



HQ-WESTERN RAILWAY



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**Title: Work-Study report of PRS over Rajkot Division.
Year- 2020-21**

No. G.463/WR/WS-07/2020-2021

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Synopsis of The Study

Study Number				: (No. G.463/WR-WS-07/2020-2021)			
Name of Study				: Work Study on staff working in PRS over RJT Division			
Approved by				: AGM-Western Railway			
Department				: Commercial			
Division				: RJT			
Study conducted During the period				: 2020-21			
No. of Recommendations				: 05			
Sanctioned Strength				: 65			
No. of Men studied				: 57			
No. of vacancies				: 09			
No. of posts identified surplus				: 24			
Recurring saving of Rs.				Rs. 2,40,89,136/-Per annum.			
Terms of Reference				Assessment of manpower requirement corresponding to existing/arising workload.			
Category	Existing cadre	Man on Roll	Vacancy	Proposed cadre	Proposed for surrender	Live post	Vacant Post
"C"	65	57	09	41	24	15	09

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ACKNOWLEDGMENT, TERMS OF REFERENCE, AUTHORITY AND BASIS FOR STUDY.**ACKNOWLEDGEMENT**

The work study team wishes to acknowledge its gratitude to the following officers for co-ordination and assistance given by them :

Shri Abhinav Jeph	Sr. DCM- RJT
Shri Aslam M Shaikh	ACM – RJT

The work study team wishes to acknowledge its gratitude to Shri H R Joshi DCMI- RJT Sectional CMI's & PRS staff of Commercial Department of Rajkot Division for the assistance given by them during the course of the study.

AUTHORITY

As per Additional General Manager's directives, Secy./PG has instructed to conduct a work study to review the staff strength of PRS staff of Commercial department of Vadodara Division. Accordingly, a study has been conducted with a view to assess the requirement of man power over Vadodara Division.

TERMS OF REFERENCE

The Work study team has conducted the subject work study based on the following terms of References”

1. Existing strength of PRS staff and their deployment.
2. Quantum of work performed by the staff at their work point
3. Effect in work load after Introduction of modern technology e.g E-ticketing by IRCTC and Mobile Ticketing.

BASIS OF STUDY

- Assessment of need based requirement of staff vis-à-vis the present workload
- To ensure optimum utilization of manpower, to bring down the staff cost, for achieving the best productivity by manpower.

METHODOLOGY & YARDSTICKS USED DURING THE WORKSTUDY

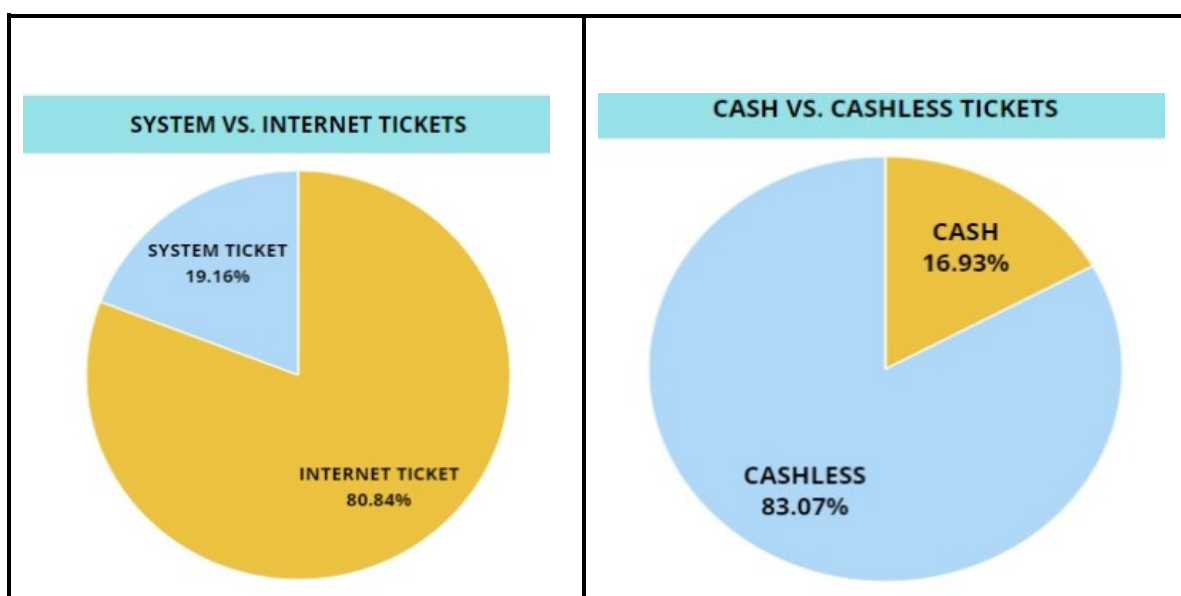
1. Collection of data in details with reference to nature and quantum of workload of PRS staff working at major PRS Locations on RJT Division.
2. Discussion of details with coordinating officer / supervisors & staff.
3. Making recommendations for need based staff in the present context.
4. Working out financial implication involved in saving as a result of surplus staff.
5. 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.
6. **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).**
7. **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.
8. **FC's D.O No.2015-B-235 dated 19.06.2020 to GM's Indian Railways-**
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 .

459782/2020/CRS 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.

10. As per the 7th Pay commission Report: Vide Para No. 11.40.67: The Commission analysed 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 “Commercial and Ticket Checking Staff”. Accordingly, it is recommended that ECRCs & Commercial Clerks & Ticket Checking should be consolidated into one cadre.

Railway Board vide **RBE 93/2016 & RBE No.28/2018** had issued merger of the three categories of post in Commercial Department over Indian railways viz Ticket Checking, Commercial Clerk & Enquiry cum Reservation Clerk.

11. 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 RJT Division, PRS office and same has been verified with concerned PRS. The points noticed during the work studies are as follows:

1. For issue of each PRS ticket with 6 passenger names, the time taken is 2.5 Minutes.
2. The Work Study Team compared the figures of increase / decrease in **AVERAGE PRS sale**.

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Tickets and booking the 06 months period (**March to August**) of 2017-18 and 2018-19, and 2019-20(Peak & Non-Peak) were collected and examined .It is observed that there is decreasing trend in the sale of PRS tickets at almost all locations.

4. 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 vary 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 are 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 along with cancellations.
5. 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.
6. The PRS staff is rostered for 08 hrs duty i.e. 06 hrs. counter duty & 02 hrs. for ROPD & allied works.

SUMMARY OF RECOMMENDATIONS

PRS	Cadre	MOR	Vacancy Excess	Proposed Cadre	Proposed for Surrender	Live	Vacancy Excess
JAM	13	12	01	07	06	05	01
RJT	23	19	04	16	07	03	04
BKNG	08	08	00	06	02	02	00
SUNR	05	05+01*	00	03	02	02	00
MVI	03	03	00	03	00	00	00
OKHA	03	02	01	02	01	00	01
DWK	02	01	01	00	02	01	01
KNLS	01	01	00	00	01	01	00
KMBL	01	01	00	00	01	01	00
HXP	03	03	00	03	00	00	00
FRT CELL-RJT	02	00	02	00	02	00	02
CTNL-RJT	01	01	00	01	00	00	00
	65	56+01*	09	41	24	15	09

Remark= *(01) post from SUNR was transferred to Freight Cell-RJT, But no posting has been done since transfer of post, hence, 01 staff excess. However, the same post has been lying vacant in Freight cell-RJT and a recommendation has been done in the study.

Sr. No	Recommendations	Surplus.
1.	Recommendation No. 1	06
2	Recommendation No. 2	07
3	Recommendation No. 3	02
4	Recommendation No. 4	02
5	Recommendation No. 5	07
	TOTAL	24

Indian Railway is one of the biggest transportation organizations among all other transport organizations in the country. In fact the Railway is backbone of the national economy. In recent time, Railway is facing tremendous competition from road and air. Indian Railways begun to lose out freight to the Roadways since the last decade despite its inherent advantages of being environment friendly and more reliable. Today the Railway's freight share stands at approximately 35% against 64% of two decades ago. This slows down in freight loading eroded the Railways revenue.

