

# EASTERN RAILWAY

WORK STUDY REPORT  
ON  
NEED BASED ASSESSMENT OF MAN POWER VIS-A-VIS  
WORKLOAD OF PRS WING IN MALDAH DIVISION

(STUDY NO.WSER-2/18-19)

(Submitted on 28.05.2018)

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### **ACKNOWLEDGEMENT**

The study team is thankful to Sr.DCM/MLDT, Sr.DPO/MLDT and all concerned staff in Maldah Division for their heartiest co-operation and guidance in conducting the subject work study successfully.

### **TERMS OF REFERENCE**

The study team has conducted the subject work-study based on the following terms of references –

- i) Existing strength of ECRC and their deployment.
- ii) Quantum of work performed by the ECRC at their work point.
- iii) Effect in work load after Introduction of modern technology e.g. e-ticketing and mobile ticketing.

### **SUMMARY OF RECOMMENDATION**

Summarizing the proposed requirement, the following actual requirement is thus achieved.

Existing			Proposed requirement	Proposed surplus from sanctioned strength
Sanctioned strength	MOR	Vacancy		
75	66	9	61	14

## CHAPTER-I

### 1.0 INTRODUCTION:

1.1 Indian Railways (IR) is a great national asset. A single transport network connects far flung areas of the country. It is one of the largest transportation and logistics networks of the world which runs 19,000 trains. It runs 12,000 trains to carry over 23 million passengers per day connecting about 8,000 stations spread across the sub-continent. It is equivalent to moving the entire population of Australia. Reserved travel by Indian Railways is facilitated by the Passenger Reservation System (PRS). PRS provides reservation services to nearly 1.5 to 2.2 million passengers a day on over 2500 trains running throughout the country. The PRS Application CONCERT (Country-wide Network of Computerized Enhanced Reservation and Ticketing) is the world's largest online reservation application, developed and maintained by CRIS. The system currently operates from 5 Data centers. The server clusters are connected together by a core network that enables universal terminals across country, through which the travelling public can reserve a berth on any train, between any pair of station for any date and class. Indian Railways computerized Passenger Reservation System (PRS) currently operates from five regional centers located at Delhi, Bombay, Calcutta, Madras and Secunderabad. CRIS was assigned the task of development and implementation of the new software incorporating networking for Indian Railways thereby interconnecting the five PRS centers. The new On-line Passenger Reservation System -CONCERT - developed using client-server model for distributed computing is a total solution to the networking of the PRSs

1.2 The PRS is available at over 8000 counters in more than 2380 locations throughout the country, including all major stations, and important non-railhead locations such as tourist centers and district headquarters. The PRS services are available to passengers for 23 hours in a day. Passengers can reserve a berth for any train 120 days in advance. In addition to the railway counters, multiple delivery channels have been provided to Rail passengers to access the PRS services. Enquiry services through Internet were launched in year 2000. Touch screen, IVRS and Display boards are enabled at major booking location for details on train accommodation availability. I-Ticketing and E-ticketing and through Internet was launched in year 2002 and 2005 respectively. Booking through Post offices was launched in year 2007. Enquiry services through 139 were launched in year 2007. PRS ticketing through Mobile VAN (Mushkil Assan) was launched in 2009. Adequate safeguards have been kept in the computerized Passenger Reservation System (PRS) and internet booking system to prevent its misuse by unscrupulous elements.

For the benefit of different categories of travelling public, the Railways have introduced ticketing facilities at Non-Railhead locations and India Post Offices so that the ticketing system can be accessed by people living in smaller towns and villages. This is in addition to e-ticketing which provides access to reservation system from the comfort of the home/office.

1.3 To improve the transparency in seat allocation after charting and increase the berth utilization, PRS is in the process of automating the operations of TTE. It is aimed that the passenger attendance is marked by the TTE on a Hand Held Device instead of a paper chart and the berths, vacant on account of not turned up passengers are transferred to a central database. These berths can be utilized by TTE for allocation to

RAC/WL passengers or to WL passengers/ with current Ticket intending to board the Train from next stopping station. This will also speed up the refund process as the data regarding not turned up passengers will be directly transferred to Refund System. Hand Held Terminals (HHTs) are already functioning in 12 pair of trains. Indian Railways plans to extend this facility to another 70 pair of Rajdhani and Shatabdi Trains.

- 1.4 Indian Railway is facing tremendous financial crunch after implementation of 7th Pay Commission. Operating ratio is gradually increasing. Though Indian Railway is not a business organization but to survive, it is always essential to make the organization in profit i.e. operating ratio should be less than 100. In Performance Efficiency Index shown in the corporate plan booklet published by the Eastern Railway, the "Operating Ratios" from 2012-13 to 2017-18 are given below –

2012-2013	178.86%
2013-2014	173.32%
2014-2015	177.27%
2015-2016	180.75%
2016-2017	165.25%
2017-2018	178.76% (Proposed)

In view of the above, Rly Board issued nos. of circulars, orders, etc to minimize Expenses and increase Earnings to Zonal railways to achieve better Operating Ratio. The Zonal Railways also implement various measures for financial discipline.

At this juncture, the role of Railway Efficiency & Research Directorate is also very important in connection with the productivity without hampering normal progress and activity by employing technique of 'Benchmarking', 'Rationalizing of Man-Power' and eliminating diminishing categories/redundant activities, etc. The Railway has also invested huge amount in capital expenditure to improve its infrastructure by adopting new technology time to time.

- 1.5 As the main objective of Indian Railway is to improve the operating Ratio of railway, the GM's Efficiency Cell always pays attention to curtail manpower from different wings of different departments that are found excess in all respect based on the justification drawn by the study team during period of physical observation and as a result, the productivity is increased by decreasing the inputs i.e. by surrendering the excess manpower. Thus, the financial savings achieved due to surrender of manpower, would obviously improve the operating ratio of E. Rly.
- 1.6 The subject work-study has been undertaken by GM's Efficiency Cell/E.Rly during the current financial year 2018-2019 to improve the productivity index of the railway. As per terms of reference, the study team has thoroughly observed the commercial activities in PRS counters in MLDT division and critically analyzed the involvement of PRS staff in different activities to ascertain their optimum utilization and to find out the need based requirement of reservation staff in MLDT division.

## CHAPTER-II

## 2.0 EXISTING SCENARIO:

2.1 Different PRS service points in MLDT division are functioning under the administrative control of Sr. DCM/MLDT. The category wise sanctioned strength and on roll position of ECRC including supervisors (RS) as on 08.02.2018 (**Annexure-A**) is given below.

Category	Sanctioned Strength	MOR	Vacancy	Level
RS	6	4	2	L-7
RS-II	65	45	20	L-6
ECRC	4	17	-13	L-5
TOTAL	75	66	9	

2.1.1 The deployment of ECRC in different PRS location in MLDT division is tabulated below.

Sl. No.	Station	S/S	MOR	Vac	Remarks
1	MLDT	20	17	3	
2	MLCB	0	0	0	Staff deployed from MLDT PRS
3	JMQ	1	1	0	
4	KTJ	1	1	0	
5	NFK	4	3	1	
6	DGLE	1	1	0	
7	NILE	1	1	0	
8	JRLE	1	1	0	
9	BHW	1	1	0	
10	RJL	1	1	0	
11	SBG	4	3	1	
12	PPT	1	1	0	
13	CLG	1	1	0	

14	BGP	16	16	0	
15	PBUC	0	0	0	
16	GODDA	2	1	1	
17	BAKA	1	1	0	
18	SGG	1	2	-1	
19	BUP	0	1	-1	
20	JMP	10	9	1	
21	MGR	0	0	0	
22	RPUR	0	1	-1	
23	DRH	0	1	-1	
24	AHA	1	1	0	
25	MAHAGAMA	1	1	0	
		6	0	6	6 posts of ECRC included vide CPO/ER/KKK's order no.02(01)(RESV)/2017 dtd 13.01.2017
<b>TOTAL</b>		<b>75</b>	<b>66</b>	<b>9</b>	

2.2 The study team has collected the figure of Requisitions, from 2013-2014 to 2017-2018 from every PRS centre under MLDT division to find out the trend of workload at PRS counters and also the quantum of workload usually handled by ECRC at these counters.

2.2.1 The quantum of workload tackled at **MLDT/PRS** centre from 2013-14 to 2017-18 (up to Jan'18) is given below:-

MLDT PRS COUNTER	
YEAR	Requisitions
2013-14	390293
2014-15	399078
2015-16	391363
2016-17	390769
2017-18 (up to Jan'18)	295082

2.2.1.1 The staff deployed to cater the above workload is tabulated below.

Station	Staff deployed			
	RS	RS-II	ECRC	TOTAL
MLDT	3	11	<b>3</b>	17

Staff is also deployed at Maldah city booking (non railway location) PRS counter at Atul market in morning & evening shift from Monday to Saturday. The month wise work load at MLCB counter from April'17 to Jan'18 is tabulated below.

Month	Requisitions
April'17	7709
May	8243
June	8807
July	7951
August	7281
Sept	6984
October	8350
November	7903
December	7130
January'18	6200

#### 2.2.2 PRS stations under CTI/MLDT.

The quantum of workload tackled by Reservation staff under CTI/MLDT at different PRS centre is given below:

PRS Station	Year wise Requisition dealt				
	2013-14	2014-15	2015-16	2016-17	2017-18 (upto Jan'18)
NFK	120992	82802	72990	72260	52987
DGLE	52347	43800	29143	27052	18388
NILE	43719	45260	42652	22326	17017
JRLE	72180	71282	57962	65046	44398
JMQ	26325	43070	40096	32166	23073
KTJ	51482	47476	42650	45646	30509



2.2.2.1 The staff deployed to cater the above workload is tabulated below.

PRS Station	Staff deployed (ECRC)
NFK	3
DGLE	1
NILE	1
JRLE	1
JMQ	1
KTJ	1
<b>TOTAL</b>	<b>8</b>

### 2.2.3 CTI/BGP (coaching)

The quantum of workload tackled by Reservation staff under CTI/BGP (coaching) at different PRS centre is given below:

PRS Station	Year wise Requisition dealt		
	2015-16	2016-17	2017-18 (up to Jan'18)
BGP	338346	320537	280361
SRO/PBUC	19105	19073	18610
SRO/GODDA	19742	14674	19385
BANKA	23211	30154	21925
PMGA	9440	7004	8373

2.2.3.1 The staff deployed to cater the above workload is tabulated below

PRS Station	Staff deployed (ECRC)
BGP	15
SRO/PBUC	1
SRO/GODDA	1
BANKA	1
PMGA	1
<b>TOTAL</b>	<b>19</b>

#### 2.2.4 PRS stations under CTI/JMP.

The quantum of workload tackled by Reservation staff under CTI/JMP at different PRS centre is given below:

PRS Station	Year wise Requisition dealt				
	2013-14	2014-15	2015-16	2016-17	2017-18 (up to Jan'18)
KJH	16968	15853	14525	15717	13676
AHA	19252	16459	14045	13068	11052
DRH	10470	11946	12550	11568	10083
JMP	175955	173368	14795	152327	165836
MGR				42138	31898
RPUR	11253	10323	9250	10065	8295
BUP	26068	25800	23405	21666	15402
SGG	43380	46323	41038	48088	40990

2.2.4.1 The staff deployed to cater the above workload is tabulated below

PRS Station	Staff deployed (ECRC)
KJH	<b>1</b>
AHA	1
DRH	1
JMP	7
MGR	1
RPUR	1
BUP	1
<b>SGG</b>	<b>2</b>
<b>TOTAL</b>	<b>15</b>

### 2.2.5 PRS stations under CTI/BHW.

The quantum of workload tackled by Reservation staff under CTI/BHW at different PRS centre is given below:

PRS Station	Year wise Requisition dealt				
	2013-14	2014-15	2015-16	2016-17	2017-18 (up to Jan'18)
BHW	24320	23478	23390	30275	22872
TPH	9072	8754	8703	8810	7102
RJL	28123	30630	31241	27327	19832

2.2.5.1 The staff deployed at different counters to cater the above workload is tabulated below.

PRS Station	Staff deployed (ECRC)
BHW	<b>1</b>
TPH	Nil
RJL	1
<b>TOTAL</b>	<b>2</b>

