

आभार ACKNOWLEDGEMENT

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रूपरेखा SYNOPSIS

SUBJECT: Review of Staff Strength of ECRCs/ Supervisors and Commercial Booking Clerks
/Supervisors of Commercial Department over HYB division.

DEPARTMENT OVER HYDERABAD DIVISION.

AUTHORITY: SDGM/Planning/SC

STUDY REFERENCE File No: Lr. No.G.276/2/ WSSCR-31/2017-18 of dt.25.09.2017.

AREA OF ACTIVITY: Commercial department of Hyderabad Division.

1. As per the directives of SDGM/SC, the Central Planning Cell of S C Railway has taken up Work study on the above subject. The objectives of the work study are as follows:

- 1) To find out the actual workload of PRS / UTS locations over the division.
- 2) To estimate the staff requirement in PRS / UTS locations.
- 3) To identify the PRS counters feasible for conversion as Unified counters and
- 4) System improvements

2. YARDSTICK s FOR PRS / UTS / UNIFIED COUNTERS:

1) PRS Counters:

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 number of transactions per shift per counter are 180 or more, Railways can take action to open additional counter .

2. **RB's Lr No. 2008/C&IS/New PRS Policy/15 of dt. 04.10.2013, the guidelines were revised as under:**

- All stations having reservation related workload of 75 transactions per day may qualify for provision PRS facility. (Para No.i)
- Such locations where there is no PRS facility within a vicinity of 15KMs is justified for the provision of PRS counter.(Para No.ii)
- Additional PRS may be opened for such satellite location in Metro cities which are thickly populated, having population of 50000. (Para No.iii)
- 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)
- 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.

2) **UTS Counters:** Vide RB's Lr No. 2013/TG.IV/10/PA/Policy of dt. 20.03.2013 the yardstick (benchmark) for average sale of tickets per shift per window was revised from 800 tickets per shift to 1000 tickets per shift at each counter. This yard stick however, shall apply where staff is deployed exclusively for booking of tickets.

3) **Unified Counters:** **RB's Lr. No. 2008/New PRS Policy/15 of dt. 04.10.2013, guidelines are revised 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. **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 at the BZA Reservation booking office and booking counters at all the MMTS stations between SC-FM and made the following observations as follows :

- For issue of each PRS ticket with 6 passenger names, the time taken is 2.5 Minutes.
- For issue of each UTS ticket, the time taken is 30 Seconds.

4. The Work Study Team compared the figures of increase / decrease in AVERAGE PRS TICKETS SOLD per day during the 6 months period (APRIL-SEPT) OF 2014-15 and 2017-18, and observed that, out of 27 stations there is a decreasing trend in the sale of PRS tickets at 24 locations.

5. The Team also compared the figures of increase / decrease in AVERAGE UTS TICKETS SOLD per day during the 6 months period (APRIL-SEPT) OF 2014-15 AND 2017-18 and observed that, out of 62 stations there is a decreasing trend in sale of UTS tickets at 16 stations. Out of 62 UTS ticket issuing stations, Commercial staff are deployed only at 27 locations.
 - From the above table it is observed that, out of 62 stations there is a decreasing trend in sale of UTS tickets at 16 stations.
 - Only at 27 locations Commercial staff are deployed to issue UTS tickets and
 - At remaining stations Optg. Staff are issuing the unreserved tickets.
6. **Station wise details regarding shifts position PRS/ Unified Locations**
 - 1) There are 30 PRS/Unified locations.
 - 2) Unified counters available at 17 locations and Exclusive PRS counters available at 14 locations (at KRNT both Unified and Exclusive PRS counter is available)
 - 3) The sanctioned strength of ECRCs is 42 with 35 actuals, working at 14 exclusive PRS counters.
 - 4) 43 other Commercial Clerks (UTS staff) are working in Unified counters at 13 locations and Operating staff are manning 4 Unified Counters at 4 locations (i.e MOB, VDI, SRNR & BDHN)
7. **Station wise details regarding shifts and Facilitators at UTS locations:**
 - 1) There are 106 stations over HYB division.
 - 2) UTS tickets issuing counters over the division are available at 62 locations and at the remaining 42 stations Paper Card tickets are being issued by Halt agents.
 - 3) The sanctioned strength of Commercial Booking Clerks/Supervisors is 179 with 154 actuals..
 - 4) Out of 62 stations, Commercial Staff are deployed at 27 locations for issue of UTS & UTS/PRS (Unified) tickets working in 87 shifts.
 - 5) At remaining 34 locations Operating staff are issuing UTS tickets.
 - 6) There are 46 ATVMs located at 25 stations with 42 Facilitators.
8. **BENCHMARK FOR ISSUE OF PRS / UTS TICKETS AND UNIFIED TICKETS:**
 - A. As per the existed yardsticks (Para Nos. 3.1 to 3.4):
 - 1) **PRS TICKETS**: the average PRS tickets to be issued per shift of 8 hrs = 180
 - 2) **UTS tickets**: 1000 tickets per shift.
 - 3) **UNIFIED COUNTER**: PRS counters can be converted as UTS cum PRS counter wherever the annual average workload is less than 25 PRS tickets..
 - B. On practical observation the work study team considered the following Benchmarks for calculation of requirement at PRS /UTS /Unified counters:
 - 1) **PRS tickets**: ECRCs comes under Continuous roster i.e in each shift they have to work for 8 ½ hrs, in each shift after issue of PRS tickets, they have to write an account of tickets issued and account for the cash / cashless transactions, for which 1 hour is required for handing over / taken over
 - Then the number of transactions that can be carried out in 7 ½ hrs are as follows:
 - Number of tickets in one hour = $180/7.5 \text{ hrs} = 24 \text{ tickets per hour.}$
 - i.e 60 minutes /24 tickets =2.5 minutes per each ticket.
 - Total Minutes in a shift of 7 ½ hours = $7 \frac{1}{2} \times 60 \text{ Minutes} = 450 \text{ minutes per shift.}$
 - In each hour of a shift there will be a loss of 10 % time for the following:
 - for miscellaneous work (i.e inserting of tickets rolls or changing rolls, cleaning/ adjustment of printer rollers etc.,) /
 - for Tatkal tickets alphabets are appearing on the screen to reduce the speed of booking Tatkal tickets, this is for eliminating malpractice of booking more number of Tatkal tickets in short span of time.
 - for public enquiry / to change the date / train / adding or deleting the information of the passenger, while booking their tickets.
 - The total loss of time in a shift= i.e $450 \text{ minutes} \times 10\% /100= 45 \text{ minute loss for miscellaneous / relaxation.}$

- Then the actual time to issue PRS tickets = 450 minutes – 45 minutes = 405 minutes.
 - Then the number of PRS tickets issued in 405 minutes = $405 / 2.5 = 162$ i.e 160 tickets.
 - **THE MINIMUM NUMBER OF PRS TICKETS THAT CAN BE ISSUED IN A SHIFT OF 8 ½ HRS IS TAKEN AS 160 TICKETS.**
- 2) **UTS tickets:**
- The Number of UTS tickets to be issued in a shift = 1000 tickets.
 - The time required for issue of each ticket = $8 \times 60 / 1000 = 480 \times 60 / 1000 = 29$ Seconds
 - The Work Study Team observed that, 30 Seconds is sufficient for issue of each UTS ticket.
 - In each hour 10% of time is taken for
 - relaxation / for enquiry / Miscellaneous work,
 then the total time for relaxation/ miscellaneous work = $480 \times 10\% / 100 = 48$ Minutes in a shift of 8 hrs.
 - Then the number of UTS tickets issued in a shift = $480 - 48$ relaxation = $402 \times 60 / 30 = 804$ Tickets.
 - **Benchmark (8Hrs shift): The Minimum Number of UTS Tickets that can issued in a shift of 8 HRS = 804 i.e 800 TICKETS.**
 - **Benchmark (12 Hrs shift):** Due to the more inactive period, in 12 hrs shift the yardstick of 1000 tickets per shift is taken as benchmark. (to issue 1000 UTS tickets time will be $1000 \times 30 \text{ Seconds} / 60 = 500$ minutes i.e 8hrs 20 minutes, then **inactive period** = 12hrs-8hrs 20 minutes = **3hrs 40 minutes**).
- 3) **UNIFIED Counter:** The Work Study Team considered 50 % of the benchmark of PRS and UTS Tickets for converting the UTS Counters as Unified counters. If there is sale of less than 50% in sale of both PRS & UTS in each shift at the same station, then the counter can be unified.
- **Benchmark: 50 % of PRS tickets = $160/2 = 80$ PRS tickets per shift & 50% of UTS of tickets = $800/2 = 400$ UTS tickets at the same station.**
 - There are 14 PRS locations in the division and all locations are having workload of more than 80 PRS tickets / 400 UTS tickets.
 - **Hence there is no feasibility for converting existing PRS counters into Unified counters.**

9. PRS STAFF REQUIREMENT AS PER THE ABOVE BENCHMARK (Para No.3.9 B(1)):

- 1) Total PRS Locations = 14
- 2) Total Number of PRS Shifts = 26
- 3) Average total Number of tickets Sold per day = 3440 (3 years) and
- 4) Average total Number of tickets sold per day = 3478 (6 months period of current year).
- 5) For calculation of requirement of PRS staff, the Work Study Team taken the average number of PRS tickets sold per day is 3478 (i.e Per day average of last 6 months (April-Sep/2017-18) .
- 6) Then the number of Staff required for the average no. tickets sold per day = $3478 / 160 = 21.7 = 22$ Posts.
- 7) **But there are 26 shifts working in the division, so the requirement of manpower = 26 posts.**
- 8) For Catering Rest and Leave Reserve to 26 Staff by taking 1 post for every 6 staff = $26/6 \times 2 \text{ (RG+LR)} = 8.66$ i.e 9 Posts.

- 9) At KCG, 5 additional staff are required for the following activities :
 - Overall Supervision =1
 - Shift wise Supervisors in (two shifts)= 4 (One Supervisors for staff matters, Charts, ticket indenting and accounts, For Group Booking, Change of name, Loss of tickets etc., and One Supervisor to work as Cashier cum CDB (Current day booking cancellation)
 - 10) The Total Number of ECRCs / Supervisors required:
 - The actual requirement for issue of 3478 PRS tickets per day = 26 Posts per day
 - The RG and LR staff required for 26 staff = 9 Posts.
 - Additional Staff at KCG =5
 - **The total PRS staff required in the division with present 26 shifts = 26+ 9 +5= 40 Posts.**
 - **Total PRS staff required = 40 staff**
 - **The number of Excess PRS staff excess over sanctions = 42-40=2 posts**
- 10. UTS STAFF REQUIREMENT AS PER THE ABOVE BENCHMARK (Para No.3.9 B(2)):**
- 1) Total UTS Locations = 27
 - 2) Total Number of UTS Shifts = 87
 - 3) Average total Number of tickets sold per day = 51979 (3 years) and
 - 4) Average total Number of tickets sold per day = 56136 (6 months period of current year).
 - 5) For calculation of requirement of UTS staff, the Work Study Team has taken the average number of UTS tickets sold per day is 56136 (i.e Per day average of 6 months) .
 - 6) Then the number of Staff required as per benchmark = $56136 / 800 = 70$ Posts.
 - 7) But there are 87 shifts working per day , then the staff requirement to man 87 shifts = 87 posts
 - 8) For Catering Rest and Leave Reserve to 87 Staff by taking 1 post for every 6 staff = $87/6 \times 2$ (RG+LR) = 29 posts
 - 9) Supervisors for major Booking Offices with more than 3 shifts for overall supervision and also to issue tickets in peak hours / emergency = 8 posts (i.e VAR, MXT, HPG, FM, MBNR, KRNT, KMC & NZB.
 - 10) At KCG, 4 additional staff are required for the following activities
 - For overall Supervision =1
 - For Cash Accountal and remission of Cash and Maintenance of record =1
 - For overall supervision (night) =1
 - For meeting emergency situations =1
 - 11) Commercial Booking Clerks/ Supervisors working in Other Offices i.e Sr. DCM/O, CASH / O, CTO/O & CSTM siding = 15
 - 12) The Total Number of Commercial Booking Clerks / Supervisors required:
 - The actual requirement for issue of 56136 UTS tickets per day in 87 shifts = 87 Posts
 - The RG and LR staff required for 87 staff = 29 Posts.
 - Supervisors for major Booking Offices = 8
 - Additional Staff at KCG =4
 - Staff working in other offices = 15
 - The total UTS staff required in the division with present 87shifts = $87 + 29 + 8+4+ 15 = 143$ Posts.
 - **Total UTS staff = 143 Posts**
 - 13) **The number of UTS staff excess than requirement = $179 - 143 = 36$ posts**

11. **UNIFIED COUNTERS(Para No.3.9 B(3))::**

1) Vide RB's Lr No. 2008/New PRS Policy/15 of dt. 04.10.2013, guidelines are revised 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)

2) The Work Study Team considered less than 50 % of the benchmark's of PRS and UTS Tickets, for converting the UTS Counters into Unified counters i.e Benchmark: 50 % of PRS tickets = $160/2 = 80$ PRS tickets per shift & 50% of UTS of tickets = $800/2 = 400$ UTS tickets at the same station.

