



HQ-WESTERN RAILWAY



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Title: Work-Study report of PRS over BVC Division.

Year- 2020-21

No. G.463/WR/WS-08/2020-2021

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EXECUTIVE SUMMARY

Sr. No. of Study	-	08
Case No.	-	G.463/WR/WS-0/2020-21
Subject	-	Review of staff strength of PRS Staff of Commercial department over BVC Division.
Area	-	Bhavnagar
Division	-	Bhavnagar
Department	-	Commercial
Authority	-	AGM/CCG
Terms of Reference	-	Assessment of Man power requirement – Corresponding to arising existing work load.
No. of Recommendations	-	02
Projected Manpower	-	

Category	Existing Cadre	Man on roll	Vacancy	Proposed Cadre	Proposed for surrender	Live post	Vacant post
PRS-Staff	63	35	28	26	37	09	28

Financial Implication - Total Recurring Savings Rs **371.37 Lakhs** (approx.) per annum.

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Acknowledgement

The Work Study Team of Central Planning Organization, Western Railway, Churchgate, Mumbai – 400 020 is grateful to Shri V.K.Tailor – Sr.DCM/BVC and Ku.Neeladevi Zala– ACM/BVC for their valuable guidance.

The Study Team is also thankful to Shri Arun Gaur – DCMI/HQ –BVC and all other supervisory and subordinate staff of PRS office over BVC Division for their whole hearted co-operation and suggestions extended during the course of Work Study.

Terms of Reference

As desired by the competent authority and dully approved, the subject work-study has been undertaken by the GM's Efficiency Cell during the current financial year 2020-21.

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

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

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METHODOLOGY ADOPTED

1. Collection of data in details with reference to nature and quantum of workload of PRS staff working at major PRS Locations on BVC Division.
2. Observation of working system and scrutiny of data collected (critical analysis)
3. Discussion of details with coordinating officer / supervisors & staff.
4. Assessment and making recommendations for need based staff in the present context.
5. Working out financial implication involved in saving as a result of surplus staff.
6. Finalization of Work Study.

YARDSTICKS REFERRED DURING THE WORKSTUDY

1. Yard stick for opening of additional reservation counter at the existing computerized PRS locations, Vide RB's Letter No. 2010/TG-I/20/P/Counter of date 01.06.2011 (**CC NO.23 of 2011**): those locations where daily average numbers of transactions per shift per counter are 180 or more, Railways can take action to open additional counter.
2. **RB's Letter No. 2008/C&IS/New PRS Policy/15 of dt. 04.10.2013**, The guidelines were revised as under:
 - (a) All stations having reservation related workload of 75 transactions per day may qualify for provision PRS facility. (**Para No.i**)
 - (b) Such locations where there is no PRS facility within a vicinity of 15 KMs is justified for the provision of PRS counter. (**Para No.ii**).
 - (c) Additional PRS may be opened for such satellite location in Metro cities which are thickly populated, having population of 50000. (**Para No.iii**)
 - (d) If nearby PRS has annual average work load of more than 100 transactions / counter /shift a separate PRS location may be considered. (**Para No.v**)
 - (e) PRS facility may be opened in Post Offices and will be manned by Postal Staff on mutual agreed terms and conditions to be ratified by Railway Board.
 - (f) Revised guidelines for providing Unified UTS-cum PRS facility as under:
Railhead PRSs having average workload less than 25 transactions may be recommended for conversion to PRS-cum-UTS terminal. (**Para No. xi**).
3. **Railway Board Letter No. E(MPP)2018/1/1 dated 02.07.2020(RBE 48/2020)-** Review of Policy Of Creation of Posts:
 - (a) Surrendering 50 % of existing vacancies, in other than safety category.
4. **FC's D.O No.2015-B-235 dated 19.06.2020 to GM's Indian Railway Strategy/Action** Plan for controlling expenditure and enhancing earnings. (**I**) **Staff Costs** - (e) Review of PRS counters and redeployment of ECRC's due to decrease in over-the-counter.
5. **Railway Board Letter No. E(MPP)2016/1/59 dated 10.01.2017** –Effecting savings in manpower costs-Outsourcing –More non-core activities which are not directly related with train operations and safety can be outsourced.

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SUMMARY OF RECOMMENDATIONS**Recommendation No 1 :**

After critical analysis of present workload of PRS staff under Commercial Dept over BVC Division the workstudy team proposes surrender of 37 posts (09 Live and 28 Vacant) against the sanctioned cadre of 63 posts .

The posts current and proposed cadre of PRS staff over BVC Division is summarised as follows:

PRS	Cadre	MOR	Vacancy	Proposed Cadre	Proposed for Surrender	Live	Vac	Ref Para
GG	16	00	16	00	16	00	16	3.1.4
VTP	06	00	06	00	06	00	06	3.2.4
BVC	14	11	03	09	05	02	03	3.3.9
JND	05	05	00	04	01	01	00	3.4.9
KSD	01	01	00	00	01	01	00	3.5.5
DIU	01	01	00	00	01	01	00	3.6.5
VRL	09	07	02	06	03	01	02	3.7.9
SMNH	01	01	00	00	01	01	00	3.8.5
PBR	06	06	00	04	02	02	00	3.9.9
NUD	03	02	01	02	01	00	01	3.10.7
CMI(C)	1	1	0	1	0	0	0	3.11
Total	63	35	28	26	37	09	28	

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Recommendation No 2 :

Looking into the low PRS traffic at certain stations, the Workstudy team has recommended for operating UTS/PRS locations and exploring Post Office-PRS services at certain PRS locations for optimum utilisation of manpower and savings of Railway Revenue.