### 2.2.6 PRS stations under CTI/BGP.

The quantum of workload tackled by Reservation staff under CTI/BGP at different PRS centre is given below:

PRS Station	Year wise Requisition dealt				
	2013-14	2014-15	2015-16	2016-17	2017-18 (upto Jan'18)
SBG	87122	81587	82446	80118	60573
PPT	31566	21788	22957	22551	20038
CLG	29431	30337	28963	29531	23516
GGA	13735	12644	12976	17350	14899
SBO	5505	5615	5650	5709	3610

2.2.6.1 The staff deployed at different counters to cater the above workload is tabulated below.

PRS Station	Staff deployed (ECRC)
SBG	3
PPT	1
CLG	1
GGA	Nil
SBO	Nil
<b>TOTAL</b>	<b>5</b>

## CHAPTER-III

### 3.0 CRITICAL ANALYSIS:

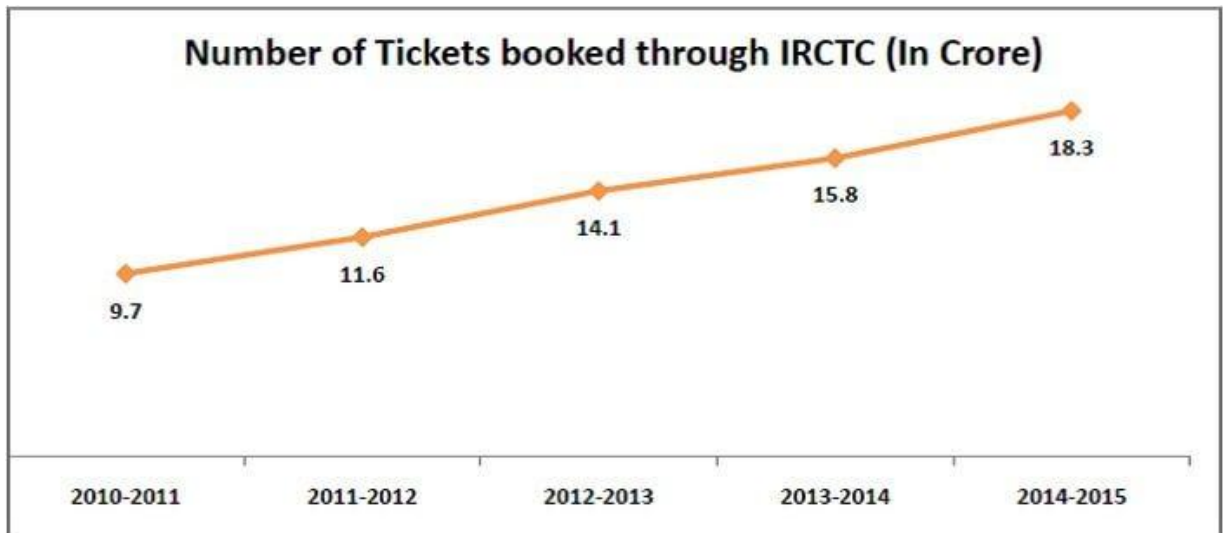
3.1 The scope of present Work-study is to explore the possibility of maximum utilization of PRS staff as well as possibility of merger/closure of idle PRS centres in MLDT division consequent upon the implementation of e-ticketing and i-ticketing system.

**e-ticket:** It is an online ticket which can be booked using IRCTC account and get a reservation confirmation by an SMS. It is necessary to produce original I-card before the TTE while on journey. One can book e-tickets until the last day of journey, and get the reservation details immediately via SMS.

**i-ticket:** It is also a sort of online ticket for which pay the charges online, and then ticket is delivered to the addressee by courier or speed post. However, one need to book i-tickets at least 3 days before journey as it needs to be delivered to the addressee.

3.2 Number of tickets booked grows by 90% in 5 years.

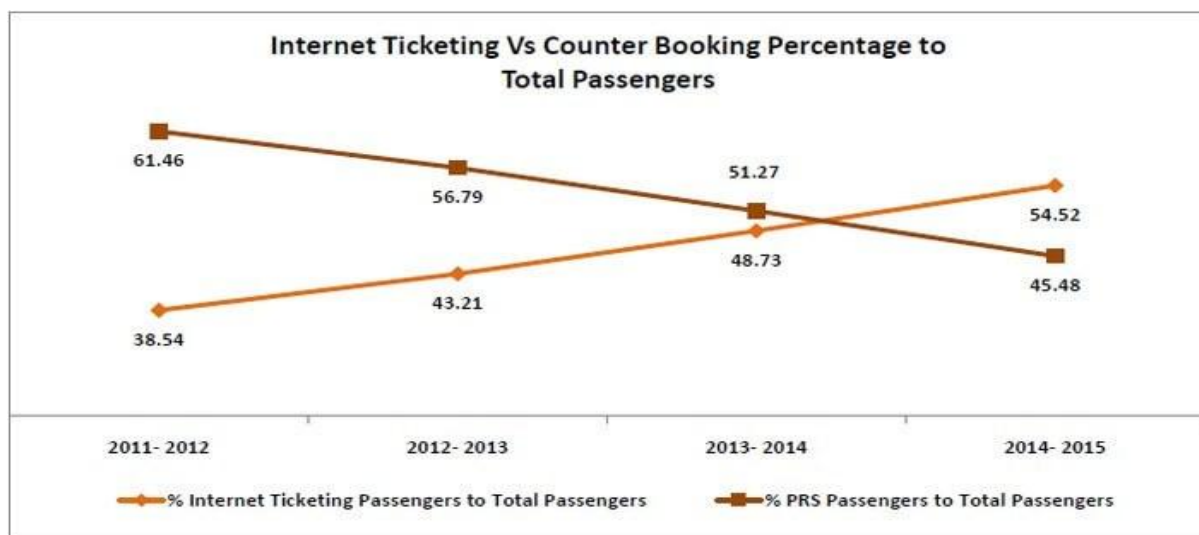
From 9.7 crore tickets in 2010-11, the number of tickets booked on IRCTC has grown to 18.3 crore in 2014-15, an increase of close to 90%. The number of tickets booked has grown consistently over the last 5 years. This number was 11.6 crore in 2011-12, 14.1 crore in 2012-13 and 15.8 crore in 2013-14. The average number of tickets booked per day went up from 2.66 lakh in 2010-11 to 5.01 lakh in 2014-15.



3.3 Internet booking overtakes Traditional Counter booking.

The increased use of internet by people across the country is evident from the fact that the percentage of internet ticketing passengers overtook the percentage of counter ticketing passengers for the first time in 2014-15. From 38.54% share in total passengers in 2011-12, the internet ticketing passengers went up to 54.52% in 2014-

15. During the same period, the share of counter ticketing (PRS) passengers went down from 61.46% in 2011-12 to 45.48% in 2014-15.



### 3.4 NGeT –

The Ministry also released details of the Next Generation e-Ticketing System (NGeT). This was first launched in April 2014 to handle increased ticket booking. The capacity was increased from 2000 tickets per minute to 7200 tickets per minute. The capacity was further augmented to 15000 tickets per minute in 2015. The number of concurrent user connections was increased from 40,000 to 1, 20,000, which was further increased to 3, 00,000 in 2015. The number of enquiries on the new system has also increased from 1000 per second to 3000 per second.

#### 3.4.1

<b>IRCTC Next Generation e-Ticketing System (NGeT)</b>	
Ticket Booking Capacity	15000 tickets per minute
Number of Concurrent Users supported	3 Lakh
Number of Enquiries per second	3000

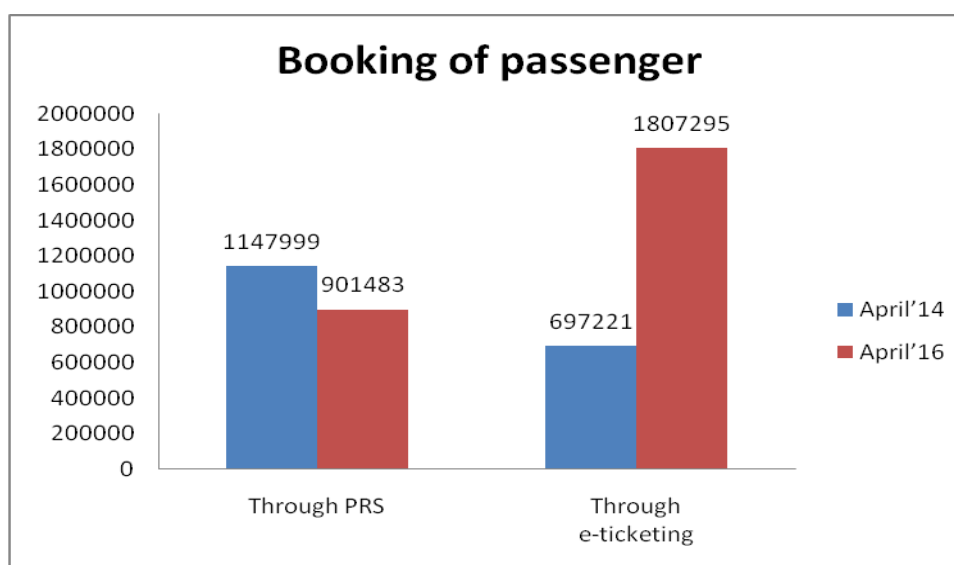
3.5 So, in course of conducting Work- study, the under mentioned aspects related to 'work-load' are analyzed –

- Trends of ticket generation at the PRS counters over MLDT division from 2013-2014 to 2017-2018.
- ECRC deployed in PRS counters.
- Avg. Nos. of Reservation/Cancellation Slip dealt daily by each ECRC/shift/Window.

d) Booking Windows operated/opened in 2016-2017 as financial year 2017-18 is not completed.

3.6 The study team has also compared total % of passengers' variation between April'14 and April'16 in E.Rly. The figure is tabulated below:

Month	Total Passenger		In percentage	
	Through PRS	Through e-ticketing	PRS	e-ticketing
April'14	1147999	697221	62.21	37.79
April'16	901483	1807295	49.88	50.12



The above chart shows that total passenger purchased ticket through e-ticketing system in April'14 was 697221 and in April'16 it is drastically increased to 1807295, a rise of 15.92%. In future the e-ticketing system will be more popular and work load at PRS counter will be significantly reduced. It is quiet natural that passengers must avail the privilege of booking railway ticket in their comfort zone rather than to book ticket by standing in a queue in front of PRS counter. So, in future the work load at PRS counter will definitely be reduced.

3.6.1 During field observation, the study team observed that preparing a ticket from a requisition complete in all respect usually required 45 seconds – 60 seconds. But in practical, few additional times are required for conversation with passengers to complete/modify the requisition form as per their demand. Requisition form may vary from one passenger to six passengers. The study team considered avg. 2 minutes to

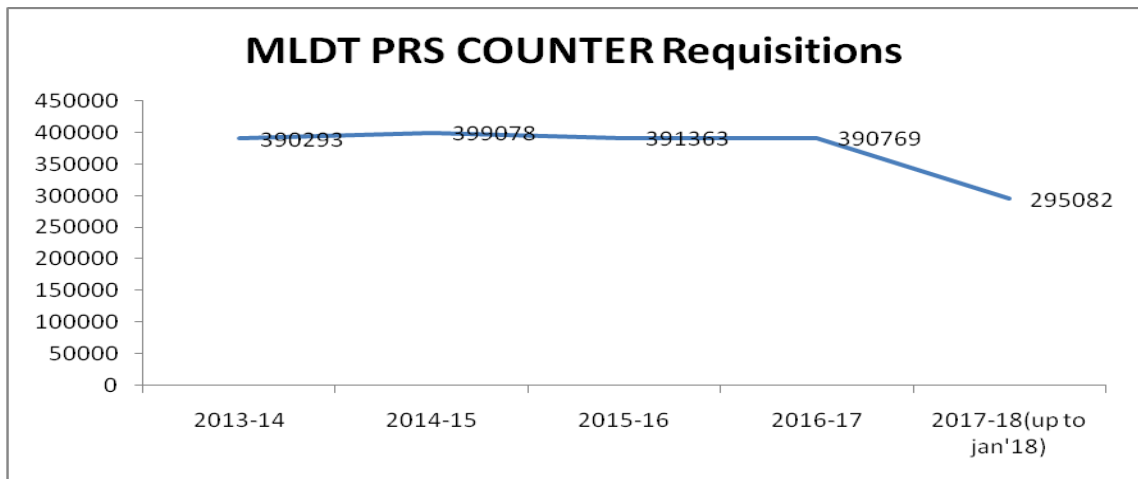
2.5 minutes for preparing a reservation ticket from a requisition slip. Hence, a reservation staff can handle 130-150 requisitions in his scheduled duty hours depending on situation. But, **as per commercial circular no. 23 of 2011 one PRS window can handle 180 requisitions per shift.** However, the study team considered 130-150 requisitions has to be dealt by a staff for calculation of requirement of counter staff in PRS wing.