3) There are 14 PRS locations in the division and all locations are having workload of more than 80 PRS tickets / 400 UTS tickets.

4) **Hence there is no feasibility for converting existing PRS counters into Unified counters.**

12. **PRS COUNTERS SUGGESTED FOR CLOSURE:** Vide RB's Lr No. 2008/C&IS/New PRS Policy/15 of dt. 04.10.2013, such locations where there is no PRS facility within a vicinity of 15KMs is justified for the provision of PRS counter.(Para No.ii):

➤ The distance between STPD and VAR is 3.11 KMs. In this stretch of 3.11 KMs, 4 PRS locations (STPD, ATC, JOO & VAR) are available.

➤ The Workload at PRS counters at ATC (63/Shift) & JOO (89/ shift) stations is less than the Benchmark level of 160 PRS tickets.

➤ Hence the PRS Counters at ATC & JOO can be withdrawn.

➤ **2 Posts can be saved.**

13. **UNIFIED / UTS COUNTERS SUGGESTED FOR CLOSURE:** While analyzing the sale of PRS / UTS tickets, it is observed that at some stations the sale of PRS / UTS tickets is less than 50% of the RB's Yardsticks i.e 180 / 1000 tickets per shift. The sale of PRS / UTS tickets through Booking counters / Unified counters at these stations can be withdrawn and can be given to Contract to outside agencies i.e. JTBS/ YTSKs etc., The stations are as follows:

Sl. No.	station	No. of shifts	sale of PRS Tickets per day	sale of PRS Tickets per shift	sale of UTS Tickets per day	sale of UTS Tickets per shift	No. of staff working
1	UR	2 (Unified)	44	44	679	340	3
2	JCL	3 (Unified)	39	39	754	251	5
3	UMRI	3(Unified)	16	16	1420	473	4
4	MJF	2 (UTS)	-	-	704	352	6
5	BMO	2 (UTS)	-	-	479	160	3
Total No. of staff working							21

• These unified counters can be withdrawn and can be awarded to outside agencies i.e JTBS/ YTSKs

• By withdrawing sale of tickets at the above counters, there will be a saving of 21 Commercial staff.

• By withdrawing this 21 Staff from the Booking counters they can be effectively utilized as Ticket Checking staff (TTEs).

14. **Vide RB's Lr No. E(MPP)2016/1/59 of dt. 10.01.2017,** Vide Para No.1: Board has issued instructions on Review of staff strength in Commercial Booking Offices to be done in two stages:

a) By freezing the existing strength duly anticipating future needs.

b) By reviewing and locating surpluses, which could be used to meet the requirements of additional posts of Ticket Checking Staff for the new trains introduced over the years.

15. **Vide RB's Lr No. 2015-B-235 of dt. 21.04.16,** Annexure-Para No.3:

- a) Sub Para-IV (v): Performance of JTBS to be monitored to maximize ticket issue to prevent wastage of assets. Similarly productivity of PRS / UTS counters and ATVMs (especially those which are manned by Ticket Facilitators) to be monitored for improvement of productivity. Monitoring may be done through structured report of CRIS. Underutilized PRS counters may be used to sell UTS tickets.
 - b) 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.
16. **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. Accordingly, it is recommended that ECRCs & Commercial **Clerks should be consolidated into one cadre called Commercial and Ticketing Staff.**
17. **REMARKS OF THE WORK STUDY TEAM:**
- 1) **ECRCs/ Supervisors (PRS Counters):**
 - Sanctioned Strength of ECRCs/Supervisors = 42
 - Actual Strength = 35 and
 - Vacancies = 7
 - Total Number of Staff required as workload (Para No. 3.11 (10))= 40
 - Excess staff to be surrendered = 42-40 = 2 Posts.
 - 2) **Commercial Booking Clerks/ Supervisors (UTS Unified Counters):**
 - Sanctioned Strength of ECRCs/Supervisors = 179
 - Actual Strength = 154 and
 - Vacancies = 25
 - Total Number of Staff required as workload (Para No. 3.12 (12))= 143
 - Excess staff to be surrendered = 179 – 143 = 36 Posts.
 - Out of 36 excess posts 11 posts are live bodies and 25 posts are vacant.
 - 3) **Total Number of Posts to be surrendered :**
 - ECRCs / Supervisors = 2 Posts
 - Commercial Booking Clerks / Supervisors = 36
 - Then total posts to be surrendered = 2+ 36 = 38 Posts.
 - 4) **Actual posts to be surrendered:**
Since the Cadres are being proposed to be merged as Commercial and Ticket Checking Staff (Para No. 3.18), the vacancies in ECRCs / Commercial Booking Clerks i.e 7+25 = 32 are recommended for surrender.
 - 5) The excess 11 live UTS posts (i.e 36 – 25) may be re-deployed as 5 in ECRCs cadre and 6 in TTEs.
 - 6) During the visit of Work study Team, it is observed that ATVM Facilitators are available only at HPG and KCG, at all other MMTS stations between STPD to FM, Facilitators are not available and public are showing interest to buy the UTS tickets through booking counters only.
 - 7) An appointed contract agency to monitor these ATVMs is necessary to issue unreserved tickets and to reduce UTS counters by the Railways.
 - 8) For issue of UTS / PRS tickets more number of STBAs YTSKs, JTBSs and Post Offices are to be encouraged through outsourcing contracts.

- 9) Wide publicity may be given to the travelling public to buy the tickets from ATVM s with facilitators, and the issue of tickets through booking counters may be phased out gradually.
 - 10) The provision of issuing UTS tickets through STBAs is confined to E category stations only, this facility may be extended to other category stations also.
 - 11) YTSKs / RTSAs may be allowed to establish their infrastructure at the station for issuing Reserved / unreserved tickets, through this Railway Booking Counters can be withdrawn by the Railways.
18. **Recommendations:** It is recommended to surrender 32 vacant posts (i.e 7 ECRCs Cadre & 25 Commercial Clerks Cadre Posts.) (Para No. 3.19 (2)).
19. **Suggestions:**
- 1) The excess 11 live UTS posts (i.e 36 – 25) may be re-deployed as 5 in ECRCs cadre and 6 in TTEs.
 - 2) PRS Booking Counters at ATC and JOO can be closed (Para No. 3.14), hence 2 PRS staff posts can be saved.
 - 3) UTS/ Unified Booking counters at URm JCL, UMRI, MJF & BMO can be closed by awarding contract to outside agencies i.e. JTBSs & YTSKs.
 - 4) An appointed contract agency to monitor these ATVMs is necessary to issue unreserved tickets and to reduce UTS counters by the Railways.
 - 5) For issue of UTS / PRS tickets more number of STBAs YTSKs, JTBSs and Post Offices are to be encouraged through outsourcing of contracts.
 - 6) Wide publicity may be given to the travelling public to buy the tickets from ATVM s with facilitators, and the issue of tickets through booking counters may be phased out gradually.
 - 7) The provision of issuing UTS tickets through STBAs is now confined to E category stations only, this facility may be extended to other category stations also.
 - 8) YTSKs / RTSAs may be allowed to establish their infrastructure at the station for issuing Reserved / unreserved tickets, through this Railway Booking Counters can be withdrawn by the Railways.
20. **EFFECTIVE SAVINGS:** On implementation of the recommendations there will be an annual savings of Rs. 189.30 Lakhs.

विधि METHODOLOGY

The Work Study department has applied the following techniques for completion of the Work Study.

1. Collection of the details of sanctioned staff strength and workload particulars.
2. Interaction with Branch Officers and Staff.
2. Practical observation of some of the PRS / UTS / Unified locations.
3. Critical examination of existed workload and data relating with PRS / UTS Tickets sold for the last 3 years and 6 months period of current year i.e 2017-18.
4. Assessment of manpower requirement.
5. Recommendations / Suggestions on system improvement.

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1.0 प्रस्तावना INTRODUCTION:**1.1 OBJECTIVES OF THE WORK STUDY ON ECRCs / COMMERCIAL BOOKING CLERKS:**

1. To find out the actual workload of PRS / UTS locations over the division.
2. To estimate the staff requirement in PRS / UTS locations.
3. To identify the PRS counters feasible for conversion as Unified counters and
4. System improvements

1.2 Railway train tickets are classified as Reserved / Unreserved tickets and these can be issued through the following Railway Booking counters:

1. **PRS Counters:** These are Booking counters opened at important stations to issue Reserved tickets and these are operated by ECRCs.
2. **UTS counters:** These are Booking counters opened at important stations to issue Unreserved Tickets and these are operated by Commercial Booking Clerks / Supervisors and SMs of Operating Branch.
3. **Unified Counters:** These booking counters are meant for issuing both Reserved / Unreserved tickets through single counter.

1.3 Apart from the above mentioned railway counters the Reserved / Unreserved Train tickets can also be booked through from various other Railway agencies like:

1. **Station Ticket Booking Agents (STBAs):** Vide Commercial Circular No. 53 of 2015, with a view to facilitate Station Managers / Assistant Station Managers to concentrate better on train operations and also to facilitate passengers to get tickets, a scheme to engage Station Ticket Booking Agents at E category stations was introduced. This scheme is for engaging STBAs on commission basis at E category station for issue of unreserved tickets through Computerized UTS of Indian Railways. The candidate who opts for least commission (in 4 slabs i.e. 15000-15% (or Rs.500/-) & 15000-50000- 12%, 50001-100000- 9% & more than 100000- 4%) based on monthly sales turnover shall be engaged as an STBA.
2. **Yatri Ticket Suvidha Kendra (YTSK):** Vide Commercial Circular No.33 of 2014, with a view to expanding the facilities for issue of tickets (both reserved and unreserved) it has been decided to allow public private partnership in establishment and operation of computerized ***PRS-cum-UTS terminals*** at centers which shall be called Yatri Ticket Suvidha Kendras (YTSK).
3. **Jan Sadharan Ticket Booking Sevak (JTBS):** With a view to improve dispensation of ***unreserved tickets*** in city areas, the scheme of Jan Sadharan Ticket Booking Sevaks (JTBS) was initially introduced in 2006 on Northern Railway as Pilot project and subsequently extended to all zonal Railways.
4. **Rail Travel Service Agents (RTSA):** RTSAs are appointed for booking of ***reserved tickets*** through Indian Railway Catering & Tourism Corporation (IRCTC) website; all modes of cashless payment are already available, viz. net banking, through credit/debit cards, cash cards, e-wallets and UPI/BHIM.
5. **Automatic Ticket Vending Machines (ATVMs):** Automatic Ticket Vending Machines have been introduced to facilitate sale of unreserved tickets, platform tickets and renewal of season tickets which have provision of payment through smart cards. Facilitators were appointed to operate these ATVMs and open to use by Public also. Vide RB's Lr No. 2011/TG-I/ATVMs/Facilitators dated 30.03.17; ***the scheme of facilitators is extended for one year i.e 01.04.17 to 31.03.2018.***

1.4 INITIATIVES TAKEN TO PROMOTE ONLINE PRS / UTS TICKET BOOKING ON INDIAN RAILWAYS:

In order to promote online booking of PRS / UTS tickets and cashless transactions, the following initiatives have also been taken on Indian Railways:

1. The e-ticketing system was upgraded with the launch of the Next Generation E-ticketing (NGeT) for improving accessibility and enhancing the overall experience of e-ticketing.