In the time of competition transport system should not only the agile, prompt and amenable but also financially viable. In order to bring economy in expenditure the optimum utilization of man, machine and material will have to be ensured. Productivity has acquired a new and broader meaning in the light of highly competitive economic environment, increasing educational levels, degradation of physical environment and increasing population creating pressure on the limited available resources. To be relevant, the output dimension of the productivity equation needs to be stressed more than before, because improvement in the use of resources alone may not give the desired competitive advantage.

Productivity should be viewed as increasing value addition to be achieved by:-
i) Providing products and services that enhance customer satisfaction; ii) Reducing costs; and iii) Enhancing safety..

Indian Railway is facing tremendous financial crunch after implementation of 6th Pay Commission. IR has now also implemented the 7th pay commission which will affect the financial growth in Railway. The impact of the 7th Pay Commission recommendations will be 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 Operating Ratio for the financial year ending 2017-18 was 98.8%, 2018-19 was 98.30 %, for 2019-20 it was 98.41 & Projected Operating Ratio for the Financial Year 2020-21 is 97.30 %.

In view of the above, Rly Board issued nos. of circulars, orders, etc. to minimize Expenses and increase Earnings. The Zonal Railways also implement various measures for financial discipline. At this juncture, the role of Railway Efficiency & Research Directorate is also very important in connection with „Benchmarking“, „Rationalizing of Man-Power“, etc without hampering normal progress and activity.

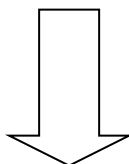
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Reservation department is the only earning department, which takes direct responsibility of earning resources by booking/reservation of passenger traffic. Now a day the increased number of users of internet/e-ticketing has reduced the workload of railways PRS centres. The E-ticketing for reserved tickets handles about 80 to 85% of the total reserved tickets.

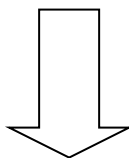
The subject work-study has been undertaken by Work Study Cell- CCG, WR during the current financial year 2020-21 to improve the productivity index of the railway. As per terms of reference, the study team has thoroughly observed the commercial activities in PRS counters in Rajkot Division and critically analysed the involvement of PRS staff in different activities to ascertain their optimum utilization and to find out the need based requirement of reservation staff in RJT division

Chapter 2**Existing Organizational Set up & Classification of Duties.****2.0 The organizational set-up of PRS (ECRC) staff working at various stations over RJT- Division**

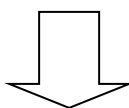
SENIOR DIVISIONAL COMMERCIAL MANAGER [SR.DCM.]



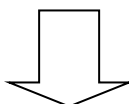
ASSISTANT COMMERCIAL MANAGER [ACM Coaching)



CHIEF RESERVATION SUPERVISOR [CRS/CERS]



RESERVATION AND ENQUIRY SUPERVISOR [CHRI/RS]



ENQUIRY CUM RESERVATION CLERK I [ECRC]

2.1 General Duty list of CERS/CRS and CHRI/RS working in PRS:

- ✓ To ensure punctual attendance of staff in proper uniform and supervise their work.
- ✓ To keep constant watch on the staff working on the counters.
- ✓ To ensure proper handling of records, cleanliness inside the office, passenger complaints & grievances and render assistance to the passengers.
- ✓ To go through the daily diaries and take necessary remedial action.
- ✓ To ensure the work is carried out in a disciplined and office efficient manner.
- ✓ To bring innovation and efficiency in working of the office.
- ✓ To keep the administration advised to the problems of the office and peruse the same.
- ✓ To maintain proper cleanliness of office.
- ✓ To plan and finalize arrangement for clearance of the summer rush & opening of extra counters.
- ✓ To make arrangement for attaching additional coach as and when necessary.
- ✓ To ensure proper cleanliness of the Computer terminals and other equipment.
- ✓ To ensure that the terminals are working normal at the beginning of each shift.
- ✓ To see that the terminal operators logs in only after collecting ticket rolls and putting it on the printer.
- ✓ To ensure correct ticket rolls are supplied to respective terminal/counter.
- ✓ To ensure that fresh roll is supplied only when the roll supplied earlier is completely utilized and to check the correctness of last three numbers of the ticket and the number printed by the computer.
- ✓ To make checks of the particulars of the tickets and bring to the notice of the officer concerned the discrepancies, if any.
- ✓ To conduct sample checks to ensure that all details are recorded on the requisition form and the railway cash is correctly accepted.
- ✓ To ensure that the terminals are logged out before the operators leave the counters.
- ✓ To record the number of form dealt with by each operator at the end of each shift.
- ✓ To ensure ticket roll are available at any given time.
- ✓ To see that the terminal operators do not leave the counter unless the terminals are permanently logged out and the computer is fed with the details of concessions vouchers etc.
- ✓ To ensure no unauthorized person enter the terminal area.
- ✓ To guide and assist all the terminal operators in performing their duties.
- ✓ To ensure that the statements furnishing the particulars of cancelled tickets and other vouchers are prepared in the prescribed format in duplicate.
- ✓ He will be held responsible for indulgence by ECRC in corrupt practices, such as temporary / permanent misappropriation of railway cash, issuing

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- ✓ Issuing of token other than those in the queue by showing undue favouritism, watch on special ticket cancellation, issue of NITs etc.
- ✓ Issuing of token During TATKAL hours for AC/Non AC Passengers
- ✓ Monthly Report & timely sending of ROPD, Cash CR & Voucher, Returns to DyCAO., Ajmer, Fluctuation registers & Balance Sheet.
- ✓ Collection of Cash from Counters.
- ✓ Charting work, Ex Passenger Charting, EDR Duties & VIP (HO) feeding in the system.
- ✓ Roster work of PRS staff working under him.
- ✓ Attending Officers, SS, DCMI's, TIA's during inspections
- ✓ He will be responsible for smooth and efficient working of all terminals in his jurisdiction. All cases of failure/ shut down will be brought out to the notice of concerned supervisors and officers with the view to get them attended and put right without any loss of time.
- ✓ To perform any other duties allotted by the administration from time to time and ensure compliance by the staff.
- ✓ **During the COVID period arranging refund to passengers on account of cancellation of trains.**

2.2 General Duty list of ECRC 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 collect the keys and ticket rolls from supervisor.
- ✓ To ensure that the proper entry of Personal Cash and impress cash to the register and the terminal.
- ✓ The commencing number of ticket roll should be feed correctly.
- ✓ To work at Enquiry counters and guiding passengers.
- ✓ To check PNR No., Ticket no. and fare collected from the passengers with reservation status printed on the ticket properly.
- ✓ 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 relieved 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.
- ✓ To co-operate with the passengers in getting their reservation.
- ✓ 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.

2.3 Classification of Duties.

	Duties
VIP Booking	<p>Booking of VIP's coming under HOR [HIGH OFFICIAL REQUISITION], Ministers, M.P.'s of all the states, Governor, Justice, Judge of High Court, information regarding train booking received from resp. offices with their vouchers, HOR signed and stamped by ministers, I card cum free pass in case of M.P.'s.</p> <p>A letter addressed to Station Manager/Master is required to book their reservation. CRI has to prepare ticket from window no 01 earmarked for VIP's with * mark indicating VIP.</p> <p>If waitlisted CRS should repeat ACM for arranging reservation. A separate VIP register is maintained filling in all details. He has to manage onward, inward or intermediate station booking by sending fax, gimlet to the resp. stations In case of emergency he has to contact commercial controller of other locations for emergency quota and also handover a VIP list to ACM concern. He has to prepare skeleton chart of VIP's and sent to CCOR. Handover voucher to cashier at end of the shift.</p>
CRS Roster	<p>He has to prepare duty roster of each section of reservation office separately. He has to ensure that proper staff is working at nominated counters. He is responsible for day to day Supervision. He is responsible for the leave availed by the staff and he has to maintain record of it.</p> <p>He also has to maintain register for attendance, leave and attend to any office correspondence.</p>
General	<p>CRS Gen. Will be responsible for general cleanliness of PRS centre. He should ensure that all staff are in proper uniform and reporting at right time. He should ensure that all T.V. monitor are in working condition and deficiency if any should be reported to the concerned dept. Immediately. He should ensure that the passenger operated enquiry terminal provided in PRS centre and at booking hall are in working condition.</p> <p>He should ensure that music system is functioning continuously at appropriate sound level. He should ensure that maximum staff is provided at PNR/ AC enquiry. He should ensure proper functioning of PRS centre without any complaints. He should ensure strict compliance of the above instructions.</p>
ROPD	<p>Login using proper IDs & Password. The reports of daily gross summary of CR and other railways and local, foreign and grand total earnings of all locations are collected.</p> <p>The total no. of slips dealt on each location, net earnings, total refund given, passengers booked are derived from DRM report and maintained as record. The derails are repeated to Commercial Control. Daily reports, periodic</p>

