



**WORK STUDY TO REVIEW
THE STAFF STRENGTH
AT
PRS,BO&PO/DINDIGUL –
MADURAI DIVISION**

SOUTHERN RAILWAY**PLANNING BRANCH****G.275 / WSSR- 652021 / 2020-21****WORK STUDY TO REVIEW****THE STAFF STRENGTH****AT****PRS,BO&PO/DINDIGUL –****MADURAI DIVISION****STUDIED BY****WORK STUDY TEAM
OF
PLANNING BRANCH****DECEMBER 2020**

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The study team gratefully acknowledges the guidance rendered by Sr.DCM/MDU, DCM/MDU, ACM/MDU, & Chief Reservation Supervisors.

**(ii)
AUTHORITY**

Annual Programme of work studies for the year 2020-21.

**(iii)
TERMS OF REFERENCE**

To review the staff strength at PRS,BO & PO /DG -Madurai division.

**(iv)
METHODOLOGY**

The following methodology has been adopted while conducting the study.

1. Collection of data from individual units.
2. Analyzing the data pertaining to workload.
3. Discussion with Officers and staff.
4. Application of yardstick wherever applicable and provision of staff on need base, wherever required.

JK JK.

SUMMARY OF RECOMMENDATIONS**RECOMMENDATION No.1**

One post of RS-II in GP 4200 is identified as surplus which may be surrendered and credited to the vacancy Bank.

RECOMMENDATION No.2

One post of ECRC in GP 2800 is identified as surplus which may be surrendered and credited to the vacancy Bank.

RECOMMENDATION No.3

One post of Sr CC in GP 2800 is identified as surplus which may be surrendered and credited to the vacancy Bank.

RECOMMENDATION No.4

Three post of CC in GP 2000 is identified as surplus which may be surrendered and credited to the vacancy Bank.

(Total=6 Posts)

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CHAPTER – I**1.0 INTRODUCTION**

- 1.1 Madurai Division was formed on 16.05.1956 and this is one of the largest Division in Southern Railway with 1294 route kilometers. It extends over 11 districts of Tamil Nadu State and two districts of Kerala State.
- 1.2 Dindigul is a city and district head quarters of Dindigul dist, and is situated on the Chennai- Madurai main line 66 Kms north of Madurai city.
- 1.3 Dindigul has two lakhs hectares of cultivable land and agriculture, continuous to be the main occupation of its inhabitants. Dindigul is also known for leather tannery industries, spinning industries and lock and steel safes. Dindigul has been a centre of tobacco cultivation.
- 1.4 The Commercial department is the major revenue earning department in Railways. The Passenger, Freight, Other Coaching and Sundry earnings are the various sources of earnings and they decide the viability of the Railways. The earnings from Booking Offices, Reservation Offices and Ticket Checking form the Passenger earnings and Parcel and Luggage earnings fall under 'Other Coaching' heading.
- 1.5 The Commercial department of Madurai division is headed by Sr.DCM/MDU and he is assisted with DCM/MDU and ACM/MDU. The staff working in Booking office, Reservation office, Ticket checking duties, Parcel & Luggage office and Sr.DCM office is being called as Commercial staff and the study is reckoned to staff working in, PRS,BO & PO at Dindigul in Madurai Division.

- 1.6 Since manpower is the biggest component of the expenditure of Indian Railways, the rightsizing of manpower to reduce unit costs is an effective way to increase efficiency as well as economy of Indian Railways. It will be necessary to utilize the existing manpower to the optimum level. With this objective of rightsizing, the work study has been undertaken to arrive at the optimum requirement of staff in PRS, BO & PO at Dindigul junction.

SR SR.

CHAPTER – II**2.0 PRESENT SCENERIO**

The concept of liberalization, privatization and globalization has permeated from Elite group to common mass in society. Awareness in internet booking has gained tremendous momentum. System of issue of tickets has also switched over to electronic mode duly replacing manual operation. Thus manpower requirement is considerably reduced due to technological implementation. Based on the present trend and methodology adopted in Booking Office, an effort is taken to review the staff requirement of PRS, BO & PO in DG stations in MDU division. The duties of the staff, earnings, workload and detailed traffic trend pattern are explained the following paragraph and discussed in subsequently.

- 2.1 The details of Commercial activities of DG station as given in the scope of the study along with the sanctioned strength and present deployment, working time are indicated below and the S.A.V.E. Statement is enclosed as **Annexure**.

2.2(A): Staff Deployment in Commercial Department at DG IN MDU Division (Booking Office & Parcel Office):

SI No	Stations	PARCEL PORTER			CCC/I in Rs.4600/-			CCC in Rs.4200/-			Sr.CC in Rs.2800/-			CC in Rs.2000/-			Total		
		S	A	V	S	A	V	S	A	V	S	A	V	S	A	V	S	A	V
1	BO	-	-	-	2	0	2	5	5	0	2	2	0	3	0	3	12	7	5
2	PO	3	3	0	2	1	1	3	3	0	0	0	0	0	0	0	8	7	1

2.2 (B): Staff Deployment in ECRC Category at DG IN MDU Division :

SI No	Stations	CS in Rs.4600/-			RS-II in Rs.4200/-			ECRC in Rs.2800/-			Total		
1	DG	2	2	0	4	4	0	1	0	1	7	6	1

2.3 Activities in Booking Office:

- a) Activities performed by Booking Clerks for issue/cancellation of tickets and any miscellaneous activity and duration for each activity. Whenever a ticket comes for cancellation, the Booking clerk has to check the genuinity

of the ticket first. Then he selects the format for cancellation and he has to feed the UTS number, Fare and number of tickets to be cancelled. Then the system will generate the cancelled ticket. The balance amount is to be handed over to the Passenger. Then the Booking Clerk should cross the ticket presented for cancellation and the preserves the both.

b) When a Passenger approaches for a journey ticket, the booking clerk should ensure the Station to which the Passenger wants a ticket, and he verifies in the System for the particular station such as class, number of Adults, Number of Child, Senior Citizen if any and the fare for the same will be informed to the Passenger. After getting the fare, he /she enters the Station Code, Number of tickets, Class etc and route also and Press Enter key, for Printing 'Y' has to be pressed to get the Ticket. After printing the ticket, he has to hand over the ticket and also the balance amount if any to the Passenger.

c) When a TTE approaches the Booking Counter, for remittance, the Booking Clerk duly getting the Cash Remittance Memorandum- (CRM) with Cash and verifies it. Then he goes to Main menu and selects the appropriate option for remittance. At present, the New Proforma contains more than 19 Column to be filled up. After printing the ticket, the Booking Clerk has to enter the amount, date and ticket number in the CRM (Miscellaneous ticket).