- The **capacity** for E-ticketing was **enhanced to book 7200 tickets per minute from 2000 tickets earlier** and to support 1,20,000 concurrent users as against 40000 earlier in 2014. This has been further augmented to support booking of 15,000 tickets per minute.
2. In a major boost to Government's key initiative of cashless transactions and passenger friendly measures, Ministry of Railways has **introduced the facility for booking of railway tickets from railway counters through Unified Payments Interface (UPI)/ Bharat Interface for Money (BHIM) App. This facility will be available for booking of reserved tickets from Passenger Reservation System (PRS) counters and booking of Season Tickets (MST and QST) from Unreserved Ticketing System (UTS) counters. It was implemented all over Indian Railways on all PRS counters and UTS counters w.e.f. 1st December, 2017.** This will add to the digital payment option already available to railway passengers.
 3. Indian Railways has already introduced paperless ticketing. In case of e-tickets booked through Indian Railway Catering & Tourism Corporation (IRCTC) website including through mobile application based ticket, Short Message Service (SMS) sent by IRCTC and screen shot of the e-ticket (Virtual Reservation Message) displayed through laptops/palmtops/mobile phones has been permitted as valid authority for travel along with prescribed identity proof in original subject to appearance of name of the passengers on the reservation chart and thus there is **no need to take a print-out of Electronic Reservation Slip (ERS)/e-ticket in this case.**
 4. Further, with a view to facilitating convenient booking of unreserved tickets by passengers without having to stand in long queues to purchase Railway tickets, Indian Railways has **introduced the facility of booking of paperless unreserved ticket, season ticket and platform ticket through mobile phone in some stations in Central, Western, Eastern, Southern, South Eastern, South Central and Northern Railways.**
 5. For booking of tickets online through IRCTC website, **service charge** earlier levied has been **withdrawn** up to 31.03.2018.
 6. **A integrated Mobile App Rail SAARTHI** launched which provides various services viz. **Rail e-ticket booking, unreserved ticketing, complaint management, clean my coach , passenger enquiry etc.** payment in system including cashless transactions are a continuous process.
 7. With a view to improve and facilitate the travelling public, the Indian Railways introduce modern **Optical Character Recognition (OCR) Kiosk Machines** for quick & easy printing of tickets booked through UTS App for mobile phones by suburban commuters. Under this facility just by simply placing the screen of mobile phone displaying the SMS of the ticket booked through UTS Mobile App in the designated slot provided in the OCR Kiosk machine and the machine will simply read the SMS and print ticket immediately. In the first phase, 25 OCR Kiosks have been planned by Western Railway for Installation. This facility will be extended to all zones shortly. The use of these Kiosks will facilitate the passengers to get print-out of tickets booked through UTS mobile app and also reduce the queues at booking counters/ATVM machines thereby promoting transactions through UTS mobile app. Presently, passengers have to feed their mobile number and booking ID received on their mobiles, in the ATVM machines to get their tickets printed or get it through UTS counter. **This new facility of simply placing the screen displaying the SMS in the designated slot provided in the Kiosk will also reduce the time of printing of tickets as the machine will simply read the SMS and print tickets immediately.**
 8. During the period from April, 2017 to November, 2017, **approximately 65% of total reserved tickets were booked through cashless modes of payment.**

- 1.5 **As per the 7th Pay commission Report:**
1. **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.*
 2. **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.*
 3. **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. Accordingly, it is recommended that they should be consolidated into one cadre called Commercial and Ticketing Staff.***
- 1.6 **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:
a) *By freezing the existing strength duly anticipating future needs.*
b) *By reviewing and locating surpluses, which could be used to meet the requirements of additional posts of Ticket Checking Staff for the new trains introduced over the years.*
- 1.7 **Vide RB's Lr No. 2015-B-235 of dt. 21.04.16, Annexure-Para No.3:**
1. **Sub Para-IV (v):** *Performance of JTBS to be monitored to maximize ticket issue to prevent wastage of assets. Similarly productivity of PRS / UTS counters and ATVMs (especially those which are manned by Ticket Facilitators) to be monitored for improvement of productivity. Monitoring may be done through structured report of CRIS. **Underutilized PRS counters may be used to sell UTS tickets.***
 2. **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.***
 3. **Sub Para-VI(N):** ***Reduction in PRS counters and redeployment of ECRCs due to decrease in over the counter reservations.***
- 1.8 **Need of the work study on ECRCs/ Commercial Booking Clerks / Supervisors:** *To get maximum advantage due to up-gradation of technology and to reduce staff cost, there is a need to re-organise the existing PRS / UTS Booking counters and re-deployment of the staff effectively.*
- 1.9 **In view of the above, the SDGM directed the Planning Cell to conduct a Work Study on "Review of Staff Strength of ECRCs and Booking Clerks of Commercial Department over Hyderabad Division".**

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2.0 वर्तमान संगठनात्मक ढाँचा EXISTING SCENARIO:

- 2.1 Commercial Department of a division headed by Sr. DCM. Commercial Staff is responsible for entire earnings of the Railway and takes care of all commercial activities, i.e. passenger booking, reservation, ticket checking, parcel booking, freight booking etc.
- 2.2 The staff of the Commercial Branch can be mainly divided into three groups – (i) Enquiry and Reservation Staff, (ii) Commercial Clerks, and (iii) Ticket Checking Staff. Apart from the above, there is separate Inspection Wing for commercial activities, which is managed by a small set of staff, designated as Commercial Inspector, who are further classified as Commercial Inspector/Claims Inspector/ Catering Inspector etc., depending upon their nature of duties.
- 2.3 **Duties of ECRCs:** Enquiry Cum Reservation Clerks (ECRCs) are deputed to work either on Enquiry Counters where they perform duty for office to office enquiry with the passengers or to attend telephonic enquiries too. They are required to remain update regarding arrival and departure of trains, current rate of fares and other allied information, required to be furnished to the passengers. Secondly, they are deputed to work on Reservation Counters where they have to issue reserved tickets to passengers by performing multifarious duties, that include, enquiry from the customers about availability of accommodation, issue of tickets, calculation of exact fare, compilation of earnings, cancellation of reserved tickets or waiting listed tickets by the computerized system.
- 2.4 **Duties of Commercial Clerks:** Commercial Clerk, who are deputed to work on ticket issuing window, have to issue tickets to travelling public, either with traditional system of printed card tickets/blank paper tickets/EFTs or by latest technology machine, which is called Unreserved Ticketing System(UTS). There is further development in the UTS that it has been connected to PRS, whereby both Unreserved and Reserved Tickets can be issued by new system, called Integrated Unreserved Ticketing System(IUTS).

2.1 ECRCs/ SUPERVISORS – SAVE POSITION:

Sl. No.	Station Name	Code	No. of PRS/ Unified Counters	SAN	ACT	VAC
PRS/ UNIFIED STAFF IN SC-DHNE SECTION						
1	SITAPHALMANDI	STPD	PRS	1	1	0
2	ARTS COLLEGE	ATC	PRS	1	1	0
3	JAMIA OSMANIA	JOO	PRS	1	1	0
4	VIDHYA NAGAR	VAR	PRS	3	3	0
3	KACHIGUDA	KCG	PRS	15	12	3
6	MALAKPET	MXT	PRS	2	2	0
7	DABIRPURA	DQR	PRS	4	4	0
8	YAKUTPURA	YKA	UNIFIED	0	0	0
9	HUPPUGUDA	HPG	UNIFIED	0	0	0
10	FALAKNAMA	FM	PRS	2	2	0
11	BUDVEL	BDVL	PRS	1	1	0
12	UMDANAGAR	UR	UNIFIED	0	0	0
13	SHADNAGAR	SHNR	UNIFIED	1	0	1
14	JADCHERLA	JCL	UNIFIED	0	0	0
15	MAHBUBNAGAR	MBNR	PRS	1	1	0
16	WANAPARTHI RD	WPR	UNIFIED	0	0	0
17	GADWAL	GWD	UNIFIED	0	0	0
18	VELLDURTHY		UNIFIED	0	0	0

19	SRIRAMNAGAR		UNIFIED	0	0	0
20	KURNOOL TOWN	KRNT	PRS & UNIFIED	2	2	0
Sub-total				34	30	4
PRS / UNIFIED IN SC –MUE SECTION						
1	LALLAGUDA WORKSHOP	LGDS	PRS	0	0	0
2	MALKAJGIRI	MJF	PRS	2	2	0
3	BOLARUM	BMO	PRS	1	1	0
4	MEDCHAL	MED	UNIFIED	0	0	0
5	MANOHARABAD	MOB	UNIFIED	0	0	0
6	KAMAREDDI	KMC	UNIFIED	0	0	0
7	NIZAMABAD	NZB	PRS	2	2	0
8	BHODHAN	BDHN	UNIFIED	0	0	0
9	BASAR	BSX	UNIFIED	0	0	0
10	DHARMABAD	DAB	UNIFIED	0	0	0
11	UMRI	UMRI	UNIFIED	0	0	0
12	KCG Enquiry			3	0	3
Sub-total				8	5	3
			Total	42	35	7

2.2 COMMERCIAL BOOKING CLERK/SUPERVISORS- SAVE POSITION:

Sl. No.	Station Name	Code	SAN	ACT	VAC
UTS STAFF IN SC-DHNE SECTION					
1	SITAPHALMANDI	STPD	5	4	1
2	ARTS COLLEGE	ATC	3	3	0
3	JAMIA OSMANIA	JOO	4	3	1
UTS STAFF IN SC-DHNE SECTION					
4	VIDHYA NAGAR	VAR	6	6	0
5	KACHIGUDA	KCG	29	27	2
6	MALAKPET	MXT	6	6	0
7	DABIRPURA	DBR	4	3	1
8	YAKUTPURA	YKA	5	4	1
9	HUPPUGUDA	HPG	8	8	0
10	FALAKNAMA	FM	7	7	0
11	BUDVEL	BDVL	1	1	0
12	UMDANAGAR	UR	3	3	0
13	SHADNAGAR	SHNR	3	3	0
14	JADCHERLA	JCL	5	5	0
15	MAHBUBNAGAR	MBNR	11	9	2
16	WANAPARTHI RD	WPR	1	1	0
17	GADWAL	GWD	5	4	1
18	KURNOOL TOWN	KRNT	12	10	2
Sub-total			118	107	11