CHAPTER-I

1.0 INTRODUCTION:

1.1 Reserved travel by Indian Railways is facilitated by the Passenger Reservation System (PRS). PRS provides reservation services to nearly 1.5 to 2.2 million passengers a day on over 2500 trains running throughout the country. The PRS Application CONCERT (Country-wide Network of Computerized Enhanced Reservation and Ticketing) is the world's largest online reservation application, developed and maintained by CRIS. The system currently operates from 5 Data centres. The server clusters are connected together by a core network that enables universal terminals across country, through which the travelling public can reserve a berth on any train, between any pair of station for any date and class. Indian Railways computerized Passenger Reservation System (PRS) currently operates from five regional centres located at Delhi, Bombay, Calcutta, Madras and Secunderabad. CRIS was assigned the task of development and implementation of the new software incorporating networking for Indian Railways thereby interconnecting the five PRS centres. The new On-line Passenger Reservation System -CONCERT - developed using client-server model for distributed computing is a total solution to the networking of the PRSs

1.1 The Railway reservation ticketing system under Commercial Department has gradually modernized as per following sequence:

- 1994- CONCERT phase-I implemented
- 1997- CONCERT phase-II implemented
- 1999- All India Network Commissioned
- 2000- Internet Enquiry Implemented.
- 2001- Alpha Migration
- 2002- I-Ticket-Reservation.
- 2005- E-Ticket Reservation.
- 2006- Up gradation facility.
- 2011- Itanium migration.1999

1.2 The PRS is available at over 8000 counters in more than 2380 locations throughout the country, including all major stations, and important non-railhead locations such as tourist centres and district headquarters. The PRS services are available to passengers for 23 hours in a day. Passengers can reserve a berth for any train 120 days in advance. In addition to the railway counters, multiple delivery channels have been provided to Rail passengers to access the PRS services. Enquiry services through Internet were launched in year 2000. Touch screen, IVRS and Display boards are enabled at major booking location for details on train accommodation availability. I- Ticketing and E-ticketing and through Internet was launched in year 2002 and 2005 respectively.

Booking through Post offices was launched in year 2007. Enquiry services through 139 were launched in year 2007. PRS ticketing through Mobile VAN (Mushkil Assan) was launched in 2009. Vide Commercial Circular No.33 of 2014, with a view to expanding the facilities for issue of tickets (both reserved and unreserved) it was decided to allow public private partnership in establishment and operation of computerized PRS-cum-UTS terminals at centers which is called Yatri Ticket Suvidha Kendras (YTSK). Adequate safeguards have been kept in the computerized Passenger Reservation System (PRS) and internet booking system to prevent its misuse by unscrupulous elements.

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

- 1.3** In addition to the provisions made in the computerized PRS and internet ticketing system to prevent misuse of reserved ticketing system, various other steps have been taken, some of which are as under:

- (i) Condition of carrying original proof of identity by any one passenger booked on a reserved ticket.
- (ii) Agents are debarred from booking tickets during first thirty minutes of opening of booking, i.e., from 0800 to 0830 hours for general booking, 1000 to 1030 hours and 1100 to 1130 hours for Tatkal booking on AC class and Non-AC class respectively.
- (iii) In case of booking of reserved tickets through internet, only one booking in one user login session except for return/onward journey between 0800 and 1200 hours.
- (iv) The monthly limit of booking of tickets through internet by an individual user has now been revised to 6 tickets in a month instead of 10 tickets.

- 1.4** To improve the transparency in seat allocation after charting and increase the berth utilization, PRS is in the process of automating the operations of TTE. It is aimed that the passenger attendance is marked by the TTE on a Hand Held Device instead of a paper chart and the berths, vacant on account of not turned up passengers are transferred to a central database. These berths can be utilized by TTE for allocation to RAC/WL passengers or to WL passengers/ with current Ticket intending to board the Train from next stopping station. This will also speed up the refund process as the data regarding not turned up passengers will be directly transferred to Refund System. Hand Held Terminals (HHTs) are already functioning in 12 pair of trains. Indian Railways plans to extend this facility to another 70 pair of Rajdhani and Shatabdi Trains.

Indian Railway is facing tremendous financial crunch after implementation of 7th pay commission which is affecting the financial growth in Railway. The impact of the 7th Pay Commission recommendations is approximately to the tune of Rs 1.02 lakh crore on the government's exchequer, with the break-up being Rs 73,650 crore on the Union Budget and Rs 28,450 crore on the Railway Budget. Operating ratio is

gradually increasing in Railways. Though Indian Railway is not a business organization but to survive, it is always essential to make the organization in profit i.e. operating ratio should be less than 100. The current Operating Ratio of 95% is on the higher side and various decisions needs to be taken to bring this down to a comfortable level for enhancing the financial condition of Railways.

1.5 As per the recommendations of 7th Pay Commission :

Vide Para No. 11.40.64: Commercial Staff : There are three categories of Commercial Staff—Commercial Clerks, Enquiry Cum Reservation Clerks (ECRCs) and Ticket Checking staff (TTEs and TCs). They are responsible for commercial duties like issuing of tickets— unreserved as well as reserved, handling enquiries, checking of tickets on board trains, etc.

Vide Para No. 11.40.66: It has also been stated that with the proliferation of technology for booking unreserved and reserved tickets, the requirement of Commercial Clerks and ECRCs is going down. At the same time, with an increase in the number of trains, the need for Ticket Checking staff is on the rise. Hence, it has been suggested that these three cadres should be merged.

Vide Para No. 11.40.67: The Commission analyzed the year-wise data pertaining to the percentage of reserved tickets booked at the counters vis-à-vis those booked through the internet. A clear trend towards increase in internet booking is visible, so much so that internet Booking has now exceeded the counter booking. With the introduction of innovative technological solutions for the unreserved sector, like the recently launched mobile application, the counter sales of unreserved tickets are also likely to go down. *Hence, the Commission finds merit in the argument that the three categories of Commercial staff should be unified into a single cadre.* Accordingly, it is recommended that they should be consolidated into one cadre called Commercial and Ticketing Staff.

Vide RB's Lr No. E(MPP)2016/1/59 of dt, 10.01.2017, Effecting savings in manpower costs, increasing productivity and developing skilled human resources is essential for any organization. In this connection Railway Board has given its action plan and lays down some specific areas and timelines for the due attention of all concerned Officers.

Vide Para No.1 of the above letter: Board has issued instructions on Review of staff strength in Reservation Offices to be done in two stages:

By freezing the existing strength duly anticipating future needs.

Sub Para-VI(D): Cost benefit analysis of outsourcing activity hitherto done departmentally to be carried for all such jobs done over last 5 years. Staff to be totally withdrawn and redeployed for activities / works outsourced.

