

Central Railway

REVIEW of Coaching Porters over Mumbai Division

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Synopsis of the Study

Study Number	: WSCR/Comml/BB/1/18-19
Name of Study	: Review of Coaching Porters over Mumbai Division.
Approved by	: AGM
Department	: Commercial
Division	: Mumbai
Date of Commencement	: 25/07/2018
Date of Completion	: 30/08/2018
Date of Submission	: 26/09/2018
No. of Recommendations	: 03
Sanctioned Strength	: 179
No. of Men studied	: 138
No. of vacancies	: 41
No. of posts identified surplus	: 85
Financial Implication(Tentative)	: Rs. 4,16,36,910/-

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Acknowledgement

The work-study teams expresses its gratitude towards nominated supervisors whose guidance provided a successful conclusion to this study.

The team is very thankful to all the staff for their useful guidance rendered to the work-study team for the “Review of Coaching Porters over Mumbai Division”

Authority And Term of Reference

Work study on “Review of Coaching Porters over Mumbai Division” has been approved by AGM as a programmed Work Study with No. WSCR/COMML/BB/01/18-19.

The term of reference for the given work-study is “Review of Coaching Porters over Mumbai Division.”

Methodology

The work study “Review of Coaching Porter staff over Mumbai Division” covers Porters deployed at various Booking offices of Mumbai Division.

The work-study team has adopted the following technique to complete the study,

- Collection of Basic Data regarding sanctioned strength and deployment.
- Assessment of workload at depots.
- Discussion in details with coordinating officer / Supervisor / Staff.
- Critical analysis of the data collected.
- Making recommendations for need based staff in the present context.
- Working out financial implications involved in saving as a result of surplus staff.

Summary of Recommendations

Sr. No.	Recommendations	Page No.
1	Recommendation No.01: It is recommended that 85 posts of Coaching Porters of Mumbai division identified surplus needs to be surrendered.	16
2	Recommendation No.02: The present system of distribution of ticket roll stock may be reviewed for direct supply of ticket roll stock to all stations instead of nodal depots.	
3	Recommendation No.03: The repair/refilling of hardware equipments also needs to be reviewed for optimum utilisation of manpower.	

Chapter I	Introduction
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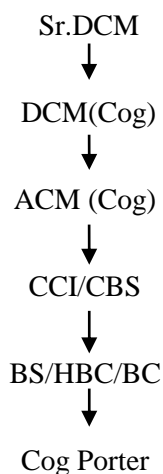
Central Railway operates one of the largest suburban networks in the World, serving 73 stations carrying 3.0 million commuters every day on 1198 trains in Mumbai. It is often called as the lifeline of Mumbai Metropolis.

Mumbai CR railway division is one of the five railway divisions under Central Railway zone of Indian Railways. This railway division was formed on 1853 and its headquarter is located at Mumbai CSMT having total length of 564.73 track KM.

The Mumbai Suburban System of Central Railway extends from CST to KYN (Chhatrapati Shivaji Terminus to Kalyan) 54 Kms, where it bifurcates in to 2 directions, one to Kasara and another to Karjat/Khopoli. It also comprises Harbour Line from CSMT to PNVL and Trans harbour Line from TNA to VSH and PNVL.

Unreserved tickets, for short distance or unplanned travels, may be purchased at stations at any time before departure, and such ticket holders may only board the general compartments. Suburban networks issue unreserved tickets valid for a limited time or season passes with unlimited travel between two stops for a period of time. Commuters can purchase tickets and season passes at stations or through UTS mobile apps.

2.0. Organization set up of Commercial Staff over Mumbai Division



2.1. Brief Introduction of Mumbai division

Mumbai division is one of the five railway divisions under this railway division was formed on 1853 and it's headquarter is located at Mumbai CST in the state of Maharashtra of India.