- 3.7 Section wise analysis for need based requirement of ECRC in MLDT division is elaborated in foregoing Para. The work load of ECRC is purely the number of requisition for reservation/cancellation dealt by him in his roster.

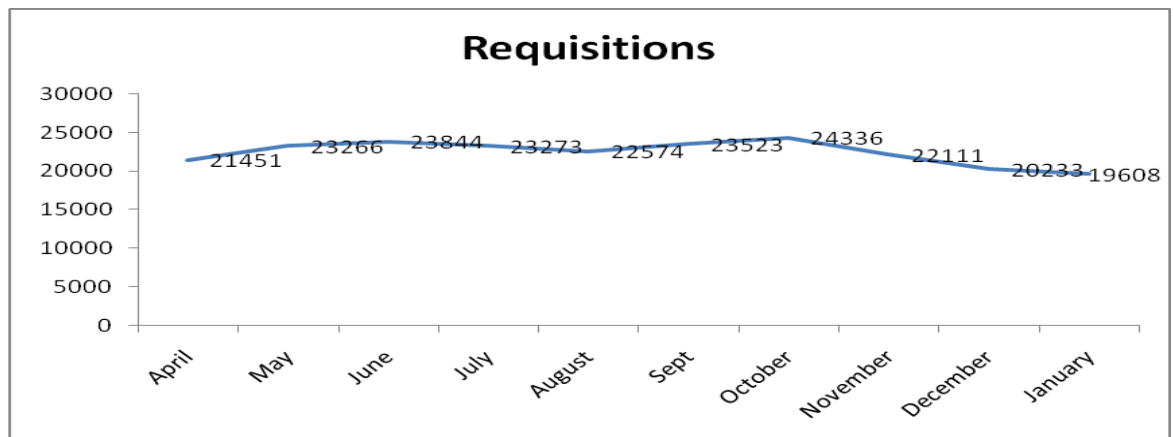
### 3.7.1 PRS/MLDT

To ascertain the actual workload tackled by ECRC in MLDT PRS centre, the study team has collected the actual figure of requisition dealt in 2013-14 to 2017-18 (up to Jan'18) financial years. The trend of ticket generation in PRS counters is shown in line diagram below.

Year wise no of requisitions dealt



- 3.7.1.1 The trend of requisitions generated (month wise up to Jan'18) in 2017-18 is graphically represented below.





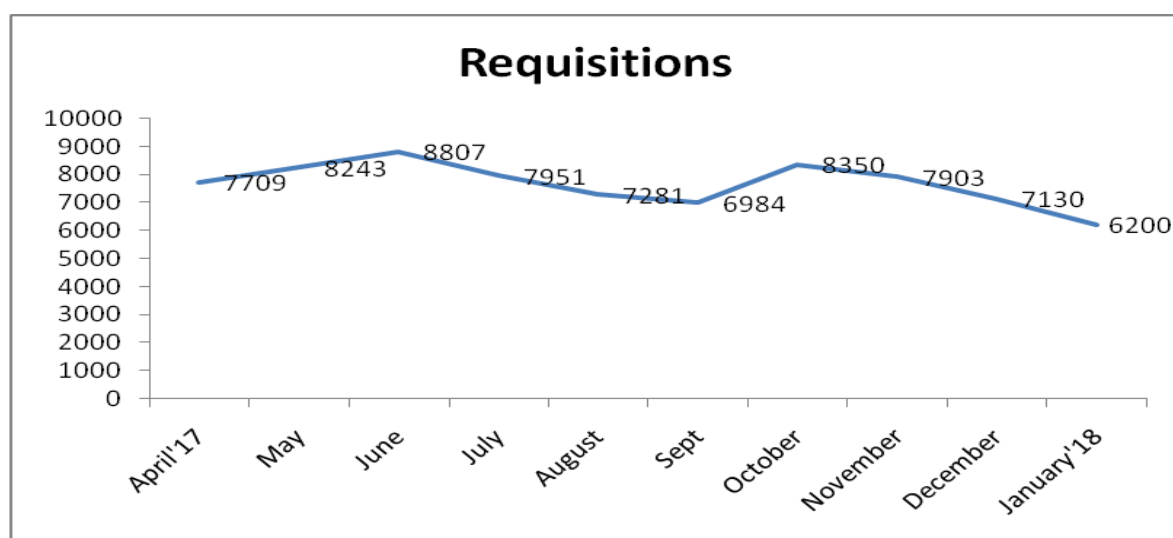
3.7.1.2 From the above diagrams it is quiet enough to say that there is no sign of increase in the workload at PRS counters at MLDT. The passenger reservation system in railway has gradually modernized from PRS system to e-ticketing system Hence, Need based requirement of reservation staff in PRS counter is calculated based on the number of requisition dealt by the ECRC in individual booking window in 2016-17 financial year as complete figure is not available for the 2017-18 financial year.

The details of counters operated at MLDT PRS centre are given below.

Station	No of windows operated					Staff deployed
	Advanced counter				EDR	
	8.00-14.00 (Mon-Sun)	14.00-20.00 (Mon-Sat)	22.00-6.00 (Mon-Sun)	14.00-20.00 Sunday	10.00-18.00 (mon-Sun)	
MLDT	3	3	1	1	1	17 (including MLCB)

**Exceptional Data Report (EDR) counter:** This counter is operated for entering non turn-up passengers and issue of TDR (Ticket Deposit Receipt).

3.7.1.3 The trend of requisitions generated (month wise upto Jan'18) in 2017-18 at City booking (MLCB) is graphically represented below.



3.7.1.4 The details of counters operated at MLCB PRS centre are given below.

Station	No of windows operated		Staff deployed	Remarks
	8.00-14.00	14.00-20.00	Monday-Saturday	Sunday closed
MLCB	2	1	3	

3.7.1.5 The no of requisitions dealt per counter by PRS staff at MLDT counter is calculated below

Station	2016-17			
	Total Requisitions	Total counters operated	Requisition/Counter	Remarks
MLDT	390769	2451	159	Excluding EDR counter.

Though the requisition dealt/counter in 2016-17 is 159, the requisition dealt in the year 2017-18 (up to Jan'18) is 132 (224219/1704). It is evident that the work load in fore coming year will be less than the present.

It is discussed earlier that 130-150 requisitions can be dealt by a staff though it is defined in the commercial circular that one ECRC can be dealt with 180 requisitions in his duty roster. Hence, existing system of opening of windows at MLDT PRS should be continued.

3.7.1.6 The no of requisitions dealt per counter by PRS staff at MLCB is calculated below.

Station	2017-18 (up to jan'18)			
	Total Requisitions	Total counters operated	Requisition/Counter	Remarks
MLCB	76558	786	97	April'17 to Jan'18

From the above table, 97 transactions are done per window per shift. There are 3 windows at MLCB; hence, avg. 291 transactions have been done in total in a day. For that work load 2 windows are sufficient to tackle. There is no indication of work load enhancement in near future from the work load diagram.

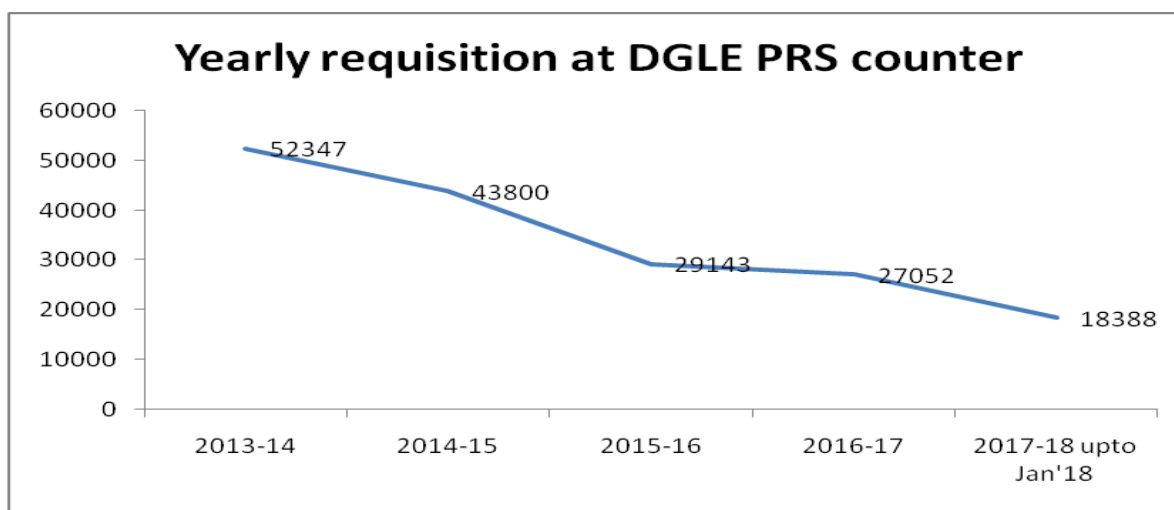
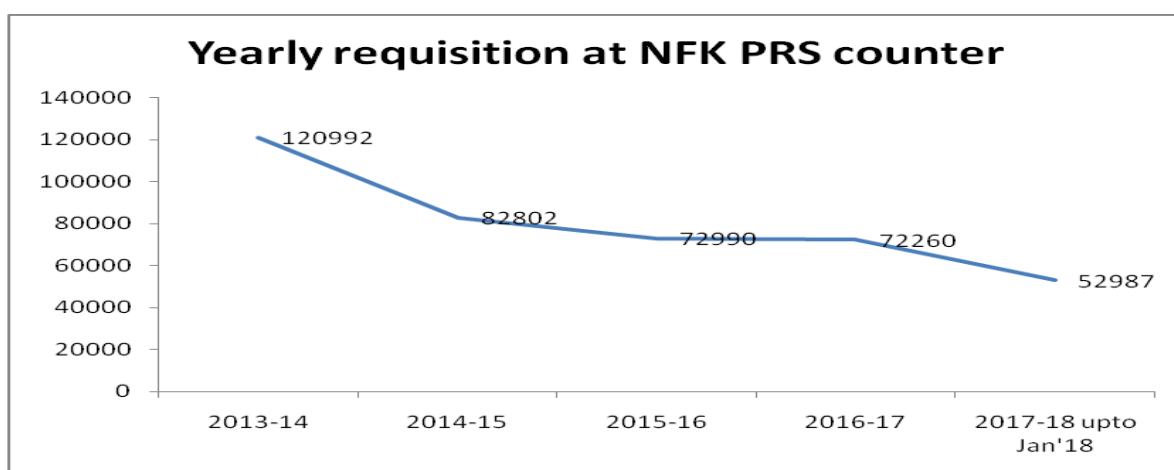
Thus, the study team suggests to close one window at MLCB.

