WORK STUDY REPORT
ON

REVIEW OF RESERVATION STAFF WORKING

AT RESERVATION OFFICES

UNDER CCM/PM/IRCA

2023-24

WORK STUDY TEAM

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EXECUTIVE SUMMARY

This study was allotted to Central Planning Cell, HQ Office on the directives of SDGM/NR with a view to identify redundant/obsolete activities of Reservation staff working in Reservation Offices under CCM/PM.

STAFF POSITION

The total sanctioned and on rolls strength of Reservation staff working in different reservation offices controlled by CCM/PM i is as under:

S.N.	Category	Grade	S/S	O/R	Var.
1	CE&RS	9300-34800-4600	120	108	12
2	E&RC	9300-34800-4200	147	44	103
Total			267	152	115

No. of posts identified as surplus for surrender: -
Gr. 'C' = 113 posts
Gr. 'D' = Nil posts
Total = 113 posts

FINANCIAL IMPLICATIONS

Anticipated recurring savings = Rs. 785.61 lakh per annum.
Capital saving = Nil
Total = Rs. 785.61 lakh per annum



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SYNOPSIS

Indian Railway is the lifeline of the country. With humble beginning in 1853, it has served the nation as the principle mode of transport. The railways have played a significant role in the socio-economic development of the country as well as in preserving the unity and integrity of the nation.

Railway is not only a public utility but also a commercial enterprise. Apart from providing uninterrupted services and discharging social service obligations, the Railways are also required to earn revenue to meet the different types of expenditures. It has to adoptive to the new technical changes and methods in the system of working to fulfill the expectations of the customers and to provide best services. The input of modernization, computerization and outsourcing has made tremendous changes in the working of Indian Railways. The introduction of high speed long distance trains have saved the journey time of passengers.

Every day more than a million of passengers buy tickets to carry out a reserved journey by train. The PRS had been a boon for the elite million member club of reserved passengers. With the introduction of Internet ticketing, e-ticketing and mobile ticketing, the prospect of procuring a ticket without ever standing in a queue has become a reality. With the resultant of increased number of users of internet/e-ticketing/mobile ticketing has reduced the workload of Railways PRS centers. Presently the internet/e-ticketing/mobile ticketing for reserved tickets handles about 80.50% of the total reserved tickets booked on Indian Railways in the FY 2021-22. Keeping in view above, SDGM/NR directed Central Planning Cell/HQ office to conduct a work study on "Review of Reservation staff working at different Reservation Offices/locations/segments under CCM/PM/IRCA, New Delhi."

Consequently, the team conducted the study in all respects by examining the system physically through spot observations, analytical estimation as per work-study techniques, and application of yardstick and has identified 113 posts of Reservation staff working under CCM/PM/ IRCA/NDLS as surplus to the existing requirement, which are recommended for surrender. The team also kept in view the total working conditions, nature of job etc. during the conduct of study and held discussions at various levels while assessing the bare requirement of Reservation staff.

The team is of the opinion that if the recommendations made in the report are accepted and implemented a net recurring saving to the tune of Rs. 785.61 lakh per annum is likely to be achieved.

SUMMARY OF RECOMMENDATIONS

Rec. No.	Recommendations	Refer para No.	Accepting/ implementing Authority.
1	It is proposed that 113 posts of Reservation staff working at different Reservation offices controlled by CCM/PM are identified as surplus and recommended for surrender. ERS Gr. 9300-34800-4200 =113 Total = 113 Posts.	3.6	PCCM/NR/NDLS CCM/PM/IRCA/ NDLS Dy.CPO/T&C/ NRHQ/NDLS

ACKNOWLEDGEMENT

The team is highly thankful to Shri J.S. Bindra, CCM/PM IRCA Building NDLS, Shri Roshan Singh Dy.CCM/DB IRCA Building NDLS and other functionaries for their valuable guidance and co-operation in providing relevant data/information to the team during the conduct of study.

1.0. INTRODUCTION:

Indian Railway carried a large number of passengers in reserved accommodation every day. The computerized Passenger Reservation System (PRS) facilitates booking & cancellation of tickets from any of the 10144 terminals i.e. PRS booking windows provided at 3442 locations over Indian Railway.

1.1 The entire movement of railway traffic which includes basically passenger train operations as well as freight train operations is dealt by operating department whereas the booking of passengers on UTS/reserved tickets, booking of parcel, luggage and goods is done by commercial wing and this combination of operating and commercial branch is jointly called as Traffic department. Indian Railway is constant looking for new ideas to simplify and streamline procedures for the convenience of passengers. In this endeavor, several path breaking technologies have been introduced in the Railways system over the years. These technical innovations have included the Computerization of passenger tickets amongst several other facilities for passengers.