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Shift Supervisor	<p>He has to check all terminal, printers, ticket rolls, keyboards and he has to maintain ticket roll entry register, check Private Cash have been declared by staff and entered properly, special cancellation book is to be maintained and for necessary changes handover the ticket to supervisor terminal and collect the cash and handover to staff.</p> <p>Maintain register as per window no., name, commencing & closing nos., no. of form dealt, vouchers, non- issue tickets, cash remitted. The Suggestion and complaint book is to be maintained and help the passengers who have any difficulty, code book is also to be maintained. At 14.00 he has to complete his diary along with ticket rolls used and unused and handover to the next CRI for the II shift.</p>
Records	<p>Form register according to window no. and shift wise is maintained GRP, RPF register, chart of all trains and reservation form are preserved for 6 months. Maintain register showing records handed over to Vigilance and CBICRI is responsible for safe custody of all records.</p> <p>Arrange the forms month wise and shift wise and after 6 months a letter has to be issued to DRM [C], copy to ACM[R] for disposal after 6 months. However, record involving vigilance, CBI, DAR enquiries are to be maintained till finalisation of case.</p> <p>Tokens also have been kept window wise, shift wise. In case of staff mistakes correction slips and registers should be maintained. Letters received from CBI, Commercial Officers, VI,GRP have to filed [inward and outward].</p>
Group Booking Approval	<p>Check the application, list of passengers name and verify the concession forms and get it sanctioned by the ACM [HQ], ACM[R], DCM.</p> <p>Change of name:-</p> <p>Only family members on producing Ration card, passport or affidavit to prove their relationship. Apart from that partly mistake done by staff can be rectified with proper evidence.</p> <p>IRCTC:-</p> <p>Partly booking already blocked by IRCTC the names have to be fed in the system and PNR has to be created.</p>
Complaints / Suggestions	<p>Complaints should be thoroughly investigated and explanation should be obtained from the concerned staff. In connection with the complaint for the investigation he has to go to that particular location. Some of the cases confronted enquiry may also be conducted. In case the complaint is disputed with the staff to know the facts.</p> <p>To assist the ACM for inspection of PRS locations and to prepare inspection note. Also surprise checks on PRS locations.</p>
Charting	<p>To collect Marshalling/Rake composition from CYM/YM and Log the terminal into charting and no. of coaches of different classes fed into the</p>

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	<p>Allotment of berth / coupe in IAC to be made as per requirement of passengers. Command to be given for preparation of charts, before preparation of chart he has to ensure that VIP quota of that particular train has been fed.</p> <p>He has to ensure that reservation charts are prepared bilingually [Hindi, English] Preparation of advance VIP list same day and next day.</p>
EDR Feeding	<p>The position of actual turned Up/ Not Turn Up passengers against the computerized booking status is verified and updated in the PRS System on the basis of EDR report submitted by TTE at time of OFF duty. However, as per current refund rules, the passengers will not get any amount of refund after departure of trains or if passengers cancelled their ticket after charting.</p>

Chapter 3	<u>Cadre, Deployment & Critical Analysis of PRS</u>
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- 3.0 Different PRS service points in RJT division are functioning under administrative control of Sr. DCM/RJT. The sanctioned cadre and men on roll position of ECRC including supervisors (RS) as on 14.07.2019 is given below.

Station	CERS/CRS 9300- 34800+4600			CHRI/RS 9300- 34800+4200			ECRC 5200- 20200+2800			Total		
	SS	MO R	VAC	SS	MO R	VAC /EX	SS	MO R	VAC /EX	SS	M OR	VAC /EX
OKHA	01	00	01	01	01	00	01	01	00	03	02	01
DWK	00	00	00	01	01	00	01	00	01	02	01	01
KNLS	00	00	00	01	01	00	00	00	00	01	01	00
KMBL	00	00	00	01	01	00	00	00	00	01	01	00
JAM	04	04	00	02	02	00	00	00	00	13	12	01
HXP	01	01	00	02	02	00	00	00	00	03	03	00
RJT	05	05	00	14	12	02	04	02	02	23	19	04
FRT-RJT CELL	00	00	00	02	00	02	00	00	00	02	00	02
CTNL RJT	00	00	00	01	00	01	00	01	+01	01	01	00
BKNG	03	03	00	04	04	00	01	01	00	08	08	00
SUNR	01	01	00	04	04	00	00	01	+01	05	06	+01
MVI	01	01	00	02	02	00	00	00	00	03	03	00
Total	16	15	01	41	34	07	08	08	00	65	57	08

There are altogether 23 Locations, where there are provision of PRS over RJT Division. Currently, the PRS cadre staff is utilised at 10 locations & places. Rest are UTS cum PRS locations managed through partially by PRS staff, Booking Staff & Station Master. There are 06 PRS (Railhead) locations- JAM, HAPA, RJT, BKNG, MVI & SUNR & 04 PRS (Non Rail Head) locations- Ring Road, RJT, Reliance Green City Post Office-JAM, India Post Office, RJT & Dwarkadhish Temple, Dwarka over RJT Division and rest are UTS cum PRS locations.

3.1.1 PRS-JAM:

As per the Workstudy Data provided by Division Office and data collected from concerned CRS Incharge and with interaction with PRS Staff & Concerned sectional CMI's. The details are summarised as under:

3.1.2 The Statement showing the Sanctioned Strength, men on roll and vacancy Position of PRS-JAM.

No.	Category	Grade + Pay Band	Sanctioned Strength.	On roll	Vacancy/ Excess
1	CERS/CRS	9300 – 34500+ PB 4600	04	04	00
2	CHRI	9300 – 34500+ PB 4200	08	06	02
3	ECRC	5200 – 20200+ PB 2800	01	02	+01
Total			13	12	01

1. There are 02 Counters which run in 02 shifts and 01 Enquiry cum Current reservation counter which runs in 03 shifts
2. On Sundays the there is only one single **(Morning Shift)** other than Current & Enquiry counters(24X7)
3. Working Hours of Counters: **Morning Shift - 08.00 Hours to 14.00 Hours.**
Evening Shift - 14.00 Hours to 20.00 Hours.
(Not on Sunday)

Enquiry & Current Counter: Morning: 07:00 to 15:00 Hrs

Evening :1500 to 2300 hrs

Night : 23:00 to 07:00 Hrs.

4. 01 staff working as overall Incharge, 02 staff are engaged in Supervision, & ROPD & 03 staff are working as RG & LR.

3.1.3 Workload (Avg. No. of Forms per counter per day of PRS- JAM is as under.

Peak Period		Lean Period	
Ist Shift	IInd Shift	Ist Shift	IInd Shift
200	150	180	130

3.1.4 Workload Avg. No. of Passengers of PRS- JAM for the last three years is as under:

Year	Peak Period			Lean Period		
Months	MARCH	APRIL	MAY	JUNE	JULY	AUGUST
2017-18	14755	13042	13711	12374	13426	13492
2018-19	12634	11865	11967	10376	10822	10345
2019-20	9871	11032	11631	9112	9649	10012

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3.1.5 The Total No. of Forms and Passengers for the last three years is as under:

Year	Total No. of Forms	Total No. of Passengers	Total Earning
2017-2018	163998	286670	130123955
2018-2019	132125	232571	92505633
2019-2020	122232	208933	78757769

3.1.6 Staff for window operation & Supervision :

The duty Roster of the staff working under PRS-JAM is done the CRS Incharge for entire PRS. However this deployment is not constant as is changed requirement during the peak and not peak season. Number of windows operated for Reservation, Refund, Enquiry and Current Reservation is given in following table,

Sr. No.	Description		
		Deployment	Total Cadre
1	General Counter 02 Counters (02 Morning & 02 Evening) in 02 Shifts except Sunday wherein there is only ONE morning shift)	04	13
2	Enquiry cum Current Reservation counter	03	
3	In charge	01	
3	Supervisor	02	
5	RG & LR	03	
Total		13	

Therefore, as per the cadre 07 staff are to be deployed for manning PRS& enquiry counter & 06 staff are to be utilized for allied works including RG& LR for entire PRS.