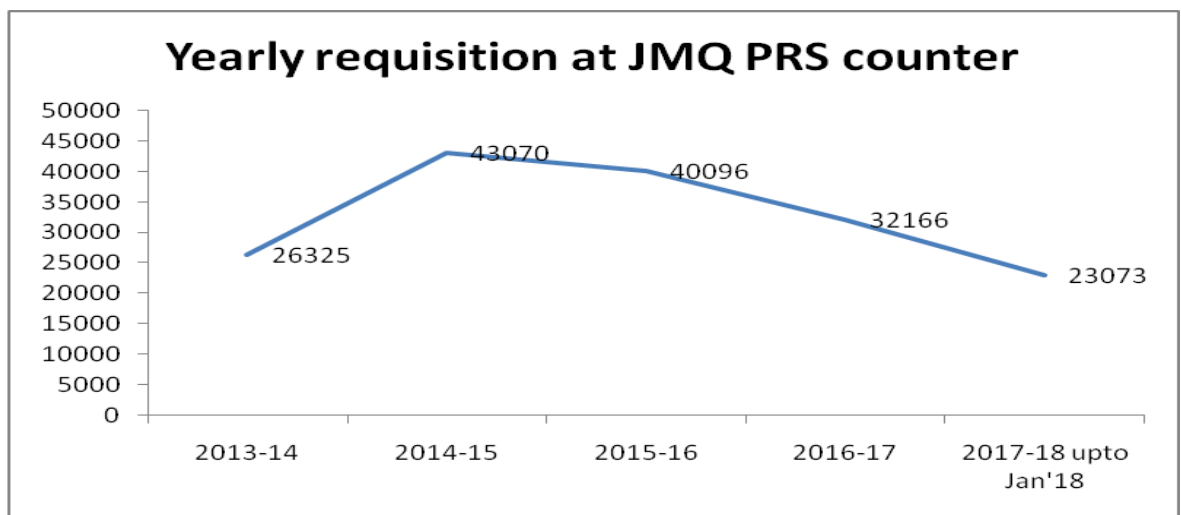
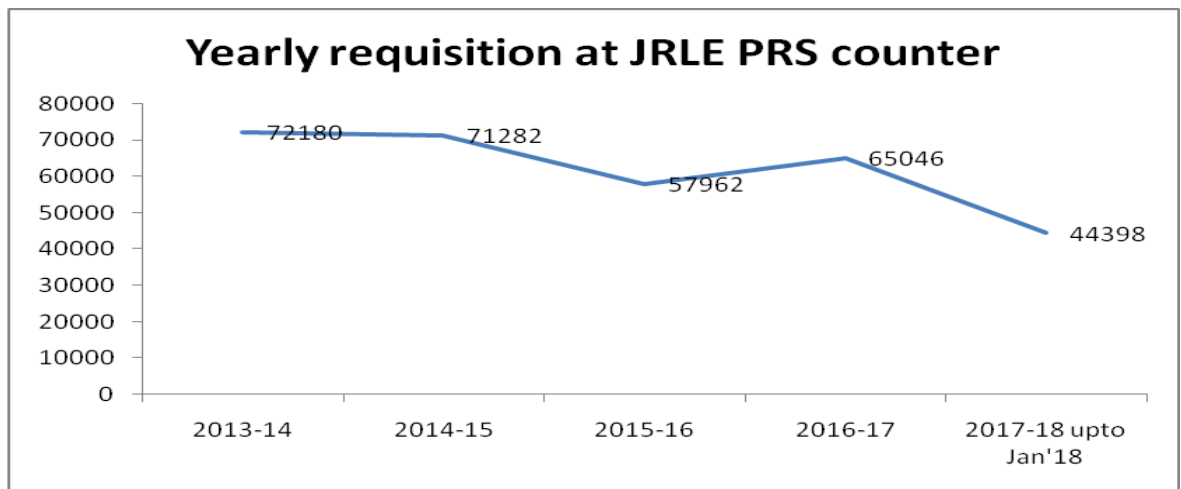
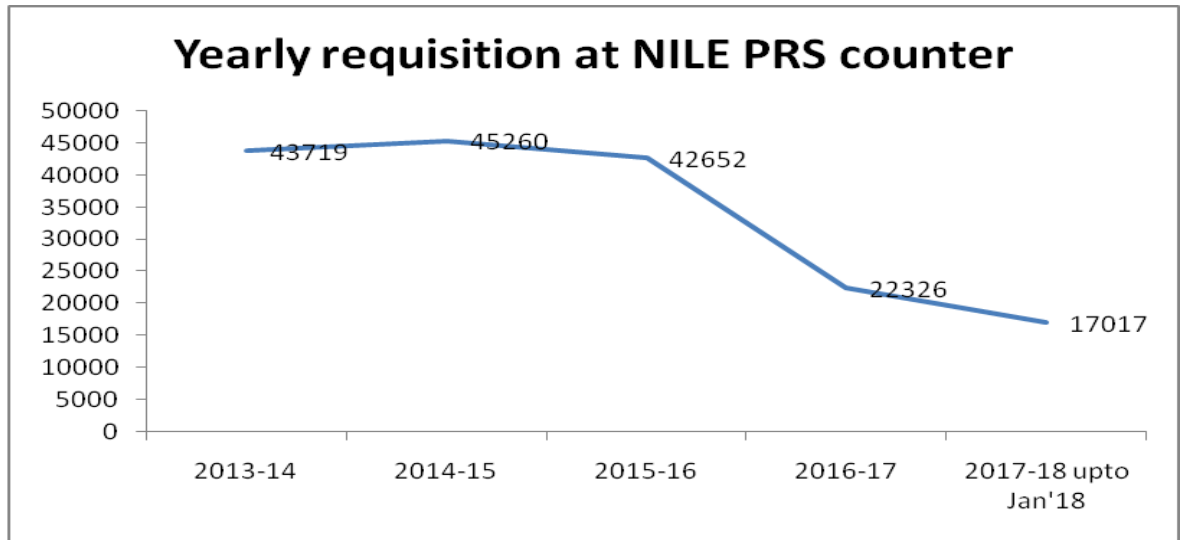
### 3.7.1.7 The requirement of Reservation Supervisors (RS) at MLDT PRS counters:

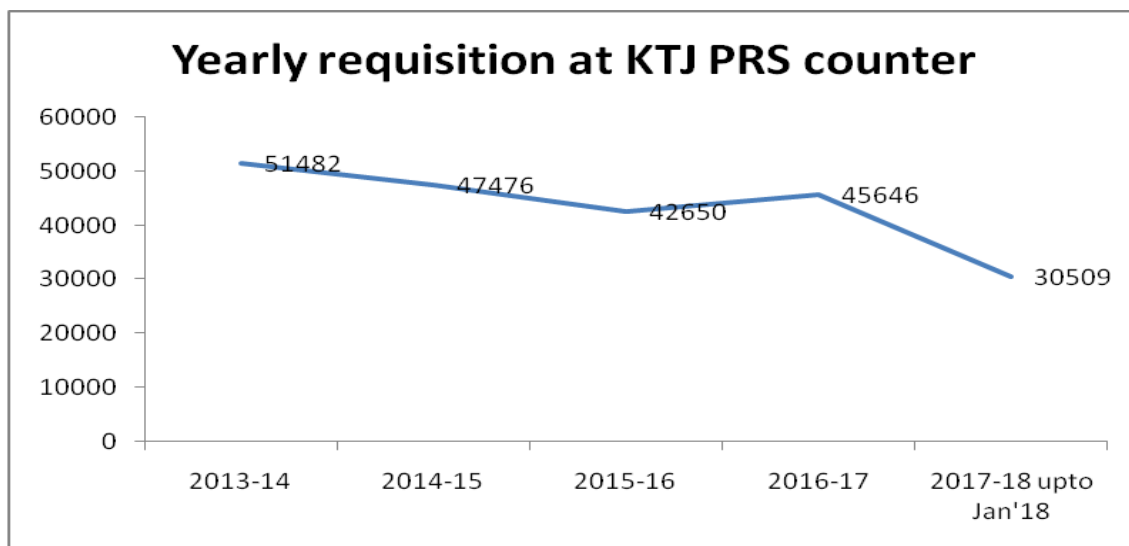
Work Point	Morning shift	Evening shift	General shift	Total
CRS			1	1
Charting and sorting & Receiving of letters, receive of all train papers, issue of duplicate tickets, store cash deposition etc.	1	1		2
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>

### 3.7.1.8 CTI/MLDT:

The trend of requisitions generated at different PRS counters under CTI/MLDT from 2013-14 to 2017-18 (up to Jan '18) is graphically represented below.







3.7.1.9 The above diagrams clearly indicate that there is no sign in increase in workload. Moreover, some PRS stations like NFK, DGLE, NILE & JMQ have a drastic downfall in workload. The operation of windows and deployment of ECRC is tabulated below.

Station	Counter operated			ECRC deployed
	Mon-Sat (08.00-14.00)	Mon-Sat (14.00-20.00)	Sunday (08.00-14.00)	
NFK	2	1	2	3
DGLE	1	nil	Closed	1
NILE	1	nil	Closed	1
JRLE	1	nil	Closed	1
JMQ	1	nil	Closed	1
KTJ	1	nil	Closed	1

3.7.1.10 To find out the actual requirement of no of windows at the above PRS centres, calculation has been made on the basis of requisitions dealt per shift per window at the above stations in 2016-17 as the complete yearly position on 2017-18 is not available.

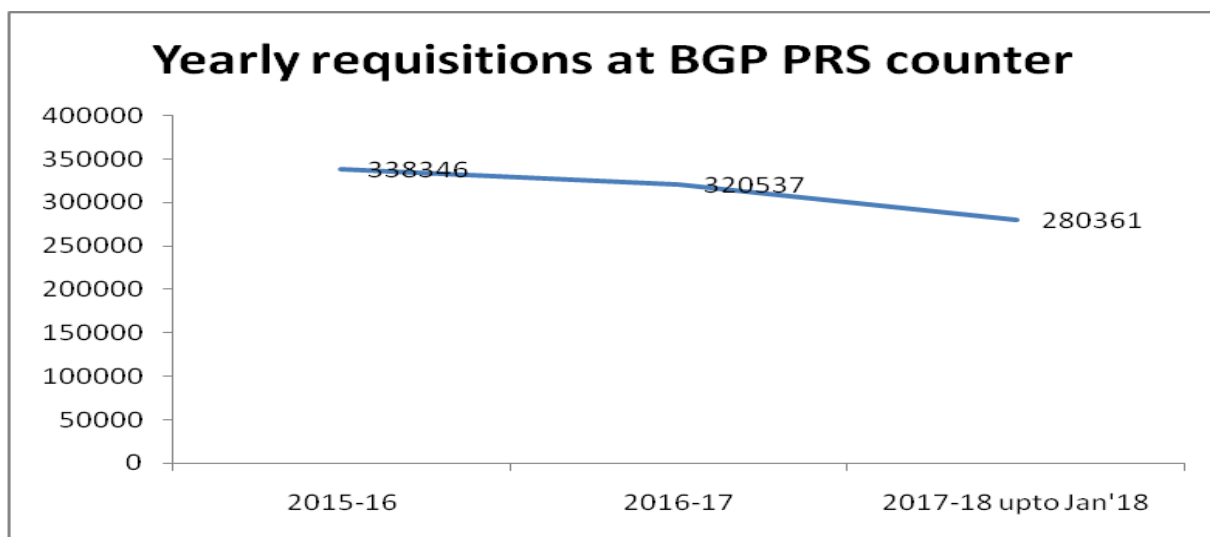
Station	2016-17	
	Total Requisitions dealt	Avg. Requisitions dealt/shift/window
NFK	72260	$72260/1040=69.5$
DGLE	27052	$27052/313=86.4$
NILE	22326	$22326/313=71.3$
JRLE	65046	$65046/313=207.8$
JMQ	32166	$32166/313=102.7$
KTJ	45646	$45646/313=145.8$

3.7.1.11 At NFK PRS counter, the average 70 requisitions are dealt (para 3.7.1.10) per shift per window. There are 3 windows (para 3.7.1.9) functioning at NFK. As per Rly. Board's letter no. 2010/TG-I/20/P/Counter dated 05.04.2018, PRS counters where the transactions are less than 100 per counter per shift, feasibility of reduction of counter should be explored.

Thus, the study team suggests to close one window in the morning shift as because 2 counters are sufficient enough to tackle the existing work load with the work load of 155/window.