2. Activities performed by Supervisors daily, period ending and monthly:

The Chief Booking Supervisor on arrival has to sign in the Muster Roll and make remarks for other Staff. After that he has to verify the availability of tickets Rolls for the day. Then he has to ensure the remittance of Cash in the Bank with Cashier and the days' Reports are taken for Closing of Accounts. After that he has to check the functioning of Automated ticket vending machine ATVMS (if ATVMS are available) and the working of facilitations, the ticket Stock for UTS and ATVM is maintained by him only. Miscellaneous activities such as Public Enquiry, enquiry from Office of the Divisional Commercial Manager, Amenities of the Staff should be monitored by him. On arrival of the Bank Challan, CS has to prepare the Cash

remittance Note and sealing of Cash Bag dispatch the same to cash Office. During Month end Preparation of Balance sheet, Preparation of Returns, to be dispatched promptly to TPJ should also be monitored by him. Finally, all the ICV items for daily use have to be received and supplied to the Staff then and there also one of his prime duties done by him. He has to prepare Balance Sheet and Returns every month. If the system Reports not generated in time, he has to work beyond his working hours. Now there is no Group 'D' Staff at SA Booking Office.

2.4 **Mode of Remittance of Station Earnings :-**

All the Counter Cash in Shifts were handed over to the Cashier with Daily Trains Cash -DTC, Concessions, vouchers and TTE Cash remittance(CRMS) . The same were consolidated and entries were made in the HOB(Handing over book) Register.

On the following day Statement will be taken for cash Remittance and tallied with Cash book and the amount to be remitted into the Bank will be entered in the Bank Challan Book in triplicate.

The Cash will be remitted in the bank and duly signed receipt of the Challan will be given by the Bank. After verifying the records, the Challan, Vouchers and Cheque were entered in the Voucher Remittance Note and will be kept in a Cash Bag and sealed. Then the sealed cash bag will be handed over to cash office staff on duty with entry in the Cash remittance Book.

After receipt of the cash remittance (CR) Note dully attested, the same was pasted in the (cash remittance) CR Note after verification.

2.5 Present Staff Deployment position:

Present Staff Deployment position at DG			
Sl. No.	Activity	Desig-nation	No. of staff
1	Over all supervising and to look after accounts, Balance sheet & statistical earnings data (Send to Railway board for every 10 days) (9-17 hrs))	CS	1
2	Cash cum batch in-charge Duties:- Collect cash from all counters, counting, tallying & remittance to Bank preparing all statements, Issuing ROPD(refund on previous day)Tickets, Supply of tickets to all counters, Responsible for supervisory function, Sales of smartcard for ATVM, Top up of smart card Recharge of ATVM (6-14,13-21 hrs))	CS/CCC	1
3	Issue of tickets in Booking counters	Sr CC &CC	2
	RG for Noff		1
	RG 16.66		1
	LR 20%		1
Total			7

2.6 PLAT FORM TICKETS ISSUED:

Month	Tickets Issued -Year wise			
	PLATFORM TICKETS		SEASON TICKETS	
	2018-19	2019-20	2018-19	2019-20
April	11316	10903	540	527
May	12078	11915	542	548
June	10814	10949	491	676
July	10204	10160	510	747
Aug	10750	10131	492	571
Sep	11085	10756	486	632
Oct	9817	10510	512	585
Nov	10784	10209	489	589
Dec	11102	10634	534	686
Jan	10570	11185	647	634
Feb	9321	9581	518	572
Mar	9788	0	517	0
Total	127629	116933	6278	6767

2.7 Details of Tickets & Earnings for two years of DG Booking Office

Month	TICKETS & EARNINGS -Year wise			
	TICKETS		EARNINGS (In rupees)	
	2018-19	2019-20	2018-19	2019-20
April	84101	87200	7950242	8872638
May	96607	99033	9671089	10962685
June	81802	87490	8092172	9338717
July	80047	86241	7610387	9083205
Aug	88954	90364	7761627	10025535
Sep	90174	91357	8173497	9906314
Oct	80903	78595	6733644	8011606
Nov	80953	90532	6366753	8650060
Dec	87662	87842	7405647	9380545
Jan	87191	89478	8661240	10648435
Feb	75831	84138	7568365	9769455
Mar	83179	0	8014655	0
Total	1017404	972270	94009318	104649195

2.8 **ATVM EARNING DETAILS AT DG STATION:**

MONTH	TICKETS & EARNINGS -Year wise			
	2018-19		2019-20	
	TICKETS	TICKETS	EARNINGS (Rs)	EARNINGS (Rs)
APR	16709	20199	889645	1153500
MAY	20760	20234	1178590	1270760
JUNE	17123	7594	888720	423300
JULY	17124	15187	860215	854180
AUG	18264	16541	956505	976015
SEP	18625	17834	1030855	1047050
OCT	18668	16102	977330	857460
NOV	19094	17601	1003685	955615

DEC	20280	17181	1082970	1084130
JAN	18494	0	1022160	0
FEB	17051	0	917140	0
MAR	19570	0	1028865	0
TOTAL	221762	148473	11836680	8622010

2.12 **Staff Deployment**

Roster for BO AT DG:

NO OF COUNTERS IN EAST ENTRY OF DG BO					
Window	00-06	06-10	10-20	20-24	REMARKS
1	1	1	1	1	-

2.13 **Details of various Statements Generated in UTS System**

1. TTE Money Receipts
2. Sundries and other Earnings
3. Concession (Passengers)
4. Military vouchers
5. RTC Concessions
6. M-17 Continuity
7. M-9 Classification
8. SPL Cancellation (Season tickets)
9. Student Concession
10. Service Tax
11. Cancelled Tickets
12. SPL cancelled Tickets
13. Non-Issued Tickets
14. TC –Money Receipts
15. Police Vouchers
16. CST (check soldier ticket)
17. Blank Paper Tickets
18. Summary of Transaction
19. Ticket Information

20. Concession Passenger(Season)
21. Pay VR (vehicle release) Report
22. ATVM (Automatic ticket vending machine)Reports
23. JTBS (Jan shadharan ticket booking sevvak) Reports
24. Balance Sheets
25. SN2(Station returns)