3.1.7 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 fall in number of passengers opting for Window Ticket compare to 2018-19. 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. Reduction of orkload, in terms of forms dealt and PRS Tickets issued, is also visible at PRS- JAM from the above tables **3.1.3 . 3.1.4 & 3.1.5**

3.1.8 Critical Analysis:

It can be seen from the tables detailed above that average number of forms dealt and number of passenger booked from 2017-19 to 2019-20 at PRS- JAM has reduced. This is due to more and more passenger opting for E-ticket facility. It is also noted by work study team that the pattern of passenger opting the E-Ticket will increase in near future.

459782/2020-07-06 SWSO/HQ/CCG/WR The PRS staff for JAM is 08 hrs. duty i.e. 06 hrs. counter duty & 02 hrs. for ROPD & allied works. Hence, administration should look into whether separate staff for ROPD is needed exclusively.

During workstudy it was observed that 03 PRS staff is utilized for manning Enquiry Counter. In the current scenario and due availability of various online facilities & facilities such as announcement, TV Display etc. there is no need to keep separate PRS staff for the same. It can be comfortably handled by Station Ticket Checking staff. Moreover, there are altogether 54 Trains (40 M/Express & 14 Passenger) at JAM station during 24 hours, out which the originating trains are very few. Hence, the traffic can be easily handled by station ticket checking staff.

Therefore, Work study team is of the opinion of that strength of PRS- JAM staff should be reduced proportionately to the reduction of workload.

Work study team has done detailed analysis of requirement of staff at PRS- JAM in view of reduced work load, the requirement of staff for various activities is given in following paragraphs.

3.1.9 Staff for window operation:

Staff for window operation: It is observed during work study that there is no token system at PRS- JAM. Hence, each counter can easily handle 120 to 130 forms per shift.

After observing the average form dealt per month, it is noted that average number of forms has reduced up to or below 120 per day per shift. For optimum utilization of staff, it is suggested that the number of operated shifts should be reduced in such a manner that the average number of form should reach the ideal number of 120 forms per shifts.

The Average of Peak & Lean Period of current **2019-2020** has been taken for calculation purpose, Therefore, to deal with 10218 average form per month, i.e. 340 forms per day, the ideal number of per day operated shifts should be as under:-

Details	During Peak Season	During Lean Season
Number of Form per month	10844	9591
Number of Form per Day (30 Days in a month)	362	319
Required Shift for ideal workload of 120 form per shift, per counter	3.01 i.e. 03 Shifts per day	2.65 i.e. 03 shifts per day

As it can be seen from the table above that for optimum utilization of staff at PRS-JAM the operational shift should be ideally 03 shifts in Peak season as well as in Lean season. Therefore, there is a requirement of 03 staff for activities related to PRS counters, including the refund. Thus, the number of operated shifts for Booking & Refund at PRS-JAM may be reduced from 04 (02 Mor + 02 Eve) to 03(02 Mor +01 Eve).Total daily requirement is 03 counters in two shifts.

459782/2008 Staff for Supervision Activities: The current number of staff utilized for other activities on account ROPD, Cash, Charting, ROPD & allied activities is kept untouched. Since there is no change in the workload of allied activities, the number of staff utilized in allied activities may remain the same.

3.1.11 Rest Giver/Leave Reserve:

Rest Giver/Leave Reserve: Rest Giver staff is required for the PRS staff working at Reservation/Cancellation cum Enquiry counters. However, for staff working at windows only one shift is operational on Sunday.

Thus the total proposed staff required at PRS-JAM is as follows.

Sr. No.	Staff	No. of Staff
1	Staff for window operation	03
2	Incharge, ROPD & Other allied activities	02
4	Rest Giver & Leave Reserve	01
	Total including RG/LR	06

Therefore, the requirement of need based staff at PRS-JAM is 06 staff including RG and LR, as against the sanctioned strength of 13 staff.

Hence, Total staff required for PRS- JAM is 06 against the sanctioned strength of 13 Staff. Thus, 07 staff is found excess out of which 01 post is currently vacant.

3.1.12 Recommendations:

Recommendation No. 1

07 Posts of PRS -JAM are found excess out of which 01 are vacant & 06 are live posts, which may be surrendered.

3.2.1 PRS-RJT & RJT (C)

3.2.2 **The Statement showing the Sanctioned Strength, men on roll and vacancy Position of PRS Staff working in PRS-RJT & RJT (C)**

No.	Category	Grade + Pay Band	Sanctioned Strength.	On roll	Vacancy/ Excess
1	CRS/CERS	9300 – 34500+ PB 4600	05	05	00
2	CHRI/ ARS/RS	9300 – 34500+ PB 4200	14	12	02
3	ECRC	5200 – 20200+ PB 2800	04	02	02
Total			23	19	04

- (a) **PRS-RJT & RJT (C)** is having Sanctioned cadre of 23 and 19 are currently available on Roll.
- (b) 04 counters are working in two shifts & 01 enquiry counter works in 03 shifts (24 X 7). They are also looking after Retiring Rooms Booking & ORH.
- (c) 02 staff are utilised for Charting of total 32 trains. 01 staff for EDR- 100 entries daily, 02 staff are working at EQ Cell, Division office 01 staff at Freight Cell, Division Office.
- (d) The work load of EQ Cell was taken. The details of class wise EQ Quota per day of RJT Division is as under:

Class	IAC	II AC	III AC	SL	CC	2S
Quota	13	58	108	177	06	12

- (e) The EQ Cell staff is also handling one staff counter at Division Office and also timely EQ feeding in the system.
- (f) Currently due to COVID-19 conditions NRH location, **PRS-RJT (C)** is temporarily closed.

Observation:

3.2.3 Workload - Avg. No. of Forms per counter per day of PRS- RJT. is as under:

Peak Period		Lean Period	
Ist Shift	IInd Shift	Ist Shift	IInd Shift
307	296	279	271

Workload - Avg. No. of Forms per counter per day of PRS- RJT(C). is as under:

Peak Period		Lean Period	
Ist Shift	IInd Shift	Ist Shift	IInd Shift
198	105	93	88

3.2.4 Workload- Avg. No. of Passengers of PRS- RJT & RJT for the last three years is as under:

Year	Total Forms	Total passengers	Total earnings
2017-2018	241810	441606	153760974
2018-2019	243992	445909	154410910
2019-2020	221587	407861	141582873

459782/2020 Workload of PRS- RJT (C) for the last three years is as under:

Year	Total Forms	Total passengers	Total earnings
2017-2018	61240	131158	48326075
2018-2019	60108	128413	48227859
2019-2020	58884	126464	48862515

3.2.5 Workload of PRS-RJT for Peak & Lean Period for the last 03 yrs

Year	Peak Period			Lean Period		
Months	MARCH	APRIL	MAY	JUNE	JULY	AUGUST
2017-18	19151	17812	18992	16146	15707	17057
2018-19	18869	17857	18513	16357	19044	17749
2019-20	17655	17371	16723	15179	17301	15670

Workload of PRS-RJT (C) for Peak & Lean Period for the last 03 yrs

Year	Peak Period			Lean Period		
Months	MARCH	APRIL	MAY	JUNE	JULY	AUGUST
2017-18	5429	4713	5220	4493	4888	5257
2018-19	5358	4596	5135	4472	5158	5256
2019-20	4956	4994	5021	5213	5018	4988

3.2.6 Staff for window operation & Supervision :

Staff for window operation: Shift wise deployment of the PRS staff is done by CRS 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, Refund, Enquiry and EDR Feeding is given in following table,