### 3.7.2 CTI/BGP (coaching):

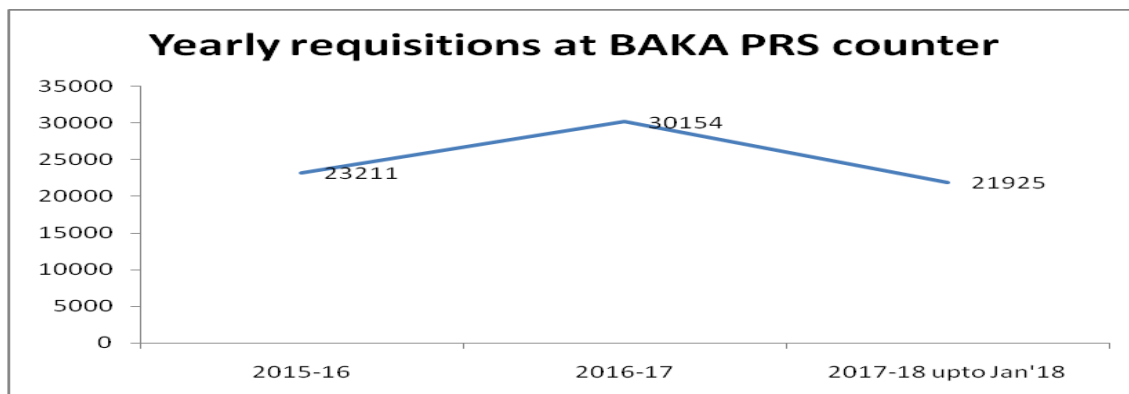
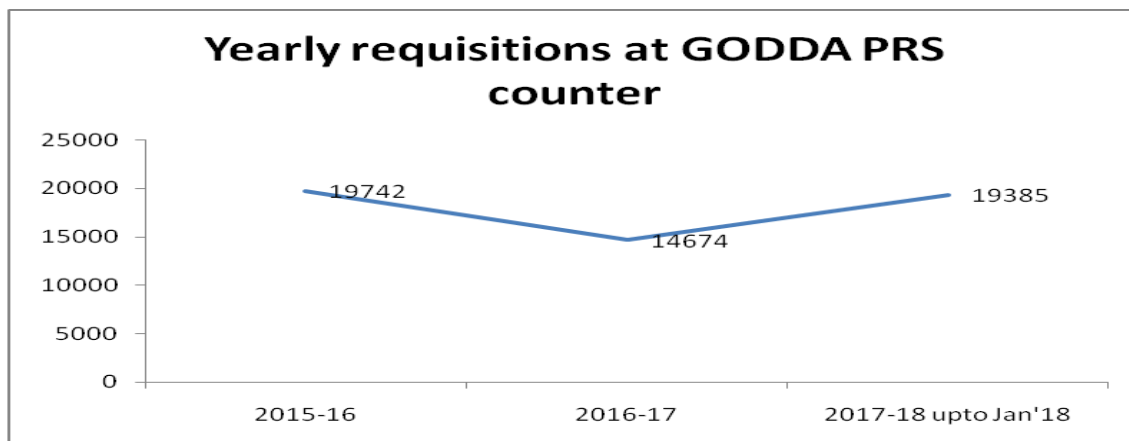
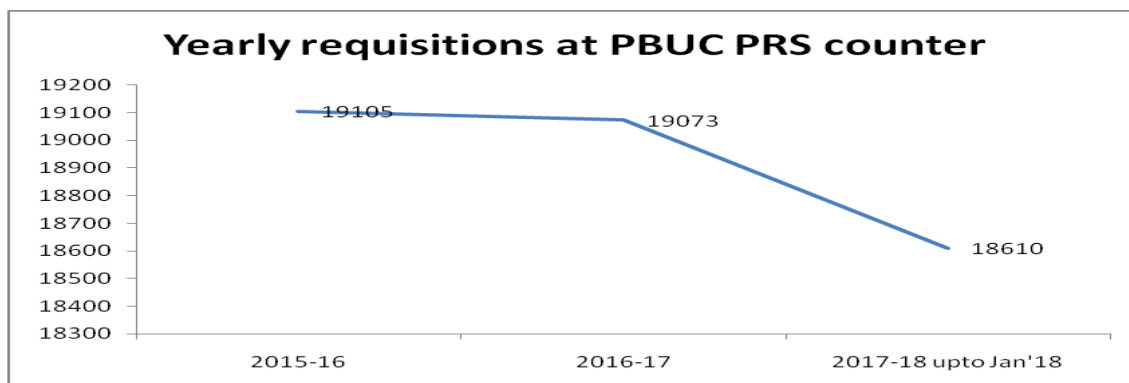
As per statistical data given by CTI/BGP, the year wise work load at the BGP PRS centres is given below:

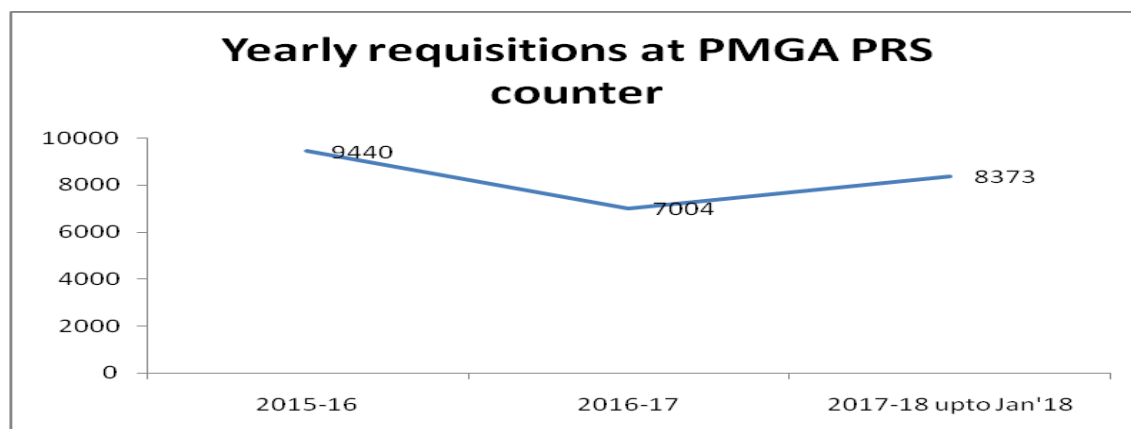


3.7.2.1 The details of counters operated at BGP PRS centre are given below-

Station	No of windows operated					Staff deployed	Remarks
	Advanced counter		EDR	Current booking (Mon-Sun)			
	Morning shift 08.00-14.00	Evening shift 14.00-20.00	10.00- 18.00	20.00-02.00	02.00-08.00		Only morning shift on Sunday
BGP	4	4	1	1	1	15	

3.7.2.2 The trend of requisitions generated at different PRS counters under CTI/BGP from 2015-16 to 2017-18 (up to Jan '18) is graphically represented below.





3.7.2.3 The details of counters operated at these PRS centre are given below.

Station	Counter operated		ECRC deployed	Remarks
	Morning Shift	Evening Shift		
PBUC	1	Nil	1	Sunday closed.
GODDA	1	Nil	1	Sunday closed.
BAKA	1	Nil	1	Sunday closed.
PMGA	1	Nil	1	Sunday closed.

3.7.2.4 To find out the actual requirement of no of windows at the above PRS centres, calculation has been made on the basis of requisitions dealt per shift per window at the above stations in 2016-17 as the complete yearly position on 2017-18 is not available.

Station	2016-17	
	Total Requisitions dealt	Avg. Requisitions dealt/shift/window
BGP	320537	$320537/2704=118.5 \approx 119$ (Excluding current booking).
SRO/PBUC	19073	$19073/313=60.9 \approx 61$
SRO/GODDA	14674	$14674/313=46.8 \approx 47$
BANKA	30154	$30154/313=96.3 \approx 96$
PMGA	7004	$7004/313=22.4 \approx 22$

3.7.2.5 At BGP PRS counter, the average 119 requisitions are dealt per shift per window. There are 8 windows (except EDR & Current Booking) functioning at BGP. Hence, total 952 transactions are done per day at BGP PRS station. As per study report a PRS staff can handle 135-150 transaction/window/shift. Hence, 7 counters will be



sufficient to tackle the existing workload at an avg. of 136 transactions/window. If 8 counters function at a time then there is a huge idle hours for 8 PRS staff.

Thus, the study team opines to close one window to minimize the idle hrs. at BGP PRS counter.

At PMGA PRS counter the work load i.e. the requisitions dealt per window is 22 which is far below the standard.

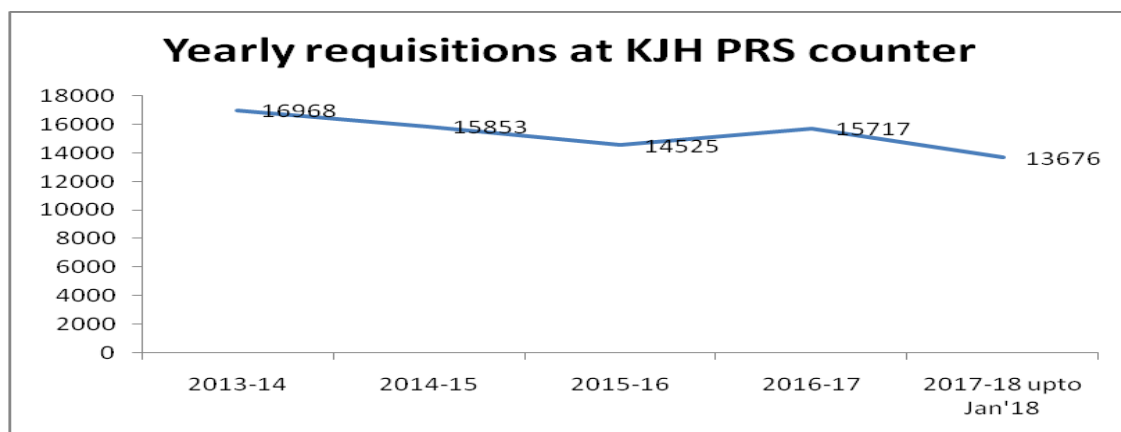
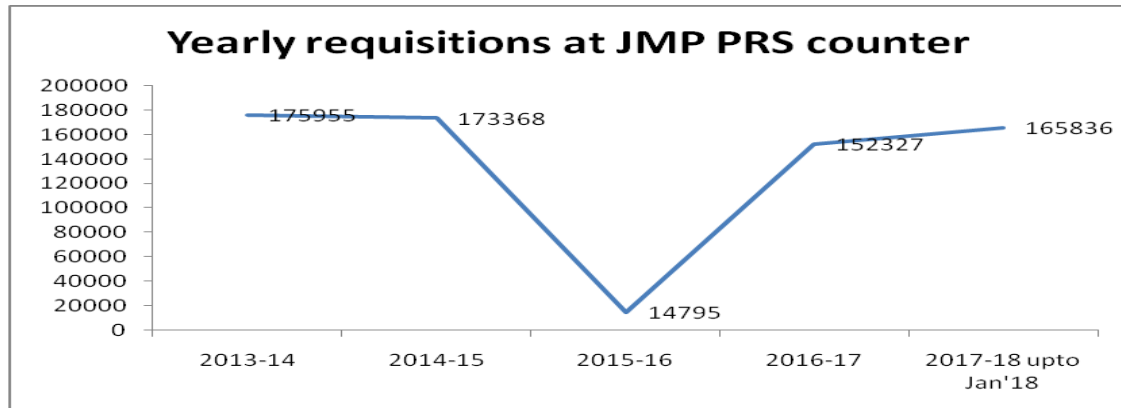
Thus the study team suggests to close the PMGA PRS counter and the other PRS stations should be continued as it is.