UTS STAFF IN SC –MUE SECTION					
19	MALKAJGIRI	MJF	6	5	1
20	BOLARUM	BMO	3	3	0
21	MEDCHAL	MED	1	1	0
22	KAMAREDDI	KMC	6	4	2
23	NIZAMABAD	NZB	16	9	7
24	BHODHAN	BDHN	1	0	1
25	BASAR	BSX	2	2	0
26	DHARMABAD	DAB	4	4	0
27	UMRI	UMRI	4	4	0
Sub-total			43	32	11
UTS STAFF WORKING IN OTHER OFFICES					
29	Sr.DCM/O		9	8	1
30	CTO/O		4	3	1
31	CASH/O		3	2	1
32	CMCT/Sdg		2	2	0
Sub-total			18	15	3
TOTAL			179	154	25

2.3 PRS TICKETS – AVERAGE TICKETS SOLD FOR THE LAST THREE YEARS (2014-15, 2015-16, 2016-17)

Sl. No	Station	2014-15	2015-16	2016-17	Avg/ Year	Avg/ month	Avg/ Day
1	Arts College	42643	37735	27432	35936	2995	100
2	Bodhan	12487	11321	8157	10655	888	30
3	Budvel	30416	34097	34939	33151	2763	92
4	Bolarum	67637	67344	61354	65445	5454	182
5	Basara	8361	6665	5501	6842	570	19
6	Dharmabad	10148	8689	9341	9393	783	26
7	Dabirpura	148463	134709	119614	134262	11189	373
8	Falaknuma	78965	00	75080	77023	6419	214
9	Gadwal	14393	13286	12193	13291	1108	37
10	Huppuguda	14471	15247	14643	14787	1232	41
11	Jadcherla	13998	13967	13456	13807	1151	38
12	Jamia Osmania	39785	35468	32936	36063	3005	100
13	Kacheguda	333540	319858	299066	317488	26457	882
14	Kamareddy	27589	25449	22022	25020	2085	70
15	Kurnool City	91766	89846	82384	87999	7333	245
16	Mahabubnagar	55504	53419	48044	52322	4360	145
17	Medchal	8520	00	21196	14858	1238	41
18	Malkajgiri	116065	114816	106042	112307	9358	312
19	Manoharabad	3011	869	918	1599	133	05
20	Malakpet	81204	73781	65095	73360	6113	204
21	Nizamabad	95576	88367	84596	89513	7459	249
22	Amberpet Po	4073	2498	1899	2823	235	08
23	Wanaparathi Road	108	132	236	158	13	01
24	NPA PO	17432	12210	9578	13073	1089	36
25	LGD Workshop	5375	6052	4966	5464	455	15
26	Shadnagar	28355	27888	28266	28170	2347	78

27	Sriramnagar	3864	2797	2090	3917	243	08
28	Sitaphalmandi	60683	55298	46716	54232	4519	151
29	Umri	6294	00	5772	6033	502	17
30	Umdanagar	16627	16226	15385	16079	1340	45
31	Vidyanagar	111173	103242	91368	101928	8494	283
32	Veldurthi	3510	2324	2176	2670	2225	74
33	Wanparti Road	4194	3659	3699	3851	321	11
34	Yakutpura	9901	00	9494	9698	808	27

**2.1 UTS TICKETS – AVERAGE TICKETS SOLD FOR THE LAST THREE YEARS
(2014-15, 2015-16, 2016-17)**

		2014-15 (April- Mar)	2015-16 (April- Mar)	2016-17 (April- Mar)	3 years total	per year	per Month	per Day
1	AKE	131007	138292	143761	413060	137686	11473	382
2	ALPR	1693	1922	2268	5883	1961	163	06
3	ATC	478089	471503	483524	1433116	477705	39808	1327
4	BABR	35960	35533	39555	111048	9254	771	26
5	BDHN	45487	42503	40250	128240	42746	3562	119
6	BDVL	145087	137657	144387	427131	142377	11865	395
7	BKU	37075	32703	36831	106609	35536	2961	99
8	BLSA	28015	39044	34511	101570	33857	2821	94
9	BMO	169316	152873	154548	476737	158912	13243	441
10	BSX	344441	414130	353162	1111733	3705777	308814	1029
11	BVO	9936	17016	21938	48890	16296	1358	45
12	CVB	27109	25223	22031	74363	24787	2065	69
13	DAB	531815	556751	608392	1696958	565653	47137	1571
14	DHP	55268	51814	57081	164163	54721	4560	152
15	DKC	49018	48583	55475	153076	51025	4252	142
16	DQR	259794	261579	296036	817409	272470	22705	757
17	DTP	-	-	6247	6247	2082	174	06
18	DUU	18078	24810	24120	67008	22336	1861	62
19	FM	1461642	1514925	1450989	4427556	1475852	122987	5000
20	GDPL	46314	48689	45779	140782	46927	3911	130
21	GLY	12791	12772	13438	39001	13000	1083	36
22	GWD	555710	587192	687483	1830385	610128	56844	1694
23	HPG	1476488	1450641	1418377	4345506	1448502	120709	4023
24	IDL	30679	28092	30945	89716	29905	2492	83
25	IKI	14801	19025	23946	57772	19257	1605	54
26	JCL	249596	240662	263282	753540	251180	20932	697
27	JKM	20022	19108	18054	57184	19061	1588	53
28	JOO	380571	346402	353423	1080396	360132	30011	1000
29	KCG	3172194	3314324	3643425	10129943	3376647	281387	9380
30	KEK	87065	102454	105098	294617	98205	8184	272
31	KMC	704728	663857	721012	2089597	696532	58044	1935
32	KQQ	15723	16150	17874	49747	16582	1382	46
33	KRNT	1008039	1086273	1169472	3263784	1087928	90660	3022
34	MBNR	762904	744264	814124	2321292	773764	64480	2149
35	ME	22649	33452	36010	92111	30703	2559	85
36	MED	184594	202880	215082	602556	200852	16737	558
37	MJF	256674	247859	240312	744845	248281	20690	690
38	MOA	4159	5128	5912	15199	5066	422	14

39	MOB	40684	45922	44429	131035	43678	3640	121
40	MQN	6029	6914	8673	21616	7205	600	20
41	MXT	1427555	1410157	1462555	4300267	1433422	119451	3981
42	MZL	70973	97424	111852	280249	93416	7784	259
43	NVT	41992	45278	46397	133667	44555	3713	124
44	NZB	1643267	1620010	1849248	5112525	1704175	142014	4734
45	PASR	3	1476	3850	5329	1776	148	05
46	PDO	5935	11356	13758	31049	10349	862	29
47	SCP	62539	56867	59196	178602	59534	4961	165
48	SHNR	200246	202440	217982	620668	206889	17240	575
49	SRNR	47821	51292	52717	151830	50610	4218	141
50	STPD	569512	560035	594687	1724234	574745	47895	1597
51	SVN	42157	41315	38068	121540	40513	3376	113
52	TMD	29687	26325	20022	76034	25344	2112	70
53	TMX	37328	37710	38870	113908	37969	3164	105
54	UKD	7805	0	12319	20124	6708	559	19
55	UMRI	421189	464868	498112	1384169	461390	38449	1281
56	UPW	24250	23601	23669	71520	23840	1986	67
57	UR	288085	477430	242187	1007702	335900	27991	933
58	VAR	759117	719831	756195	2235143	745047	62087	2070
59	VDI	65496	81943	93035	240474	80158	6679	223
60	WDR	96165	114131	137982	348278	116092	9674	322
61	WPR	158182	164764	182855	505801	168600	14050	468
62	YKA	697634	661017	655752	2014403	671467	55955	1865

2.2 PRS tickets - Comparative Statement of average tickets sold per day during the 6 months period i.e April-Sep of 2014-15 & 2017-18

Sl. No	Code	Station	2014-15 Per day tickets sold	2017-18 Per day tickets sold	PRS / UNIFIED
1	ATC	ARTS COLLEGE	123	63	PRS
2	BDHN	BODHAN	40	19	Unified
3	BDVL	BUDVEL	80	98	PRS
4	BMO	BOLARUM	187	156	PRS
5	BSX	BASAR	25	16	Unified
6	DAB	DHARMABAD	30	26	Unified
7	DQR	DABIRPURA	428	296	PRS
8	FM	FALAKNUMA	225	207	PRS
9	GWD	GADWAL	44	36	Unified
10	HPG	HUPPUGUDA	41	37	Unified
11	JCL	JADCHERLA	41	39	Unified
12	JOO	JAMAI OSMANIA	117	89	PRS
13	KCG	KACHEGUDA	945	745	PRS
14	KMC	KAMAREDDY	82	57	Unified
15	KRNT	KURNOOL CITY	259	209	PRS
16	MBNR	MAHBUBNAGAR	161	133	PRS
17	MED	MEDCHAL	08	62	Unified
18	MJF	MALKAJGIRI	324	261	PRS
19	MOB	MANOHARABAD	12	4	Unified
20	MXT	MALAKPET KCG	237	180	PRS
21	NZB	NIZAMABAD	276	220	PRS
22	PWSC	LGD WORKSHOP	19	13	Unified

23	SHNR	SHADNAGAR	79	82	Unified
24	SRNR	SRIRAMNAGAR	13	6	Unified
25	STPD	SITAFAL MANDI	170	126	PRS
26	UMRI	UMRI	20	16	Unified
27	UR	UMDANAGAR	47	44	Unified
28	VAR	VIDYANAGAR	315	220	PRS
29	VDI	VELDURTI	11	7	Unified
30	WPR	WANPARTI ROAD	13	11	Unified
31	YKA	YAKUTPURA KCG	28	30	Unified
32	P041	AMBERPET PO	13	5	Unified
33	P042	WANAPARTI TN PO	0	1	Unified
34	P043	NPA SIVARAMPALLY PO	55	21	Unified

*PRS Tickets are being issued at 3 Post Offices (Sl. Nos. 32 to 34).

2.1 UTS tickets - Comparative Statement of average tickets sold per day during the 6 months period i.e April-Sep of 2014-15 & 2017-18:

S. no	Code	Station	2014-15 Per day tickets sold	2017-18 Per day tickets sold
1	AKE	AKKANNAPET	382	418
2	ALPR	ALAMPUR ROAD	5	7
3	ATC	ARTS COLLEGE	1385	1391
4	BABR	BALANAGAR	113	116
5	BDHN	BODHAN	141	128
6	BDVL	BUDVEL	445	417
7	BKU	BHIKNUR	113	108
8	BLSA	BOLSA	75	85
9	BMO	BOLARUM	505	479
10	BSX	BASARA	1017	1062
11	BVO	BOGOLU	15	64
12	CVB	CAVALRY BARRACKS	79	62
13	DAB	DHARMABAD	1558	1699
14	DHP	DICHPALLI	163	165
15	DKC	DEVERKADRA	148	171
16	DQR	DABIRPURA	739	910
17	DTP	DIVITIPALLI		21
18	DUU	DUPADU	45	57
19	FM	FALAKNUMA	4186	4112
20	GDPL	GUNDLAPOCH AMPALLI	139	126