Mumbai division is having total 102 stations categorized in the following Categories based on their Average Annual Income, as below:

Sr. No.	Category of Station	No. of Stations
1	A1: More than 50 Cr.	5
2	A: More than 6 Cr less than 50 Cr.	2
3	B: More than 3 Cr less than 6 Cr, and stations of tourist importance.	2
4	C: All Suburban Stations	71
5	D: More than 1 Cr less than 3 Cr.	2
6	E: Less than 1 Cr.	11
7	F: Flag stations no passenger trains stops/passes	9
Total		102

Out of these stations nearly 90 stations have been provided with UTS connectivity along with ATVM & POS Machines, and 12 manual Ticket booking Stations including Kelavli, Dolavli, Lowjee in 'C' Category , Chowk & Mohope in 'E' category & Rasayani, Hamrapur, Navre Road, Kasu, Juichandra, Nidhi & Chikhle in 'F' category . Moreover 05 stations have been installed with ATVM Mobile Ticketing Kiosk & CoTVM's at 48 suburban stations.

Coaching porters are deputed in nearly all stations along with other Booking office Staff, these porters are meant for assisting Booking office staff for activities like maintain cleanliness in Booking office area, bringing of UTS/ATVM Roll from Nearby Nodal depots and printer ribbons and other hardware equipments from CCM (PM) CSMT's office, assist CBS in distributing UTS ticket stock/roll to booking counter clerks & other miscellaneous activities.

2.2. The duty list of coaching porters as provided from Commercial Branch of Mumbai Division is as below:

1. Collection of ticket rolls from nominated depots/ stations & distribution on ticket counters.
2. Providing first aid and other required assistance to injured passengers, escorting them up to hospital along with security personnel.
3. Changing of tickets rolls in ATVMs under supervision by CBS
4. Cleanliness of Booking Offices.
5. Submission various reports including PCDO, MCDO, Balance Sheet etc. to DRM (C) office.
6. Refilling of Printer ribbons on every alternate day at CCM(PM) office at CSMT
7. Repairing of UTS Hardware equipments including keyboards, dumb terminals, thin client, Terminal Servers etc. at CCM (PM) office.
8. Stitching of Daily Train Cash (DTC) Book and other records.
9. Binding & keeping the records in proper manner as per instructions by CBS.
10. Attending casualties if any at station.
11. Look after the operations of indicators, in absence of Announcers/ Indicator Operators.
12. Daily cleaning of UTS Monitors, Printers and other equipments.
13. Sealing of Cash Bags.
14. Any other works assigned by CBS/ CNC.

To carry out above activities coaching porters are deputed in Booking offices of Mumbai Division.

2.3. The sanctioned strength, Man on Roll and Vacancy Position of Coaching Porters in Mumbai Division is as below:

Sr.No.	Category	SS	MOR	VAC
1	Coaching Porters	179	138	41

2.4. Present deployment of coaching porter Staff in Mumbai division is given in ensuing table.

Sr.	Station	MOR	Utilisation of Available Cog/Porters
1	CSMT (Nodal Depot) For KCE,MSD,KJT,KHPI,KSRA, IGP	12	03 Cog/Porters in DRM office, 04 CBS Cash, 01 in STOCK, 01 in Returns Sec, 01 for Office Work, 01 Long Absent, 01 Long Sick.
2	MSD	1	for Stock & Miscellaneous office Work
3	SNRD	1	for Stock & Miscellaneous office Work
4	BY	4	02 Sports Persons, 01 Office work, 01 PRS
5	CHG	2	01 Sportperson,01 for Stock & Office Work
6	CRD	1	for Stock & Miscellaneous office Work
7	PR	1	for Stock & Miscellaneous office Work
8	DR (Nodal Depot) For stations between SION-SNRD	6	01 Sport persons, 01 in Returns Sec, 01 attached to SCI/DR, 01 CBS Cash(Night shift), 02 for Stock & Office Work
9	MTN	2	01 Sport person & 01 for Office Work
10	SION	1	for Stock & Miscellaneous office Work
11	CLA (Nodal Depot) for stations between CLA-KJRD ,LTT-DKRD	6	02 Sports Person, 01 Cultural, 01 with CCI/CLA, 02 for Stock
12	LTT	5	03 Cog/Porters in PRS, 01 Office Work,01 with CBS Cash
13	VVH	1	for Stock & Miscellaneous office Work
14	GC	3	01 Sport persons, 01 for Stock & 01 for Office Work
15	VK	1	for Stock & Miscellaneous office Work
16	BND	2	01 Cog, 01 PRS
17	KJRD	1	for Stock & Miscellaneous office Work
18	NHU	1	for Stock & Miscellaneous office Work
19	MLND	4	01 in Stock & 01 for Office Work, 02 PRS
20	TNA (Nodal Depot) for stations between BND-TNA-THK,AIRL-GHN, BIRD- KARD	9	03 Cog/Porters in Parcel , 01 in Stock and 01 with CBS cash, 01 I/O at CSMT, 03 in PRS
21	KLWA	1	for Stock & Miscellaneous office Work
22	MBQ	1	for Stock & Miscellaneous office Work
23	DIVA	1	for Stock & Miscellaneous office Work
24	BIRD	1	for Stock & Miscellaneous office Work
25	KOPR	1	for Stock & Miscellaneous office Work
26	DI	6	02 for Stock,01 with CBS/Cash & 01 Office Work, 02 PRS
27	THK	1	for Stock & Miscellaneous office Work
28	KYN (Nodal Depot) for Stations between KE-KYN-BVS, DI-BIRD	11	01 for Office work, 01 with CBS/Cash, 02 for Stock, 03 PRS,02 WRA, 01 I/O,01 with CCI/KYN
29	VLDI	1	for Stock & Miscellaneous office Work
30	ULNR	2	01 Cog, 01 PRS
31	ABH	2	01 Cog, 01 PRS