1.2 Utilization of existing resources at an optimum level is a vital principle of Railways, which can be best obtained through best managerial control over man, machine and material. To achieve more and more productivity/efficiency at an optimum level of safety, security, punctuality and reliability the railway administration reviews existing staff strength from time to time.

1.3 No doubt, the passenger reservation centers are directly linked with heavy revenue earning but the Internet Ticketing/e-ticketing/mobile ticketing introduced by IRCTC has drastically reduced the workload of computerized reservation counters. IRCTC has revolutionized life of the common man travelling with the Indian Railways. IRCTC Online Ticket booking system is a boon to the common man, empowering him through technology. **From 27 i-tickets booked in 2002 (the year of launch), it has reached to a record of 15.88 lakh e-tickets booked on 21st March 2022.**

1.4 The e-Ticketing System was replaced with Next Generation E-Ticketing (NGeT) System from 28- Apr-2014 and the capacity of per minute ticket booking was increased progressively. The NGeT system is support by high capacity servers which has got a capacity to book more than 25,000 tickets per minute.

1.5 As the study is related to Reservation staff, it is essential to elaborate that this staff perform their duties by offering their services to passengers visiting computerized reservation centers by facilitating them with reserved accommodation.

1.6 Keeping in view above, a work study as assigned by SDGM on "Review of Reservation staff working at different Reservation Offices under CCM/PM/IRCA, NDLS." in order to optimize utilization of manpower and identify the surplus staff wherever existed for surrender/redeployment has been conducted.

1.5 TERMS OF REFERENCE:

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

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

1.6 METHODOLOGY ADOPTED

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

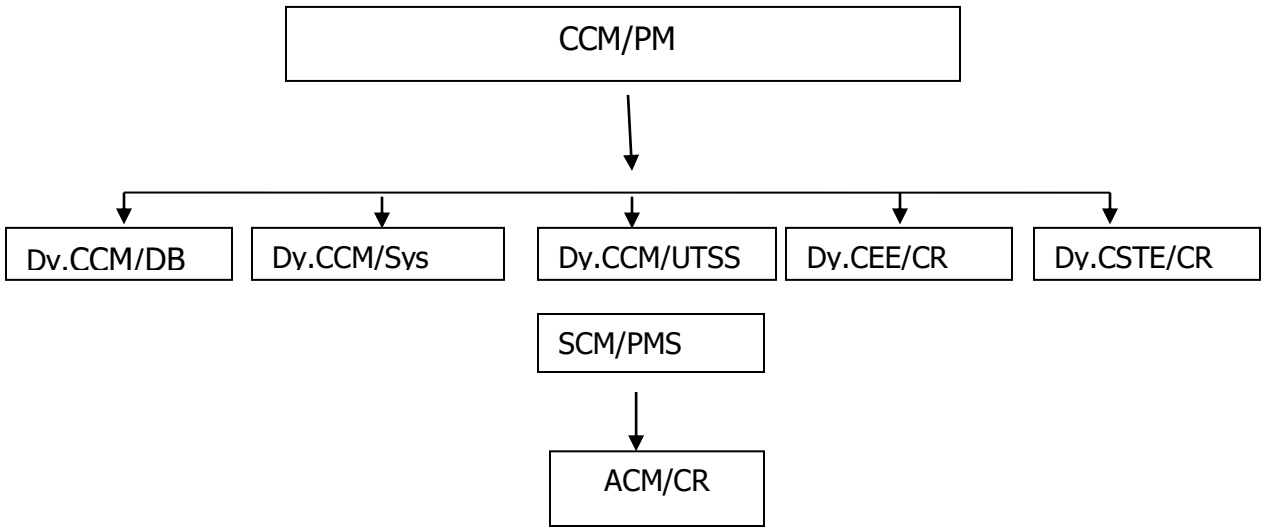
1. Data collection and its critical analysis.
2. Work sampling, analytical estimation, spot observations, physical checks and yard stick in vogue, if any, to assess the performance of the staff.
3. Held discussions at various levels.

2.0 BRIEF DESCRIPTION, STAFF POSITION, WORKLOAD, CRITICAL ANALYSIS, REQUIREMENT OF STAFF, OBSERVATIONS AND RECOMMENDATIONS.

2.1 BRIEF DESCRIPTION:

2.2 The PRS/IRCA New Delhi and Delhi area locations are under the administrative control of CCM/PM/IRCA/NDLS. The organizational chart is mentioned below: -

PRS/IRCA/NDLS



The personnel department functions at N. Rly. HQ office and maintains the service records, leave records, salary pay bills of entire group 'C' and 'D' staff of IRCA.

