



WORK STUDY REPORT  
ON  
REVIEW OF RESERVATION STAFF WORKING  
IN COMMERCIAL DEPTT  
OVER FIROZPUR DIVISION  
2018-19

WORK STUDY TEAM

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No. 16-CP/02/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 locations over Firozpur division is as under:

S.N.	Category	Grade	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' =42 posts

Gr. 'D' =Nil posts

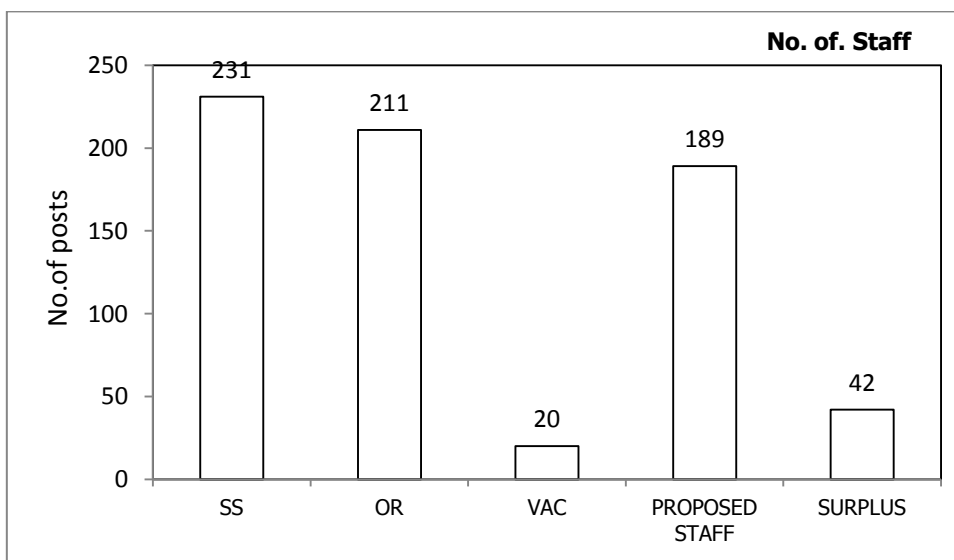
Total =42 posts

### FINANCIAL IMPLICATIONS

Anticipated recurring savings = Rs. 386.74 lakh per annum.

Capital saving = Nil

Total = Rs. 386.74 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 the internet/e-ticketing/mobile ticketing for reserved tickets handles about 65% of the total reserved tickets. Keeping in view above, SDGM/NR directed Central Planning Cell/HQ office to conduct a work study on "Review of Reservation (E&RC) staff working at Reservation Offices 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 42 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 Rs. 386.74 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 42 posts of Reservation staff working at different locations over Firozpur division in different categories and grades under Commercial department 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</th><th>Surpl us posts</th></tr> </thead> <tbody> <tr> <td>1</td><td>CERS</td><td>9300-34800-4600</td><td>10</td></tr> <tr> <td>2</td><td>ERS/ E&amp;RC-I</td><td>9300-34800-4200</td><td>10</td></tr> <tr> <td>3</td><td>E&amp;RC-II</td><td>5200-20200-2800</td><td>22</td></tr> <tr> <td colspan="3">Total</td><td>42</td></tr> </tbody> </table>	S N.	Category	Grade	Surpl us posts	1	CERS	9300-34800-4600	10	2	ERS/ E&RC-I	9300-34800-4200	10	3	E&RC-II	5200-20200-2800	22	Total			42	2.9.6	ADRM/FZR  Sr.DCM/FZR  Sr. DPO/FZR
S N.	Category	Grade	Surpl us posts																				
1	CERS	9300-34800-4600	10																				
2	ERS/ E&RC-I	9300-34800-4200	10																				
3	E&RC-II	5200-20200-2800	22																				
Total			42																				

### 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.

## 1.0 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 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.
- 1.2 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.
- 1.3 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.
- 1.4 Keeping in view above, a work study as assigned by SDGM on "Review of Reservation (E&RC) staff working at Reservation Offices over Firozpur division." in order to optimize utilization of manpower and identify the surplus staff wherever existed for surrender/redeployment has been conducted.
- 1.5 TERMS OF REFERENCE:

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

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

## 1.6 METHODOLOGY ADOPTED

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

1. Data collection and its critical analysis.
2. Work sampling, analytical estimation, spot observations, physical checks and yard stick in vogue, if any, to assess the performance of the staff.
3. 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 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

### 2.2.1 (i) Details of PRS Centers over FZR division

S.No	Station	No. of counters available	No. of counters working	PRS Cum UTS	ATVMs
1	Amritsar	06	04	PRS	Provided
2	Ludhiana	07	07	PRS	Provided
3	Jammu Tawi	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	--

The above statement reveals 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.