Sr. No.	Description		
		Deployment	Total Cadre 23
1	Reservation General & counter at RJT (C) NRH location	06	
2	Enquiry Counter	03	
2	Incharge	01	
3	Charting	02	
4	EQ Cell	02	
3	ROPD & Supervision	04	
4	RG	02	
5	LR	03	
Total		23	

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Therefore, 09 staff are deployed for manning PRS windows for activities related to PRS booking/cancellation and rest for other allied works including RG&LR

3.2.7 Staff for RG/LR: Thus the deployment of staff is as under,

For Operating the counter:	09
For Allied Activities	09
<u>RG/LR</u>	<u>05</u>
Total	23

3.2.8 Work Load & Critical analysis:

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 fall in number of passengers opting for Window Ticket compare to 2018-19. 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. Reduction of workload, in terms of forms dealt and PRS Tickets issued, is also visible at PRS-RJT & RJT (C)

During work study It has been noticed that, one staff has been engaged for EDR feeding. The position of actual turned Up/ Not Turn Up passengers against the computerized booking status is verified and updated in the PRS System. However, as per current refund rules, the passengers will not get any amount of refund after departure of trains or if passengers cancelled their ticket after charting. Engaging of a staff is not justified and administration should take necessary to with draw this activity.

Moreover, there are only 32 trains of which charting is done at PRS-RJT. Hence utilitisation of two staff for the work is not just. As such only one staff should be utilized for charting purpose either through internal staff management or through broken shifts.

It can be seen from the above tables that average number of forms dealt and number of passenger booked from 2017-18 to 2019-20 at PRS- RJT (C) has reduced. This is due to more and more passenger opting for E-ticket facility. It is also noted by work study team that the pattern of passenger opting the E-Ticket will increase in near future.

It is pertinent to note that due to COVID and due to lockdown the PRS- RJT (C) is inoperative since **22nd March 2020**. The staff of PRS- RJT (C) is being utilized at PRS- RJT since re-opening of PRS-RJT post lockdown.

As per Railway Board Letter No. **2008/C&IS./New PRS Policy** dated 04.10.2013 with subject Revised Policy for Provision of PRS Facility at Location:- the revised guidelines should be duly explored by Division to close the existing NRH location - PRS- RJT (C) as it is not financially feasible in the current scenario and will bring great savings not in terms of Manpower but also in terms of Railway Revenue. The spirit of the RB Letter should be taken into account while justifying the closure of the PRS- RJT (C) location.

The current declining trend in the traffic at PRS- RJT (C) is a clear indication that the traffic is being shifted to E-Ticketing by IRCTC.

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The distance between three PRS Locations PRS- RJT, PRS- RJT (C) and PRS- BKNG is less than 15 kms hence, closure of PRS- RJT (C) will bring lot of savings and to derive maximum utilization of manpower. It will also bring savings of infrastructure, resources and staff for managing separate PRS.

Two PRS NRH location one at Reliance Green City Post Office-JAM & other at Post Office, RJT are already functional and duly managed by Postal Staff on mutually agreed terms and conditions with Rly Administration. Hence, closure of PRS- RJT (C) can be easily done without inconvenience to the common public.

As per **RBE 48/2020** dated 02.07.2020 & Financial Commissioner (Railways) D. O 2015-B-235 dated 19.06.2020 addressed to General Managers, number of economy, austerity & cost control measures has been suggested under various heads. Out of Staff Cost, one of the measures is **“Reduction in PRS Counters and redeployment of ECRCs due to decrease in over the counter reservations.”**

Moreover, as per statistics the total 80 to 85 % of reservation is being done through IRCTC Online Portal. Hence, the maintaining a PRS at the current location is not financial viable idea and needs to be closed. The current traffic of PRS-RJT(C) will gradually shift to station and Post Office in coming days. Moreover, due to COVID-19 pandemic the PRS- RJT (C) location is not functional since initial lockdown announced by Govt. and the currently the staff are now working under CRS-RJT at Rajkot Station.

During work study the Agreement details were collected from Divisional Authorities. Currently, the Non Rail Head(PRS-RJT (C) is located at 150 Feet, Ring Road, ESR, Near Raiya Telephone Exchange, Rajkot. The agreement is valid upto 21.08.2022. As per the agreement Rs 6000/- is paid as annual rent. Rent and other monthly expenses such as Electricity Charges, Failure & Equipment repair expenses for the PRS- RJT (C) needs to be taken into account while re-opening of the closed PRS.

Hence, looking into current scenario and till date closing of PRS- RJT (C) due to COVID-19, the PRS RJT (C) location maybe closed.

During work study it was observed that the PRS location is away from the Booking office but in the station premises itself. The Work study team is of the opinion that Booking Office & PRS office should be merged at single location to provide unified services to passengers. It will lead to utilization of PRS Office for future or other required work. It will also bring lot of saving in terms of electricity bills etc. As the merging of three cadre (Ticket checking, Commercial Clerk & ECRC) has already been done vide RBE 93/2016 & 28/2018 it will help in better and optimum utilization of manpower at later stage.

Work study team has done detailed analysis of requirement of staff at PRS-RJT in view of reduced work load, the requirement of staff for various activities is given in following paragraphs

3.2.9 Staff for window operation:

Staff for window operation: It is observed during work study that there is no token system at PRS- RJT. Hence, each counter can easily handle 120 to 130 forms per shift.

After observing the average form dealt per month, it is noted that average number of forms has reduced up to or below 120 per day per shift. For optimum utilization of staff, it is suggested that the number of operated shifts should be reduced in such a manner that the average number of form should reach the ideal number of 120 forms per shifts.

The Average of Peak & Lean Period of current **2019-2020** has been taken for calculation purpose, Therefore, to deal with 21682 average form per month, i.e. 725 forms per day, the ideal number of per day operated shifts should be as under:-

Details	During Lean Season	During Peak Season
Number of Form per month	22240	21123
Number of Form per Day(30 days)	742	704
Required Shift for ideal workload of 120 form per shift, per counter	6.18 i.e. 06 Shifts per day	5.86 i.e. 06 shifts per day

As it can be seen from the table above that for optimum utilization of staff at PRS-RJT the operational shift should be ideally **06 counters in 02 shifts** (Morning/Evening) including PRS RJT (C) in Peak season as well as Lean season. Currently the counters are smoothly managed in 06 counters (04 at PRS-RJT & 02 at RJT (C). Therefore, there is a requirement of 06 staff for activities related to PRS counters including refund.

Currently, the PRS-RJT (C) location is in operative and if the location is **CLOSED** there will be huge saving in manpower as well in other expenses. On closure of PRS, RJT-C Location 02 PRS staff be surplus which may be surrendered.

3.2.10 Staff for Supervision Activities: Since there is no change in the workload of allied activities the number of staff utilized in allied activities such as Charting & ROPD may remain the same.

3.2.11 Rest Giver/Leave Reserve:

Rest Giver/Leave Reserve: Rest Giver staff is required for the PRS staff working at reservation/cancellation counters and allied staff. However, for staff working at windows only one shift is operational on Sunday.

Sr. No.	Staff	No of Staff
1	Staff for window operation. (02 counters in 02 shifts). (02 counters in morning shift on Sundays)	04
2	Enquiry counter at RJT station	03

459782/2020/01	SWSO/HQ/CC/WR	02
3	EQ Cell	02
4	Charting	01
	RG @ 16.5 %	02
5	Total including RG	14
7	Leave Reserve@ 12.5%	02
8	Total including RG/LR	16

NOTE: - Only PRS-RJT counters have been taken into consideration.

Therefore, the requirement of need based staff at PRS- RJT staff including RG and LR is 16 as against the sanctioned cadre of 23 .Thus, 07 post maybe surrendered out which 04 are currently vacant.

