 dt 12.12.2018 stated that more than 65% of workload of PRS centers has been reduced as reserved tickets are being booked through internet (i.e. E-ticketing, I-ticketing etc.) which has resulted in reduction in requirement of E&RC staff.

In reference to instructions contained in Rly Bd's No 2010/TG-1/20/P/counter dt 05.04.2018, locations where the transactions are less than 100 slips per counter per shift, feasibility of reducing the number of counters should be explored and if the same is not possible, PRS cum UTS counters should be provided at such locations for selling both reserved as well as unreserved tickets.

3. Financial implication:

Anticipated recurring saving	= ■ 888.22 lakh per annum
Capital saving	= Nil
Total saving	= ■ 888.22 lakh per annum

Average reduction in workload (No of reservation slips dealt per day over FZR division in FY 2017-18)

S No	Station	Average reduction of workload
1	FZR	2.41
2	JUC	15.36
3	JRC	28.66
4	LDH	11.94
5	PTK	38.90
6	PTKC	29.06
7	JAT	10.50
8	KATHUA	20.25
9	SJNP	32.50
10	UHP	7.22
Total		196.80
Average per day		19.68%

The table reveals that the average reduction in workload (reservation slips dealt/day/shift/man) is 19.68% over FZR division for FY 2017-18.