S. no	Code	Station	2014-15 Per day tickets sold	2017-18 Per day tickets sold
21	GLY	GOLLAPALLI	41	42
22	GWD	GADWAL	1589	1980
23	HPG	HUPPUGUDA	4269	4008
24	IDL	INDALVAI	94	92
25	IKI	ITIKYALA	41	71
26	JCL	JADCHERLA	773	754
27	JKM	JANAKAMPET	63	48
28	JOO	JAMAI OSMANIA	1141	1006
29	KCG	KACHEGUDA	9485	10677
30	KEK	KARKHELI	245	304
31	KMC	KAMAREDDY	2039	2092
32	KQQ	KAUKUNTLA	46	52
33	KRNT	KURNOOL TOWN	2878	3295
34	MBNR	MAHBUBNAGAR	2291	2393
35	ME	MASAI PET	67	98
36	MED	MEDCHAL	547	640
37	MJF	MALKAJGIRI	759	704
38	MOA	MANOPAD	11	16
39	MOB	MANOHARABAD	117	115
40	MQN	MANYAMKOND A	16	24
41	MXT	MALAKPET	4172	4098
42	MZL	MIRZAPALLI	213	318
43	NVT	NAVIPET	127	125
44	NZB	NIZAMABAD	4748	5467
45	PASR	PANDURANGA SWAMY RD	-	5
46	PDO	POODOOR	2	42
47	SCP	SIRNAPALLI	175	182
48	SHNR	SHADNAGAR	611	643
49	SRNR	SRIRAMNAGAR	139	152
50	STPD	SITAPHAL MANDI	1662	1630
51	SVN	SIVANGAON	120	97
52	TMD	TALMADLA	79	57
53	TMX	TIMMAPUR	113	118
54	UKD	ULINDAKONDA	16	33
55	UMRI	UMRI	1198	1420

S. no	Code	Station	2014-15 Per day tickets sold	2017-18 Per day tickets sold
56	UPW	UPPALAVAI	71	63
57	UR	UMDANAGAR	886	679
58	VAR	VIDYANAGAR	2207	2082
59	VDI	VELDURTI	146	234
60	WDR	WADIARAM	288	410
61	WPR	WANAPARTI ROAD	472	528
62	YKA	YAKUTPURA	2022	1842

2.1 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 at the BZA Reservation booking office and booking counters at all the MMTS stations between SC-FM and made the following observations as follows :

- For issue of each PRS ticket with 6 passenger names, the time taken is 2.5 Minutes.
- For issue of each UTS ticket, the time taken is 30 Seconds.

Sl No.	Station Code	UTS/PRS /Unified	Observations
1	STPD	UTS & PRS	• No. of PRS counters: 1 (8-14 SHIFT), Per day 126 PRS TICKETS, Staff: 1, Not unified. • No. of UTS Counters (12hrs shift): 2 Counters (Day) & 1 Counter (Night), Staff: 5, Per day: 1630 & per shift: 543 tickets, Availability of ATVMs: 1, Facilitator of ATVM: not available & Public are not using.. • Distance Between SC & STPD is: 2.4KM • Distance Between STPD & ATC is: 1KM
2	ATC	UTS & PRS	• No. of PRS counters: 1 (14-20hrs SHIFT), Per day/shift 63 PRS Tickets, Staff : 1, Not unified. • No. of UTS Counters (12hrs shift): 2 Counters (Day) & 1 Counter (Night), Staff: 3, Per day: 1391 & per shift: 463, Availability of ATVMs: 2 Facilitator of ATVM: not available & Public are not using. • Distance Between ATC & JOO is: ---0.8KM
3	JOO	UTS & PRS	• No. of PRS counters: 1 (08-14hrs SHIFT), Per day/shift 89 PRS Tickets, Staff : 1, Not unified. • No. of UTS Counters (12hrs shift): 2 Counters (Day) & 1 Counter (Night), Staff: 3, Per day: 1006 & per shift: 335, Availability of ATVMs: 2 Facilitator of ATVM: not available & Public are not using. • Distance Between JOO & VAR is: ---1.4KM
4	VAR	UTS & PRS	• No. of PRS counters: 1 (08-14hrs & 14-20hrs, 2-SHIFTS), Per day-220/shift 110 PRS Tickets, Staff : 3, Not unified. • No. of UTS Counters (12hrs shift): 2 Counters (Day) & 1 Counter (Night), Staff: 6, Per day: 2082 & per shift: 694, Availability of ATVMs: 2 Facilitator of ATVM: not available & Public are not using. • Distance Between VAR & KCG is: ---1.9KM

5	KCG	UTS & PRS	- No. of PRS counters: 5+1 Enquiry counter (8-14 & 14-20hrs, 3+2=5 SHIFTS & one 10-17 General shift for Tatkal), Per day-745/shift 149 PRS Tickets, Staff :18, Not unified. - No. of UTS Counters (8hrs shifts-14): 4 Counters – 3 Shifts, 1- Counter-2 shifts, Staff:29, Per day:10677 & per shift:762, Availability of ATVMs: 6, Facilitator of ATVM: Available. - Distance Between KCG & MXT is:---1.5KM
6	MXT	UTS & PRS	- No. of PRS counters: 1- counter (8-14 & 14-20hrs, 2-SHIFTS , Per day-180/shift 90 PRS Tickets, Staff :2, Not unified. - No. of UTS Counters: 2 Counters – 5 Shifts (i.e 3 shifts on west side counter & two shifts on east side counter), Staff:6, Per day:4098 & per shift:819, Availability of ATVMs: 2 Facilitator of ATVM: not available & Public are not using. - Distance Between MXT & DQR is:-1.2KM
7	DQR	UTS & PRS	- No. of PRS counters: 1counter (8-14 & 14-20hrs, 2-SHIFTS, Per day-296/shift 148 PRS Tickets, Staff :2, Not unified. - No. of UTS Counters (12hrs shift): 1Counter – 2 Shifts, Staff:4, Per day:910 & per shift:455, Availability of ATVMs: 2Facilitator of ATVM: Not Available. - Distance Between DQR & YKA: 0.9KM
8	YKA	UNIFIED	- No. of PRS counters: 1 counter (8-14, 1- SHIFT-UNIFIED), Per day-30/shift 30 PRS Tickets, Staff :0 - No. of UTS Counters : 1Counter 3Shifts, 1 Counter (unified-8hrs shift i.e 8-14) Staff:5, Per day:1842 & per shift:461, Availability of ATVMs: 2 Facilitator of ATVM: Not Available. - Distance Between YKA & HPG:2.4KM
9	HPG	UNIFIED	- No. of PRS counters: 1 counter (7-15, 1- SHIFT-UNIFIED), Per day-37/shift 37 PRS Tickets, Staff :0 - No. of UTS Counters :2 Counters (1-3Shifts & One counter-7-15hrs Shift), Staff:8, Per day:4008 & per shift:893, Availability of ATVMs: 2 Facilitator of ATVM: Not Available. - Distance Between HPG & FM:1.3KM
10	FM	UTS & PRS	- No. of PRS counters: 1 counter (8HRS TWO SHIFTS), Per day-207/shift 104 PRS Tickets, Staff :2 - No. of UTS Counters :2 Counters (1-3Shifts & One counter-7-15hrs GENERAL Shift), Staff:7, Per day:4112 & per shift:1028, Availability of ATVMs: 2 Facilitator of ATVM: Not Available. - Distance Between FM & NPA, SIVARAMPALLI: 3.4KMs:

2.2 **Classification of category of station:** For the purpose of providing necessary amenities at stations, all stations have been categorized based on their annual earnings (ED (PM)/RB's Lr. No. 2012/LM (PA)/3/5 New Delhi, dt.11.09.2012). This is as follows:

Sl.	Categor	Criteria
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No.	y	
1	Al	Non-Suburban stations with an annual passenger earning of more than Rs. 60 crores
2	A	Non-suburban stations with an annual passenger earnings of Rs. 8 crores and upto Rs 60 crores.
3	B	I. Non suburban stations with annual passenger Earnings between Rs. 4 crores to Rs. 8 crores. II. Stations of tourist importance or an important junction Station (to be decided by G.M.).
4	C	All suburban stations*.
5	D	Non suburban stations with passenger earnings between Rs. 60 lakhs and Rs. 4 crores.
6	E	Non suburban stations with passenger earnings less than Rs. 60 lakhs.
7	F	Halts

*For station dealing with both suburban / non-suburban traffic, the Railway may take a view regarding up-gradation of classification depending upon station earnings, quantum of non-suburban traffic, etc.

1.1 Based on the above Classification, the Stations over Hyderabad Division have been catergorised as follows:

Category	No. of Stations
A-1	1
A	2
B	3
C	9
D	9
E	41
F	41
Total	106 Stations

3.0 आलोचनात्मक विश्लेषण CRITICAL EXAMINATION:**3.1 YARDSTICK s FOR PRS / UTS / UNIFIED COUNTERS:****3.2 PRS Counters:**

3. 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 number of transactions per shift per counter are 180 or more, Railways can take action to open additional counter .

4. **RB's Lr No. 2008/C&IS/New PRS Policy/15 of dt. 04.10.2013, the guidelines were revised as under:**

- All stations having reservation related workload of 75 transactions per day may qualify for provision PRS facility. (Para No.i)
- Such locations where there is no PRS facility within a vicinity of 15KMs is justified for the provision of PRS counter.(Para No.ii)
- Additional PRS may be opened for such satellite location in Metro cities which are thickly populated, having population of 50000. (Para No.iii)
- 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)
- 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.

3.3 **UTS Counters:** Vide RB's Lr No. 2013/TG.IV/10/PA/Policy of dt. 20.03.2013 the yardstick (benchmark) for average sale of tickets per shift per window was revised from 800 tickets per shift to 1000 tickets per shift at each counter. This yard stick however, shall apply where staff is deployed exclusively for booking of tickets.

3.4 **Unified Counters:** RB's Lr. No. 2008/New PRS Policy/15 of dt. 04.10.2013, guidelines are revised 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)

3.5 **COMPARATIVE STATEMENT SHOWING THE INCREASE / DECLINE IN AVERAGE PRS TICKETS SOLD PER DAY DURING THE 6 MONTHS PERIOD (APRIL-SEPT) OF 2014-15 AND 2017-18**

Sl. No	Code	Station	2014-15 Avg.no of tickets sold Per day	2017-18 Avg.no of tickets sold Per day	PRS / Unified	% of Increase / Decrease
1	ATC	ARTS COLLEGE	123	63	PRS	-48.7%
2	BDHN	BODHAN	40	19	unified	-52.5%
3	BDVL	BUDVEL	80	98	PRS	22.5%
4	BMO	BOLARUM	187	156	PRS	-38.5%
5	BSX	BASAR	25	16	unified	-36%
6	DAB	DHARMABAD	30	26	unified	-13.3%
7	DQR	DABIRPURA	428	296	PRS	-30.8%
8	FM	FALAKNUMA	225	207	PRS	-8%
9	GWD	GADWAL	44	36	unified	-18.1%
10	HPG	HUPPUGUDA	41	37	unified	-9.7%
11	JCL	JADCHERLA	41	39	unified	-4.8%
12	JOO	JAMAI OSMANIA	117	89	PRS	-23.9%
13	KCG	KACHEGUDA	945	745	PRS	-21.16%
14	KMC	KAMAREDDY	82	57	unified	-30.48%
15	KRNT	KURNOOL CITY	259	209	PRS	-19.3%
16	MBNR	MAHBUBNAGAR	161	133	PRS	-17.3%
17	MED	MEDCHAL	08	62	unified	87.09

18	MJF	MALKAJGIRI	324	261	PRS	-19.7%
19	MXT	MALAKPET KCG	237	180	PRS	-24.05%
20	NZB	NIZAMABAD	276	220	PRS	-20.28%
21	SHNR	SHADNAGAR	79	82	unified	3.6%
22	STPD	SITAFAL MANDI	170	126	PRS	-25.8%
23	UMRI	UMRI	20	16	unified	-20%
24	UR	UMDANAGAR	47	44	unified	-6.3%
25	VAR	VIDYANAGAR	315	220	PRS	-30.15%
26	WPR	WANPARTI ROAD	13	11	unified	-15.3%
27	YKA	YAKUTPURA	28	30	unified	6.6%
Total			4345	3478		

- From the above table it is observed that, out of 27 stations there is a decreasing trend in the sale of PRS tickets at 24 locations.