2.3 SOME FACTS ABOUT COMPUTERIZED RESERVATION:

A pilot project of PRS was launched on 15 November, 1985 over NR and first inaugurated at the IRCA building, New Delhi station in Feb. 1986. With the installation of the Integrated Multiple Train Passenger Reservation System(IMPRESS), an online transaction processing system developed by the IR in association with Computer Maintenance Corporation(CMC) Ltd at New Delhi. The objective was to provide reserved accommodation on any train from any counter, preparation of train charts and accounting of money collected. The application was subsequently implemented in 1987 at Mumbai, Chennai, Kolkata and Secunderabad.

With the addition of new locations and many redefinitions, the IMPRESS system fell short of the growing expectations of the travelling public. Hence an new application software i.e. Country wide Network for Computerized Enhance Reservation and Ticketing(CONCERT) was developed by Centre for Railway Information System(CRIS) and implemented in September,1994.

For the convenience of the public all the manual reservation centers have been computerized and the system is called as PRS (Passenger Reservation System). Computerized passenger reservation system was first installed on 15/11/1985.

The e-ticketing system which was started in 2002 by IRCTC and booked a mere 27 tickets on the first day of its commencement of Internet ticketing service in the country, has reached up to 80.50 % share of total reserved tickets on Indian Railways.

The e-Ticketing System has been replaced with Next Generation E-Ticketing (NGeT) System from 28- Apr-2014 and the capacity of per minute ticket booking was increased progressively. Next Generation e-Ticketing (NGeT) system has been upgraded constantly to handle an increased load of 15,000 tickets per minute in 2016-17, 18,000 tickets per minute in 2017-18 and 20,000 tickets per minute in 2018-19. Presently, IRCTC Website has a capacity of booking over 25,000 tickets per minute.

The Indian Railways is all set on its digital infrastructure to increase ticketing and query-handling capacity by 10 times. At present, the capacity of ticketing is 25,000 tickets per minute. The target is to upgrade it to 250000 per minute i.e. ten times of the present capacity.

The capacity for attending to enquiries will also be upgraded from 400,000 per minute to 4 million per minute.

2.4 STATENMENT SHOWING LOCATIONS SERVED BY IRCA NDLS:

S. No.	Location	On roll	No. of counters available	No. of counters working	Remarks
1	Delhi Main (DLI)	13	07	07	YTSK =10 Tis Hazari =02 counters and CAO/ Const. Office =01 counter
2	New Azad Pur (NDAZ)	07	06	04	YTSK=06
3	Delhi Shahdara (DSA)	08	07	03	YTSK=06
4	Kirti Nagar (KRTN)	06	05	03	YTSK=01
5	NOIDA	08	08	03	-
6	Ghaziabad (GZB)	06	10	06	YTSK=02
7	Karkardooma (KKDM)	06	11	03	YTSK=01
8	Subzimandi (SZM)	06	05	01	YTSK=08 02 counters at Delhi University.
9	Nizamuddin (NZM)	07	08	02	YTSK=06, 01 counter at Supreme Court & 01 counter at High Court.
10	Okhla (OKA)	07	10	02	-
11	Sarojini Nagar(SOJ)	08	20	06	01 counter at IIT & 01 counter at JNU.
12	Rohini (PROH)	05	03	04	-

13	AIIMS	05	05	02	-
14	Shakurbasti (SSB)	06	06	02	-
15	Tuglakabad (TKD)	08	07	04	YTSK=02
16	New Delhi (IRCA)	22	26	16	-
17	Lajpat Nagar (LPNR)	04	04	03	-
18	Parliament House (PHBO)	17	14	03	01 counter at PCI & 03 counters at Railway Board.
19	International Tourist Bureau (ITB)	03	03	01	-
Total		152	165	75	

The above statement reveals that at 19 locations of PRS terminals are functioning in Delhi Area of Northern Railway, which are under the administrative control of CCM/PM/IRCA Building/NDLS. All these reservation terminals now have access to book tickets from any station to any station on Indian Railways.

Northern Railway offers the facility of advance reservation to a passenger planning his journey well in advance through computerized railway network, from any originating station to any destination at any of the 397 locations of computerized reservation centers.

2.5 DEPLOYMENT OF RESERVATIONS STAFF

The Reservation staffs appointed by Railways are solely responsible for computerized reservation system at minor/major stations over Indian Railway. This reservations staff controlled by CCM/PM is deployed in two shifts at reservation counters Delhi area. The reservation staff is also being utilized in IRCA Building, New Delhi at different locations/segments i.e. Charting cell, Data Base, UTS Cell, Console, PPM/Cell, Accounting, NTES,PNR Verification and VIP booking Cell, D&AR, RTA Cell, Establishment section, CRS/G , Court section, Record room, Finance, Duty roster/leave, Janitor, PRS Cell, URS, Technical assistant and Receptionist/Security.