Sub Para-VI(N): Reduction in PRS counters and redeployment of ECRCs due to decrease in passengers over the counter reservations.

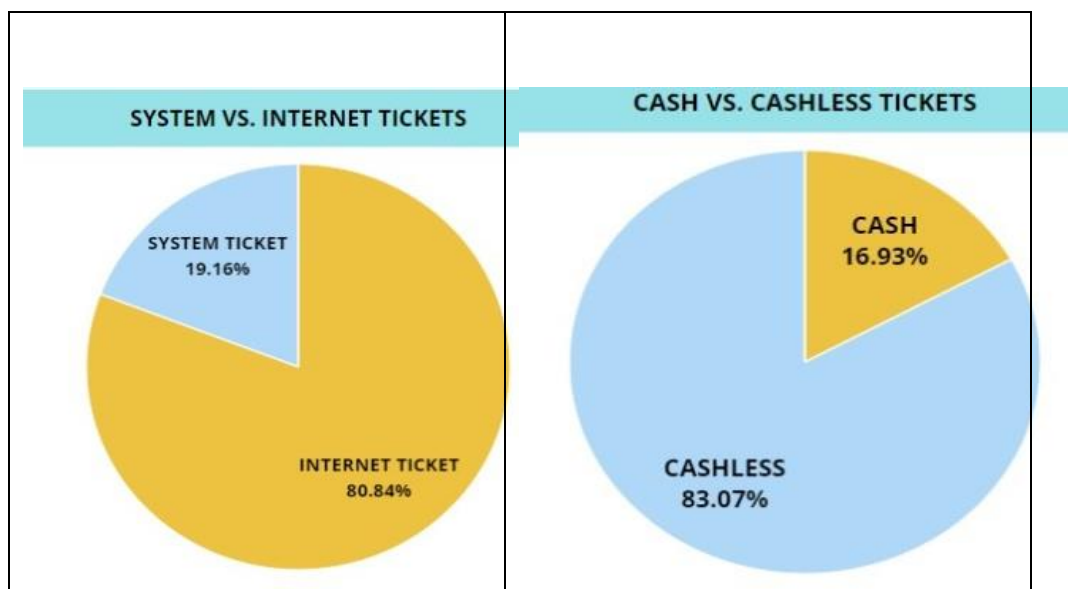
This study is conducted :

- To review staff strength vis-a-vis existing workload.
- To estimate the staff requirement in PRS.
- To identify the PRS counters feasible for conversion as Unified counters or operate through Post Offices where feasible.

CHAPTER – II

2.0 EXISTING SCENARIO:

2.0.1 As per the PRIME data collected from CRIS site on 27.09.2020, the current comparison of E-ticket and System is that as of now 80.84 % of reservation is done through internet through IRCTC portal. Moreover, the cash less tickets transactions in compare to cash ticket is 83.07 %. The below pie chart shows the clear picture.



Practical observation by Work Study Team:

To know the first hand information about the working of booking counters and other ticket related activities, the team spent considerable time to study the data provided by BVC- Division, PRS office and same has been verified with concerned PRS. The points noticed during the work studies are as follows:

For issue of each PRS ticket with 6 passenger names, the time taken is 2.5 Minutes.

1. The Work Study Team compared the figures of increase / decrease in AVERAGE PRS sale.
2. Tickets sold per day during the 6 months period (MAR-AUG) OF 2017-18 and 2018-19, and 2019-20 observed that there is decreasing trend in the sale of PRS tickets at almost all locations.
3. During the field observation, the study team observed that preparing a ticket from receiving a requisition slip complete in all respects usually takes around 45 to 60 seconds. But in practical, few additional times are required for conversation with passengers to complete/ modify the requisition form as per the passenger demand. Requisition form varies from one passenger name to six passengers. The study team considered average of 02 to 2.5 minutes for preparing a reservation ticket from a requisition slip. In each hour of a shift there will be a loss of 10 % time for the following miscellaneous work (i.e inserting of tickets rolls or changing rolls, cleaning/ adjustment of printer rollers etc.,) /for Tatkal tickets alphabets Captcha appear on the screen to reduce the speed of booking of Tatkal tickets, which is essential for eliminating malpractice if any and for public enquiry / to change the

date / train / adding or deleting the information of the passenger, while booking their tickets. Moreover, there is cancellation of tickets also which is approx. of 25-30% of total tickets booked, which requires some extra time which can be taken as 50% of normal booking. This means on an average one ECRC can book 120 tickets and manage cancellations. There will be some savings in the issue of multiple train journey booking and return journey ticket bookings which constitutes 10 -20% of the total booking. It means the total booking could be 120 tickets alongwith cancellations.

4. Hence, a reservation staff can handle 120 to 140 requisitions in his scheduled duty hours depending on the situation. But as per CC NO. 23/2011 one PRS window can handle 180 requisitions per shift. However, the Work Study team considered 120 requisitions for calculations of counter staff in PRS Office.

2.1 There are 18 Computerized Reservation Centers over BVC Division and many of them are near rail heads. The availability of PRS centers is expected to be at more places. The PRS/UTS system is also on the anvil. After 2000, the I-ticket and e-ticket booking has picked up momentum and now a-days more than 80-85 % of the total computerized reservations are done through internet booking. The facility to book from any PRS Centre from any station to any station has also helped to reduce the rush in the main PRS centers in the City.

2.2 Different PRS service points in BVC division are functioning under administrative control of Sr. DCM/BVC. The sanctioned strength and on roll position of ECRC including supervisors (RS) provided by BVC Division as on 07.07.20 is given below.