3.6 **COMPARATIVE STATEMENT SHOWING THE INCREASE / DECLINE IN AVERAGE UTS TICKETS SOLD PER DAY DURING THE 6 MONTHS PERIOD (APRIL-SEPT) OF 2014-15 AND 2017-18:**

S. no	Code	Station	2014-15 Per day tickets sold	2017-18 Per day tickets sold	% of Increase / Decrease
1	AKE	AKKANAPET	382	418	9.4%
2	ALPR	ALAMPUR ROAD	5	7	40%
3	ATC	ARTS COLLEGE	1385	1391	0.4%
4	BABR	BALANAGAR	113	116	2.6%
5	BDHN	BODHAN	141	128	9.2%
6	BDVL	BUDVEL	445	417	6.2%
7	BKU	BHIKNUR	113	108	4.4%
8	BLSA	BOLSA	75	85	1.3%
9	BMO	BOLARUM	505	479	5.14%
10	BSX	BASARA	1017	1062	4.4%
11	BVO	BOGOLU	15	64	326.6%
12	CVB	CAVALRY BARRACKS	79	62	21.5%
13	DAB	DHARMABAD	1558	1699	9.05%
14	DHP	DICHPALLI	163	165	1.2%
15	DKC	DEVERKADRA	148	171	15.5%
16	DQR	DABIRPURA	739	910	23.13%
17	DTP	DIVITIPALLI		21	-
18	DUU	DUPADU	45	57	26.6%
19	FM	FALAKNUMA	4186	4112	-1.76%
20	GDPL	GUNDLAPOCHAMPALLI	139	126	-9.3%
21	GLY	GOLLAPALLI	41	42	2.43%
22	GWD	GADWAL	1589	1980	24.6%
23	HPG	HUPPUGUDA	4269	4008	-6.11%
24	IDL	INDALVAI	94	92	-2.12%
25	IKI	ITIKYALA	41	71	73.17%
26	JCL	JADCHERLA	773	754	-2.45%
27	JKM	JANAKAMPET	63	48	-23.8%
28	JOO	JAMAIUSMANIA	1141	1006	-11.83%
29	KCG	KACHEGUDA	9485	10677	12.56%
30	KEK	KARKHELI	245	304	24.08%
31	KMC	KAMAREDDY	2039	2092	2.59%
32	KQQ	KAUKUNTALA	46	52	13.04%
33	KRNT	KURNOOL TOWN	2878	3295	14.48%
34	MBNR	MAHBUBNAGAR	2291	2393	4.45%
35	ME	MASAIKET	67	98	46.26%
36	MED	MEDCHAL	547	640	17.0%
37	MJF	MALKAJGIRI	759	704	-7.24%
38	MOA	MANOPAD	11	16	45.4%
39	MOB	MANOHARABAD	117	115	-1.7%
40	MQN	MANYAMKONDA	16	24	50%

S. no	Code	Station	2014-15 Per day tickets sold	2017-18 Per day tickets sold	% of Increase / Decrease
41	MXT	MALAKPET	4172	4098	-1.77%
42	MZL	MIRZAPALLI	213	318	49.2%
43	NVT	NAVIPET	127	125	1.57%
44	NZB	NIZAMABAD	4748	5467	15.14%
45	PASR	PANDURANGA SWAMY RD	-	5	-
46	PDO	POODOOR	2	42	-
47	SCP	SIRNAPALLI	175	182	4%
48	SHNR	SHADNAGAR	611	643	5.23%
49	SRNR	SRIRAMNAGAR	139	152	9.35%
50	STPD	SITAPHAL MANDI	1662	1630	-1.9%
51	SVN	SIVANGAON	120	97	-19%
52	TMD	TALMADLA	79	57	-27.8%
53	TMX	TIMMAPUR	113	118	4.4%
54	UKD	ULINDAKONDA	16	33	106.2%
55	UMRI	UMRI	1198	1420	18.53%
56	UPW	UPPALAVAI	71	63	-11.26%
57	UR	UMDANAGAR	886	679	-23.36%
58	VAR	VIDYANAGAR	2207	2082	-5.6%
59	VDI	VELDURTI	146	234	60.2%
60	WDR	WADIARAM	288	410	42.36%
61	WPR	WANAPARTI ROAD	472	528	11.86%
62	YKA	YAKUTPURA	2022	1842	-8.9%

- From the above table it is observed that, out of 62 stations there is a decreasing trend in sale of UTS tickets at 16 stations.
- Only at 27 locations Commercial staff are deployed to issue UTS tickets and
- At remaining stations Optg. Staff are issuing the unreserved tickets.

3.7

STATION WISE DETAILS REGARDING SHIFTS POSITION PRS/ UNIFIED LOCATIONS

Sl . No.	Code	No. of PRS/ Unified Counters	No. counters	No. of shifts	Actual strength
SC-DHNE SECTION					
1	STPD	PRS	1	1 (8-14)	1
2	ATC	PRS	1	1 (14-20)	1
3	JOO	PRS	1	1 (8-14)	1
4	VAR	PRS	1	2	3
5	KCG	PRS	5	8	12
6	MXT	PRS	1	2	2
7	DQR	PRS	2	3 (2 Shifts-8-14 & 1Shift 14-20)	4
8	YKA	UNIFIED	1	1(8-14)	5 (UTS Staff only)
9	HPG	UNIFIED	1	1(8-14)	8 (UTS Staff only)
10	FM	PRS	1	2	2
11	BDVL	PRS	1	1 (5-17)	1
12	UR	UNIFIED	1	2 shifts (6-14 & 14-22)	3 (UTS Staff only)
13	SHNR	UNIFIED	1	2 (7-19 & 19-07)	3 (UTS Staff only)

14	JCL	UNIFIED	1	1 (8-14)	5 (UTS Staff only)
15	MBNR	PRS	1	1 Split roster (8-12 & 14-18)	1
16	WPR	UNIFIED	1	1 (8-14)	1 (UTS Staff only)
17	GWD	UNIFIED	1	1 (8-18)	5 (UTS Staff only)
18	KRNT	PRS & UNIFIED	1	2 (8-14 & 14-20)	2
SC –MUE SECTION			0		0
19	MJF	PRS	1	2 (08-14 & 14-20)	2
20	BMO	PRS	1	1 (8-14)	1
21	MED	UNIFIED	1	1 (7-19)	1 (UTS Staff only)
22	KMC	UNIFIED	1	1 (8-18)	6 (UTS Staff only)
23	NZB	PRS	1	2	2
24	BDHN	UNIFIED	1	1 (08-16) Optg staff	Optg staff
25	BSX	UNIFIED	1	1 (08-18)	2 (UTS Staff only)
26	DAB	UNIFIED	1	1 (08-18)	4 (UTS Staff only)
27	UMRI	UNIFIED	1	1 (08-18)	4(UTS Staff)
Total			32 Counters	41 shifts	42 PRS staff at 14 locations 42 UTS (Unified) staff at 12 locations Optg staff at 4 Locations

5) There are 30 PRS/Unified locations.

6) Unified counters available at 17 locations and Exclusive PRS counters available at 14 locations (at KRNT both Unified and Exclusive PRS counter is available)

7) The sanctioned strength of ECRCs is 42 with 35 actuals, working at 14 exclusive PRS counters.

8) 43 Commercial Clerks (UTS staff) are working in Unified counters at 13 locations and Operating staff are manning 4 Unified Counters at 4 locations (i.eMOB, VDI, SRNR & BDHN)

3.8 **STATION WISE DETAILS REGARDING SHFTS AND FACILITATORS AT UTS LOCATIONS:**

Sl. No	Code	UTS / Unified	No. counters	No. of shifts	Sanctioned strength	ATVMs / Facilitators
SC-DHNE SECTION						
1	STPD	UTS	1	2 shifts (07-19 & 19-07)	4	2
2	ATC	UTS	1	2 shifts (07-19 & 19-07)	3	1
3	JOO	UTS	1	2 shifts	3	1

				(07-19 & 19-07)		
4	VAR	UTS	1	3 shifts (06-14, 14-22 & 22-06)	6	2
5	KCG	UTS	6	14 Shifts	27	6 Facilitators available
6	MXT	UTS	2	5 shifts (East side 2 shifts – 06-14, 14-22, 22-06 & West side 3 shifts – 06-14, 14-22)	6	2 No- Facilitators
7	DQR	UTS	1	2 (07-19 & 19-07)	3	1 No- Facilitators
8	YKA	Unified	1	3 (06-14 Unified, 14-22 & 22-06)	4	1 No- Facilitators
9	HPG	Unified	3	5 (1 counter- Unified (07-15), 1 counter-06-14, 14-22 & 22-06 & 1 counter- 07-15)	8	2 No- Facilitators
10	FM	UTS	2	4 (1 counter -3shifts & 1counter 07-15 shift)	7	2 Facilitators available
11	BDVL	UTS	1	1 (05-17 shift) & Night by optg. staff	1	-
12	UR	Unified	1	2 shifts by comm.staff (06-14 Unified, 14-22 UTS only & UTS night by optg	3	1 Facilitator available
13	SHNR	Unified	1	2 (12hrs shifts)	3	1 Facilitator available
14	JCL	Unified	1	3 (8hrs shifts)	5	1 2- Facilitators available
15	MBNR	UTS	2	4 shifts (one 8 hrs-3shifts & one unified split shift)	9	2 1-Facilitator available
16	WPR	Unified	1	1 (One12hrs shift by comm.& night by optg staff)	1	-0
17	GWD	Unified	1	2 (2- shifts)	4	2 2-Facilitator available
18	KRNT	Unified	2	4 (one 3 shifts & 1shift split i.e 6-12,17-19), 1 shift 13-21)	10	2 1- Facilitator available
SC –MUE SECTION						
19	MJF	UTS	1	2 shift (12hrs)	5	1 Facilitator

						s available
20	BMO	UTS	1	2 (04.30-12.30 & 12.30-2030) by Comml.+ 1shift by optg	3	2 Facilitator s available
21	MED	Unified	1	1 shift by comm. (07-19)	1	2 Facilitator s (under process)
22	KMC	Unified	2	3+1	4	2 3- Facilitator s available
23	NZB	UTS	3	3+3+1=7 shifts	9	3+1 COVTM 6- Facilitator s available
24	BDH N	Unified	1	-by optg staff	0	STBA
25	BSX	Unified	1	1 shift by comm. 1 shift by optg.	2	1+ 1 COVTM Facilitator s available
26	DAB	Unified	1	3 shifts	4	2 Facilitator s available
27	UMRI	Unified	1	3 shifts	4	2 Facilitator s available
Sub-Total			41	84	139	46 ATVMs with 46 Facilitato rs
28	SR DCM/O				8	Working in HQ's Offices and in siding
29	CTO/O				3	
30	CASH/O				2	
31	CMCT siding				2	
Sub-Total					15	
Total					154	

7) There are 106 stations over HYB division.

8) UTS tickets counters are available at 62 locations and remaining 42 stations Paper Card tickets are being issued by Halt agents.

9) The sanctioned strength of Commercial Booking Clerks/Supervisors is 179 with 154 actuals..

10) Out of 62 stations, Commercial Staff are deployed at 27 locations for issue of UTS/PRS (Unified) tickets working in 87 shifts.

11) At remaining 34 locations Operating staff are issuing UTS tickets.

12) There are 46 ATVMs located at 25 stations with 42 Facilitators.