32	BUD	1	for Stock & Miscellaneous office Work
33	VGI	1	for Stock & Miscellaneous office Work
34	SHELU	1	for Stock & Miscellaneous office Work
35	NRL	1	for Stock & Miscellaneous office Work
36	MAE	0	--
37	KHPI	0	--
38	LNL	1	for Stock & Miscellaneous office Work
39	SHD	2	01 Sport person & 01 for Office Work
40	TLA	1	for Stock & Miscellaneous office Work
41	KDV	0	--
42	VSD	1	for Stock & Miscellaneous office Work
43	ASO	1	for Stock & Miscellaneous office Work
44	KSRA	2	for Stock & Office Work
45	DKRD	1	for Stock & Miscellaneous office Work
46	RRD	1	for Stock & Miscellaneous office Work
47	CTGN	1	for Stock & Miscellaneous office Work
48	SVE	1	for Stock & Miscellaneous office Work
49	VLDI	1	for Stock & Miscellaneous office Work
50	GTBN	1	for Stock & Miscellaneous office Work
51	CHF	2	01 as P/man 01 for Stock & Office Work
52	TKNG	1	for Stock & Miscellaneous office Work
53	CMBR	2	01 Office Work & 01 in PRS
54	GVI	2	01 STOCK 01 OFFICE
55	MNKD	1	for Stock & Miscellaneous office Work
56	VSH	1	for Stock & Miscellaneous office Work
57	SNCR	1	for Stock & Miscellaneous office Work
58	JNJ	1	for Stock & Miscellaneous office Work
59	NEU (Nodal Depot) for stations between KNDS-TKNG,TUH-KPHN	1	for Stock & Miscellaneous office Work
60	SWDV	1	for Stock & Miscellaneous office Work
61	BEPR	1	for Stock & Miscellaneous office Work
62	KHAG	1	for Stock & Miscellaneous office Work
63	MANR	1	for Stock & Miscellaneous office Work
64	KNDS	1	for Stock & Miscellaneous office Work
65	PNVL (Nodal Depot) for Stations between NILJ-ROHA	5	01 with CCI/PNVL,02 in Booking office(01 for Stock & 01 for Misc Work) 02 in PRS
66	AIRL	1	for Stock & Miscellaneous office Work
67	RABALE	1	for Stock & Miscellaneous office Work
68	GHN	1	for Stock & Miscellaneous office Work
69	KPHN	1	for Stock & Miscellaneous office Work
70	TUH	1	for Stock & Miscellaneous office Work
Total		138	

Observation:

From the table above, the actual deployment of coaching porter staff has been taken as furnished by the depot in charges of various booking offices, it is observed that 07 booking offices are nominated as Nodal Depots with certain number of stations in their jurisdiction for Stocking of UTS/PRS/ATVM rolls, which is received directly from AMM/Byculla on daily consumption basis & these depots has to issue the ticket stock to the stations in their jurisdiction as per their requirement.