Station	CRS GP 4600			RS/CHRI GP 4200			ECRC GP 2800			TOTAL		
	S	A	V	S	A	V	S	A	V	S	A	V
GG	03	00	03	08	00	08	05	00	05	16	00	16
VTP	02	00	02	04	00	04	00	00	00	06	00	06
BVC	03	02	01	08	08	00	03	01	02	14	11	03
JND	01	00	01	03	03	00	01	01	00	05	04	01
KSD	00	00	00	01	01	00	00	00	00	01	01	00
VRL	03	01	02	04	04	00	02	00	02	09	05	04
SMNH	00	00	00	01	01	00	00	00	00	01	01	00
DIU	00	00	00	01	01	00	00	00	00	01	01	00
NUD	01	01	00	02	01	01	00	00	00	03	02	01
PBR	01	01	00	03	03	00	02	01	01	06	05	01
CMI (C)	00	00	00	00	00	00	01	01	00	01	01	00
RCT-ADI	00	00	00	00	00	00	00	01	00	00	01	00
TOTAL	14	05	09	35	22	13	14	04+1 (ex)	10	63	31 + 1(ex)	32

General Duty list of ECRC/ RS /CRS Working in PRS

- To attend the duty punctually and in proper uniforms.
- To give information to the public in a polite and courteous manner.
- To maintain register of arrival time of up trains in case of enquiry.
- To perform duties as per the orders issued by the Supervisory Staff.
- To ensure that the proper entry of Personal Cash and impress cash to the register and the terminal.
- To check PNR No., Ticket no. and fare collected from the passengers with reservation status printed on the ticket properly. To issue Concessional and Voucher Tickets as per the eligibility.
- To log out the terminal while going away from the counter (Either temporary or permanent)
- To check the correctness of final summary at the close of duty hours.
- To leave the counter after First shift only after being relived by the staff of Second shift.
- Totalling and remit the net cash, vouchers/RTCs/Cancelled and Non-issued tickets at the end of the duty hours and keep proper records, obtain acknowledgement form the cashier.
- To notes and act on orders/instructions issued from time to time.
- To indicate on a separate paper the counter no, date, shift no of requisition forms dealt with and the name after the duty are over.
- No staff shall leave his place of duties without the permission of the Supervisor on duty.
- To prepare the statement in duplicate for cancelled tickers, non-issue ticket/RTC/Vouchers/Warrants and at the close of duty, statement to be submitted to the cashier along with the Railway Cash and obtain acknowledgement from the cashier.
- Preparation of ROPD and Balance Sheet statements. Preparation of CR's of both Cash and Voucher.
- Preparation Of charts of originating and passing trains, Temporary augmentation of Trains, Feeding of EQ Quotas and other allied works.

3.0 Cadre, Deployment & Critical Analysis of PRS

- 3.1** The study team has collected the figure of Requisitions as workload dealt in Peak Period (i.e March to May) and Lean Period (i.e June to August) in the last three years i.e.2017-18,2018-19 & 2019-20 from every PRS centre under BVC division to find out the trend of workload of PRS counter and also the quantum of workload usually handled by PRS staff.

PRS GG:

- 3.1.1 Sanctioned Strength:** The sanctioned strength and current working cadre of PRS GG as per CRS/GG is as under.

Sr. No	Category	SS	MOR	Vac
1	CRS	03	03	00
2	RS/CHRI	08	08	00
3	ECRC	05	02	03
Total		16	13	03

3.1.2 Workload:

As Gandhigram location is closed for traffic due to Gauge conversion work since last 4yrs the workload couldn't be assessed for workstudy. 13 staff on roll of PRS-GG is working under re-deployment at other stations over BVC division.

3.1.3 Critical Analysis:

As GG station is closed for Gauge conversion work since last more than 4 years, 13 Man-on- roll staff of GG-PRS is being utilized at different locations by BVC Division as under :

03 CRS	Working at BVC
04 CHRI/RS	Working at BVC
02 CHRI/RS	Working at PBR
02 CHRI/RS	Working at SMNH
02 ECRC	01 working at PBR and 01 at JND

It can be seen from the figures that 13 out of the Sanctioned Cadre of 16 staff at GG is being utilized at other stations over BVC Division since last 4 years.

Deployment of staff to other locations where already working cadre is available is pure wastage of manpower and railway revenue. Work study team is of the opinion of that the all the 16 posts at GG maybe surrendered and whenever in the future GG station is opened for public, provision of UTS/PRS counters maybe done for optimum utilization of manpower and savings of railway revenue.

3.1.4 Recommendation:

16 Posts of PRS GG i.e 13 live & 03 vacant posts may be surrendered as it is not in operation since last 4 yrs.

3.2.0 VTP PRS**3.2.1 Sanctioned Strength:** The sanctioned strength of PRS VTP is as under.

Sr. No	Category	SS	MOR	Vac
1	CRS	02	02	00
2	RS/CHRI	04	04	00
Total		06	06	00

3.2.2 Workload:

As Vastrapur location is closed for traffic due to Gauge conversion work since last 4yrs the workload couldn't be assessed for workstudy. 06 staff on roll of PRS-VTP is working under re-deployment at other stations over BVC division.

3.2.3 **Critical Analysis:**

As VTP station is closed for Gauge conversion work since last more than 4 years, 06 Man-on- roll staff of VTP-PRS is being utilized at different locations by BVC Division as under :

02 CRS	Working at JND
03 CHRI/RS	Working at JND
01 CHRI/RS	Working at BVC

It can be seen from the figures that 06 out of the Sanctioned Cadre of 06 staff at PRS-VTP is being utilized at other stations over BVC Division since last 4 years.

Deployment of staff to other locations where already working cadre is available is pure wastage of manpower and railway revenue. Work study team is of the opinion of that the all the 06 posts at VTP maybe surrendered and whenever in the future VTP station is opened for public, provision of UTS/PRS counters maybe done for optimum utilization of manpower and savings of railway revenue.

3.2.4 **Recommendation:**

06 Live Posts of PRS VTP may be surrendered as it is not in operation since last 4 yrs.

3.3 **BVC PRS**

3.3.1 **Sanctioned Strength:** The sanctioned strength of PRS BVC is as under.

Sr. No	Category	SS	MOR	Vac
1	CRS	03	02	01
2	RS/CHRI	08	08	00
3	ECRC	03	01	02
Total		14	11	03

Note : 08 posts (07 of GG-PRS & 01 of VTP-PRS) of other locations are being utilized at BVC location as the above locations are closed for traffic since last 4 yrs. due to gauge conversion work. Out of the 19 current staff working at BVC- PRS, 04 staff is being utilized for Ticket Checking stationary duties, 02 staff at BVC-DRM office and 01 staff as Dy.SS Comml BVC.