### 2.2.2 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	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.

## 2.9 WORKLOAD:-

The team collected the workload in terms of number of slips dealt, number of passengers booked and earning from different PRS locations over Firozpur division tabulated as under.

Table-II

<b>FZR</b>				
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
<b>JUC</b>				
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	176406038	483304	91.93	-8.07
April'17- Feb'18	155809655	466496	88.74	-11.26
<b>JRC</b>				
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
<b>LDH</b>				
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-Feb'18	310176	929	88.06	-11.94
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
<b>PTK</b>				
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
<b>PTKC</b>				
Year	No. of	No. of	Existing in %	% (-) reduction/

	reservation slips dealt	reservation slips dealt per day		(+) 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
<b>JAT</b>				
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
<b>KTHU</b>				
Year	No. of reservation	No. of reservation slips	Existing in %	% (-) reduction/ (+) increase

	slips dealt	dealt per day		
*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-
<b>SJNP</b>				
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
<b>UHP</b>				



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
<b>SVDK</b>				
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

S N	Station	Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)
1	JBD	Aug 2017-Feb18 (07 month)	97041	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	ATT	Oct 2017-March 18 (06 month)	1463	08	770585	4234
21	TTO	Oct 2017-March 18 (06 month)	7189	40	8083095	44412
22	Manali	May 2017-Feb 18 (06 month)	7811	26	11984735	39423
23	Dharam	May 2017-	8914	3	12519240	41182

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

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

The above table reveals that the workload of reservation counters has been reduced considerably.

### 2.9.1 **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 2.9 table-II shows the actual workload of Reservation counters over Firozpur Division and table-III shows the workload of I-ticketing/E-ticketing.

The IRCTC has enhanced the E-ticketing system which has the capacity to book 15000 tickets per minute. Booking of e-tickets through International Credit/Debit Cards has also been enabled to encourage the cashless economy.

Paperless unreserved ticketing through mobiles phones which has been launched at several major stations will certainly ease the rush 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.

In Firozpur division the Commercial department has given terminals to Defence/Post Office/Out agency/Non Railway heads.

### 2.9.2 **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.

### 2.9.3 **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 sticks 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.

#### 2.9.4 YARDSTICK

The 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 requirement of 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.

#### 2.9.5 REQUIREMENT OF STAFF AND RECOMMENDATIONS

S.No.	Name of PRS Centers	Activity	No. of staff required	Remarks
1.	<b>FIROZPUR (FZR):</b>	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	01	
		Charting/Shift supervisor	03	
		ROPD	01	
		CASH & EDR	01	
		Record keeping of stock& accounts	01	
		DRM Office	01	
		Face to face enquiry 02 in each shift i.e. 2X3=06	06	
		Sub total	16.79	
		RG on 16.79 @ 16.50%	2.77	
		Sub total	19.56	
		LR on 19.56 @ 12.5%	2.44	
		G. Total	22 staff.	
2.	<b>JUC</b>	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	01	
		Shift supervisor etc.	03	
		Charting	01	
		ROPD	01	
		CASH & EDR	01	
		Face to face enquiry 01 in each shift i.e. 1X3=03	03	
		Sub total	13.47	
		RG on 13.47 @ 16.50%	2.22	
		Sub total	15.69	
		LR on 15.69 @ 12.5%	1.96	
		G. Total.	17.65 or say 18	
3.	<b>JRC</b>	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	01	
		ROPD/Shift supervisor etc.	02	
		Face to face enquiry 01 in each shift i.e. 1X3=03	03	
		Sub total	7.52	
		RG on 7.52 @ 16.5%	1.24	
		Sub total	8.76	
		LR on 8.76 @ 12.5%	1.09	
		G. Total.	9.85 say 10	
4.	<b>LDH</b>	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	01	
		Charting/ROPD	01	
		Shift supervisor etc.	03	
		CASH & EDR	01	
		Record keeping of stock& accounts	01	
		Face to face enquiry (02 in each shift i.e 2X3=06)	06	
		Sub total	18.06	
		RG on 18.06 @ 16.5%	3.07	