3.9 **BENCHMARK FOR ISSUE OF PRS / UTS TICKETS AND UNIFIED TICKETS:**

C. As per the existed yardsticks (Para Nos. 3.1 to 3.4):

4) **PRS TICKETS**: the average PRS tickets to be issued per shift of 8 hrs = 180

- 5) **UTS tickets:** 1000 tickets per shift.
 - 6) **UNIFIED COUNTER:** PRS counters can be converted as UTS cum PRS counter wherever the annual average workload is less than 25 PRS tickets..
- D. On practical observation the work study team considered the following Benchmarks for calculation of requirement at PRS /UTS /Unified counters:
- 4) **PRS tickets:** ECRCs comes under Continuous roster i.e in each shift they have to work for 8 ½ hrs, in each shift after issue of PRS tickets, they have to write an account of tickets issued and account for the cash / cashless transactions, for which 1 hour is required for handing over / taken over
 - Then the number of transactions that can be carried out in 7 ½ hrs are as follows:
 - Number of tickets in one hour = $180/7.5 \text{ hrs} = 24 \text{ tickets per hour}$.
 - i.e 60 minutes /24 tickets =2.5 minutes per each ticket.
 - Total Minutes in a shift of 7 ½ hours = $7 \frac{1}{2} \times 60 \text{ Minutes} = 450 \text{ minutes per shift}$.
 - In each hour of a shift there will be a loss of 10 % time for following:
 - for miscellaneous work (i.e inserting of tickets rolls or changing rolls, cleaning/ adjustment of printer rollers etc.,) /
 - for Tatkal tickets alphabets are appearing on the screen to reduce the speed of booking Tatkal tickets, this is for eliminating malpractice of booking more number of Tatkal tickets in short span of time.
 - for public enquiry / to change the date / train / adding or deleting the information of the passenger, while booking their tickets.
 - The total loss of time in a shift= i.e 450 minutes X 10% /100= 45 minute loss for miscellaneous / relaxation.
 - Then the actual time to issue PRS tickets =450 minutes – 45 minutes= 405minutes.
 - Then the number of PRS tickets issued in 405 minutes = $405 / 2.5 = 162$ i.e 160 tickets.
 - **THE MINIMUM NUMBER OF PRS TICKETS THAT CAN BE ISSUED IN A SHIFT OF 8 ½ HRS IS TAKEN AS 160 TICKETS.**
 - 5) **UTS tickets:**
 - The Number of UTS tickets to be issued in a shift = 1000 tickets.
 - The time required for issue of each ticket = $8 \times 60 /1000=480 \times 60 /1000= 29 \text{ Seconds}$.
 - The Work Study Team observed that, 30 Seconds is sufficient for issue of each UTS ticket.
 - In each hour 10% of time is taken for relaxation / for enquiry / Miscellaneous work, then the total time for relaxation/ miscellaneous work= $480 \times 10\%/100= 48 \text{ Minutes}$ in a shift of 8 hrs.
 - Then the number of UTS tickets issued in a shift = $480-48 \text{ relaxation}= 402 \times 60/30= 804 \text{ Tickets}$.
 - **Benchmark (8Hrs shift): The Minimum Number of UTS Tickets that can issued in a shift of 8 HRS = 804 i.e 800 TICKETS .**
 - **Benchmark (12 Hrs shift):** Due to the more inactive period, in 12 hrs shift the yardstick of 1000 tickets per shift is taken as benchmark. (to issue 1000 UTS tickets time will be $1000 \times 30 \text{ Seconds} / 60 = 500 \text{ minutes}$ i.e 8hrs 20 minutes, then **inactive period = 12hrs-8hrs 20 minutes= 3hrs 40 minutes**).
 - 6) **UNIFIED Counter:** The Work Study Team considered 50 % of the benchmark of PRS and UTS Tickets for converting the UTS Counters as Unified counters. If there is sale of less than 50% in sale of both PRS & UTS in each shift at the same station, then the counter can be unified.
 - **Benchmark: 50 % of PRS tickets = $160/2= 80$ PRS tickets per shift & 50% of UTS of tickets = $800/2 = 400$ UTS tickets at the same station.**

- There are 14 PRS locations in the division and all locations are having workload of more than 80 PRS tickets / 400 UTS tickets.
- **Hence there is no feasibility for converting existing PRS counters into Unified counters.**

3.10 **COMPARATIVE FIGURES OF PRS / UTS TICKETS FOR THE LAST 3 YEARS AND FOR 6 MONTHS OF CURRENT YEAR:**

FOUR MONTHS OF CURRENT YEAR										
Sl. No.	Code of station	Availability of PRS /UTS/ Unified Counters	PRS TICKETS				UTS TICKETS			
			3 years (i.e 2014-15, 2015-16, 2016-17) average PRS tickets per day (No. of Shifts)	3 years average PRS tickets per shift	6 Months (i.e April- Sept of 2017-18) average PRS tickets per day	6 Months average PRS tickets per shift	3 years (i.e 2014-15, 2015-16, 2016-17) average UTS tickets per day (No. of Shifts)	3 years average UTS tickets per shift	6 Months (i.e April- Sept of 2017-18) average UTS tickets per day	6 Months average UTS tickets per shift
SC-DHNE SECTION										
1	STPD	PRS & UTS	151 (1)	151	126	126	1597 (2)	799	1630	815
2	ATC	PRS & UTS	100 (1)	100	63	63	1327 (2)	664	1391	695
3	JOO	PRS & UTS	100(1)	100	89	89	1000 (2)	500	1006	503
4	VAR	PRS & UTS	283 (2)	142	220	110	2070 (3)	690	2082	694
5	KCG	PRS & UTS	882 (8)	111	745	149	9380 (14)	670	10677	762
6	MXT	PRS & UTS	204 (2)	102	180	90	3981 (5)	796	4098	819
7	DQR	PRS & UTS	373 (2)	187	296	148	757 (2)	379	910	455
8	YKA	Unified	27	27	30	30	1865 (3)	621	1842	461
9	HPG	Unified	41	41	37	37	4023 (5)	804	4008	893
10	FM	PRS & UTS	214 (2)	107	207	104	5000 (4)	1250	4112	1028
11	BDVL	Unified	92	92	98	98	395 (1)	395	417	417
12	UR	Unified	17	17	44	44	933 (2)	467	679	340
13	SHNR	Unified	78	78	82	82	575 (2)	288	643	322
14	JCL	Unified	38	38	39	39	697 (3)	232	754	251
15	MBNR	PRS & UTS	145 (1)	145	133	133	2149 (4)	537	2393	598
16	WPR	Unified	11	11	11	11	468 (1)	468	528	264
17	GWD	Unified	37	37	36	36	1694 (2)	847	1980	645
18	KRNT	PRS & Unified	245 (1 PRS & 1 Unified)	123	209	105	3022 (4)	756	3295	659
19	MJF	PRS & UTS	312 (2)	156	261	130	690 (2)	345	704	352
20	BMO	PRS & UTS	182 (1)	182	156	156	441 (2)	221	479	160
21	MED	Unified	41	41	62	62	558 (1)	558	640	320
22	KMC	Unified	70	70	57	57	1935 (4)	484	2092	523
23	NZB	PRS & UTS	249 (2)	125	220	110	4734 (7)	676	5467	781
24	BDHN	Unified	30	30	19	19	119 (2)	60	128	Optg
25	BSX	Unified	19	19	16	16	1029(2)	515	1062	531
26	DAB	Unified	26	26	26	26	1571 (3)	524	1699	566

27	UMRI	Unified	17	17	16	16	1281 (3)	427	1420	473
Total			3440 (26 shifts)		3478		51979 (87 shifts)		56136	

3.11 **PRS STAFF REQUIREMENT AS PER THE ABOVE BENCHMARK (Para No.3.9 B(1)):**

- 11) Total PRS Locations = 14
- 12) Total Number of PRS Shifts = 26
- 13) Average total Number of tickets per day = 3440 (3 years) and
- 14) Average total Number of tickets per day = 3478 (6 months period of current year).
- 15) For calculation of requirement of PRS staff, the Work Study Team taken the average number of PRS tickets sold per day is 3478 (i.e Per day average of last 6 months (April-Sep/2017-18) .
- 16) Then the number of Staff required as average tickets sold per day = $3478 / 160 = 21.7 = 22$ Posts.
- 17) **But there are 26 shifts working in the division, so the requirement of manpower = 26 posts.**
- 18) For Catering Rest and Leave Reserve to 26 Staff by taking 1 post for every 6 staff = $26/6 \times 2$ (RG+LR) = 8.66 i.e 9 Posts.
- 19) At KCG, 5 additional staff are required as follows:
 - Overall Supervision =1
 - Shift wise Supervisors in (two shifts)= 4 (One Supervisors for staff matters, Charts, ticket indenting and accounts, For Group Booking, Change of name, Loss of tickets etc., and One Supervisor to work as Cashier cum CDB (Current day booking cancellation)
- 20) The Total Number of ECRCs / Supervisors required:
 - The actual requirement for issue of 3478 PRS tickets per day = 26 Posts per day
 - The RG and LR staff required for 26 staff = 9 Posts.
 - Additional Staff at KCG =5
 - **The total PRS staff required in the division with present 26 shifts = 26+ 9 +5= 40 Posts.**
 - **Total PRS staff required = 40 staff**
 - **The number of Excess PRS staff excess over sanctions = 42-40=2 posts**

3.12 **UTS STAFF REQUIREMENT AS PER THE ABOVE BENCHMARK (Para No.3.9 B(2)):**

- 14) Total UTS Locations = 27
- 15) Total Number of UTS Shifts = 87
- 16) Average total Number of tickets per day = 51979 (3 years) and
- 17) Average total Number of tickets per day = 56136 (6 months period of current year).
- 18) For calculation of requirement of UTS staff, the Work Study Team taken the average number of UTS tickets sold per day is 56136 (i.e Per day average of 6 months) .
- 19) Then the number of Staff required as per benchmark = $56136 / 800 = 70$ Posts.
- 20) But there are 87 shifts per day, then the staff requirement to man 87 shifts = 87 posts
- 21) For Catering Rest and Leave Reserve to 87 Staff by taking 1 post for every 6 staff = $87/6 \times 2$ (RG+LR) = 29 posts
- 22) Supervisors for major Booking Offices with more than 3 shifts for overall supervision and also to issue tickets in peak hours / emergency = 8 posts (i.e VAR, MXT, HPG, FM, MBNR, KRNT, KMC & NZB.
- 23) At KCG, 4 additional staff are required as follows:
 - For overall Supervision =1
 - For Cash Accountal and remission of Cash and Maintenance of record =1
 - For overall supervision (night) =1
 - For meeting emergency situations =1

24) Commercial Booking Clerks/ Supervisors working in Other Offices i.e Sr. DCM/O, CASH / O, CTO/O & CSTM siding = 15

25) The Total Number of Commercial Booking Clerks / Supervisors required:

- The actual requirement for issue of 56136 UTS tickets per day in 87 shifts = 87 Posts
- The RG and LR staff required for 87 staff = 29 Posts.
- Supervisors for major Booking Offices = 8
- Additional Staff at KCG =4
- Staff working in other offices = 15
- The total UTS staff required in the division with present 87shifts = 87 + 29 + 8+4+ 15 = 143 Posts.
- **Total UTS staff = 143 Posts**

26) **The number of UTS staff excess than requirement = 179- 143=36 posts**

3.13 **UNIFIED COUNTERS(Para No.3.9 B(3))::**

5) Vide RB's Lr No. 2008/New PRS Policy/15 of dt. 04.10.2013, guidelines are revised 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)

6) The Work Study Team considered less than 50 % of the benchmark's of PRS and UTS Tickets, for converting the UTS Counters into Unified counters i.e Benchmark: 50 % of PRS tickets = 160/2= 80 PRS tickets per shift & 50% of UTS of tickets = 800/2 = 400 UTS tickets at the same station.