It is also observed that there are some coaching porters which are recruited against sports/Cultural quota, some porters are deputed in other offices including DRM office, with Chief Commercial Inspectors, working as Indicator operators, waiting room attendants & in Reservation offices etc.

During discussion with booking supervisors it is revealed that coaching porters are being utilised for miscellaneous activities like general cleanliness of booking office equipments, correspondence work including submission of monthly reports and balance sheets, carrying refilled printer ribbons & other hardware equipments including printers, terminal, keyboards, thin client etc. for repair and repaired form CCM(PM) office CSMT, they are also required to carry boxes of UTS/ATVM ticket roll from Nodal depots which is very frequent activity.

Work study team during the course of conducting Work Study, visited various Booking offices and tried to derive the workload available for coaching porters, in the present scenario, where the working pattern of Booking offices has drastically changed after introduction of various modern technologies in unreserved ticketing system.

In the earlier 1990's tickets were issued manually. Every station had to stock tickets for every possible destination, combined with every class of travel, every type of train service, route and concession, stations were required to stock ten to twenty months requirement of tickets, depending on their consumption patterns. This meant that busy stations had to stock millions of tickets and keenly protect them from termites, rodents, leaky roofs etc. because each PCT had a monetary value.

At important junction stations, the number of types of tickets to be sold became so high that one counter could not possibly handle tickets for all destinations. The system also required elaborate accountal processes which not only resulted in the creation of large back office staff but also required more paper work and huge record maintenance and which made it inevitable to deploy coaching porters to assist booking office staff in collection of PCT stock, upkeepment and ensuring protection of the same from termites, rodents and moisture etc. In all these activities coaching porters were playing an important assisting role with other Booking office staff.

But after introduction of SPTM, CVM and gradually to latest technology of UTS, ATVM and CoTVM's which has shrunk down the size of booking offices with its allied workload leading to less stock maintenance, the accountal has also become more specific and paperless. Moreover the cash transaction of booking offices has also brought to limit by direct cash collection by banks.

The coaching porter staff is presently utilised in activities like cleaning of booking office, collection of ticket rolls from nominated depots, getting Printer ribbons refilled from CCM (PM) office, and attend replacement and repair of UTS Hardware equipments including keyboards, dumb terminals, thin client, Terminal Servers etc. at CCM (PM) office, submission of various reports including PCDO, MCDO, Balance Sheet etc. to DRM (C) office, assisting CBS/Cash & returns in some booking offices. However quantum of workload and frequency of activities carried out by coaching porter staff has become less frequent.

It is also observed by the Work Study Team that the cadre of coaching porters is operated and functional only in Mumbai division of Central Railways. In other divisions and Railways a unified cadre of Commercial Porters are utilised in parcel, coaching & other commercial activities. Further, the activity of parcel handling has already been outsourced in some of the divisions of this Railway.

Work study team while analysing the workload of coaching porters, following facts were revealed.

1. Requirement of ticket roll stock including UTS/PRS/ATVM Rolls etc. is fulfilled by AMM/Byculla which is directly supplied to the 07 Nodal depots at CSMT, DR, CLA, TNA, KYN, NEU & PNVL nominated by Commercial Department. Contract vehicle along with Staff of AMM/BY is utilised to deliver the Ticket Roll Boxes at the door step of these depots regularly on daily consumption basis.
2. The refilling of printer ribbon and repair/replacement of other hardware equipment is done at CCM (PM) office at CSMT. The work of repair is carried out by outside agency. All hardware equipments are under AMC/extended AMC and is attended regularly.

3. Every booking office is provided with cash counting machine and fake note detector machine. Moreover, daily cash of booking offices including DD/instruments & vouchers is directly collected by banks on daily basis, thrice a week, twice a week and once in a week , depending upon cash earning of such stations.
4. Every Booking office is installed with dumb terminals where a daily transaction detail of ticket booking is recorded, which is required for preparation of e-Balance sheet and monthly returns.
5. Coaching porters at some stations are utilised as WRA & Indicator Operator despite there being separate sanctioned posts for the same.