2.6 STAFF POSITION:

During the course of study, the team collected category wise and grade wise sanctioned and on roll position of Reservation working at different computerized passenger reservation centers/locations/segments and which is placed as annexure-I in the report and summarized position is tabulated as under: -

Table-I

S.N.	Category	Grade	S/S	O/R	Var.
1	CE & RS	9300-34800-4600	120	108	12
2	E&RS	9300-34800-4200	147	44	103
		Total	267	152	115

The above table reveals that on roll strength of CE&RS/E&RS is 152 against sanctioned strength of 267 and 115 posts are lying vacant. The overall strength of Reservation staff controlled by CCM/PM/IRCA/NDLS is 437 and on roll is 294 with 143 posts are lying vacant.

The reservation staff is also being utilized in IRCA Building, New Delhi at different locations/segments i.e. Charting cell, Data Base, UTS Cell, Console, PPM/Cell, Accounting, NTES,PNR Verification and VIP booking Cell, D&AR, RTA Cell, Establishment section, CRS/G , Court section, Record room, Finance, Duty roster/leave, Janitor, PRS Cell, URS, Technical assistant and Receptionist/Security. This work study report is confined to the staff working at Reservation Counters controlled by CCM/PM.

2.7 WORKLOAD AND FACTUAL STATUS:

The team collected the data of actual work done by different locations in Delhi area under controlled by CCM/PM, New Delhi, which is depicted as under.

Table-II

NDLS/IRCA					Remarks
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Workload		
			Existing in %	% reduction/ increase	
2021-22	257174	705	100	-	
2022-23	332689	**912**	129.36	29.36	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	525871	1441	100	-	
2022-23	720810	1975	137.05	37.05	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	206109644	564684	100	-	
2022-23	383659154	1051121	186.14	86.14	Increase
DLI					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	206297	565	100	-	
2022-23	22740	**605**	107	07	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	316604	868	100	-	

2022-23	382021	1047	120.62	20.62	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	86811745	237840	100	-	
2022-23	117008950	320573	134.78	34.78	Increase
SOJ					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	130744	358	100	-	
2022-23	174713	**479**	133.79	33.79	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	250259	686	100	-	
2022-23	321582	881	128.42	28.42	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	113230315	310220	100	-	
2022-23	182746185	500675	161.39	61.39	Increase
GZB					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	166304	456	100	-	
2022-23	188969	**518**	113.59	13.59	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	3134575	862	100	-	
2022-23	360002	986	114.38	14.38	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	89564160	245381	100	-	
2022-23	134628830	368846	150.31	50.31	Increase
KRTN					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	128224	351	100	-	
2022-23	154639	**424**	120.79	20.79	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	250632	687	100	-	
2022-23	300257	823	119.79	19.79	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	90615370	248261	100	-	
2022-23	134164025	367573	148.05	48.05	Increase
NZM					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	166957	457	100	-	
2022-23	178609	**489**	107	07	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	277651	761	100	-	
2022-23	264389	724	95.13	4.87	Decrease
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	119914140	328532	100	-	
2022-23	135063340	370037	112.63	12.63	Increase

NDAZ					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	97940	268	100	-	
2022-23	125428	**344**	128.35	28.35	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	204033	559	100	-	
2022-23	247515	678	121.28	21.28	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	70762780	193871	100	-	
2022-23	107792150	295321	152.32	52.32	Increase
DSA					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	133200	365	100	-	
2022-23	171289	**469**	128.49	28.49	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	280463	768	100	-	
2022-23	349273	957	124.60	24.60	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	85132490	233240	100	-	
2022-23	135598431	371503	159.27	56.37	Increase
KKDM					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	93486	256	100	-	
2022-23	118258	**324**	126.56	26.56	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	263969	559	100	-	
2022-23	236791	649	116.10	16.10	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	81098080	222187	100	-	
2022-23	126766428	347305	156.31	56.31	Increase
PHBO					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	25928	71	100	-	
2022-23	43901	**120**	169.01	69.01	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	41570	114	100	-	
2022-23	70706	194	158.77	58.77	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	2274755	6232	100	-	
2022-23	2828650	13461	215.99	115.99	Increase
NOIDA					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	

2021-22	93193	255	100	-	
2022-23	112273	**308**	120.78	20.78	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	177503	486	100	-	
2022-23	207876	570	117.28	17.28	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	67161265	184003	100	-	
2022-23	100539190	275450	149.69	49.69	Increase
OKA					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	112763	309	100	-	
2022-23	134527	**369**	119.41	19.41	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	216483	593	100	-	
2022-23	246272	675	113.82	13.82	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	85731424	234881	100	-	
2022-23	117940272	323124	137.56	37.56	Increase
LPNR					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	65581	180	100	-	
2022-23	85414	**234**	130	30	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	125492	344	100	-	
2022-23	171853	803	233.43	133.43	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	57515410	157576	100	-	-
2022-23	87838113	240652	152.72	52.17	Increase
SZM					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	73633	202	100	-	
2022-23	81737	**224**	110.89	10.89	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	169595	465	100	-	
2022-23	162933	447	96.12	3.88	Decrease
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	44600965	122194	100	-	
2022-23	67538815	185038	151.42	51.42	Increase
TKD					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	129527	355	100	-	
2022-23	159681	**438**	123.38	23.38	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	