2.14 Details of various Registers maintained at DG Booking Office:

1. Handing over Book(HOB)
2. Daily Trains Cash Book(DTCB)
3. Proof Book
4. HOC(Handing over cash)/TOC(Taking over cash) Register
5. Non-Issued Register
6. Special cancellation Register
7. Coaching Cash Summary Book
8. Sundry Statement Register
9. SN-2 Register
10. JTBS Register
11. EA(Error advise) Received Register
12. Outstanding Register
13. SMG (Short remittance Register)
14. Missing Tickets Register
15. BPT (Blank paper ticket) Register
16. Bank Challan Book
17. Cash Bag Deposit Register
18. Cash Remittance Note Book
19. Ticket Stock Register
20. SMC Register (Smart Cards)
21. Missing Tickets Register
22. PCDR Register (personal cash declaration register)
23. ATVM Facilitator Register
24. Roster Book
25. SOB(standing order book)

26. Special Events Register
27. System Failure Register
28. Tools and Plants Register
29. Uniform Register
30. Time Table Register
31. TIA (Travelling inspector of accounts) Inspection Register
32. Auditor Inspection Register
33. Officer Inspection Register
34. LEO(Labour enforcement officer) Register
35. Safe Custody Register
36. Money Receipt Register
37. Staff Grievances Register(GEN)
38. User ID Register
39. DCI(Divisional commercial inspector) Inspection Register
40. Pass/PTO Register
41. Staff Grievances Register (SC&ST)
42. Staff Grievances Register(OBC)
43. UTS (Unreserved ticketing system) CMS (computer maintainance system) Log Book
44. Printer Failure Register

2.1 **Parcel Office / DG**

Parcel Office at Dindigul is situated at the northern end of circulating area and trains from both directions are dealt. The Parcel Office is having access to all the four platforms. Plantain leaves, vegetables like ladies finger and drumsticks, coconuts, cardamom, Indian sweets and mangoes are some of the commodities booked from this station towards Mumbai, New Delhi & Kerala. Areca nuts, betal nuts and Iced fish are some of the inward parcels received here from Kerala, Chennai & Nagercoil.

- 2.2 It is headed by In-charge Chief Parcel Supervisor who is looking after the preparation of Commercial balance sheet, Sunday Stock, roster, leave

arrangements, contact with NR cell, preparation of list of disposal points, dispatch of over carried & TP parcels, lease and auction sale.

2.3 Being one of the important Parcel Office in Madurai division, it is working round the clock i.e. in 3 shifts with shift timings of 06-14, 14-22 and 22-06 hrs. The main activities at Parcel Office/DG.

- i) Outward Parcel & Delivery
- ii) Inward / Booking
- iii) Transshipment and despatch

The parcel booking is normally done in between 06 – 22 hours only for normal booking and the perishable items are booked during night shift also. The deliveries are made only during day hours since the delivery section is working in general shift (09-17 hrs.) only. However, perishable items are delivered throughout 24 hours.

2.4 The activities of Outward Parcel & Delivery, inward / Booking and Transshipment and dispatch are -

- Weigh & Measure Parcels / Luggage brought for booking.
- Scrutinize the Forwarding Note.
- Check for correct declaration.
- Check for compliance with the packing condition.
- Calculate freight.
- Preparation of PWBs (parcel weigh bills).
- Collection of cash and Make entry in the relevant cash book.
- Keep the Guard foil in the relevant place to ensure prompt loading.
- Instruct the Parcel Porters to move the Parcels to the relevant Platform for loading.
- Accounting and remitting the cash to Booking Office (Shift basis).
- Collection of cash and issue of Receipt to the lease holders.
- Accountal and remittance of the lease amount.
- Accountal in the delivery book
- Re-weighment in case of any suspicion in the booked weight.
- Under charge collection.

- Calculating wharfage and collection of cash
- Issuing of money receipt.
- Issuing of Partial Delivery Certificate (PDC) if applicable.
- Preparation of Gate Pass.
- Ensuring the correct delivery.
- Collection of Guard foils from outward booking counters.
- Sorting of guard foils station wise and commodity wise
- Verifying the availability of parcels along with the guard foils.
- Instructing and supervising the Group "D" staff for loading of parcels in respective trains.
- Maintaining Loading register Books train wise.
- Supervising the sealing of SLRs and handing over the PWBs to guard of the train.
- Supervising unloading of parcels from the trains.
- Taking inventory of the unloaded parcels.
- Maintaining unloading registers train wise.
- Handing over the parcels to Delivery section with the help of Parcel Porters.
- Maintaining the cloak room registers
- Collecting the luggages from passengers and keeping in safes
- Delivery of luggages

2.5. The present deployment of Group 'C' staff at Parcel Office / DG is as follows:

Overall Supervisor	:	1	General shift
Outward / Inward booking in three shifts (1 & 3)	:	3	(06–14 hrs, 14–22 hrs & 22–06 hrs.)
Total	:	4	
LR/RG	:	1	
Grand Total	:	5	

2.6 The present deployment of Group 'D' staff at Parcel Office / DG is as follows:

Luggage Porter in 3 shifts (1x3 shifts)	-	3
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2.7 Cloak Room :

It is situated in the parcel office itself and it is maintained by shift in charges of Parcel Office.

Booking of luggages, collecting the fee prescribed, keeping the luggages in safe and delivery of the luggages to the passengers is carried out by the shift in charges only. In an average, 2 luggage were kept in safe and Rs.302/- is earned through cloak room activities during the year 2018-20.

The detailed cloak room handling and earnings is given in **Annexure**

No activity is outsourced or contracted in this office. Loading / unloading is done by Group "D" staff of parcel office only. Since the station is not having any originating express trains, the question of leasing out SLRs has not arisen. The total collection is handed over to the Booking Supervisor to onward movement to banks.