		Sub total	21.13	
		LR on 21.13 @ 12.5%	2.64	
		G. Total.	23.77 say 24	
5.	<b>PTK</b>	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	01	
		Charting/ROPD	01	
		Shift supervisor etc.	02	
		Cash/EDR & record keeping	01	
		Face to face enquiry 01 in each shift i.e. 1X3=03	03	
		Sub total	10.33	
		RG on 10.33 @ 16.5%	1.70	
		Sub total	12.03	
		LR on 12.03 @ 12.5%	1.50	
		G. Total	13.53 say 14	
6.	<b>PTKC</b>	Avg. no. of requisition slips dealt per day=302, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.67	
		CRS Incharge	01	
		Charting/ROPD/Shift supervisor etc.	02	
		Cash/EDR & record keeping	01	
		Face to face enquiry 01 in each shift i.e. 1X3=03	03	
		Sub total	8.67	
		RG on 8.67 @ 16.5%	1.43	
		Sub total	10.10	
		LR on 10.10 @ 12.5%	1.26	
		G. Total	11.36 or say 11	
7	<b>JAT</b>	Avg. no. of requisition slips dealt per day=1025, Yard stick is 180 requisition slips	5.69	

		per shift. So requirement of staff for counters		
		CRS Incharge	01	
		Shift supervisor etc.	03	
		Current counter	01	
		Cash/EDR & record keeping	01	
		ROPD	01	
		Face to face enquiry 01 in each shift i.e. 1X3=03	03	
		Charting	03	
		Sub total	18.69	
		RG on 18.69 @ 16.5%	3.09	
		Sub total	21.78	
		LR on 21.77 @ 12.5%	2.72	
		G. Total.	24.50 say 25 staff.	
8	<b>KTHU</b>	Avg. no. of requisition slips dealt per day=145, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	0.80	
		CRS	01	
		Incharge/Charting/ROPD/ Shift supervisor etc.	01	
		Sub total	2.80	
		RG on 2.80 @ 16.5%	0.46	
		Sub total	3.26	
		LR on 3.26 @ 12.5%	0.40	
		G. Total	3.66 say 04 staff.	
9	<b>SVDK</b>	Avg. no. of requisition slips dealt per day=182, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	4.43	
		CRS Incharge	01	
		Charting	01	
		ROPD	01	
		Shift supervisor etc	02	
		Charting	02	
		Current counter	01	



		Cash/EDR & record keeping	01	
		Face to face enquiry (01 in each shift i.e. 1X3=03)	03	
		Sub total	16.43	
		RG on 16.43 @ 16.5%	2.71	
		Sub total	19.14	
		LR on 19.14 @ 12.5%	2.39	
		G. Total	21.53 say 22	
10	<b>ASR</b>	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	01	
		Shift supervisor at station and golden temple x 2 shift	04	
		Charting	01	
		cash & EDR	01	
		ROPD	01	
		Current counter	01	
		Face to face enquiry (01 in each shift i.e. 1X3=03)	03	
		Sub total	17.72	
		RG on 17.72 @ 16.5%	2.92	
		Sub total	20.64	
		LR on 20.64 @ 12.5%	2.58	
		G. Total	23.22 say 23	
11	<b>Beas</b>	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 at Beas station	01	
		ERS at Beas Dera	02	
		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	<b>PGW</b>	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	
		CRS	01	
		Sub total	2.06	
		RG on 2.06 @ 16.5%	0.34	
		Sub total	2.40	
		LR on 2.40 @ 12.5%	0.30	
		G. Total	2.7 say 03	
13	<b>DDL</b>	Avg. no. of requisition slips dealt per day=355, Yard stick is 180 requisition slips 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	<b>GSP</b>	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%	0.10	
		Sub total	0.73	
		LR on 0.73 @ 12.5%	0.09	
		G. Total	0.82 say 01	
15	<b>ATT</b>	Avg. no. of requisition slips dealt per day=08, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	03	Being station of international importance
		Total	03	

In reference to instructions contained in Rly Boards letter 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 un reserved tickets.