2021-22	258053	707	100	-	
2022-23	305716	838	118.52	18.52	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	82884413	227081	100	-	
2022-23	124417719	340870	150.10	50.10	Increase
SSB					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	73748	202	100	-	
2022-23	109899	**301**	149	49	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	153783	421	100	-	
2022-23	225888	619	147.03	47.03	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	48647260	133280	100	-	
2022-23	92825079	254315	190.81	90.81	Increase
PROH					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	60717	166	100	-	-
2022-23	85979	**236**	142.16	42.16	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	131907	361	100	-	
2022-23	177256	486	134.62	34.62	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	50947304	139582	100		
2022-23	88169950	241562	173.06	73.06	Increase
AIIMS					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	45316	124	100	-	
2022-23	60620	**166**	133.87	33.87	Increase
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	81275	223	100	-	
2022-23	107918	296	127.03	27.03	Increase
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	27017399	74020	100	-	
2022-23	44253149	121242	163.79	63.79	Increase
ITB					
Year	No. of reservation slips dealt	No. of reservation slips dealt per day	Existing in %	% reduction/increase	
2021-22	--	--	--	--	closed due to covid-19

2022-23	12982	**36**	--	--	
Year	No. of passengers dealt	No of passengers dealt per day	Existing in %	% reduction/increase	
2021-22	--	--	--	--	closed due to covid-19
2022-23	20719	57	--	--	
Year	Total earnings from PRS (In Rs.)	Earnings per day (In Rs.)	Existing in %	% reduction/increase	
2021-22	--	---	--	--	closed due to covid-19
2022-23	32652090	89458	--	--	

The number of passengers booked during the year 2022-23 has been increased in comparison to the FY year 2021-22 as the passenger trains picked up full momentum after the restoration of trains services which were affected due to COVID-19 pandemic. The increased workload of duration 2022-23 has been considered for assessing the bare requirement of ERS staff.

Table-III

Statement showing workload of I-tickets and e-ticket off loaded to IRCTC

Period	Total Tickets (In Lakhs)			No. tickets per month	Total Passengers (No. In Lakhs)	Ticket Amount (Amt. In Crores)	Earning per month (in Crores)
	E-Tickets	I-Tickets	Total Tickets				
2020-2021	4174.49	0.00	4174.49	347.87	7343.26	38178.32	3181.53
2022-2023	2570.64	0.63	2571.27	367.32	4607.63	31162.91	4451.84

The above table reveals that the trend of I-tickets/E-tickets/mobile tickets booking is increasing sharply resulting reduced workload at PRS counters.

3.0 **CRITICAL ANALYSIS**

(i) The work-study is confined to review the effective and economical utilization of Reservation staff working under CCM/PM/IRCA/NDLS. The team collected the data/information from IRCA reservation offices/IRCA Building and IRCTC to compare the arising of passenger traffic/earnings. The introduction of I-ticketing, E-ticketing and mobile ticketing from IRCTC has started reducing the workload of PRS centers. In Para 2.9 table-II shows the actual workload of Reservation counters in Delhi Area and IRCA/NDLS and table-III shows the workload of I-ticketing/E-ticketing.

(ii)The IRCTC has enhanced the E-ticketing system which has the capacity to book 25000 tickets per minute. Booking of e-tickets through International Credit/Debit Cards has also been enabled to encourage the cashless economy. Paperless unreserved ticketing through mobiles phones which has been launched at several major stations will certainly ease the rush at crowded counters. Currency coin cum Card Operated Automatic Ticket Vending Machines is successfully functioning at different locations over Indian Railways. In addition to this smart card based ATVMs have also been commissioned. The Indian Railways is all set on its digital infrastructure to increase ticketing and query-handling capacity by 10 times. At present, the capacity of ticketing is 25,000 tickets per minute. The target is to upgrade it to 225,000 per minute i.e. ten times of the present capacity. The capacity for attending to enquiries will also be upgraded from 400,000 per minute to 4 million per minute.

(iii) The mobile application on various platforms is also available for booking reserved and unreserved tickets as well as provision of other railway services.

(iv) With the resultant of increased number of users of internet/e-ticketing/mobile ticketing has reduced the workload of Railways PRS centers. Presently the internet/e-ticketing/mobile ticketing for reserved tickets handles about 80.50% of the total reserved tickets booked on Indian Railways in the FY 2021-22.