3.2.12 Recommendations:

Recommendation No. 2:

07 staff are found excess in the sanctioned cadre of 23 out of which 03 are Live posts & 04 are vacant which needs to be surrendered immediately

3.3.1. PRS-BKNG:

3.3.2. The Statement showing the Sanctioned Strength, men on roll and vacancy Position of PRS Staff working in PRS-BKNG.

No.	Category	Grade + Pay Band	Sanctioned Strength.	On roll	Vacancy/ Excess
1	CRS/CERS	9300 – 34500+ PB 4600	03	03	00
2	CHRI/ ARS/RS	9300 – 34500+ PB 4200	04	04	00
	ECRC	5200 – 20200+ PB 2800	01	01	00
Total			08	08	00

- (a) PRS- BKNG is located approx. 05kms away from Rajkot station and all trains from & to Veraval section of BVP Division have a halt at BKNG station.
- (b) **PRS-BKNG** is having Sanctioned Strength of 08 staff and there are 08 staff on Roll.
- (c) One staff is currently working at Tender Cell, Division Office.
- (d) If required 3rd counter is opened on Wednesday & Sunday if there is heavy traffic at PRS. There are no. of Industrial units near BKNG station..
- (e) The entire ROPD, cash management, ticket stock & correspondence is done by Incharge.

3.3.3 Workload - Avg. No. of Forms per counter per day of PRS- BKNG. is as under.

Peak Period		Lean Period	
Ist Shift	IInd Shift	Ist Shift	IInd Shift
238	159	207	152

3.3.4 Workload avg. No. of Passengers of PRS- BKNG for the last three years is as under

Year	Total Forms	Total passengers	Total earnings
2017-2018	141872	299779	116778203
2018-2019	137882	289168	113162368
2019-2020	129222	272853	104619005

3.3.5 Workload avg. No. of forms in Peak & Lean season at PRS- BKNG for the last three years is as under:

Year	Peak			Lean		
	March	April	May	June	July	August
2017-18	13175	12248	12602	11041	11417	11170
2018-19	11776	10961	11667	9983	11574	11021
2019-20	11749	11810	11298	9361	11122	10288

3.3.6 Staff for window operation & Supervision :

Staff for window operation: Shift wise deployment of the PRS staff is done by CRI 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, Refund, Enquiry and EDR Feeding is given in following table,

Sr. No.	Description		
		Deployment	Total Cadre 08
1	Reservation General	04	
3	Incharge	01	
6	RG/LR	03	
Total		08	

Therefore, 05 staff are deployed for manning PRS windows for activities related to PRS booking/cancellation.

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3.3.7 **Staff for RG/LR:** Thus the deployment of staff is as under,

For Operating the counter:	04
For Allied Activities	01
RG/LR	03

Total	08

3.3.8 Work Load & Critical Analysis: 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 fall in number of passengers opting for Window Ticket compare to 2018-19. 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. Reduction of workload, in terms of forms dealt and PRS Tickets issued, is also visible at PRS-BKNG.

Work study team has done detailed analysis of requirement of staff at PRS-BKNG in view of reduced work load, The requirement of staff for various activities is given in following paragraphs.

3.3.9 **Staff for window operation:**

Staff for window operation: It is observed during work study that there is no token system at PRS- BKNG. Hence, each counter can easily handle 120 to 130 forms per shift.

During field observation, the study team observed that preparing a ticket from requisition complete in all respects usually required 45 to 60 seconds. But in practical, few additional time is required for conversation with passengers to complete/modify the requisition form as per passenger demand. Requisition form may vary from one passenger to six passengers in a single form. Thus, the study considered average 2 min to 2.5 minutes for preparing a reservation ticket.

Hence, a reservation staff can handle 130-150 requisitions in his scheduled duty hours depending upon situations. But as per **Commercial Circular No. 23/2011** one PRS window can handle 180 requisitions per shift. However, the study team considered 120 requisitions forms has to be dealt by a staff for calculation of requirements of counter staff in PRS Office.

Therefore, to deal with average 10938 form per month, i.e. 365 forms per day, the ideal number of per day operated shifts should be as under,

Details	During Peak Season	During Lean Season
Number of Form per month	11619	10257
Number of Form per Day	388	342
Required Shift for ideal workload of 120 form per shift, per counter	3.23 i.e. 04Shifts per day	2.85 i.e. 03 shifts per day

As it can be seen from the table above that for optimum utilization of staff at PRS-BKNG the operational shift should be ideally 04 counters in 02 shifts (Morning/Evening) in

459782/2020-16/SWSO/HQ/CCG/WR season. Therefore there is a requirement of 04 staff for activities related to PRS counters, including the refund. Thus, the number of operated shifts for Booking & Refund at PRS-BKNG be 04 shifts per day.

3.3.10 Staff for Supervision Activities: Since there is no change in the workload of allied activities the number of staff utilized in allied activities such as cash, ROPD etc. may remain the same.

3.3.11 Rest Giver/Leave Reserve:

Rest Giver/Leave Reserve: Rest Giver staff is required for the PRS staff working at reservation/cancellation cum enquire counters and Charting staff. However, for staff working at windows only one shift is operational on Sunday.

Sr. No.	Staff	No of Staff
1	Staff for window operation	04
2	Incharge & for Allied Activities	01
4	Rest Giver & Leave reserve	01
8	Total including RG/LR	06

Therefore, the requirement of need based staff at PRS-BKNG is 06 staff including RG and LR.

Hence, Total staff required for **PRS BKNG** is 06 against the sanctioned strength of 08 Staff. Thus, 02 Live post may be surrendered immediately.

3.3.12 Recommendations:

Recommendation No. 3:

02 Live post are found excess in the sanctioned cadre of 08 and may be surrendered immediately

3.4.1 PRS-SUNR:

3.4.2 The Statement showing the Sanctioned Strength, men on roll and vacancy. Position of PRS staff working in PRS-SUNR.

No.	Category	Grade + Pay Band	Sanctioned Strength.	On roll	Vacancy/Excess
1	CERS	9300 – 34500+ PB 4600	01	01	00
2	CHRI/RS	9300 – 34500+ PB 4200	04	04	00
3	ECRC	5200 – 20200+ PB 2800	00	01	+01
Total			05	06	+01

(a) **PRS- SUNR** is having Sanctioned Strength of 05 staff and 06 staffs are on Roll (01 ECRC Excess against cadre) out of these available staff, the work is

459782/2020/O/o SWSO/HQ/COGARR - PRS-SUNR office as well as provision of Rest giver & Leave reserve.

(b) One post has been transferred to Freight Cell, Division Office, RJT. But the posting Order has been not been issued. Hence, 01 staff is excess in the cadre.

(c) There is a Enquiry counter which runs in 03 shifts(24X7).

3.4.3 Workload -Avg. No. of Forms per counter per day of PRS- SUNR is as under.

Peak Period		Lean Period	
Ist Shift	IInd Shift	Ist Shift	IInd Shift
70	50	65	55

3.4.4 Workload total no. of forms & passengers of PRS- SUNR for the last three years are as under:

Year	Total Forms	Total passengers	Total earnings
2017-2018	46703	98702	28655973
2018-2019	45601	96738	29204615
2019-2020	40266	85178	25089539

3.4.5 Work load average no. of forms in Peak & Lean season for last three years are as under:

Year	Peak			Lean		
	March	April	May	June	July	August
2017-18	3904	3446	4370	3557	3590	3862
2018-19	3760	3647	4003	3501	3552	3645
2019-20	3390	3493	3645	3152	3574	2921

3.4.6 Staff for window operation & Supervision :

Staff for window operation: Shift wise deployment of the PRS staff is done by CRS 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, Refund, Enquiry and EDR Feeding is given in following table,

Sr. No.	Description		
		Deployment	Total Cadre 05
1	Reservation	02	
2	Enquiry Counter	03	
Total		05	

Therefore, 02 staff are deployed for manning PRS windows for activities related to PRS booking/cancellation.

3.4.7 Staff for RG/LR: Thus the deployment of staff is as under,

For Operating the counter:	02
Enquiry:	03

Total	05

3.4.8 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 fall in number of passengers opting for Window Ticket compare to 2018-19. 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. Reduction of workload, in terms of forms dealt and PRS Tickets issued, is also visible at PRS-SUNR.

Work study team has done detailed analysis of requirement of staff at PRS-SUNR in view of reduced work load, the requirement of staff for various activities is given in following paragraphs.