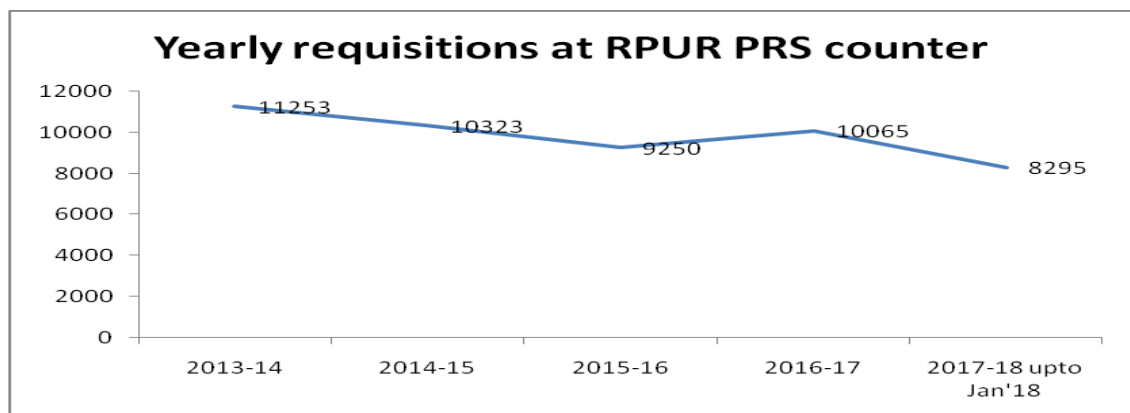
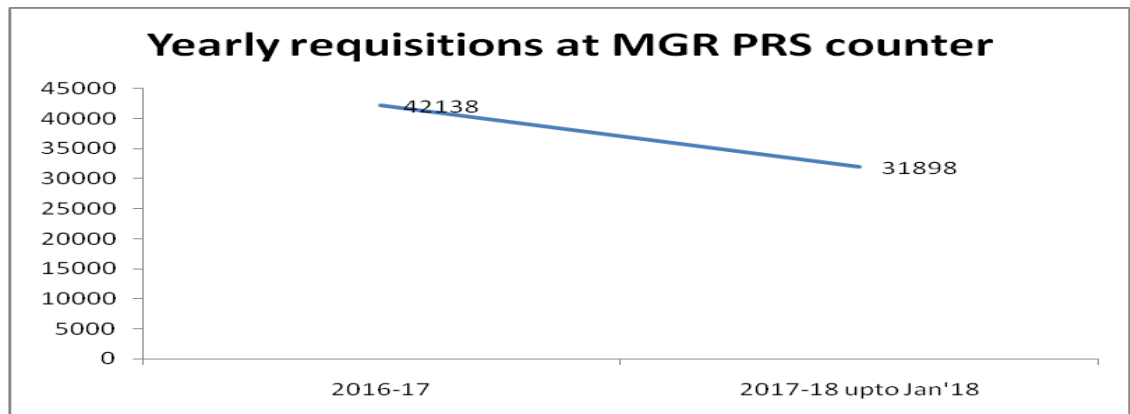
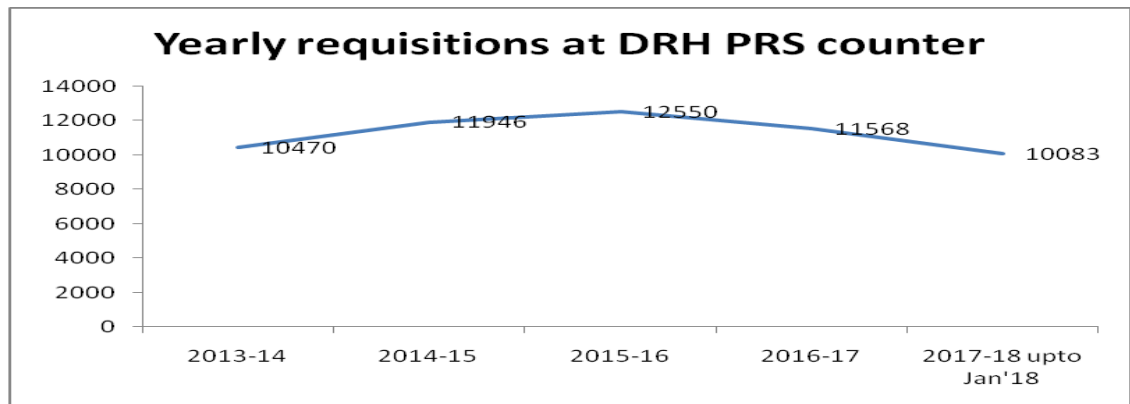
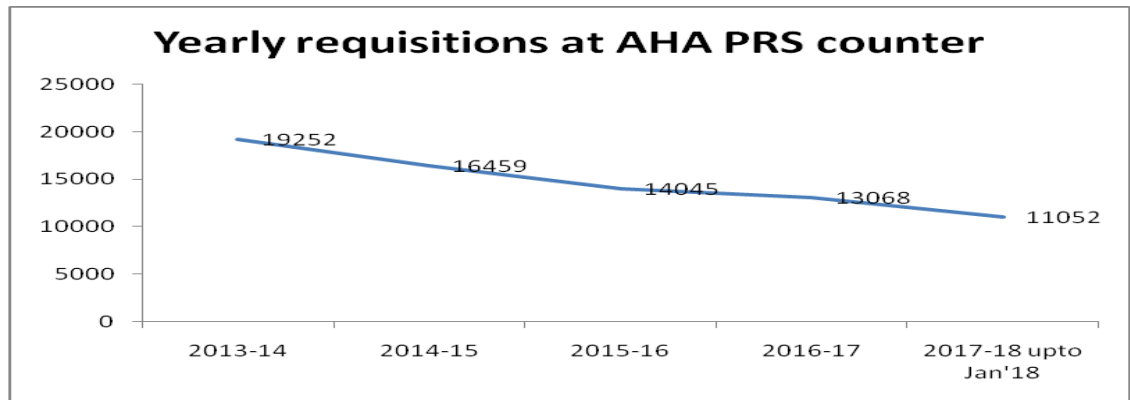
3.7.2.6 The supervisors required at BGP PRS centre for smooth functioning is as under.

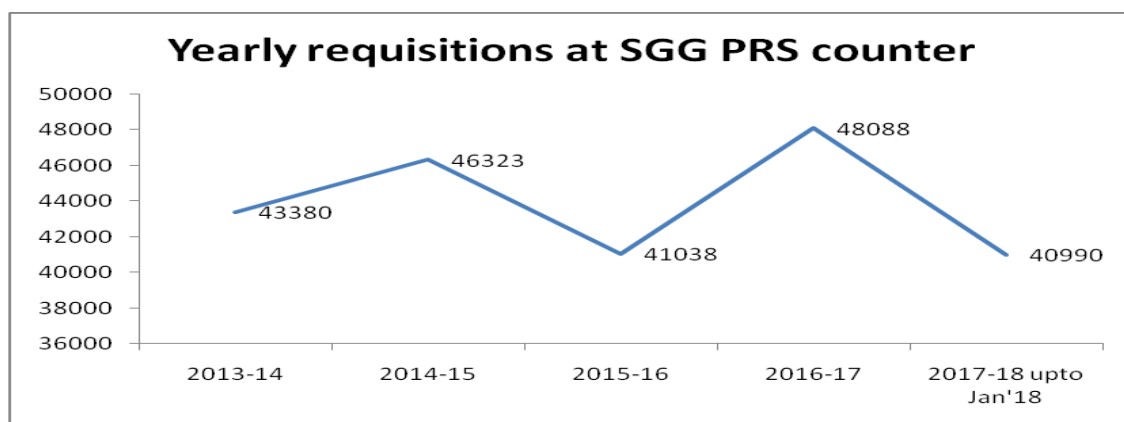
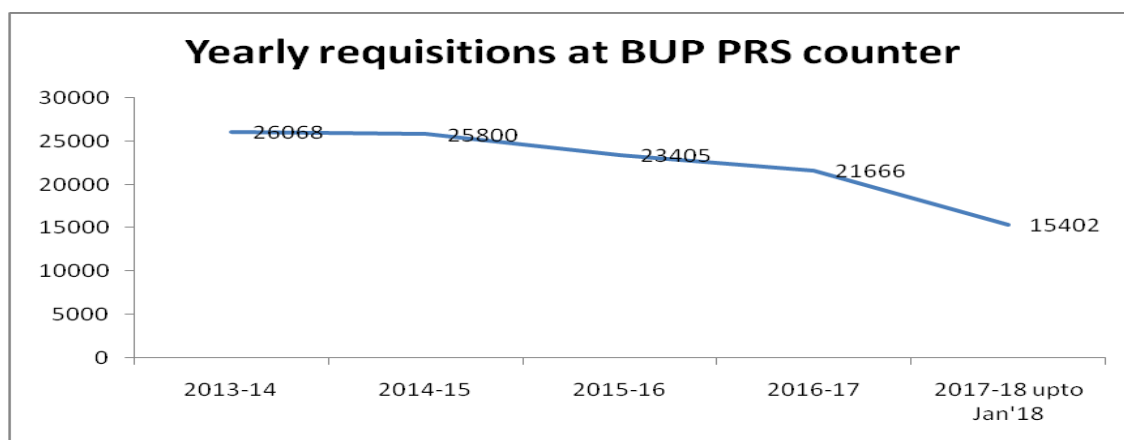
Work Point	Morning shift	Evening shift	General shift	Total
Charting and sorting:	1	1	0	2
CRS			1	1
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>

### 3.7.3 CTI/JMP:

3.7.3.1 As per statistical data given by CTI/JMP, trend of workload from 2013-14 to 2017-18 (Up to Jan'18) is graphically represented below-







3.7.3.2 The above figures indicate that there is no upward trend in workload in PRS counters except JMP & SGG. Some PRS stations have drastic fall in workload like AHA, MGR & BUP.

3.7.3.3 The details of counters operated at these PRS centre are given below.

Station	Counter operated			ECRC deployed
	Mon-Sat 08.00-14.00	Mon-Sat 14.00-20.00	Sunday (08.00-14.00)	
KJH	1	Nil	Nil	1
AHA	1	Nil	Nil	1
DRH	1	Nil	Nil	1
JMP	2	2	2	9
MGR	1	Nil	Nil	Staff deployed from JMP
RPUR	1	Nil	Nil	Staff deployed from JMP
BUP	1	Nil	Nil	1
SGG	1	1	Nil	2

3.7.3.4 To find out the actual requirement of no of windows at the above PRS centres, calculation has been made on the basis of requisitions dealt per shift per window at the above stations in 2016-17.

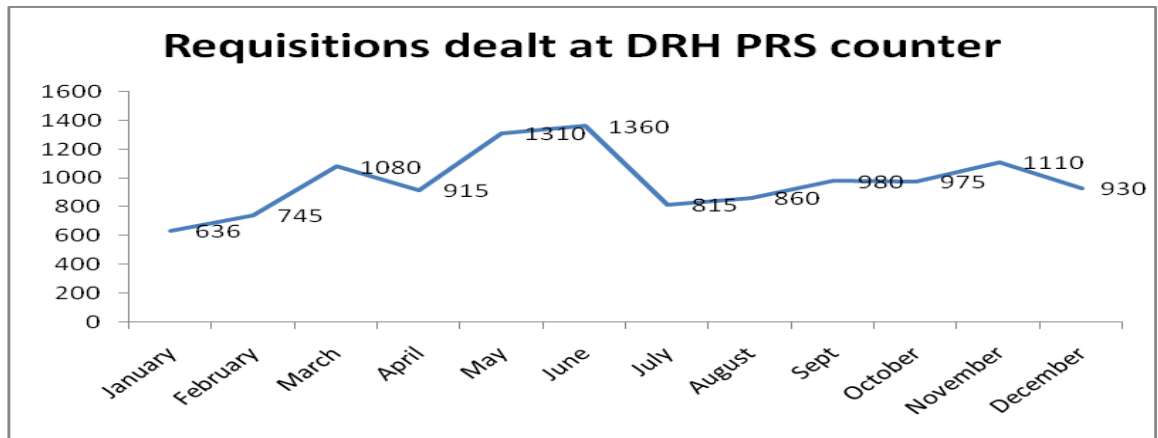
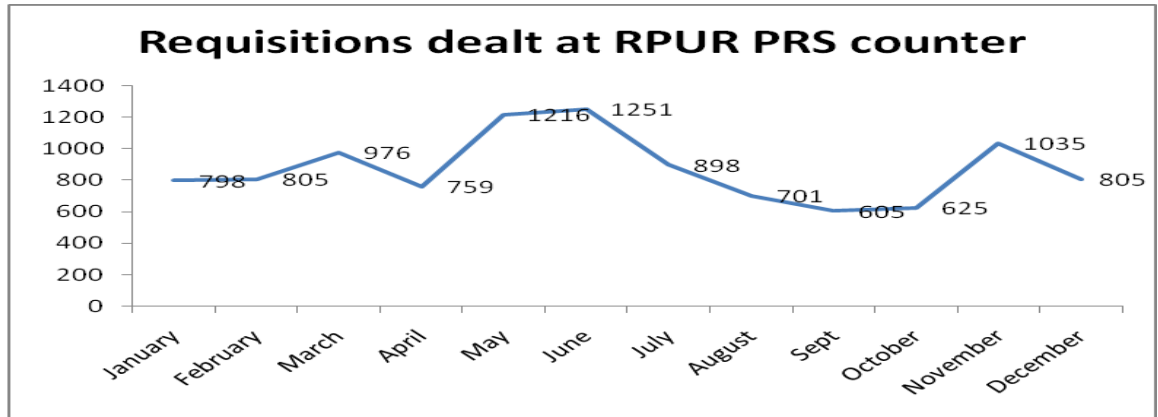
Station	2016-17	
	Total Requisitions dealt	Avg. Requisitions dealt/shift/window
KJH	15717	$15717/313 = 50.2$
AHA	13068	$13068/313 = 41.8$
DRH	11568	$11568/313 = 37$
JMP	152327	$152327/1304 = 116.8$
MGR	42138	$42138/313 = 134.6$
RPUR	10065	$10065/313 = 32.2$
BUP	21666	$21666/313 = 69.2$
SGG	48088	$48088/616 = 78$

At JMP PRS counter, the average 117 requisitions are dealt per shift per window. There are 4 windows functioning at JMP station. Hence, total 468 transactions are done per day at JMP PRS station. As per study report a PRS staff can handle 135-150 transaction/window/shift though as per Commercial Circular No. 23 of 2011 a single PRS window can handle 180 requisitions/shift. Hence, 3 counters will be sufficient to tackle the existing workload at an avg. of 156 transactions/window.