2.8 The total and average inward / outward bookings are given below:-

	OUTWARD BOOKINGS				INWARD BOOKINGS			
Year	Total No. of PWBs	Total weight in Qtls.	Avg.No. of PWBs / month	Avg. weight in Qtls. per month	Total No. of RRs	Total weight in Qtls.	Avg.No. of RRs / month	Avg. weight in Qtls. per month
2017-18	8745	25168	728.75	2097.33	3998	15870	333	1322.5
2018-19	7229	22565	602	1880	4363	13251	364	1104
2019-20	7798	22187	649	1849	3692	9990	308	833

The detailed month wise outward/inward bookings & earnings of the year 2018-19 & 2019-20 is attached in **Annexure**

2.9 Earnings:-

It is also to be known that the total earnings through parcel office during the period of is 2017-18 is Rs 11,36,0119 , 2018-19 is Rs.10,32,3564/- and 2019-20 is Rs.18,07,6228/-. The average earnings per month during comes to Rs.1104441.9/-

2.10 PRS/DG:**PRS earnings and other details related to DG:**

2018-19				2019-20		
Month	No of applications dealt	No of Tickets issued	Earnings (in Rs)	No of applications dealt	No of Tickets issued	Earnings (in Rs)
APR	9093	9233	51,19,960	8003	8086	48,65,260
MAY	8718	8843	49,10,010	8263	8330	50,90,115
JUNE	9521	9591	55,81,535	8710	8762	50,36,605
JULY	9641	9783	52,77,654	8936	9006	49,27,490
AUG	8945	9078	48,14,610	8766	8832	49,71,495
SEP	9324	9525	53,12,105	9003	9121	50,60,935
OCT	8460	8591	44,19,580	7876	7920	43,15,555
NOV	8254	8341	45,93,795	9223	9299	50,92,205
DEC	8746	8867	49,13,080	8304	8393	44,69,880
JAN	8825	8970	48,05,155	8609	8745	51,07,210
FEB	7810	7921	42,39,435	8080	8176	45,91,470
MAR	8257	8361	47,07,635	6139	6186	28,03,775
TOTAL	1,05,594	1,07,104	5,86,94,554	99,912	1,00,856	5,63,31,995



CHAPTER – III**3.0 CRITICAL ANALYSIS**

- 3.1 Commercial Department plays a major role in Railway's earnings since the system is directly connected with passengers. The commercial trend of passenger earnings is being maintained on day to day basis. Railways continue to heed for augmentation of special trains and coaches. The technological development from manual operation to computerized system in the railways is a boon for booking office, as well as for passengers and the introduction of internet and the e-ticketing has since made inroads and tedious procedures like approaching counters, standing in queue, carrying cash, waiting for transaction have all shrunk to a major extent.
- 3.2 As a major employer, the main crunch in the building is the expenditure on establishment for Zonal Railways. This needs pruning at stages possible and mostly in non-safety categories. Though, there have been modifications, improvement in technology, application and facilitation, these have to be translated in terms of manpower planning. Wherever technological advancement has been enforced, the same should be implemented and result achieved.
- 3.3 Since the workload at booking office and parcel office counter is not uniform in nature i.e., during peak hours, the issue of ticket is continuous and during non-peak hours, the counters are idle, the staff requirement is arrived on need base wherever necessary.

It is seen from Railway Board letter no. 2013/TG IV/10/PA/Policy dated 23.09.2013, that the yardstick for booking office has been enhanced to 1000 tickets per shift per counter from the earlier yardstick of 800. Even though the sample survey shows i.e it is feasible to issue 1100 to 1200 per shift per counter.

3.4 Booking Office - Group "C"

1000 card tickets in a shift of 8 hours

1200 platform tickets in a shift of 8 hours

120 season tickets in a shift of 8 hours

Parcel Office - Group "C"

50 Way Bills booked in a shift of 8 hours

100 deliveries made in a shift of 8 hours

Group 'D':

32 quintals in a shift of 8 hours

75 quintals handled in Transshipment in a shift of 8 hours

300 parcels marked per shift

NOTE: As per the railway board letter No 11-2019/SPMPS/Yardstick/2 dated 30.06.20 which says the revision of yardstick/norms of carious O&M activities on the railways. It states, pursuant to the decision taken by the board in its meeting held on 29.06.20, it has been decided that the yardsticks/norms of various O&M activities across all departments on the railways stand reduced by 15% on as is where basis as an interim measure w.e.f.01.07.20.

The railway board letter is attached in Annexure.

The revised yardsticks taken for this workstudy is as follows

Booking Office - 1150 card tickets in a shift of 8 hours

Parcel Office - 58 Way Bills booked in a shift of 8 hours

36.8 quintals in a shift of 8 hours

86.25 quintals handled in Transshipment in a shift of 8 hours

3.5 **Requirement of Staff for Booking counter at DG:-**

Booking counter is operated for issue of tickets. The work load in terms of number of tickets issued at Booking Office is collected for two years and staff requirement has been calculated on the basis of yardstick

DATA SHEET FOR DG BOOKING OFFICE

DESCRIPTION	For 2 years (2018-19, 2019-20)	Average / Monthly	Average / day
Ticket earnings (Rs)	22,50,18,828	93,75,784.5	3,12,526.15
No of tickets(including season tickets)	18,00,618	75,025.75	2,501
Plat form tickets.	244562	10190	340
As per the Data Total No of Tickets sold in DG/Day			2841

3.6 CALCULATION: BOOKING OFFICE

Tickets sold /day	=	2841
Manpower =28413 /1150	=	2.47 say 3
General supervisor	=	1
For accounts, cash remittance & balance sheet and other returns and verification of daily concessions, etc.,	=	1
RG for N/Off		1
Total	=	6
RG 16.66%	=	1
Subtotal	=	7
LR 20%	=	1
Total	=	8
Therefore the Net total @BO =		8

While analyzing the no of tickets issued and earnings of the booking office from the past two years it clearly shows that both are considerably reduced. Whereas the no of tickets issued and earnings from ATVM are considerably increased.

The requirement of staff for DG booking office is 8 which will lead to surplus of 4 staff which may be surrendered and credited to the vacancy bank.

3.7 Parcel Office/DG

3.7.1 The actual staff strength of Parcel Office/DG is 7(4 Gr.C and 3 Gr.D) as against the sanctioned strength of 8(5 Gr. C and 3 Gr.D). The statement showing sanction and actual strength of Parcel Office/DG is placed in **Annexure**

3.7.2 The work load in handling of parcels at Parcel Office/DG has been reduced from year to year and on the other hand the leasing of VPH/SLR in nearby major station is also increasing and the combined effect of this situation results in reduction of work load for both Clerical and Group 'D' staff. By considering the ground and practical situations,

the requirement of staff for Parcel Office/DG is arrived based on the yardstick wherever possible and on need basis for the remaining activities.