3.3.2 **Staff for window operation:**

Staff for window operation: Shift wise deployment of the PRS staff is done by in-charge as per the following schedule; however this deployment is not constant as is changed requirement during the peak and not peak season. Number of windows operated for Reservation and allied activity is given in following table,

	Description	Deployment	Current working Cadre
1	Reservation General	09	11
2	Sup/Incharge	01	
3	LG/RG	01	
	Total	11	

3.3.3 Deployment of Staff: 05 staff are deployed at BVC–PRS , 3 in morning and 2 in Evening shift. 01 Counter in 2 shifts is being operated in BVSM location which is approx. 4 kms away from BVC station. 01 counter is being operated at BVP station in the morning shift and Booking staff operates the counter as UTS/PRS counter in the evening. 01 staff is utilized to operate non cash terminal for Rly staff at DRM office-BVC. The supervisor or staff operating window no.1, looks after the Charting and ROPD work. Average 3-5 trains charting has to be done daily.

3.3.4 Work Load: After introduction of E-ticket more and more passengers are opting for E-ticket facility as the facility is convenient and time saving. PRS counter have witnessed a consistent fall in number of passengers opting for Window Ticket. Due to this gradual and consistent shift from window ticket to E-ticket there is a proportional reduction of work load on PRS counters over entire Indian Railway.

The number of forms dealt in last three year at BVC- PRS (including BVSM & BVP) is given in following table,

	Peak Period			Lean Period		
Year	March	April	May	June	July	August
2017-18	9378	10158	10135	7719	8841	8413
2018-19	8677	8731	9018	7669	8265	7705
2019-20	5871	9453	9388	8339	8561	8433

3.3.5 Staff for window operation:

Computation of Staff needed for operation of PRS windows is as under:

Details	During Peak Season	During Lean Season
Number of Form per month	8947	8451
Number of Form per Day	298	281
Required Shift for ideal workload of 120 form per shift	2.48 i.e. 03 shifts per day	2.35 i.e. 03 shifts per day

As it can be seen from the table above that for optimum utilization of staff at BVC-PRS the operational shift should be ideally 3 shifts in Peak season 3 shifts in Lean season. Therefore there is a requirement of 03 staff for activities related to PRS counters.

3.3.6 Staff for Supervision Activities: Since there is no change in the workload of allied activities the 01 number of staff utilized in allied activity may remain the same.

3.3.7 Rest Giver/Leave Reserve: Rest Giver staff is required for the PRS staff working at reservation/cancellation/enquire counters and Charting staff. However, for staff working at windows only for first shift is operational on Sunday. Therefore, requirement of Rest Giver staff is only against 2 shift out of the 3 shifts proposed.

Sr. No.	Staff	No of Staff
1	Staff for window operation at BVC	03
2	Staff for BVSM & DRM office	03
3	Supervisory & Allied staff	01
4	RG	01
5	LR	01
	Total	09

Therefore, the requirement of need based staff at BVC- PRS is 03 staff. One non-cash terminal is being operated at DRM office for railway staff which is justified. 01 counter is being operated at BVSM (Rly Land) location in 02 shifts.

3.3.8 Critical Analysis: It can be seen from the figures in tables above that average number of forms dealt and number of passenger booked in the last years at PRS BVC has reduced. This is due to more and more passenger opting for E-ticket facility. It is also noted by work study team that there is a notable increase in issue of internet tickets in the last few years. As of the latest data more than 80-85% of the total PRS booking is being carried out through internet booking. BVSM location is 4kms from BVC PRS location and 01 Counter is being operated there. It is pertinent to note that due to COVID and due to lockdown the PRS- BVSM and BVP is inoperative since **22nd March 2020**. The staff of both the locations are being utilized at PRS- BVC since opening of PRS-BVC and for Ticket Checking duties and allied works. **BVP location maybe operated as UTS/PRS location so that separate cadre for PRS at BVP is not needed and Booking staff may handle the PRS traffic at BVP.**

BVSM location is situated in railway property and an average no of 100 forms.

Thus, 09 posts is justified for BVC out of the sanctioned cadre of 14, hence 3 vacant posts and 02 live posts may be surrendered.

3.3.9 Recommendation:

The Workstudy team is of the opinion that 09 staff out of Sanctioned Cadre of 14 posts at BVC –PRS including DRM office and BVSM is needed . BVP location maybe converted to UTS/PRS location operated by UTS staff. 03 Vacant and 02 Live posts maybe surrendered immediately.

3.4 **JND- PRS**

3.4.1 **Sanctioned Strength:** The sanctioned strength of PRS-JND as under.

Sr. No	Category	SS	MOR	Vac
1	CRS	01	01	00
2	RS/CHRI	03	03	00
3	ECRC	01	01	00
Total		05	05	00

Note : 06 posts (01 of GG-PRS, 05 of VTP-PRS)of other locations are being utilized at BVC location as the above locations are closed for traffic since last 4 yrs. due to gauge conversion work. 01 post of VRL –PRS is also being utilized at JND as Dy.SS Comml. Out of the 12 current staff working at JND- PRS, 04 staff is being utilized for Ticket Checking stationary duties and 01 staff as Dy.SS Comml JND.

3.4.2 **Staff for window operation:**

Staff for window operation: Shift wise deployment of the PRS staff is done by in-charge as per the following schedule; however this deployment is not constant as is changed requirement during the peak and not peak season. Number of windows operated for Reservation and allied activity is given in following table,

	Description	Deployment	Current working Cadre
1	Reservation General	03	05
2	Sup/Incharge	01	
3	LG/RG	01	
	Total	05	

3.4.3 **Deployment of Staff:** 05 staff are deployed at JND –PRS for manning PRS windows for activities related to PRS booking/cancellation including supervision and RG/LR .

3.4.4 **Work Load:** After introduction of E-ticket more and more passengers are opting for E-ticket facility as the facility is convenient and time saving. PRS counter have witnessed a consistent fall in number of passengers opting for Window Ticket. Due to this gradual and consistent shift from window ticket to E-ticket there is a proportional reduction of work load on PRS counters over entire Indian Railway.