7) There are 14 PRS locations in the division and all locations are having workload of more than 80 PRS tickets / 400 UTS tickets.

8) **Hence there is no feasibility for converting existing PRS counters into Unified counters.**

3.14 **PRS COUNTERS SUGGESTED FOR CLOSURE:** Vide RB's Lr No. 2008/C&IS/New PRS Policy/15 of dt. 04.10.2013, such locations where there is no PRS facility within a vicinity of 15KMs is justified for the provision of PRS counter.(Para No.ii):

- The distance between STPD and VAR is 3.11 KMs. In this stretch of 3.11 KMs, 4 PRS locations (STPD, ATC, JOO & VAR) are available.
- The Workload exclusive PRS counters at ATC (63/Shift) & JOO (89/ shift) stations is less than the Benchmark level of 160 PRS tickets.
- Hence the PRS Counters at ATC & JOO can be withdrawn.
- **2 Posts can be saved.**

3.15 **UNIFIED / UTS COUNTERS SUGGESTED FOR CLOSURE:** While analyzing the sale of PRS / UTS tickets, it is observed that at some stations the sale of PRS / UTS tickets is less than 50% of the RB's Yardsticks i.e 180 / 1000 tickets per shift. The sale of PRS / UTS tickets through Booking counters / Unified counters at these stations can be withdrawn and can be given to Contract to outside agencies i.e. JTBS/ YTSKs etc., The stations are as follows:

Sl. No.	station	No. of shifts	sale of PRS Tickets per day	sale of PRS Tickets per day	sale of UTS Tickets per day	sale of UTS Tickets per day	No. of staff working
1	UR	2 (Unified)	44	44	679	340	3
2	JCL	3 (Unified)	39	39	754	251	5
3	UMRI	3(Unified)	16	16	1420	473	4
4	MJF	2 (UTS)	-	-	704	352	6
5	BMO	2 (UTS)	-	-	479	160	3
Total No. of staff working							21

- By withdrawing sale of tickets at the above counters, **there will be a saving of 21 Commercial staff.**
- By withdrawing this 21 Staff from the Booking counters they can be effectively utilized as Ticket Checking staff (TTEs).

3.16 **Vide RB's Lr No. E(MPP)2016/1/59 of dt, 10.01.2017,** Vide Para No.1: Board has issued instructions on Review of staff strength in Commercial Booking Offices to be done in two stages:

- c) By freezing the existing strength duly anticipating future needs.
- d) By reviewing and locating surpluses, which could be used to meet the requirements of additional posts of Ticket Checking Staff for the new trains introduced over the years.

3.17 **Vide RB's Lr No. 2015-B-235 of dt. 21.04.16,** Annexure-Para No.3:

- c) Sub Para-IV (v): Performance of JTBS to be monitored to maximize ticket issue to prevent wastage of assets. Similarly productivity of PRS / UTS counters and ATVMs (especially those which are manned by Ticket Facilitators) to be monitored for improvement of productivity. Monitoring may be done through structured report of CRIS. Underutilized PRS counters may be used to sell UTS tickets.
- d) 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.

3.18 **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. Accordingly, it is recommended that ECRCs & Commercial **Clerks should be consolidated into one cadre called Commercial and Ticketing Staff.**

3.19 **REMARKS OF THE WORK STUDY TEAM:**

1) **ECRCs/ Supervisors (PRS Counters):**

- Sanctioned Strength of ECRCs/Supervisors = 42
- Actual Strength = 35 and
- Vacancies = 7
- Total Number of Staff required as workload (Para No. 3.11 (10))= 40
- Excess staff to be surrendered = 42-40 = 2 Posts.

2) **Commercial Booking Clerks/ Supervisors (UTS Unified Counters):**

- Sanctioned Strength of ECRCs/Supervisors = 179
- Actual Strength = 154 and
- Vacancies = 25
- Total Number of Staff required as workload (Para No. 3.12 (12))= 143
- Excess staff to be surrendered = 179 – 143 = 36 Posts.
- Out of 36 excess posts 11 posts are live bodies and 25 posts are vacant.

3) **Total Number of Posts to be surrendered :**

- ECRCs / Supervisors = 2 Posts
- Commercial Booking Clerks / Supervisors = 36

- Then total posts to be surrendered = 2+ 36 = 38 Posts.

4) **Actual posts to be surrendered:**

Since the Cadres are being proposed to be merged as Commercial and Ticket Checking Staff (Para No. 3.18), the vacancies in ECRCs / Commercial Booking Clerks i.e 7+25 = 32 are recommended for surrender.

- 5) The excess 11 live UTS posts (i.e 36 – 25) may be re-deployed as 5 in ECRCs cadre and 6 in TTEs.
- 6) During the visit of Work study Team, it is observed that ATVM Facilitators are available only at HPG and KCG, at all other MMTS stations between STPD to FM, Facilitators are not available and public are showing interest to buy the UTS tickets through booking counters only.
- 7) An appointed contract agency to monitor these ATVMs is necessary to issue unreserved tickets and to reduce UTS counters by the Railways.
- 8) For issue of UTS / PRS tickets more number of STBAs YTSKs, JTBSs and Post Offices are to be encouraged through outsourcing contracts.
- 9) Wide publicity may be given to the travelling public to buy the tickets from ATVM s with facilitators, and the issue of tickets through booking counters may be phased out gradually.
- 10) The provision of issuing UTS tickets through STBAs is confined to E category stations only, this facility may be extended to other category stations also.
- 11) YTSKs / RTSAs may be allowed to establish their infrastructure at the station for issuing Reserved / unreserved tickets, through this Railway Booking Counters can be withdrawn by the Railways.

3.20 **Recommendations:** It is recommended to surrender 32 vacant posts (i.e 7 ECRCs Cadre & 25 Commercial Clerks Cadre Posts.) (Para No. 3.19 (2)).

3.21 **Suggestions:**

- 1) The excess 11 live UTS posts (i.e 36 – 25) may be re-deployed as 5 in ECRCs cadre and 6 in TTEs.
- 2) PRS Booking Counters at ATC and JOO can be closed (Para No. 3.14), hence 2 PRS staff posts can be saved.
- 3) UTS/ Unified Booking counters at URm JCL, UMRI, MJF & BMO can be closed by awarding contract to outside agencies i.e. JTBSs & YTSKs.
- 4) An appointed contract agency to monitor these ATVMs is necessary to issue unreserved tickets and to reduce UTS counters by the Railways.
- 5) For issue of UTS / PRS tickets more number of STBAs YTSKs, JTBSs and Post Offices are to be encouraged through outsourcing of contracts.
- 6) Wide publicity may be given to the travelling public to buy the tickets from ATVM s with facilitators, and the issue of tickets through booking counters may be phased out gradually.
- 7) The provision of issuing UTS tickets through STBAs is now confined to E category stations only, this facility may be extended to other category stations also.
- 8) YTSKs / RTSAs may be allowed to establish their infrastructure at the station for issuing Reserved / unreserved tickets, through this Railway Booking Counters can be withdrawn by the Railways.

3.22 **EFFECTIVE SAVINGS:** On implementation of the recommendations there will be an annual savings of Rs. 189.30 Lakhs.

1. वित्तीय परिणाम FINANCIAL REPERCUSSIONS:

1.0 If the recommendations are accepted, the recurring savings on surrender of the under mentioned posts of commercial clerks of Commercial Department over HYB Division.

Sl. No	Category	HYBale	Grade Pay	No. of posts	*Mean Pay	DA@ 5%	Emoluments P.M (in Rs.)	Total Emoluments P.A (in Rs.)
		From-To						
1	ECRCs	5200-20200	2800	7	29200+6 4700/2= 46950	2348	49298x7= 345086	345086 X 12=4141032
2	Comml. Booking Clerks	5200-20200	2800	25	29200+6 4700/2= 46950	2348	49298x25 =1232450	1232450x12 =14789400
	TOTAL			32				189.30 lakhs

On implementation of the recommendations there will be an annual savings of Rs. 189.30 lakhs Lakhs.

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संस्तुतियाँ

RECOMMENDATIONS / SUGGESTIONS

Sl. No.	Recommendation Details	Para No.
1	<u>Recommendations:</u> It is recommended to surrender 32 vacant posts (i.e 7 ECRCs Cadre & 25 Commercial Booking Clerks Cadre Posts) (Para No. 3.19 (2)).	3.20
2	<u>Suggestions:</u> 1) The excess 11 live UTS posts (i.e 36 – 25) may be re-deployed as 5 in ECRCs cadre and 6 in TTEs. 2) PRS Booking Counters at ATC and JOO can be closed (Para No. 3.14), hence 2 PRS staff posts can be saved. 3) UTS/ Unified Booking counters at URm JCL, UMRI, MJF & BMO can be closed by awarding contract to outside agencies i.e. JTBSs & YTSKs. 4) An appointed contract agency to monitor these ATVMs is necessary to issue unreserved tickets and to reduce UTS counters by the Railways. 5) For issue of UTS / PRS tickets more number of STBAs YTSKs, JTBSs and Post Offices are to be encouraged through outsourcing of contracts. 6) Wide publicity may be given to the travelling public to buy the tickets from ATVM s with facilitators, and the issue of tickets through booking counters may be phased out gradually. 7) The provision of issuing UTS tickets through STBAs is now confined to E category stations only, this facility may be extended to other category stations also. 8) YTSKs / RTSAs may be allowed to establish their infrastructure at the station for issuing Reserved / unreserved tickets, through this Railway Booking Counters can be withdrawn by the Railways.	3.21

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IMPORTANT DETAILS OF THE REPORT

Sl. No.	Information	Nos.
1.	Total number of stations in HYB division.	106
2	Total PRS and Unified Locations over the division (at KRNT both PRS & Unified counters are available)	30
3	No. of Exclusive PRS locations operated by ECRCs	14
4	No. of Unified Locations - At 13 locations Commercial staff are manning the counters and - At 4 stations (MOB, VDI, SRNR & BDHN) Operating staff are issuing tickets.	17
5	Total UTS locations over the division: - At 27 locations Commercial staff are issuing unreserved tickets. - At remaining 35 stations Optg. Staff are issuing unreserved tickets.	62
6	RB's Yardsticks: - PRS TICKETS: 180 PER SHIFT - UTS TICKETS: 1000 PER SHIFT - UNIFIED COUNTERS: LESS THAN 25 PRS TRANSACTIONS PER SHIFT	
7	BENCHMARK TAKEN BY THE WORK STUDY TEAM: - PRS TICKETS: 160 PER SHIFT - UTS TICKETS: 800 PER SHIFT - UNIFIED COUNTERS: For conversion into Unified counters: 50 % of PRS tickets = $160/2 = 80$ PRS tickets per shift & 50% of UTS tickets = $800/2 = 400$ UTS tickets at the same station. . There is no station in the division, where the sale of PRS and UTS are less than 50% of the yard stick .	
8	Sanctions in ECRCs=42 (7 Vacancies) Requirement as per workload = 40 Excess = 2	
9	Sanctions in Booking Clerks= 179 (25 Vacancies) Requirement as per workload = 143 Excess = 36	
10	Total Posts Excess = $2 + 36 = 38$ Posts	
11	Recommended to surrender 32 vacancies i.e 7 ECRCs + 25 BCs.	
12	The excess 11 live UTS posts (i.e $36 - 25$) may be re-deployed as 5 in ECRCs cadre and 6 in TTEs.	