3.7.3 Analysis of Outward Traffic for Clerks

Parcel weigh bills

No. of PWBs dealt during 36 months	=	23772
No od PWBs dealt per month	=	792
No. of PWBs dealt per day	=	$792 \div 30 = 26.4$
Man power as per Revised yardstick (58)	=	$26.4 \div 58 = 0.45$ staff
<u>Say 1 staff</u>		

3.7.4 Analysis of Inward Traffic (Delivery) for Clerks

No. of PWBs dealt during 36 months	=	12053
No od PWBs dealt per month	=	334
No. of PWBs dealt per day	=	$334 \div 30 = 11.16$
Man power as per Revised yardstick (115)	=	$11.16/115 = 0.09$ staff

Say 1 staff

Thus the total requirement of parcel clerks at DG is $1+1= 2$ staff.

However, considering the importance and sensitive nature of Parcel Office/DG with 'round the clock' working i.e. more number of platforms and other allied activities like Correspondence, Accounts, cloak room, etc. the staff requirement is arrived on need basis.

3.7.5 Staff Requirement based on workload and on need basis at Parcel Office/DG.

Supervisor	:	1	General shift
Outward/Inward Booking	:	2	06-14, 14-22
Cloak room	:	1	
Sub Total	:	4	
RG & LR	:	1	
Total	:	5	

However, the parcel office is also handling cloak room activities; the work study team allows the present sanction strength to continue and used effectively in order to fulfill the requirement of public.

3.8 **Requirement of Group 'D' staff at Parcel Office/DG**

The actual Gr.D staff strength at Parcel Office/DG is 3 as against the sanctioned strength of 3. The statement showing sanction and actual strength of Gr.D staff is placed in **Annexure**

There is a prescribed Yardstick for the Group "D" staff and is as follows.

Marker : 300 packages per shift.

As per revised yardstick: 345 packages per shift

Parcel Porter : 32 quintals per shift

Revised as per new yardstick: 36.8 quintals per shift

Transshipment cases.: 75 quintals per shift for

Revised for Transshipment cases : 86.25quintals

3.8.1 **Parcels handled at Parcel Office/DG (in Quintals)**

Total weight handled in three years (O/ward) = 69920

Total weight handled in three years (in/ward)= 39111

Total = 109031 Quintals

Average weight handled per month = 3028.63 Quintals

Average weight handled per day = 3028.63/30 Quintals

= 100.95 quintals

As per yardstick minimum number of

staff required per day = $100.95 \div 36.8 = 2.74$

Present staff strength of 3 Parcel porters are allowed to continue until outsourcing.

Sanction Vs Requirement at Parcel Office

Category	Sanction	Actual	Requirement	Surplus
Parcel Clerk	5	4	5	0
Porter	3	3	3	0
Total	8	7	8	0

Total requirement @ Parcel office = 5 group "C" & 3 Group "D"= 8 staff.

DATA SHEET FOR PRS/ DG:

DESCRIPTION	For 2 years (2018-19, 2019-20)	Average / Monthly	Average / day
Ticket earnings (Rs)	11,50,26,549	47,92,772	1,59,759
No of tickets Applications dealt	2,05,506	8,563	285
As per the Data Total No of Tickets sold in DG/Day			285

3.6 CALCULATION: PRS/DG

Tickets sold /day	=	285
Man Power as per Revised Yardstick (161/shift)	=	1.77
Over all supervising (In charge)	=	1
Total	=	2.77
RG 16.66%	=	1
Subtotal	=	3.77
LR 20%	=	1
Total	=	4.77
Therefore the Net total @PRS = 5		

3.7 Sanction Vs Requirement:

Category	Sanction	Actual	Requirement	Surplus
PRS				
CRS	2	2	2	0
RS-II	4	4	3	1
ECRC	1	0	0	1
Total	7	6	5	2
Booking office				
CCC/I	2	0	2	0
CCC /II	5	5	5	0
Sr CC	2	2	1	1
CC	3	0	0	3
TOTAL	12	7	8	4

Parcel office				
CCC/I	2	1	2	0
CCC/II	3	3	3	0
PARCEL PORTER	3	3	3	0
Total	8	7	8	0
Grand Total	27	20	21	6

SUMMARY OF RECOMMENDATIONS

The following 6 posts are found excess to the requirement; the same may be credited to the vacancy bank.

Sl. No.	Category	Grade pay (Rs.)	No. of posts
1.	RS-II	4200	1
2.	ECRC	2800	1
3	Sr CC	2800	1
4	CC	2000	3
TOTAL			6

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CHAPTER – IV**4.0 REMARKS OF PLANNING BRANCH ON CO-ORDINATING OFFICER'S REMARKS**

The study was commenced on 16.09.2020 and draft work study report was sent on 02.12.2020 through 'E' office and requested the co-ordinating officer to advise the views /comments within 15 days from the date of receipt of the draft report .

However, till date (30.12.2020) no remarks were offered. In order to meet the stipulated no of work studies to be sent to Rly.Board for this quarter , the workstudy is released without the remarks of the co-ordinating officer.

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JK JK.

CHAPTER – V**5.0 FINANCIAL SAVINGS**

5.1 If the recommendations made in the study report are implemented, the annual recurring financial savings will be as under:

Sl. No.	Category	Grade pay (Rs.)	No. of posts	Gross Pay Mean (Rs.)	Total Annual savings (Rs.)
1.	RS-II	4200	1	86,463	10,37,556
2.	ECRC	2800	1	71,078	8,52,936
3	Sr CC	2800	1	71,078	8,52,936
4	CC	2000	3	53,118	19,12,248
TOTAL			6		46,55,676

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**SANCTION, ACTUAL AND VACANCY POSITION OF COMMERCIAL CLERK CATEGORY
DG STATION as on 24.09.2020 -MADURAI DIVISION**

S No	Stat- ion	CCC/I level-7 (G.P.4600)			CCC/Level-6 (G.P.4200)			Sr.CC/Level-5 (G.P.2800)			CC/Level-3 (G.P.2000)			TOTAL		
1	DG B	2	0	2	5	5	0	2	2	0	3	0	3	12	7	5
2	DG P	2	1	1	3	3	0	0	0	0	0	0	0	5	4	1
3	DG Goods	2	2	0	1	1	0	0	0	0	0	0	0	3	3	0