The number of forms dealt in last three year at JND- PRS is given in following table,

	Peak Period			Lean Period		
Year	March	April	May	June	July	August
2017-18	7322	6420	6634	6393	7026	6690
2018-19	7312	6041	6693	6362	6459	6580
2019-20	6406	5929	5971	5452	6408	5760

3.4.5 Staff for window operation:

Computation of Staff needed for operation of PRS windows is as under:

Details	During Peak Season	During Lean Season
Avg number of Form per month	6102	5706
Avg number of Form per Day	203	190
Required Shift for ideal workload of 120 form per shift	1.69 i.e. 02 shifts per day	1.58 i.e. 02 shifts per day

As it can be seen from the table above that for optimum utilization of staff at GNC-JND the operational shift should be ideally 2 shifts in Peak season 2 shifts in Lean season. Therefore there is a requirement of 02 staff for activities related to PRS counters.

3.4.6 Staff for Supervision Activities: Since there is no change in the workload of allied activities the 01 number of staff utilized in allied activity may remain the same.

3.4.7 Rest Giver/Leave Reserve: Rest Giver staff is required for the PRS staff working at reservation/cancellation/enquire counters and Charting staff. However, for staff working at windows only for first shift is operational on Sunday. Therefore, requirement of Rest Giver staff is only against 1 shift out of the 2 shifts proposed.

Sr. No.	Staff	No of Staff
1	Staff for window operation	02
2	Staff for supervision/ Allied activity	01
3	RG /LR	01
	Total	04

3.4.8 Critical Analysis: It can be seen from the figures in tables above that average number of forms dealt and number of passenger booked in the last years at JND-PRS has reduced. This is due to more and more passenger opting for E-ticket facility. It is also noted by work study team that there is a notable increase in issue of internet tickets in the last few years. As of the latest data more than 80-85% of the total PRS booking is being carried out through internet booking. Therefore, the requirement of need based staff at JND- PRS is 4 staff including RG/LR as against the sanctioned strength of 5 staff. The supervisory/allied activity can operate one counter during peak hours rush like Opening and Tatkal if any. Hence, 01 Live Post is found excess and needs to be surrendered.

3.4.9 Recommendation:

The Worstudy team is of the opinion that 04 staff out of Sanctioned Cadre of 5 posts at JND-PRS is needed and 01 Live Post maybe surrendered .

3.5.0 KSD -PRS

3.5.1 Sanctioned Strength: The sanctioned strength of PRS VG is as under.

Sr. No	Category	SS	MOR	Vac
1	CRS	00	00	00
2	RS/CHRI	01	00	01
3	ECRC	00	00	00
Total		01	00	01

3.5.2 Deployment of Staff: 01 counter in single shift is being operated by PRS staff at PRS- KSD. The booking staff at KSD is used as RG for the PRS Staff.

3.5.3 Work Load:

The number of forms dealt in last three year at JND- KSD is given in following table:

	Peak Period			Lean Period		
Year	March	April	May	June	July	August
2017-18	2294	2093	2256	1784	2035	1822
2018-19	1848	1877	2283	1820	2030	1826
2019-20	2100	2017	2011	1960	2277	1713

An average no of 65 forms are dealt at PRS-KSD per shift .

3.5.4 Critical Analysis :

The current average no of forms dealt in a shift at PRS-KSD is approx. 65 and this duty is being carried out by single PRS staff posted at KSD since long. As the current traffic is very less it may be converted as a UTS/PRS location which can help railways in savings of not needing to manage & maintain a separate PRS office. It would also lead to optimum utilisation of manpower as booking staff can be utilised for multi-tasking in lines with railway board guidelines of merger of cadre.

3.5.5 Recommendation:

PRS-KSD maybe converted to UTS/PRS location and the **existing post of 1 CHRI at PRS-KSD may be surrendered.**

3.6.0 DIU-PRS

3.6.1 Sanctioned Strength: The sanctioned strength of PRS DIU is as under.

Sr. No	Category	SS	MOR	Vac
1	CRS	00	00	00
2	RS/CHRI	01	01	00
3	ECRC	00	00	00
Total		01	01	00

3.6.2 Deployment of Staff: PRS- DIU is operated in the morning shift and being manned by one CHRI .

3.6.3 Work Load: An average no of only 12 forms are dealt at PRS-DIU in a day.

3.6.4 Critical Analysis:

Only an average no of 12 forms are dealt in a day at PRS-DIU and utilizing a PRS Cadre staff for this meagre booking in a full shift of 8 hrs is gross under - utilization of manpower.

Deployment of 01 CHRI staff at DIU-PRS is not advisable for issuing a paltry no of 12 Forms in a day. It is totally non-remunerative and underutilization of manpower to utilize one staff for hardly issuing 12 forms in a day. Provision of PRS at DIU location can not be justified vide **RB's Letter No. 2008/C&IS/New PRS Policy/15 of dt. 04.10.2013** regarding opening of new PRS. However, as DIU being a tourist spot and PRS facility if needed, PRS Facility at Post Office-DIU needs to be explored which will be duly managed by Postal Staff on mutually agreed terms and conditions. As per **Commercial Circular 43/2018** for opening of PRS counters at Post Offices, the Divisional Authorities can process opening of PRS at Post Office –DIU and the current cadre of DIU-PRS needs to be surrendered which would lead to optimum utilization of manpower and savings to Railway revenue.

3.6.5 Recommendation :

Dealing of 12 forms in a day does not justify a separate PRS for DIU location. However, being a tourist location and if there is a demand from state authorities provision of PRS facility at Post Office- DIU can be explored and the current cadre of PRS staff at DIU-PRS maybe surrendered.

3.7.0 VRL- PRS

3.7.1 Sanctioned Strength: The sanctioned strength of PRS VRL is as under.

Sr. No	Category	SS	MOR	Vac
1	CRS	03	03	00
2	RS/CHRI	04	04	00
3	ECRC	02	00	02
Total		09	07	02

3.7.2 Staff for window operation:

Staff for window operation: Shift wise deployment of the PRS staff is done by in-charge as per the following schedule; however this deployment is not constant as is changed requirement during the peak and not peak season. Number of windows operated for Reservation and allied activity is given in following table,

	Description	Deployment	Current working Cadre
1	Reservation General	04	07
2	Sup/Incharge	01	
3	LG/RG	02	
	Total	07	

3.7.3 Deployment of Staff: 07 staff are deployed at VRL –for manning PRS windows for activities related to PRS booking/cancellation including supervision and RG/LR .out of this one staff is deployed at Somnath temple comple to opearate a PRS windoe in one shift i.e. 08.00 to 1400 hrs, One staff of PRS-VRL is working as Dy.SS Commml-SMNH.