(v) In Delhi Area, the Commercial department has also given terminals to the private parties for computerized reservation. These are called Yatri Ticket Suvidha Kendra (YTSK) and functioning at about 105 (including Delhi division) locations.

(vi) E-Ticket booking for Privilege Pass / PTO holders has been started through IRCTC Rail Connect Mobile App.

(vii) General passenger booking through Hon'ble MP/Ex MP users Ids in IRCTC Rail Connect Mobile App has been started.

(viii) Infant Divyaang Concession Booking with Escort in IRCTC Rail Connect Mobile App has also been started.

A pilot project has been rolled out in phase manner covering all the echelons of the Armed Forces/Defense Forces. E-ticketing system has been commissioned for Para Military forces for IRCTC Rail Connect Mobile App. The online ticketing system will bring a major relief to these Central Paramilitary Forces in handling their reserved train ticket requirements and also from cumbersome manual processes for Railway Warrant management and their reconciliation and accounting between Indian Railways and Ministry of Home Affairs.

3.1 REQUIREMENT OF STAFF AND RECOMMENDATIONS

3.2 Duties of Reservation staff

The following activities are carried out by Reservation staff at any Rail Reservation Centre: -

i) Dealing/announcement regarding enquiry of trains.
ii) Accepting of requisition forms for reservation/cancellation.
iii) Charting finalization.
iv) Printing of reservation charts.
v) Preparation of daily statement for performances i.e. number of passengers booked, number of tickets sold and earnings etc.
vi) Duty roster arrangement.

The Reservation staff deployed under CCM/PM performs the duties at PRS counters in Delhi Area and other segments/locations in CCM/PM Office.

3.3 MEASURING TECHNIQUES

The workload and factual status as given in Para 2.7 with critical analysis of earning oriented performances are towards increasing during the year 2022-23 in comparison to the FY year 2021-22 as the passenger trains picked up full momentum after the restoration of trains services which were affected due to COVID-19 pandemic. The increased workload of FY 2022-23 has been considered for assessing the bare requirement of ERS staff.

The Ministry of Railways has set up IRCTC in with the basic purpose to serve passengers with entire catering and tourism activities. This undertaking has been fully operational from August 2001 and spread its wings in booking of railway tickets through i-ticketing/e-ticketing/mobile ticketing in full swing from the year 2005, which has resulted into reduced workload of PRS/IRCA/NDLS.

The team collected the data of actual work done by reservation staff deployed on counters to assess the actual utilization after introduction of I-ticketing/e-ticketing/mobile ticketing and change in existing working system. The team has considered the available yard stick i.e. 180 requisition slips/man/shift for assessing the bare requirement of staff for reservation counters.

The team has assessed the requirement on the basis of existing workload, kept the local working conditions into consideration and exercised physical observations along with discussions at various levels to economize the system after reducing all wastages and streamlining the activities of Reservation staff.

3.4 YARDSTICK

The yardstick for assessing the working of Reservation staff on counter duty is 180 requisition forms per man/duty/shift (i.e. in 6 hrs duty roster). The number of tickets booked during the year 2022 has picked up full momentum as the train operations were restored to normalcy by Indian Railways after the improvement of COVID-19 conditions. Thus the workload of FY 2022-23 has been considered for assessing the bare requirement of ERS staff.

3.5. REQUIREMENT OF STAFF:

S. No	Name of PRS centers	Activity	No. of staff required	Remarks
1.	**DLI**	Avg. no. of requisition slips dealt per day=**605**, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	3.36	
		CRS Incharge	01	
		Shift supervisors for cash, charting, ROPD, Balance sheet etc.	02	
		Sub total	6.36	
		RG on 6.36 @ 16.50%	1.04	
		For 02 counters functioning at Tis Hazari from 10-17 hrs.	02	Sunday close.
		For 01 counter at CAO/Const. Office functions from 10-17 hrs.	01	Saturday and Sunday Close.
		Total	10.40	
		LR on 10.40 @ 12.5%	1.30	
		G. Total	11.70say **12**	
2.	**NDAZ**	Avg. no. of requisition slips dealt per day=344, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.91	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	4.91	
		RG on 4.91 @ 16.50%	0.81	
		Sub total	5.72	
		LR on 5.72 @ 12.5%	0.71	
		G. Total.	6.43 say **06**	
3.	**DSA**	Avg. no. of requisition slips dealt per day=469, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	2.60	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	5.60	
		RG on 5.60 @ 16.5%	0.92	
		Sub total	6.52	
		LR on 6.52 @ 12.5%	0.81	
		G. Total.	7.33 say **07**	
4.	**KRTN**	Avg. no. of requisition slips dealt per day=424, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	2.35	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	5.35	
		RG 5.35 @ 16.5%	0.88	
		Sub total	6.23	
		LR on 6.23 @ 12.5%	0.77	
		G. Total.	**07**	
5.	**NOIDA**	Avg. no. of requisition slips dealt per day=308, Yard stick is 180 requisition slips per shift. So requirement of staff for	1.71	