**SANCTION, ACTUAL AND VACANCY POSITION OF ECRC CATEGORY
STN. as on 24.09.2020-MADURAI DIVISION**

DG

S No	Stat- ion	CS (E&R) Level-7 (G.P. 4600)			Reservation Supervisor-II • Level-6 (G.P.4200)			ECRC/Level-5 (G.P.Rs.2800)						TOTAL		
1	DG	2	2	0	4	4	0	1	0	1	0	0	0	7	6	1

(Signature)
24/9/20
for Sr.DPO/MDU

510863/2020/O/oDYCPLO/PLG/HQ/SR

Dindigul Booking office																		
MONTH	2017-18									2018-19								
	ST			OST			Total			ST			OST			Total		
	Ticket	Passengers	Earnings	Ticket	Passengers	Earnings	Ticket	Passengers	Earnings	Ticket	Passengers	Earnings	Ticket	Passengers	Earnings	Ticket	Passengers	Earnings
APR	427	24,100	1,82,005	52,124	87,103	61,35,440	52,551	1,11,203	63,17,445	581	30,250	2,57,255	71,824	1,17,913	84,55,460	72,405	1,48,163	87,12,715
MAY	442	26,250	1,96,870	63,398	1,14,838	78,14,590	63,840	1,41,088	80,11,460	561	30,600	2,60,090	83,974	1,50,112	1,02,57,605	84,535	1,80,712	1,05,17,695
JUN	462	26,400	2,02,925	50,296	82,444	61,90,745	50,758	1,08,844	63,93,670	589	32,800	2,66,215	71,404	1,26,290	86,40,002	71,993	1,59,090	89,06,217
JUL	497	29,100	2,23,175	50,300	79,799	59,49,225	50,797	1,08,899	61,72,400	590	34,000	2,75,565	70,120	1,10,380	81,64,800	70,710	1,44,380	84,40,365
AUG	525	29,550	2,41,110	51,718	82,994	62,22,110	52,243	1,12,544	64,63,220	542	31,400	2,59,920	78,284	1,27,823	92,97,082	78,826	1,59,223	95,57,002
SEP	503	27,950	2,25,205	56,232	92,705	68,62,325	56,735	1,20,655	70,87,530	545	31,050	2,53,970	78,296	1,32,763	96,21,941	78,841	1,63,813	98,75,911
OCT	468	25,700	2,08,095	48,929	74,573	56,57,396	49,397	1,00,273	58,65,491	550	31,950	2,58,980	69,426	1,09,658	81,67,926	69,976	1,41,608	84,26,906
NOV	484	27,450	2,26,285	46,283	70,079	54,73,127	46,767	97,529	56,99,412	512	28,950	2,43,620	68,772	1,07,516	82,08,215	69,284	1,36,466	84,51,835
DEC	518	29,050	2,30,510	47,087	75,813	58,72,623	47,605	1,04,863	61,03,133	583	33,550	2,73,860	75,855	1,22,642	89,10,690	76,438	1,56,192	91,84,550
JAN	574	31,550	2,58,515	66,397	1,05,845	80,75,640	66,971	1,37,395	83,34,155	645	33,204	2,75,810	76,964	1,26,095	94,27,220	77,609	1,59,299	97,03,030
FEB	545	30,300	2,53,465	66,260	1,05,259	75,18,069	66,805	1,35,559	77,71,534	570	32,700	2,70,560	66,827	1,05,931	79,05,200	67,397	1,38,631	81,75,760
MAR	585	32,300	2,65,665	68,646	1,07,984	76,18,776	69,231	1,40,284	78,84,441	569	31,250	2,62,060	73,582	1,16,101	83,54,175	74,151	1,47,351	86,16,235
Total	6,030	3,39,700	27,13,825	6,67,670	10,79,436	7,93,90,066	6,73,700	14,19,136	8,21,03,891	6,837	3,81,704	31,57,905	8,85,328	14,53,224	10,54,10,316	8,92,165	18,34,928	10,85,68,221
Avg Per Month	503	28,308	2,26,152	55,639	89,953	66,15,839	56,142	1,18,261	68,41,991	570	31,809	2,63,159	73,777	1,21,102	87,84,193	74,347	1,52,911	90,47,352
Avg per Day	17	931	7,435	1,829	2,957	2,17,507	1,846	3,888	2,24,942	19	1,046	8,652	2,426	3,981	2,88,795	2,444	5,027	2,97,447
Month	2019-20																	
	ST			OST			Total											
	Ticket	Passengers	Earnings	Ticket	Passengers	Earnings	Ticket	Passengers	Earnings									
APR	508	26,700	2,28,925	76,849	1,27,207	93,44,835	77,357	1,53,907	95,73,760									
MAY	495	27,250	2,31,970	87,983	1,59,408	1,14,02,365	88,478	1,86,658	1,16,34,335									
JUN	592	34,400	2,83,340	77,106	1,25,909	97,35,937	77,698	1,60,309	1,00,19,277									
JUL	639	37,500	3,08,335	76,202	1,20,569	94,13,610	76,841	1,58,069	97,21,945									
AUG	569	31,350	2,65,485	80,741	1,34,124	1,05,21,275	81,310	1,65,474	1,07,86,760									
SEP	564	32,100	2,66,995	81,040	1,35,065	1,01,97,055	81,604	1,67,165	1,04,64,050									
OCT	551	30,050	2,61,580	68,176	1,07,239	81,19,855	68,727	1,37,289	83,81,435									
NOV	561	31,200	2,65,795	72,787	1,15,039	87,49,765	73,348	1,46,239	90,15,560									
DEC	606	35,700	2,98,755	77,886	1,25,447	94,49,785	78,492	1,61,147	97,48,540									
JAN	601	34,500	2,94,140	78,846	1,29,217	1,04,41,395	79,447	1,63,717	1,07,35,535									
FEB	565	31,650	2,72,415	74,860	1,22,292	96,58,835	75,425	1,53,942	99,31,250									
MAR	411	22,050	1,96,400	49,315	77,913	62,41,760	49,726	99,963	64,38,160									
Total	6,662	3,74,450	31,74,135	9,01,791	14,79,429	11,32,76,472	9,08,453	18,53,879	11,64,50,607									
Avg Per Month	555	31,204	2,64,511	75,149	1,23,286	94,39,706	75,704	1,54,490	97,04,217									
Avg per Day	18	1,026	8,696	2,471	4,053	3,10,346	2,489	5,079	3,19,043									