Similarly, at SGG PRS the average 78 requisitions are dealt per shift per window. There are 2 windows functioning at SGG station. Hence, total 156 transactions are done per day at SGG PRS station. One PRS counter is sufficient enough to tackle the avg. transaction of 156/shift.

Thus, the study team suggests to close 1 window each at JMP & SGG PRS stations.

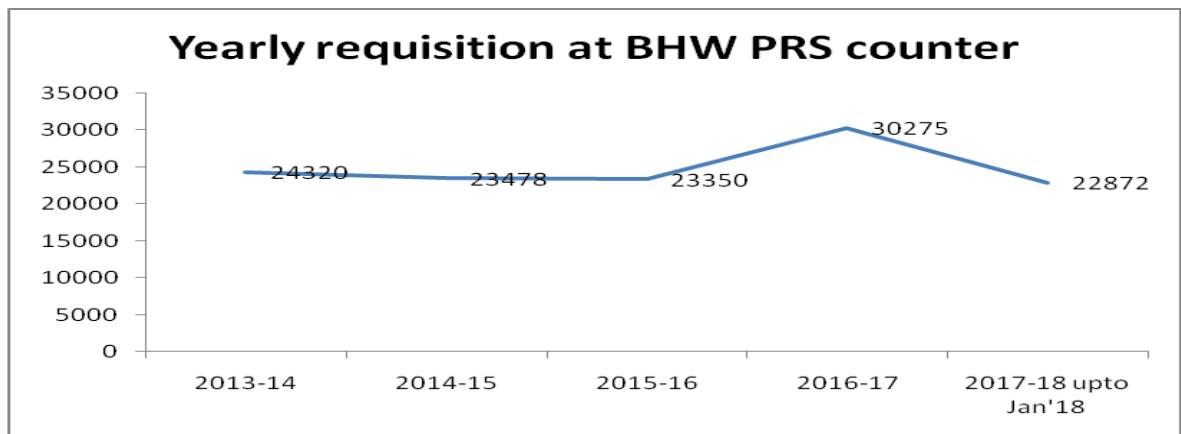
3.7.3.5 However, the work load i.e. no of requisitions dealt/Window at DRH & RPUR is 37 & 32 respectively which is far below the recommended work load. The study team has also collected the month wise work load from Jan'17 to December'17 of the above PRS stations. The graphical figure of work load of these two stations are given below-

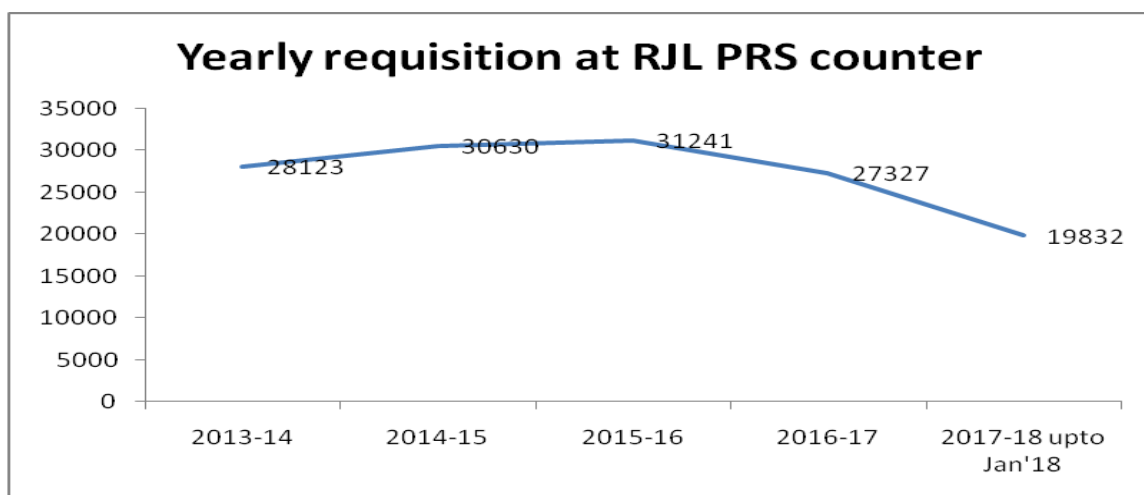
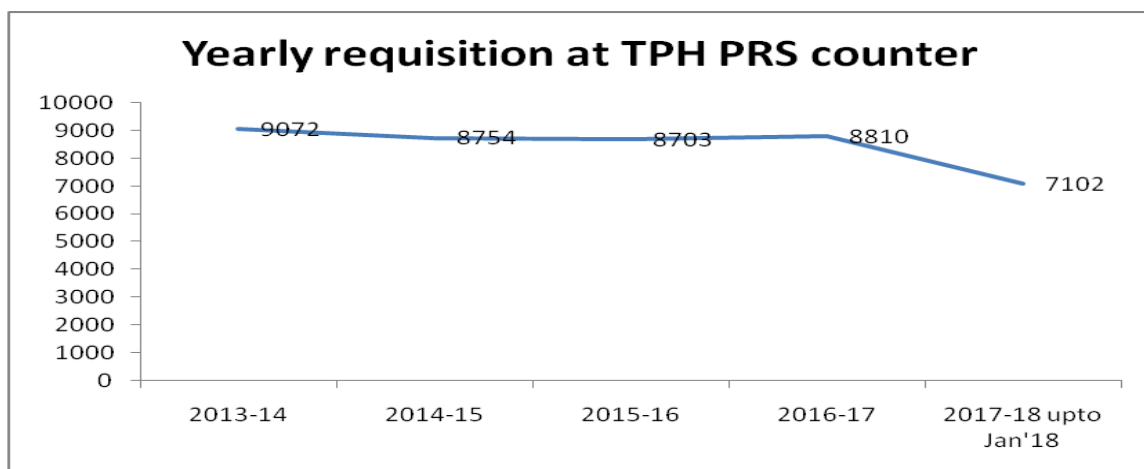


3.7.3.6 The above figure does not indicate any significant upward trend of work load at RPUR & DRH PRS counters. Thus the study team opines that, PRS counter at DRH & RPUR should be closed considering their existing work load. The other PRS counters should be continued as usual.

#### 3.7.4 CTI/BHW

As per statistical data given by CTI/BHW, trend of workload from 2013-14 to 2017-18 (Up to Jan'18) is graphically represented below-





3.7.4.1 The details of counters operated at these PRS centre are given below.

Station	Counter operated		ECRC deployed	Remarks
	Mon-Sat 08.00-14.00	Mon-Sat 14.00-20.00		
BHW	1	Nil	1	Sunday closed
RJL	1	Nil	1	Sunday closed
TPH	1	Nil	Nil	Sunday closed. Commercial clerk is deployed.

3.7.4.2 To find out the actual requirement of no of windows at the above PRS centres, calculation has been made on the basis of requisitions dealt per shift per window at the above stations in 2016-17.

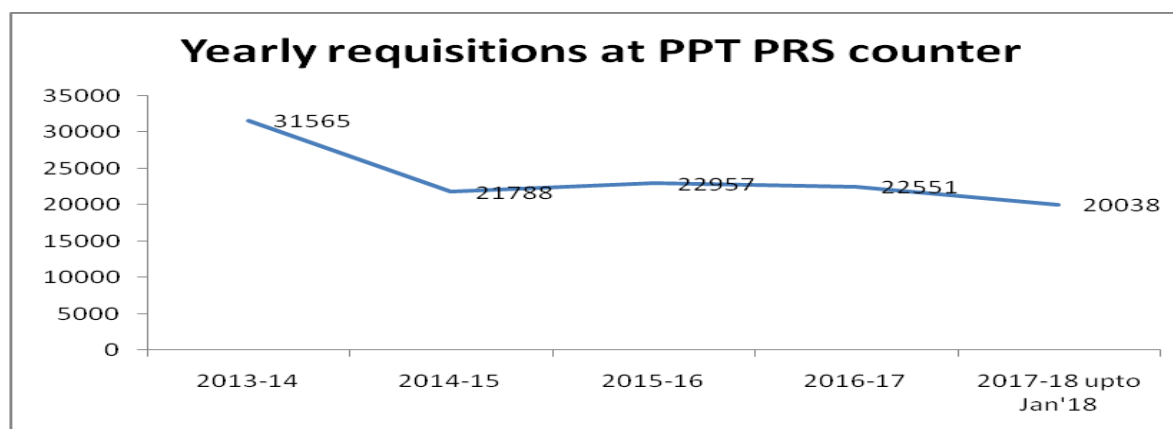
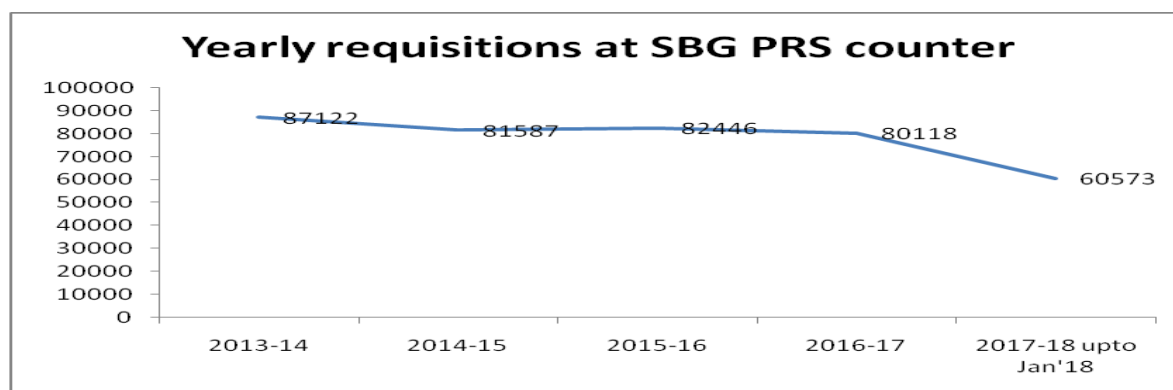
Station	2016-17	
	Total Requisitions dealt	Avg. Requisitions dealt/shift/window
BHW	30275	$30275/313 = 96.7$
TPH	8810	$8810/313 = 28.1$
RJL	27327	$27327/313 = 87$