		counters		
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	4.71	
		RG on 4.71 @ 16.5%	0.77	
		Sub total	5.48	
		LR on 5.48 @ 12.5%	0.68	
		G. Total	6.16 say **06**	
6.	**GZB**	Avg. no. of requisition slips dealt per day=518, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	2.87	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	5.87	
		RG on 5.87 @ 16.5%	0.96	
		Sub total	6.83	
		LR on 6.83 @ 12.5%	0.85	
		G. Total	7.68 say **08**	
7	**KKDM**	Avg. no. of requisition slips dealt per day=324, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.80	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	4.80	
		RG on 4.80 @ 16.5%	0.79	
		Sub total	5.59	
		LR on 5.59 @ 12.5%	0.69	
		G. Total.	6.28 say 0**6**	
8	**SZM**	Avg. no. of requisition slips dealt per day=224, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.24	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	4.24	
		RG on 4.24 @ 16.5%	0.69	
		For two counters in two shift at Delhi University Premises i.e. 8-14 hrs &11-17 hrs	02	Sunday closed.
		Sub total	6.93	
		LR on 6.93 @ 12.5%	0.86	
		G. Total.	7.79 say **08**	
9	**NZM**	Avg. no. of requisition slips dealt per day=489, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	2.71	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		For Charting (There are about 60 trains for which charted are printed out.)	04	
		Sub total	9.71	
		RG on 9.71 @ 16.5%	1.60	
		For 02 counters functioning at Supreme Court from 10-17 hrs.	02	Sunday close.
		For 01 counter functioning at High Court from 10-17 hrs.	01	Sunday

				close.
		Sub total	14.31	
		LR on 14.31 @ 12.5%	1.83	
		G. Total	16.14 say **16**	
10	**OKA**	Avg. no. of requisition slips dealt per day=369, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	2.05	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	5.05	
		RG on 5.05 @ 16.5%	0.83	
		Sub total	5.88	
		LR on 5.88 @ 12.5%	0.73	
		G. Total	6.61 say **07**	
11	**SOJ**	Avg. no. of requisition slips dealt per day=479, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	2.66	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	5.66	
		RG on 5.66 @ 16.5%	0.93	
		For 02 counters functioning at IIT & JNU from 10-17 hrs.	02	Sunday close.
		Sub total	8.59	
		LR on 8.59 @ 12.5%	1.07	
		G. Total	9.66 say **10**	
12	**PROH**	Avg. no. of requisition slips dealt per day=236, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.31	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	4.31	
		RG on 4.31 @ 16.5%	0.71	
		Sub total	5.02	
		LR on 5.02 @ 12.5%	0.62	
		G. Total	5.64 say **06**	
13	**AIIMS**	Avg. no. of requisition slips dealt per day=166, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	0.92	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	3.92	
		RG on 3.92@ 16.5%	0.64	
		Sub total	4.56	
		LR on 4.56 @ 12.5%	0.57	
		G. Total	5.13 say **05**	
14	**SSB**	Avg. no. of requisition slips dealt per day=301, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.67	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	4.67	

		RG on 4.67 @ 16.5%	1.28	
		Sub total	5.95	
		LR on 5.95 @ 12.5%	0.74	
		G. Total	6.69 say **07**	
15	**TKD**	Avg. no. of requisition slips dealt per day=438, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	2.43	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	5.43	
		RG on 5.43 @ 16.5%	0.89	
		Sub total	6.32	
		LR on 6.32 @ 12.5%	0.79	
		G. Total	7.11 say **07**	
16	**IRCA/NDLS**	Avg. no. of requisition slips dealt per day=912, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	5.06	
		CRS Incharge	01	
		Shift supervisors for cash, ROPD, POS, Statements, Balance sheet and other misc work etc.	02	
		Sub total	8.06	
		RG on 8.06 @ 16.5%	1.32	
		Sub total	9.38	
		LR on 9.38 @ 12.5%	1.17	
		G. Total	10.55 say **11**	
17	**LPNR**	Avg. no. of requisition slips dealt per day=234, Yard stick is 180 requisition slips per shift. So requirement of staff for counters	1.30	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	4.30	
		RG on 4.30 @ 16.5%	0.70	
		Sub total	5.00	
		LR on 5.00 @ 12.5%	0.62	
		G. Total	5.62 say **06**	
18	**PHBO**	Avg. no. of requisition slips dealt per day=120, Yard stick is 180 requisition slips per shift. But due to the importance of the location, this yard stick has not been applied and the requirement of staff for counters has been assessed on the basis of actual deployment of staff for 03 counters daily.	03	
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	06	
		RG on 06 @ 16.5%	0.99	
		Sub total	6.99	
		For 01 counter functioning at PCI & 03 counters functioning at Railway Board.	04	Sunday closed.
		Sub total	10.99	
		LR on 10.99 @ 12.5%	1.37	
		G. Total	12.36 say **12**	
19	**ITB**	Avg. no. of requisition slips dealt per day=36, Yard stick is 180 requisition slips per shift. But due to the importance of the location this yard stick has not been applied and the requirement of staff for counters has been assessed on the	02	At present, 01 extended