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DINDIGUL PRS WINDOW EARNINGS																
MONTH	2016-17								2017-18							
	Forms	No.of Tickets	No. of Pass.	Earnings	ABR Pass.	ABR Amount	Psgn Dealt	Net Earnings	Forms	No.of Tickets	No. of Pass.	Earnings	ABR Pass.	ABR Amount	Psgn Dealt	Net Earnings
APR	10,183	10,500	17,246	58,19,240	2,819	9,82,810	20,065	48,36,430	9,801	10,109	16,980	59,70,415	2,777	11,09,843	19,757	48,60,572
MAY	10,036	10,290	15,860	52,33,870	3,078	9,51,300	18,938	42,82,570	9,384	9,722	15,226	53,55,355	2,841	10,19,475	18,067	43,35,880
JUN	11,491	11,780	19,264	66,61,495	2,495	8,18,457	21,759	58,43,038	9,021	9,252	14,628	50,87,425	2,083	6,98,495	16,711	43,88,930
JUL	11,832	12,113	20,008	62,19,150	2,682	8,51,365	22,690	53,67,785	9,875	10,161	17,847	54,99,930	1,973	6,81,745	19,820	48,18,185
AUG	11,305	8,121	20,048	61,64,660	2,572	9,07,375	22,620	52,57,285	9,356	9,575	16,096	50,65,535	2,225	7,26,907	18,321	43,38,628
SEP	11,659	8,162	18,813	62,07,005	3,362	11,20,835	22,175	50,86,170	9,504	9,801	16,127	52,58,560	2,455	7,90,940	18,582	44,67,620
OCT	10,353	7,274	16,900	57,44,615	2,436	8,87,385	19,336	48,57,230	8,731	8,953	14,474	46,92,470	2,024	6,70,745	16,498	40,21,725
NOV	10,698	11,003	18,008	55,01,150	2,339	9,15,500	20,347	45,85,650	8,763	8,976	15,317	46,42,120	1,961	6,65,050	17,278	39,77,070
DEC	10,630	10,972	16,744	52,45,145	3,615	11,07,205	20,359	41,37,940	8,816	9,063	15,203	49,09,025	2,344	7,71,935	17,547	41,37,090
JAN	11,185	11,472	18,254	59,31,515	3,847	10,96,200	22,101	48,35,315	9,831	10,126	16,523	53,76,545	2,626	7,79,495	19,149	45,97,050
FEB	8,905	9,161	14,422	48,08,330	2,207	6,67,920	16,629	41,40,410	9,027	9,222	14,731	47,75,895	2,058	6,09,980	16,789	41,65,915
MAR	10,156	10,384	17,598	57,23,405	2,217	6,59,655	19,815	50,63,750	9,496	9,737	16,265	52,61,930	2,102	6,81,595	18,367	45,80,335
Total	1,28,433	1,21,232	2,13,165	6,92,59,580	33,669	1,09,66,007	2,46,834	5,82,93,573	1,11,605	1,14,697	1,89,417	6,18,95,205	27,469	92,06,205	2,16,886	5,26,89,000
Avg per Month	10,703	10,103	17,764	57,71,632	2,806	9,13,834	20,570	48,57,798	9,300	9,558	15,785	51,57,934	2,289	7,67,184	18,074	43,90,750
Avg Per Day	352	332	584	1,89,752	92	30,044	676	1,59,708	306	314	519	1,69,576	75	25,222	594	1,44,353
MONTH	2018-19								2019-20							
	Forms	No.of Tickets	No. of Pass.	Earnings	ABR Pass.	ABR Amount	Psgn Dealt	Net Earnings	Forms	No.of Tickets	No. of Pass.	Earnings	ABR Pass.	ABR Amount	Psgn Dealt	Net Earnings
APR	9,093	9,233	15,533	51,19,960	2,704	9,07,520	18,237	42,12,440	8,003	8,086	13,694	48,65,260	2,202	7,92,040	15,896	40,73,220
MAY	8,718	8,843	14,211	49,10,010	2,795	10,20,355	17,006	38,89,655	8,263	8,330	14,557	50,90,115	2,317	7,80,515	16,874	43,09,600
JUN	9,521	9,591	16,291	55,81,535	2,106	7,24,150	18,397	48,57,385	8,710	8,762	14,433	50,36,605	1,846	7,40,555	16,279	42,96,050
JUL	9,641	9,783	17,135	52,77,654	2,036	6,57,236	19,171	46,20,418	8,936	9,006	15,949	49,27,490	1,973	7,05,845	17,922	42,21,645
AUG	8,945	9,078	14,618	48,14,610	2,442	7,82,825	17,060	40,31,785	8,766	8,832	15,631	49,71,495	2,269	8,54,188	17,900	41,17,307
SEP	9,324	9,525	16,633	53,12,105	2,312	7,93,820	18,945	45,18,285	9,003	9,121	15,543	50,60,935	2,175	8,28,010	17,718	42,32,925
OCT	8,460	8,591	14,304	44,19,580	2,047	6,38,105	16,351	37,81,475	7,876	7,920	13,802	43,15,555	1,735	6,31,210	15,537	36,84,345
NOV	8,254	8,341	14,332	45,93,795	2,030	6,16,690	16,362	39,77,105	9,223	9,299	16,518	50,92,205	2,109	7,32,060	18,627	43,60,145
DEC	8,746	8,867	14,982	49,13,080	2,346	7,28,460	17,328	41,84,620	8,304	8,393	14,018	44,69,880	2,301	6,83,220	16,319	37,86,660
JAN	8,825	8,970	14,416	48,05,155	2,500	8,25,640	16,916	39,79,515	8,609	8,745	14,590	51,07,210	2,121	7,34,777	16,711	43,72,433
FEB	7,810	7,920	12,996	42,39,435	1,749	6,01,400	14,745	36,38,035	8,080	8,176	13,002	45,91,470	1,971	6,79,195	14,973	39,12,275
MAR	8,257	8,361	13,731	47,07,635	1,807	6,16,795	15,538	40,90,840	6,139	6,186	8,195	28,03,775	3,346	9,50,400	11,541	18,53,375
Total	1,05,594	1,07,103	1,79,182	5,86,94,554	26,874	89,12,996	2,06,056	4,97,81,558	99,912	1,00,856	1,69,932	5,63,31,995	26,365	91,12,015	1,96,297	4,72,19,980
Avg per Month	8,800	8,925	14,932	48,91,213	2,240	7,42,750	17,171	41,48,463	8,326	8,405	14,161	46,94,333	2,197	7,59,335	16,358	39,34,998
Avg Per Day	289	293	491	1,60,807	74	24,419	565	1,36,388	274	276	466	1,54,334	72	24,964	538	1,29,370