However the actual deployment of coaching porters is required to be rationalised with logical reasons as Manpower is the most precious resource for smooth working of any organisation and needs to be deployed optimally and efficiently.

Considering the actual workload and facts, Work Study team proposes to revise the present sanctioned strength of coaching porters in a Phased manner i.e. in present system of working and after implementation of recommendations of Work Study, the Need based requirement of Coaching Porters for the present, are proposed as under:

Sr. No.	Station	Actual Deployment of Staff	Proposed Deployment	Remarks
1	CSMT (Nodal Depot) For KCE,MSD,KJT,KHPI,KSRA, IGP	12	3	02 porters with CBS Stock & 01 Porter for CBS Gen.
2	MSD	1	1	01 porter for Booking Office
3	SNRD	1	1	01 porter for Booking Office
4	BY	4	2	01 porter for Booking Office & 01 for PRS
5	CHG	2	1	01 porter for Booking Office
6	CRD	1	1	01 porter for Booking Office
7	PR	1	1	01 porter for Booking Office
8	DR (Nodal Depot) For stations between SION-SNRD	6	2	02 porters, being Nodal Depot
9	MTN	2	1	01 porter for Booking Office
10	SION	1	1	01 porter for Booking Office
11	CLA (Nodal Depot) for stations between CLA-KJRD ,LTT-DKRD	6	2	02 porters, being Nodal Depot
12	LTT	5	2	02 porters for Booking & Reservation office
13	VVH	1	1	01 porter for Booking Office
14	GC	3	1	01 porter for Booking Office
15	VK	1	1	01 porter for Booking Office
16	BND	2	2	01 porter each for Booking office & Reservation office
17	KJRD	1	1	01 porter for Booking Office
18	NHU	1	1	01 porter for Booking Office

19	MLND	4	2	01 porter each for Booking office & Reservation office
20	TNA (Nodal Depot) for stations between BND-TNA-THK,AIRL-GHN, BIRD-KARD	9	3	02 porters for Booking office & 01 for Reservation office
21	KLWA	1	1	01 porter for Booking Office
22	MBQ	1	1	01 porter for Booking Office
23	DIVA	1	1	01 porter for Booking Office
24	BIRD	1	1	01 porter for Booking Office
25	KOPR	1	1	01 porter for Booking Office
26	DI	6	2	01 porters each for Booking office & Reservation office
27	THK	1	1	1 porter for Booking Office
28	KYN (Nodal Depot) for Stations between KE-KYN-BVS, DI-BIRD	11	3	02 porters for Booking office & 01 porters for Reservation office
29	VLDI	1	1	01 porter for Booking Office
30	ULNR	2	1	01 porter for Booking office & Reservation office
31	ABH	2	1	01 porter for Booking office & Reservation office
32	BUD	1	1	01 porter for Booking Office
33	VGI	1	1	01 porter for Booking Office
34	SHELU	1	1	01 porter for Booking Office
35	NRL	1	1	01 porter for Booking Office
36	LNL	1	1	01 porter for Booking Office
37	SHD	2	1	01 porter for Booking Office
38	TLA	1	1	01 porter for Booking Office
39	KDV	0	1	01 porter for Booking Office
40	VSD	1	1	01 porter for Booking Office
41	ASO	1	1	01 porter for Booking Office
42	KSRA	2	1	01 porter for Booking Office
43	DKRD	1	1	01 porter for Booking Office
44	RRD	1	1	01 porter for Booking Office
45	CTGN	1	1	01 porter for Booking Office
46	SVE	1	1	01 porter for Booking Office
47	VLDI	1	1	01 porter for Booking Office
48	GTBN	1	1	01 porter for Booking Office
49	CHF	2	1	01 porter for Booking Office
50	TKNG	1	1	01 porter for Booking Office
51	CMBR	2	1	01 porter for Booking Office
52	GVI	2	1	01 porter for Booking Office
53	MNKD	1	1	01 porter for Booking Office