3.4.9 Critical Analysis:

It can be seen from the tables detailed above that average number of forms dealt and number of passenger booked from 2017-19 to 2019-20 at PRS- SUNR has reduced. This is due to more and more passenger opting for E-ticket facility. It is also noted by work study team that the pattern of passenger opting the E-Ticket will increase in near future.

The PRS staff is rostered for 08 hrs. duty i.e. 06 hrs. counter duty & 02 hrs. for ROPD & allied works. Hence, administration should look into whether separate staff for ROPD is needed exclusively.

During workstudy it was observed that 03 PRS staff is utilized for manning Enquiry counter. In the current scenario and due availability of various online facilities & facilities such as announcement, TV Display etc. there is no need to keep separate PRS staff for the same. It can be comfortably handled by Station Ticket Checking staff. Moreover, there are altogether 49 Trains(25 M/Express & 24 Passenger) at SUNR station during 24 hours, out which there NO originating trains. Hence, the traffic can be easily handled by station ticket checking staff.

Therefore, Work study team is of the opinion of that strength of PRS- SUNR staff should be reduced proportionately to the reduction of workload.

Work study team has done detailed analysis of requirement of staff at PRS- SUNR in view of reduced work load, the requirement of staff for various activities is given in following paragraphs.

3.4.9 Staff for window operation :

Staff for window operation: It is observed during work study that there is no token system at PRS- SUNR. Hence, each counter can easily handle 120 to 130 forms per shift.

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During first half of the study team observed that preparing a ticket from requisition complete in all respects usually required 45 to 60 seconds. But in practical, few additional time is required for conversation with passengers to complete/modify the requisition form as per passenger demand. Requisition form may vary from one passenger to six passengers in a single form. Thus, the study considered average 2 min to 2.5 minutes for preparing a reservation ticket.

Hence, a reservation staff can handle 130-150 requisitions in his scheduled duty hours depending upon situations. But as per **Commercial Circular No. 23/2011** one PRS window can handle 180 requisitions per shift. However, the study team considered 120 requisitions forms has to be dealt by a staff for calculation of requirements of counter staff in PRS Office.

Since the PRS- SUNR is functional and the number of forms dealt at this PRS should be ideally from 120 forms per shift per counter.

After observing the average form dealt per month, it is noted that average number of forms has reduced less than 120 per day per shift. For optimum utilization of staff, it is suggested that the number of operated shifts should be reduced in such a manner that the average number of form should reach the ideal number of 120 forms per shifts.

Therefore, to deal with average form 10088 per month, i.e. 336 forms per day, the ideal number of per day operated shifts should be as under,

Details	During Lean Season	During Peak season
Number of Form per month	10528	9647
Number of Form per Day(30 days taken)	350	322
Required Shift for ideal workload of 120 form per shift, per counter	2.91 i.e. 03 Shifts per day	2.68 i.e. 03 shifts per day

As it can be seen from the table above that for optimum utilization of staff at **PRS-SUNR** the operational shift should be ideally 03 counters in 02 shifts (02 Morning and 01 in Evening) in Peak season as well as Lean season. Currently, 01 counter in 02 shift (Mor. & Eve.) is managed by PRS staff and one UTS cum PRS counter is managed by Booking Staff. Therefore there is a requirement of 02 staff for activities related to PRS counters, including the refund.

3.4.10 Staff for Supervision Activities:

Currently, there are only 02 staff who are managing 01 PRS counter. One staff is currently managing all other allied activities including ROPD & Rest Giver.

3.4.11 Rest Giver/Leave Reserve:

Rest Giver/Leave Reserve: Rest Giver staff is required for the PRS staff working at reservation/cancellation cum enquiry counters. However, for staff working at windows only one shift is operational on Sunday.

Sr.No.	Staff	No of Staff
1	Staff for window operation	02
2	RG & LR	01
	Total	03

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Therefore, the requirement of need based staff at PRS-SUNR is 03 staff including RG and LR as against the sanctioned cadre of 05. Currently MOR is 06 against proposed cadre of 03.

Hence, total staff required for **PRS SUNR** is 03 against sanctioned strength of 05. Thus, 02 staff are found excess.

Further, **UTS cum PRS office against separate PRS Office** is recommended for **SUNR** station for efficient management both in terms of manpower and smooth working.

3.4.12 Recommendations:**Recommendation No. 4:**

02 PRS staff are found excess in the sanctioned cadre of 05, (02 Live post).

3.5.1 PRS-MVI**3.5.2 The Statement showing the Sanctioned Strength, men on roll and vacancy position of PRS staff working in PRS- MVI**

No.	Category	Grade + Pay Band	Sanctioned Strength.	On roll	Vacancy/ Excess
1	CRS/CERS	9300 – 34500+ PB 4600	01	01	00
2	CHRI/RS	9300 – 34500+ PB 4200	02	02	00
3	ECRC	5200 – 20200+ PB 2800	00	00	00
Total			03	03	00

(a)**PRS-MVI** is having Sanctioned Strength of 03 staff and 03 staffs are on Roll, out of these available staff, staff strength is maintained for Reservation Office, MVI as well as provision of Rest giver and Leave Reserve.

Observation:**3.5.3 Workload (Avg. No. of Forms per counter per day of PRS- MVI. is as under:**

Peak Period		Lean Period	
Ist Shift	IInd Shift	Ist Shift	IInd Shift
130	110	110	100

3.5.4 Workload total no. of forms and passengers of PRS- MVI for the last three years is as under:

Year	Total Forms	Total passengers	Total earnings
2017-2018	72791	144012	57716955

459782/2020-18-2010/HQ/CCG/ANR	144442	56816174
2019-2020	66014	130709
		53186487

3.5.5 Workload -Avg. No. of Forms for Peak & Lean period of PRS- MVI for the last three years is as under:

Year	Peak Period			Lean Period		
Months	March	April	May	June	July	August
2017-18	6380	5955	5546	5451	6219	6505
2018-19	6729	6032	5901	4875	5778	6088
2019-20	6729	6032	5901	4875	5778	6088

3.5.6 Staff for window operation & Supervision :

Staff for window operation: Shift wise deployment of the PRS staff is done by CRS 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, Refund etc. is given in following table,

Sr. No.	Description		
		Deployment	
1	Reservation	02	Total Cadre 03
2	RG/LR	01	
Total		03	

Therefore, 04 staff are deployed for manning PRS windows for activities related to PRS booking/cancellation.

3.5.7 Staff for RG/LR: Thus the deployment of staff is as under,

For Operating the Counter	02
RG/LR	01
Total	03

3.5.8 Work Load & Critical Analysis:

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 fall in number of passengers opting for Window Ticket compare to 2018-19. 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. Reduction of workload, in terms of forms dealt and PRS Tickets issued, is also visible at PRS-MVI.

Work study team has done detailed analysis of requirement of staff at PRS-MVI in view of reduced work load, the requirement of staff for various activities is given in following paragraphs.

During interaction with DCMI-II RJT it was observed that there are no. of sanitary factories located at Morvi. The labour class staff is at large and most of them come to station for reservation purpose. Moreover, the traffic at PRS is large in early morning hours and late in the evening due to factory timing.

3.5.9 Staff for window operation:

Staff for window operation: It is noted by work study team number of form dealt at PRS-MVI with Token system are generally less than the PRS functional without token system.

During field observation, the study team observed that preparing a ticket from requisition complete in all respects usually required 45 to 60 seconds. But in practical, few additional time is required for conversation with passengers to complete/modify the requisition form as per passenger demand. Requisition form may vary from one passenger to six passengers in a single form. Thus, the study considered average 2 min to 2.5 minutes for preparing a reservation ticket. Hence, a reservation staff can handle 130-150 requisitions in his scheduled duty hours depending upon situations. But as per Commercial Circular No. 23/2011 one PRS window can handle 180 requisitions per shift. However, the study team considered 120 requisitions forms has to be dealt by staff for calculation of requirements of counter staff in PRS Office.

Since the PRS- MVI is functional without token system number of forms dealt at this PRS should be ideally from 120- 130 forms per shift per counter.

After observing the average form dealt per month, it is noted that average number of forms has reduced less than 120 per day per shift. For optimum utilization of staff, it is suggested that the number of operated shifts should be reduced in such a manner that the average number of form should reach the ideal number of 120 forms per shifts.