3.7.4 Work Load: After introduction of E-ticket more and more passengers are opting for E-ticket facility as the facility is convenient and time saving. PRS counter have witnessed a consistent fall in number of passengers opting for Window Ticket. Due to this gradual and consistent shift from window ticket to E-ticket there is a proportional reduction of work load on PRS counters over entire Indian Railway.

The number of forms dealt in last three year at VRL-PRS is given in following table,

	Peak Period			Lean Period		
Year	March	April	May	June	July	August
2017-18	8179	8018	8210	7011	7952	7853
2018-19	7343	8110	7494	7300	7068	7186
2019-20	4785	7436	7155	7051	7306	6110

3.7.5 Staff for window operation:

Computation of Staff needed for operation of PRS windows is as under:

Details	During Peak Season	During Lean Season
Number of Form per month	6458	6822
Number of Form per Day	215	227
Required Shift for ideal workload of 120 form per shift	1.8 i.e. 02 shift per day	1.9 i.e. 02 shift per day

As it can be seen from the table above that for optimum utilization of staff at VRL-PRS the operational shift should be ideally 2 shifts in Peak season 2 shifts in Lean season. Therefore there is a requirement of 02 staff for activities related to PRS counters. However one counter is operational at Somnath Temple in one shit i.e. 08.00 to 14.00hrs and manned by VRL-PRS staff. Hence, looking into this one more shift maybe added to required no of shifts

3.7.6 Staff for Supervision Activities: Since there is no change in the workload of allied activities the 01 number of staff utilized in allied activity may remain the same.

3.7.7 Rest Giver/Leave Reserve: Rest Giver staff is required for the PRS staff working at reservation/cancellation/enquire counters and Charting staff. However, for staff working at windows only for first shift is operational on Sunday. Therefore, requirement of Rest Giver staff is only against 1 shift out of the 2 shifts proposed.

Sr. No.	Staff	No of Staff
1	Staff for window operation	03
2	Staff for Allied activity	01
2	RG /LR	01
	Total	05

Therefore, the requirement of need based staff at VRL- PRS is 5 staff including RG/LR as against the sanctioned strength of 09 staff. The Supervisory staff can operate the second counter at VRL for some time in case of rush during Opening and tatkal hours.

3.7.8 Critical Analysis:

It can be seen from the figures in tables above that average number of forms dealt and number of passenger booked in the last years at PRS VRL has reduced. This is due to more and more passenger opting for E-ticket facility. It is also noted by work study team that there is a notable increase in issue of internet tickets in the last few years. As of the latest data more than 80-85% of the total PRS booking is being carried out through internet booking. One staff is utilized at SMNH temple complex to operate PRS counter in a single shift. One staff is utilized as Dy.SS commercial at SMNH cannot be justified as utilization of PRS staff for any other work than PRS work shows that the cadre is excess and needs to be surrendered. Therefore, the requirement of need based staff at VRL- PRS is 06 staff as against the sanctioned strength of 09 posts.

3.7.9 Recommendation:

The Workstudy team is of the opinion that 06 staff out of Sanctioned Cadre of 09 posts at VRL -PRS is needed and 01 Live and 02 Vacant Posts maybe surrendered .

3.8 SMNH-PRS

3.8.1 Sanctioned Strength: The sanctioned strength of PRS-SMNH is as under.

Sr. No	Category	SS	MOR	Vac
1	CRS	00	00	00
2	RS/CHRI	01	01	00
3	ECRC	00	00	00
Total		01	01	00

3.8.2 Deployment of Staff: SMNH is a UTS/PRS location and is manned by Booking staff in broken duty of 12 hrs. and one ARS/CHRI is posted at SMNH-PRS who is utilized as Ticket checking staff.

3.8.3 Work Load: An average no of only **12 forms** are dealt at PRS-SMNH in a day.

3.8.4 Critical Analysis:

Only an average no of 12 forms are dealt in a day at PRS-SMNH and this is being managed by Bookin Staff. Deployment of one CHRI at SMNH for ticket checking duties clearly shows that the post is excess in PRS cadre and being utilized elsewhere. Hence, this post may be surrendered immediately.

3.8.5 Recommendation : SMNH may be operated as UTS/PRS location and manned by Booking staff. One Post of CHRI/RS utilised for Ticket checking work may be surrendered.

3.9.0 PBR- PRS

3.9.1 Sanctioned Strength: The sanctioned strength of PRS PBR is as under.

Sr. No	Category	SS	MOR	Vac
1	CRS	01	01	00
2	RS/CHRI	03	03	00
3	ECRC	02	02	00
Total		06	06	00

3.9.2 Staff for window operation:

Staff for window operation: Shift wise deployment of the PRS staff is done by in-charge as per the following schedule; however this deployment is not constant as is changed requirement during the peak and not peak season. Number of windows operated for Reservation and allied activity is given in following table,

	Description	Deployment	Current working Cadre
1	Reservation General	03	06
2	Sup/Incharge	01	
3	LG/RG	02	
	Total	06	

3.9.3 Deployment of Staff: 02 Counters in first shift and 01 counter in second shift is being operated in PRS-PBR , first shift is 08:00 to 14:00 and second shift is from 14:00 to 20:00 Hrs. **02 RS/CHRI and 01 ECRC posts of PRS-GG is being currently operated at PRS-PBR and being utilized for other than PRS duties like Ticket Checking and in UTS.**

3.9.4 Work Load: After introduction of E-ticket more and more passengers are opting for E-ticket facility as the facility is convenient and time saving. PRS counter have witnessed a consistent fall in number of passengers opting

for Window Ticket. Due to this gradual and consistent shift from window ticket to E-ticket there is a proportional reduction of work load on PRS counters over entire Indian Railway.