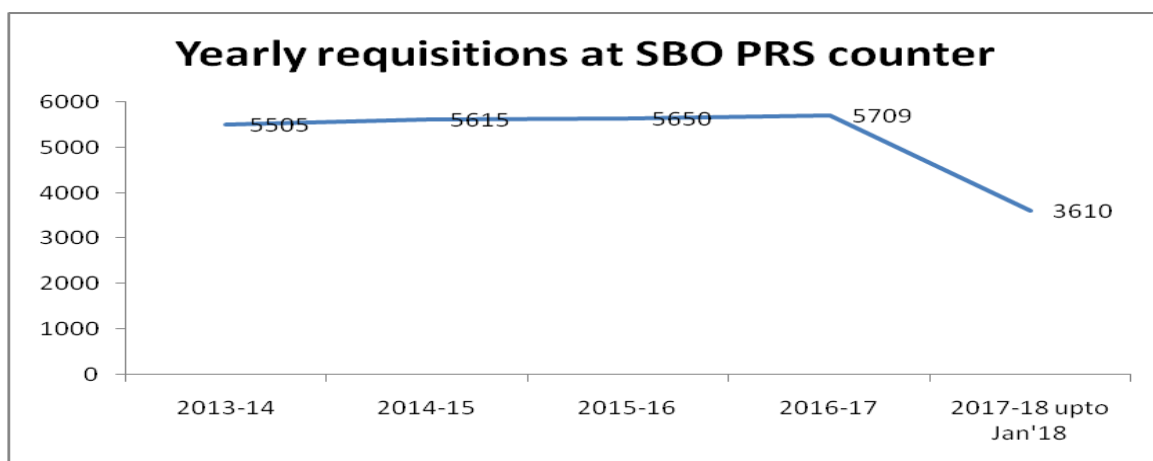
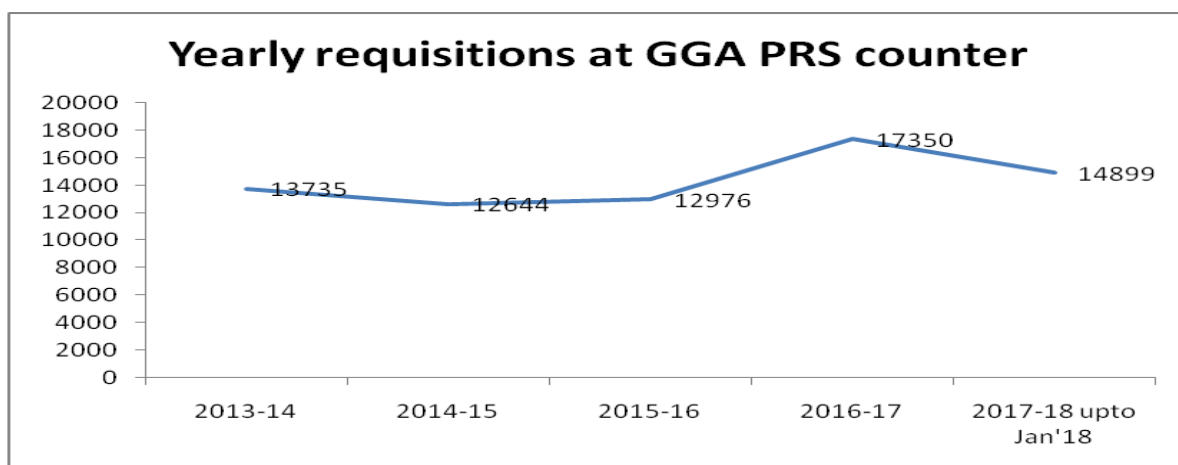
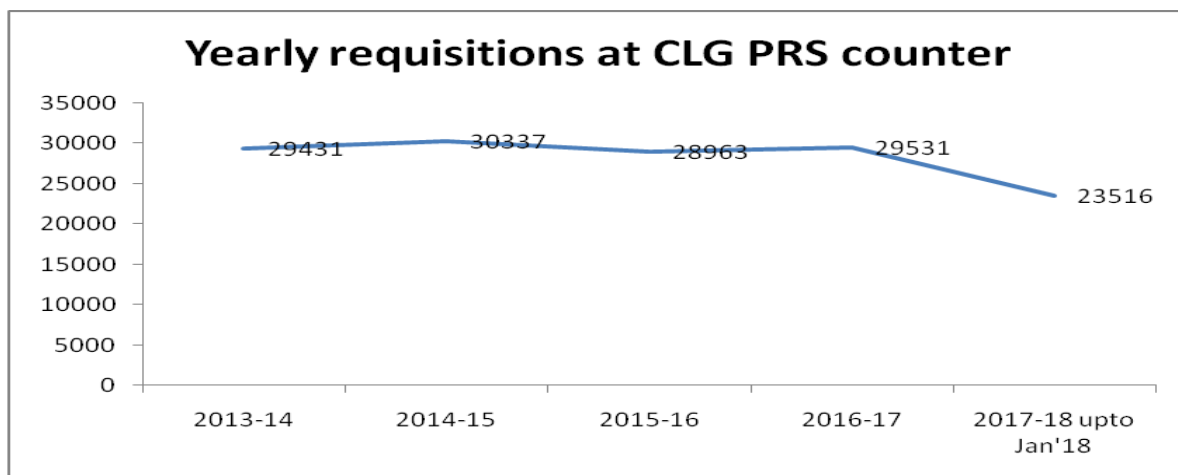
3.7.4.3 The above figures indicate that there is no uptrend in workload in any PRS counters; moreover there is drastic fall in work load in RJL PRS counters. However, the no of requisitions dealt in these PRS counters (para 3.7.4.2) justifies the continuation of these counters except TPH. The work load i.e. no of requisitions dealt at TPH is 28/counter/shift which is below normal.

Thus the study team suggests to close the PRS counter at TPH and the remaining PRS stations should be continued as usual.

### 3.7.5 CTI/BGP

As per statistical data given by CTI/BGP, trend of workload from 2013-14 to 2017-18(Up to Jan'18) is graphically represented below-





3.4.5.1 The details of counters operated at these PRS centre are given below.



Station	Counter operated			ECRC deployed	Remarks
	Mon-Sat 08.00- 14.00	Mon-Sat 14.00- 20.00	Sunday (08.00- 14.00)		
SBG	2	1	1	3	1 window opened in morning shift on Sunday.
PPT	1	Nil		1	Sunday closed
CLG	1	Nil		1	Sunday closed
GGA	1	Nil		Staff is deployed from Booking office.	Sunday closed. UTS cum PRS
SBO	1	Nil		Staff is deployed from Booking office.	Sunday closed

3.4.5.2 To find out the actual requirement of no of windows at the above PRS centres, calculation has been made on the basis of requisitions dealt per shift per window at the above stations in 2016-17 as the complete yearly position on 2017-18 is not available.

Station	2016-17	
	Total Requisitions dealt	Avg. Requisitions dealt/shift/window
SBG	82446	$82446/991 = 83.2$
PPT	22957	$22957/313 = 73.3$
CLG	28963	$28963/313 = 92.5$
GGA	12976	$12976/313 = 41.4$
SBO	5650	$5650/313 = 18$

3.4.5.3 From the above table, the requisitions dealt/counter at SBO station is 18 which is far below the yard stick. There is no trend in increase in work load in the above diagram also.

Further, the avg. requisitions dealt at SBG PRS counter are 250/day by all 03 counters. The study team opines that 02 counters will be sufficient to tackle the existing work load of 125 requisitions/window. Hence, one counter at SBG PRS station should be closed.

Thus, the study team suggests that the PRS counter at SBO should be closed as there is no such work load to be continued. The other PRS counters should be continued as their workload as tabulated above is sufficient enough to justify it.

3.4.6 Summarizing the above recommendations, the need based requirement of PRS counter in MLDT division is tabulated below.

Sl. No.	PRS Station	No of counter	Avg. Transactions/ Counter	Proposed requirement of counter	Remarks
1	MLDT	6	159	6	In addition 1 current booking & 1 EDR counter is there.
2	MLCB	3	97	2	Para 3.7.1.6
3	NFK	3	70	2	Para 3.7.1.11
4	DGLE	1	87	1	
5	NILE	1	71	1	
6	JRLE	1	208	1	
7	JMQ	1	103	1	
8	KTJ	1	146	1	
9	BGP	8	119	7	Para 3.7.2.5. In addition 1 current booking & 1 EDR counter is there.
10	PBUC	1	61	1	
11	GODDA	1	47	1	
12	BAKA	1	96	1	
13	PMGA	1	22	0	Proposed to close the window. Para 3.7.2.5
14	KJH	1	50	1	
15	AHA	1	42	1	
16	DRH	1	37	0	Proposed to close the window. Para 3.7.3.6
17	JMP	4	117	3	Para 3.7.3.4
18	MGR	1	135	1	
19	RPUR	1	32	0	Proposed to close the window. Para 3.7.3.6
20	BUP	1	69	1	
21	SGG	2	78	1	Para 3.7.3.4
22	BHW	1	97	1	
23	TPH	1	28	0	Proposed to close the window. Para 3.7.4.3
24	RJL	1	87	1	
25	SBG	3	83	2	Para 3.4.5.3
26	PPT	1	73	1	
27	CLG	1	93	1	
28	GGA	1	41	1	
29	SBO	1	18	0	Proposed to close the window. Para 3.4.5.3
TOTAL		51		40	In addition 2 current booking & 2 EDR counter is provided at MLDt & BGP.

3.4.6.1 Hence, proposed requirement of ECRC for manning above PRS counters is tabulated below.

SECTION	Station	Proposed counter to be operated					Proposed staff to be required					Remarks
		Morning (08.00-14.00 )	Evening (14.00-20.00)	Current booking	EDR (10.00-18.00)	TOTAL	For counters	RS	Total	LR+RG	TOTAL	
CTI/MLDT	MLDT	3	3	1	1	8	8	3	14	3+1		
	MLCB	1	1			2	2					
	NFK	1	1			2	2					
	DGLE	1				1	1					
	NILE	1				1	1					
	JRLE	1				1	1					
	JMQ	1				1	1					
	KTJ	1				1	1					
	<b>Sub Total</b>					<b>17</b>	<b>17</b>	<b>3</b>	<b>20</b>	<b>4</b>	<b>24</b>	
CTI/BGP (Coaching)	BGP	4	3	1	1	9	9	3	13	2+1		
	PBUC	1				1	1		1			
	GODDA	1				1	1		1			
	BAKA	1				1	1		1			
	PMGA	Nil				Nil	Nil		Nil			22 req/day
	<b>Sub Total</b>					<b>12</b>	<b>12</b>	<b>3</b>	<b>15</b>	<b>3</b>	<b>18</b>	
CTI/JMP	KJH	1				1	1		1	1+1		
	AHA	1				1	1		1			
	DRH	Nil				nil						37 req/day
	JMP	2	1			3	3		3			
	MGR	1				1	1		1			
	RPUR	Nil				nil						32 req/day
	BUP	1				1	1		1			
	SGG	1				1	1		1			
	<b>Sub Total</b>					<b>8</b>	<b>8</b>		<b>8</b>	<b>2</b>	<b>10</b>	
CTI/BHW	BHW	1				1	1		1			
	RJL	1				1	1		1			
	TPH	Nil				Nil	Nil		Nil			28 req/day
	<b>Sub Total</b>					<b>2</b>	<b>2</b>		<b>2</b>		<b>2</b>	
CTI/BGP	SBG	1	1			2	2		2	1+1		
	PPT	1				1	1		1			
	CLG	1				1	1		1			
	GGA	1				1	1		1			
	SBO	Nil				Nil	Nil		Nil			18 req/day
	<b>Sub Total</b>					<b>5</b>	<b>5</b>		<b>5</b>	<b>2</b>	<b>7</b>	
<b>TOTAL</b>						<b>44</b>	<b>44</b>	<b>6</b>	<b>50</b>	<b>11</b>	<b>61</b>	

3.4.6.1 Summarizing the above table, the actual requirement of PRS staff in MLDT division for smooth functioning of existing PRS counters are as follows-

Existing			Proposed requirement	Proposed surplus from sanctioned strength
Sanctioned strength	MOR	Vacancy		
75	66	9	61	14

#### 3.4.6.2 **RECOMMENDATION:**

From the above facts and figures, the study team recommends that 61 PRS staff (including supervisors) is required as a need based requirement for smooth functioning of the existing PRS counters in Maldah division. Hence, 14 posts (75-61) are required to be made surplus from the existing sanctioned strength and thus revised sanctioned strength of PRS wing in MLDT division will be 61 instead of 75.

## CHAPTER-IV

**4.0 FINANCIAL APPRAISAL:**

4.1 According to recommendation made in para-3.4.6.2 the financial savings achieved on account of surrendering of 14 posts of Commercial staff (ECRC) is calculated based on lower Grade pay.

LEVEL	G.P	PAY	MEAN PAY	D.A	NO OF POSTS	MONEY VALUE	
				5%		MONTHLY	PER ANNUM
5	2800	29200-92300	60750	3038	14	893032	10716384

Thus, consequent upon implementation of recommendation, **the annual savings would be Rs 10716384 = Rs.107.16 lakhs.**