The list of stations having number of slips less than 100 per counter per shift is given below. The PRS cum UTS counters should be provided for selling both reserved as well as un-reserved tickets at following stations.

S N	Station	No. of reservation slips dealt	No. of reservation slips dealt per day
1	JBD	97041	33
2	MKS	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	9413	28
10	DSZ	13883	77
11	NSS	8789	49
12	Tanda	8941	49
13	MEX	14885	82
14	PHR	8085	38
15	JGN	10173	48
16	Moga	17687	84
17	TTO	7189	40
18	Manali	7811	26
19	Dharamshala	8914	3
20	Verka	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

2.9.6 SUMMARY POSITION OF SANCTIONED PROPOSED STAFF AND SURPLUS POSTS IS TABULATED AS UNDER;

S.No.	Location	S/S	Proposed strength	Identified surplus
1	FZR	231	22	189
2	JUC		18	
3	JRC		10	
4	LDH		24	
5	PTK		14	
6	PTKC		11	
7	JAT		25	
8	KTHU		04	
9	SVDK		22	
10	ASR		23	
11	Beas		06	
12	PGW		03	
13	DDL		03	
14	GSP		01	
15	ATT		03	
Total		231	189	42

The above table reveals that the proposed requirement of staff comes to 189 against the sanctioned strength of 231 and 42 posts are identified as surplus in different categories and grades under Commercial department and recommended for surrender.

RECOMMENDATION NO.1

It is proposed that 42 posts of Reservation staff working at different locations over Firozpur division in different categories and grades under Commercial department are identified as surplus and recommended for surrender as follow:

S N.	Category	Grade	Surplus posts
1	CERS	9300-34800-4600	10
2	ERS/E&RC-I	9300-34800-4200	10
3	E&RC-II	5200-20200-2800	22
Total			42

### 3.0.0 FINANCIAL IMPLICATIONS:

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

SN	Category	Grade Rs.	Refer Recom. No.	No. of surplus posts	Monthly value per posts ₹	Anticipated annual recurring saving ₹
1	CERS	9300-34800-4600	2.9.6	10	100206	12024720/-
2	ERS/E&RC-I	9300-34800-4200		10	79073	9488760/-
3	E&RC-II	5200-20200-2800		22	65003	17160792/-
Total				42		38674272/-/-

No. of posts identified as surplus: -

Group 'C' = 42 posts

Group 'D' = NIL posts

Total = 42 posts

Anticipated recurring saving

= ₹ 386.74 lakh per annum

Capital saving

= Nil

Total saving

= ₹ 386.74 lakh per annum

#### 4.0.0 PRODUCTIVITY:

**4.1.0** The annual expenditure as per 7<sup>th</sup> CPC on Reservation staff working at different locations over Firozpur division is as under:-

S.No.	Category	Grade Rs.	Monthly value per post	S/S	Annual expenditure
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 the annual expenditure being incurred on 231 sanctioned strength of Reservation staff working at different locations over Firozpur division is Rs. 223175232/-

4.2.0 Proposed strength: The annual expenditure on the proposed strength of Reservation staff over Firozpur division is as under:-

S.No.	Category	Grade Rs.	Monthly value per post	Proposed strength	Annual expenditure
1	CERS	9300-34800-4600	100206	41	49301352/-
2	ERS/E&RC-I	9300-34800-4200	79073	117	111018492/-
3	E&RC-II	5200-20200-2800	65003	31	24181116/-
Total				189	184500960/-

The above table reveals that total annual expenditure on 189 proposed posts of Reservation Staff working at different locations over Firozpur division will be reduced from ₹ 223175232/-to ₹ 184500960/-

### 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 Vac =20	S/S=231 Proposed=189 Surplus =42	The workload of Reservation Offices has 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/02/WS/2018-19 dt. 08.03.2018	I
2	Existing staff position of Reservation staff working over FZR division	II



## Annexure-I

Annexure-II

The position of Reservation staff working at different locations over FZR division is as under:

S.No.	Category	Grade Rs.	S/S
1	CERS	9300-34800-4600	51
2	ERS/E&RC-I	9300-34800-4200	127
3	E&RC-II	5200-20200-2800	53
Total			231