The number of forms dealt in last three year at PRS- SBIB is given in following table,

	Peak Period			Lean Period		
Year	March	April	May	June	July	August
2017-18	5385	5438	5438	4751	4578	4987
2018-19	4887	4724	4743	4424	4742	4204
2019-20	4516	4472	4323	4143	4308	4189

3.9.5 Staff for window operation:

Computation of Staff needed for operation of PRS windows is as under:

Details	During Peak Season	During Lean Season
Number of Form per month	4437	4213
Number of Form per Day	147	140
Required Shift for ideal workload of 120 form per shift	1.2 i.e. 02 shifts per day	1.17 i.e. 02 shifts per day

As it can be seen from the table above that for optimum utilization of staff at PBR PRS the operational shift should be ideally 2shifts in Peak season and 2 shifts in Lean season. Therefore there is a requirement of 02 staff for activities related to PRS counters.

3.9.6 Staff for Supervision Activities: Since there is no change in the workload of allied activities the 01 number of staff utilized in allied activity may remain the same.

3.9.7 Rest Giver/Leave Reserve: Rest Giver staff is required for the PRS staff working at reservation office. However, for staff working at windows only for first shift is operational on Sunday. Therefore, requirement of Rest Giver staff is only against 2 shifts out of the 4 shifts proposed.

Sr. No.	Staff	No of Staff
1	Staff for window operation	02
2	Staff for Allied activity	01
2	RG/LR	01
	Total	04

Therefore, the requirement of need based staff at PBR PRS is 04 staff including RG/LR, as against the sanctioned strength of 6 staff. Hence, 02 Live post is found excess and to be surrendered.

3.9.8 Critical Analysis: It can be seen from the figures in tables above that average number of forms dealt and number of passenger booked in the last years at PRS PBR has reduced. This is due to more and more passenger opting for E-ticket facility. It is also noted by work study team that there is a notable increase in issue of internet tickets in the last few years. As of the latest data more than 80-85% of the total PRS booking is being carried out through internet booking. It is observed that average 138 forms are dealt in PBR-PRS and hardly 41 -45 forms are dealt in a single shift. Hence, only one counter in two shifts maybe operated and in case of rush if any during peak timings like opening and Tatkal supervisor may be utilized. **Seeing into the less PRS-traffic Division may explore the possibility of converting PBR into a UTS/PRS location in the future which will result in optimum utilization of manpower and infrastructure expenses.**

3.9.9 Recommendation:

Workstudy team is of the opinion that 04 posts is currently needed and recommends surrender of 02 posts of PRS-PBR. However, provisions of converting PBR in to a UTS/PRS location maybe explored by BVC Division for optimum utilization of Manpower and savings of Railway revenue.

3.10 NUD- PRS

3.10.1 Sanctioned Strength: The sanctioned strength of PRS NUD is as under.

Sr. No	Category	SS	MOR	Vac
1	CRS	01	01	00
2	RS/CHRI	02	01	01
3	ECRC	00	00	00
Total		03	02	01

3.10.2 Staff for window operation:

Staff for window operation: Shift wise deployment of the PRS staff is done by in-charge as per the following schedule; however this deployment is not constant as is changed requirement during the peak and not peak season. Number of windows operated for Reservation and allied activity is given in following table,

	Description	Deployment	Current working Cadre
1	Reservation General	01	02
2	Sup/Incharge	01	
	Total	02	

3.10.3 Deployment of Staff:

01 Counter is being operated in two shifts at PRS-NUD

3.10.4 Work Load:

The number of forms dealt in last three year at PRS-NUD is given in following table:

	Peak Period			Lean Period		
Year	March	April	May	June	July	August
2017-18	3321	3251	3685	3162	3010	2958
2018-19	3540	3253	3620	3394	3151	2941
2019-20	3327	3283	3471	3026	3340	2961

3.10.5 Staff for window operation:

Computation of Staff needed for operation of PRS windows is as under:

Details	During Peak Season	During Lean Season
Number of Form per month	3360	3109
Number of Form per Day	112	103
Required Shift for ideal workload of 120 form per shift	0.93 i.e. 01 shift per day	0.86 i.e. 01 shift per day

As it can be seen from the table above that for optimum utilization of staff at NUD PRS the operational shift should be ideally 1 Shift in Peak period and 01 Shift in Lean period for activities related to PRS counters.

3.10.6 Critical Analysis :

The current average no of forms dealt in a day at PRS-NUD in 2 shifts is approx. 110 and this duty is being carried out by 02 PRS staff posted at NUD. As the current traffic is very less it may be converted as a UTS/PRS location which can help railways in savings of not needing to manage & maintain a separate PRS office. It would also lead to optimum utilisation of manpower as booking staff can be utilised for multi-tasking in lines with railway board guidelines of merger of cadre.

3.10.7 Recommendation:

PRS-NUD to be converted to a UTS/PRS location looking into the less PRS traffic at the location. Existing Vacant post of 1 ECRC maybe surrendered immediately and after converting NUD to a UTS/PRS location the 02 current Live posts may be surrendered.

3.11 PRS Cadre redeployed at following other locations:

The Post of PRS cadre is being utilized at following locations for other duties at BVC Division:

Location	Cadre	MOR	Vacancy
CMI Control	1	1	0
RCT ADI	0	1 GG staff	0
Tottal	1	2	0

During the Work Study, a team of Work Study observed that 01 PRS cadre staff is being utilised in Commercial Control at Sr.DCM Office-BVC and another staff of GG cadre is working on deputation at RCT-ADI.

CHAPTER – III**FINANCIAL IMPLICATION****PRS Staff - Commercial Department**

- 1.1 After carefully scrutinizing the current working scenario of entire cadre of PRS Staff (Commercial) the work study team proposes **37** posts (28 Vacant and 09 live) as surplus against sanctioned cadre of **63** to the requirement and recommended for surrender immediately.
- 1.2 The work study team has identified 37 Group C posts for surrender. Out of 37 surplus posts, 28 posts are lying vacant since long.

Category	Surplus	Annual saving per person (in Rs.)	Total savings in Rs.
Group-C PRS Staff	37	1003714	Rs. 3,71,37,418

On implementation of the recommendations brought out in the work study report, annual recurring saving, per annum can be achieved as follows:-

1. Annual recurring saving of **Rs 3,71,37,418/-** per annum can be achieved



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