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Month	DG station Parcel Outward (Non-Leased)														
	2016-17			2017-18			2018-19			2019-20			2020-21		
	Pkgs	Wt in Qtls	Amount	Pkgs	Wt in Qtls	Amount	Pkgs	Wt in Qtls	Amount	Pkgs	Wt in Qtls	Amount	Pkgs	Wt in Qtls	Amount
Apr	10023	4250	25,75,088	5819	2241	11,10,916	4610	1736	7,15,883	4440	1691	8,14,269	251	6	26,788
May	9611	3952	25,28,943	5584	2351	10,46,931	4159	1596	7,10,816	4378	1645	7,87,381	470	203	78,184
Jun	9682	4367	26,25,941	5603	2361	10,39,240	4458	1750	7,08,304	3787	1467	6,96,840	537	287	43,540
Jul	9766	4147	25,80,148	5558	2773	11,20,964	8132	2686	12,55,697	3898	1547	8,09,740	608	319	46,760
Aug	10470	4500	26,25,677	6762	2608	12,38,198	7066	2744	13,60,608	5871	2353	14,61,246	109	58	9,570
Sep	10957	4556	26,18,644	5040	1997	8,56,424	6099	2336	11,69,445	11457	2514	16,99,063			
Oct	10300	4626	26,48,482	5308	2063	8,08,927	5595	2109	9,11,734	6134	2475	13,02,313			
Nov	7101	2961	15,27,325	5564	2237	8,51,145	4637	1790	6,99,698	4612	1957	8,60,754			
Dec	6052	2606	13,41,637	5223	2133	8,95,311	3672	1420	5,51,396	4201	1811	5,81,574			
Jan	7229	3397	18,96,596	4850	1920	8,15,404	3065	1206	4,90,775	4197	1759	5,57,585			
Feb	5935	2764	15,68,992	3833	1446	6,34,955	3029	1219	5,26,541	3735	1542	5,44,713			
Mar	6791	3129	18,76,937	3856	1435	6,52,937	4664	2049	10,38,390	2601	1146	4,10,016			
Total	103917	45255	26414410	63000	25563	11071352	59186	22641	10139287	59311	21908.5	10525494	1975	874	204842
Avg Per Month	8660	3771	2201201	5250	2130	922613	4932	1887	844941	4943	1826	877125	395	175	40968
Avg per Day	285	124	72368	173	70	30332	162	62	27779	162	60	28837	13	6	1339

Month	DG station Parcel Inward									
	2016-17		2017-18		2018-19		2019-20		2020-21	
	Pkgs	Wt in Qtls	Pkgs	Wt in Qtls	Pkgs	Wt in Qtls	Pkgs	Wt in Qtls	Pkgs	Wt in Qtls
Apr	900	750	1065	633	1150	628	1614	958	0	0
May	1080	551	1702	1033	1402	1004	1829	740	0	0
Jun	1100	665	1679	1172	1738	1170	1723	810	0	0
Jul	1357	672	1679	1172	1608	1077	1503	832	0	0
Aug	0	0	1403	1060	1450	1006	1620	882	0	0
Sep	1016	593	1372	885	1450	1006	1531	784		
Oct	0	0	1344	837	1941	842	1374	823		
Nov	1342	742	1706	1175	1817	743	1513	774		
Dec	1928	1015	1407	944	2022	1173	1654	769		
Jan	2214	1140	1407	944	2062	1267	2023	951		
Feb	1472	840	1293	832	1820	961	1472	699		
Mar	1702	1033	1562	860	1677	863	0	0		
Total	14111	8001	17619	11547	20137	11741	17856	9021		
Avg Per Month	1176	667	1468	962	1678	978	1488	752		
Avg per Day	39	22	48	32	55	32	49	25		

GOVERNMENT OF INDIA
MINISTRY OF RAILWAYS
RAILWAY BOARD

No.11-2019/SPMPS/Yardstick/2

New Delhi, dated 30.06.2020

General Managers,
All Indian Railways/ PUs

Sub: Revision of Yardsticks/ Norms of various O&M activities on the Railways

Ref: Resolution of full Board Meeting dated

Consequent upon the directive from CRB in December, 2017, a comprehensive "Manpower Strategy Note" was issued to all Zonal Railways in May, 2018. Key component of this strategy was the revision of Yardsticks/Norms of various activities on the Railways. Board in its Meeting held on 28.12.2017 decided that manpower yardsticks for various O&M activities of all departments may be reviewed on account of technological inputs, outsourcing, changes in maintenance practices.

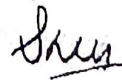
2.0 Accordingly, in May, 2019 Zonal Railways were advised to undertake a Zero Based Review of yardsticks for all O&M activities. Based on the inputs, the detailed views were given for concluding the revision of Yardsticks. Final view has already been given on Yardsticks for Civil Engg (Trackmen), Medical, Accounts and Commercial Departments. However, the same in r/o Civil Engg.(Bridge & Works), S&T, Security, Stores, Operating, Personnel and other Miscellaneous Departments have not yet been finalized.

3.0 Pursuant to the decision taken by the Board in its meeting held on 29.06.2020, it has been decided that the Yardsticks/Norms of various O&M activities across all Departments on the Railways stand reduced by 15% on as is where basis as an interim measure w.e.f 01.07.2020. This will however not be applicable to Electrical, Mechanical and Accounts Departments where the revised Yardsticks have already been issued in September 2019.

4.0 The final Yardsticks/Norms for each discipline will be communicated subsequently with the approval of Board on case to case basis. This interim reduction will automatically get superseded once the final revision of Yardsticks/ Norms are issued.

5.0 The PCPO and PFA of concerned Zonal Railway/PU may accordingly revise the Yardsticks/Norms of various O&M activities across all Departments (except Electrical, Mechanical and Accounts) and communicate compliance to Planning Directorate.

This issues with the approval of full Board (ME,MTR,MRS/MMM,MST,MT,FC&CRB).


(Sudheer Kumar)
Additional Member (Planning)
Railway Board

Copy - CRB, ME,MT,MTR,MRS/MMM,MST,FC,DG/IIR, Secy/RB,AM/Revenue

Civil Bnd. Works

S&T