Therefore, to deal with average 5900 form per month, i.e. 196 forms per day, the ideal number of per day operated shifts should be as under,

Details	During Peak Season	During Lean Season
Number of Form per month	6221	5580
Number of Form per Day	207	186
Required Shift for ideal workload of 120 form per shift, per counter	1.72 i.e. 02 Shifts per day	1.55 i.e. 02 shifts per day

As it can be seen from the table above that for optimum utilization of staff at PRS-BH the operational shift should be ideally 02 counters in 02 shifts(01Morning and 01 in Evening) in Peak season as well as Lean season. Thus, the work study team is in the opinion that number of operated shifts for Booking & Refund at PRS- MVI may continue to be with 02 shifts per day.

3.5.10 Staff for Supervision Activities: Since there is no change in the workload of allied activities the number of staff utilized in allied activities such as Charting & ROPD may remain the same.

459782/2010 Rest Giver/Leave Reserve:

Rest Giver/Leave Reserve: Rest Giver staff is required for the PRS staff working at reservation/cancellation cum enquire counters and Charting staff. However, for staff working at windows only one shift is operational on Sunday.

Sr. No.	Staff	No of Staff
1	Staff for window operation	02
2	RG & LR	01
3	Total	03

Therefore, the requirement of need based staff at PRS-MVI is 03 staff including RG and LR, as against the sanctioned cadre of 03. The same may continue till UTS cum PRS is opened against separate PRS.

Further, **UTS cum PRS against separate PRS** is recommended for **MVI** for efficient management both in terms of manpower and smooth working.

3.6.1 PRS Cadre at following other Station & locations :

The following stations & locations has cadre of PRS staff under UTS cum PRS and other locations:

PRS	Cadre					Propo sed Cadre	Excess	Vacant	Remarks
	Total	CRS	CH RI	ECRC	Avg. No. of forms per shift				
OKHA	03	00	01	01	30 to 35 forms per shift	02	01	01	PRS OKHA. Morning Shift by PRS staff and evening by Booking staff. Being charting location and as no. of originating trains are from OKHA. The current MOR is justified for PRS- OKHA.
DWK	01	01	00	30	15 forms per shift	00	02	01	UTS cum PRS location. Morning Shift by PRS staff and evening by Booking staff. The morning shift may be also managed through Booking staff.
KNLS	01	00	01	00	25 forms	00	01	00	UTS cum PRS location.

459782/2020/O/o SWSO/HQ/CCG/WR					per shift				01 shift managed by PRS staff. To be managed through Booking staff.
KMBL	01	00	01	00	30 forms shift	00	01	00	UTS cum PRS Location 01 shift managed by PRS staff. To be managed through Booking staff.
HXP	03	01	02	00	45-50 forms per shift	03	00	00	UTS cum PRS location. 02 shift managed by PRS staff. Being charting location and as no. of originating trains are from HAPA. The current MOR is justified for PRS- HAPA
FRT Cell	02	00	00	00	00	00	02	02	Cadre in Division office. Vacant since long. On post of PRS-SUNR transferred to Freight Cell, But no posting has been done against the cadre
CTNL-RJT	01	00	00	01	--	01	00	00	Looking after Rail Madad.
						06	07	04	

3.6.2 Critical Analysis:

The following has separate PRS Office- OKHA, DWK & HAPA. The remaining locations-, KNLS, & KMBL are UTS cum PRS location. The morning shifts are mostly managed by PRS staff except at HAPA where 02 shifts are managed by PRS staff. The evening shifts are currently being managed by Booking staff. Moreover, the average form at the UTS cum PRS locations are very less. The work study team observed that OKHA & HAPA are charting locations and no. of trains originate and terminate over there. Hence, cadre of PRS with current Men On Roll are justified at both locations.

01 post under CTNL-RJT is handling Rail Madad and should continue. The 01 post is justified.

The work study team observed that there is cadre of 02 PRS staff in Freight Cell, Division Office, RJT for regular administrative work. Utilisation of reservation staff in lieu of Ministerial staff is irregular practise. Hence, the work study is of the opinion that the PRS cadre should not be utilised for regular office work and properly utilised for PRS

459782/2020/O/o SWSON/HQ/CCG/WR
 only 05 staff of Freight Cell is vacant since long. Hence, cadre of 02 Freight Cell needs to be surrendered.

3.6.3 Recommendations:

Recommendation No. 5:

07 staff are found excess in the sanctioned cadre at OKHA, DWK, KNLS. KMBL, HXP, Freight Cell, out of which 04 are lying vacant which needs to be surrendered

3.7. Discussion with Co-ordinating Officer ACM (Coaching) RJT:

During discussion with ACM/RJT there were several valuable inputs, suggestions and points which are discussed as under:

1. The literacy rate is still not good that why PRS at stations are a must and it acts a guidance cell for all type of passengers coming to station. The Work Study Team is also of the same opinion.
2. Multitasking of activities was also suggested during discussion. In the pretext of PRS working it is been already done through UTS cum PRS working at stations where the traffic is very less but provision of providing PRS facilities is a must. Moreover, more UTS cum PRS should come up in the coming days. As not only it will bring saving of manpower but also optimum utilisation of existing manpower. More savings in the form releasing of PRS offices for other required purposes, saving of electricity bills and unified service to passengers at a single point.
3. RB Letter No. E(MPP)2018/1/1 Dated 02.07.2020(**RBE 48/2020**)-Review of Policy of creation of posts: The Board guidelines regarding surrendering 50% of existing vacancies, in other than safety category was discussed in detail.
4. The Work study Team suggested combined Booking & PRS Location at Rajkot Station so that unified services are offered to passengers at single location. ACM (Coaching) assured discussing this suggestion with higher authorities.
5. Handling of Enquiry counters manned by PRS staff at SUNR & JAM stations. The Work study Team suggested that the Enquiry counters should be handed over to Ticket checking Staff for better management & manpower utilisation as the no. of trains are very less and originating trains from JAM are also very less. ACM (Coaching) assured discussing this suggestion with higher authorities.
6. During discussion 01 excess staff at PRS-SUNR against cadre was discussed. One post was transferred from PRS-SUNR to Freight Cell, RJT. But No posting was done against the newly created cadre. Hence, 01 staff was found excess at SUNR.

3.8. The current and proposed cadre of PRS staff over RJT Division is summarised as follows:

PRS	Cadre	MOR	Vacancy	Proposed Cadre	Proposed for Surrender	Live	Vacancy	Remarks
JAM	13	12	01	07	06	05	01	3.1.12
RJT	23	19	04	16	07	03	04	3.2.12
BKNG	08	08	00	06	02	02	00	3.3.12
SUNR	05	05+01*	00	03	02	02	00	3.4.12
MVI	03	03	00	03	00	00	00	---
OKHA	03	02	01	02	01	00	01	3.6.3
DWK	02	01	01	00	02	01	01	
KNLS	01	01	00	00	01	01	00	
KMBL	01	01	00	00	01	01	00	
HXP	03	03	00	03	00	00	00	
FRT CELL-RJT	02	00	02	00	02	00	02	
CTNL-RJT	01	01	00	01	00	00	00	
	65	56+1	09	41	24	16+01	09	

Remark= *(01) post from SUNR has been transferred to Freight Cell-RJT, But no posting has been done since transfer of post, Hence, 01 staff excess in the cadre. The post lying vacant in Freight Cell has been proposed for surrender.

Chapter 4	Financial Implications
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PRS STAFF- COMMERCIAL DEPARTMENT- RJT DIVISION

1.1 After carefully scrutinizing the current working scenario of entire cadre of PRS staff (Commercial) the work study team proposes **24 (15 Live & 09 vacant)** as surplus against sanctioned cadre of 65 to the requirement and recommended for surrender immediately.

1.2 The work study team has identified 22 Group “C” posts for surrender. Out of 24 posts, 09 posts are lying vacant since long.

Category	Surplus	Annual saving per person (in Rs)	Total savings in Rs
Group –“C” (PRS Staff)	24	1003714	2,40,89136/-

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. 2,40,89136/- per annum can be achieved.



-.:END:-