54	VSH	1	1	01 porter for Booking Office
55	SNCR	1	1	01 porter for Booking Office
56	JNJ	1	1	01 porter for Booking Office
57	NEU (Nodal Depot) for stations between KNDS-TKNG,TUH-KPHN	1	2	2 porters are required for Booking Office being a Nodal Depot
58	SWDV	1	1	01 porter for Booking Office
59	BEPR	1	1	01 porter for Booking Office
60	KHAG	1	1	01 porter for Booking Office
61	MANR	1	1	01 porter for Booking Office
62	KNDS	1	1	01 porter for Booking Office
63	PNVL (Nodal Depot) for Stations between NILJ-ROHA	5	2	02 porters for Booking office & Reservation office
64	AIRL	1	1	01 porter for Booking Office
65	RABALE	1	1	01 porter for Booking Office
66	GHN	1	1	01 porter for Booking Office
67	KPHN	1	1	01 porter for Booking Office
68	TUH	1	1	01 porter for Booking Office
Total		138	83	
RG/LR			11	
G Total			94	
Total Sanctioned Posts of Coaching Porters			179	
Total Requirement of Coaching Porters			94	
Posts found Surplus			85	

From the above table, it can be seen that the actual need based requirement of Coaching Porters staff is arrived at 94 staff as against the sanctioned strength of 179 staff. Hence $179-94=85$ posts of Coaching Porter are found surplus and needs to be surrendered in the first phase. In the subsequent phase, the remaining posts be surrendered being redundant after implementation of recommendations as brought out in Work Study report.

Recommendation No.01: It is recommended that 85 posts of Coaching Porters of Mumbai division identified surplus may be surrendered in the first phase.

Further as mentioned in sub para 1-5, it is observed that ticket stock/rolls required for booking offices are presently supplied to certain nominated stations termed as Nodal depots like CSMT, DR, CLA, TNA and KYN on main line and NEU and PNVL on Harbour line. Further, stations under jurisdiction of these nodal depots collect ticket rolls from these depots as advised by Commercial Department. A motor lorry is utilised for supply of ticket rolls to these depots as per **trip scheduled for each station**, one Supervisor with 6-8 Khalasi staff of AMM/Byculla is deployed for unloading this stock to booking offices. Every nodal booking office has also deployed not less than two Coaching Porters to maintain ticket stock. Stations under jurisdiction of Nodal depots are also utilising Coaching Porters to collect ticket rolls from nodal depots, meaning thereby that around 10 group 'D' staff are being utilised for supply of ticket roll stock to each nodal depot.

The maintenance and upkeepment of hardware equipment is entrusted to CCM/PM office and it is maintained regularly as covered under existing and extended warranty period except printer ribbons which are to be refilled regularly and manpower is utilised to get these ribbons refilled from CCM/PM office CSMT.

Similarly official activities like submission of balance sheet, bundling of daily cash, stapling/threading of daily vouchers and DTC's etc is being done by Coaching Porter staff.

Considering the above, Work Study Team is of the opinion that said activities are not meant to be carried out by Coaching Porters as activities like submission of balance sheets, bundling of daily cash, vouchers, DTC is done by on duty Booking staff itself and the same being money value items need not be handled by Coaching Porters.

Considering all the facts Work Study Team recommends that the present system of distribution of ticket roll stock may be reviewed for direct supply of ticket roll stock to all stations instead of nodal depots.

Similarly repair/refilling of hardware equipments may also be provided at the door steps of each stations so as to avoid frequent wastage of valuable resources i.e. manpower and money in terms of TA, etc.

Recommendation No.02: The present system of distribution of ticket roll stock may be reviewed for direct supply of ticket roll stock to all stations instead of nodal depots.

Recommendation No.03: The repair/refilling of hardware equipments also needs to be reviewed for optimum utilisation of manpower.

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Chapter IV	Financial Implications
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4.1 The financial implication (tentative) is as under:

Sr. No	Category	Level	No. of posts	Total Annual Money Value
1	Coaching Porter	1	85	4,16,36,910/-

Note: - The above mentioned reduction in annual expenditure is subject to actual surrender of posts.