		basis of actual deployment of staff at counters daily. The timings are 06.00-23.00 hrs.		counter of ITB is in operation at IRCA Building, NDLS
		CRS Incharge	01	
		Shift supervisor for morning & evening, cash, ROPD, Balance sheet etc.	02	
		Sub total	05	
		RG on 05 @ 16.5%	0.82	
		Sub total	5.82	
		LR on 5.82 @ 12.5%	0.72	
		G. Total	6.54 say **07**	
Total requirement of ERS staff for PRS Counters controlled by CCM/PM			**154**	

3.6. SUMMARY OF SANCTIONED, ON ROLL, PROPOSED & IDENTIFIED SURPLUS STAFF

S. No.	Location	S/S	O/R	Proposed strength	Identified surplus
1	Delhi Main	267	13	12	113
2	New Azad Pur		07	06	
3	Delhi Shahdara		08	07	
4	Kirti Nagar		06	07	
5	NOIDA		08	06	
6	Ghaziabad		06	08	
7	Karkardooma		06	06	
8	Sabji Mandi		06	08	
9	Nizamuddin		07	16	
10	Okhla		07	07	
11	Sarojini Nagar		08	10	
12	Rohini		05	06	
13	AIIMS		05	05	
14	Shakurbasti		06	07	
15	Tuglakabad		08	07	
16	New Delhi/IRCA		22	11	
17	Lajpat Nagar		04	06	
18	Parliament House		17	12	
19	International Tourist Bureau		03	07	
Total		267	152	154	113

RECOMMENDATION NO.1:

It is proposed that 113 posts of Reservation staff working at different Reservation offices controlled by CCM/PM are identified as surplus and recommended for surrender.

ERS Gr. 9300-34800-4200 =113
Total =113 Posts.

4.00 FINANCIAL IMPLICATIONS

4.1.0 The annual expenditure as per 7th CPC on Reservation staff working at Reservation offices in Delhi Area controlled by CCM/PM is as under:-

S. No.	Category	Grade Rs.	Monthly value per post in Rs.	S/S	Annual expenditure in Rs.
1	CERS	9300-34800-4600	73485	120	105818400.00
2	ERS	9300-34800-4200	57936	147	102199104.00
			Total	267	208017504.00

The above table reveals that the annual expenditure being incurred on 267 sanctioned strength of Reservation staff working at Reservation Offices controlled by CCM/PM is Rs. 208017504.00.

4.2.0 Proposed strength: The annual expenditure on the proposed strength of Reservation staff for Reservation Offices in Delhi Area controlled by CCM/PM is as under:-

S. No.	Category	Grade Rs.	Monthly value per post	Proposed strength	Annual expenditure
1	CERS	9300-34800-4600	73485	120	105818400.00
2	ERS	9300-34800-4200	57936	34	23637888.00
Total				154	129456288.00

The above table reveals that total annual expenditure on 154 proposed posts of Reservation Staff working in Delhi Area at Reservation Offices controlled by CCM/PM will be reduced to ₹ 104829768.00 instead of ₹ 208017504.00 and net recurring saving of ₹ 78561216.00 per annum will be achieved.

4.1. ANTICIPATED RECURRING SAVINGS

S. N.	Category	Pay scale + Grade pay ₹	No. of posts	Rec. No	Monthly value per post ₹ .	Total annual recurring saving ₹ .
1.	ERS	9300-34800-4200	113	1	57936	78561216.00
Total						

No. of posts identified as surplus: -
Group 'C' = 113 posts
Group 'D' = Nil posts
Total = 113 posts

Anticipated recurring saving = ₹ 785.61 lakh per annum
Capital saving = Nil
Total saving = ₹ 785.61 lakh per annum

WORK STUDY REPORT DETAILED CHART

Department : Commercial
Name of study : Review of Reservation staff working in Delhi Area at Reservation Offices under CCM/PM/IRCA/NDLS.

Activity Centre: Reservation Offices in Delhi Area.

S. No	Sub-activity	Brief description of workload	Actual staff deployed	Work Study recommendation	Representative Workload
1	The reservation staff are deployed to perform all activities pertaining to computerized reservation system	The CERS/ERS staff is deployed at reservation counters for booking of reserved tickets.	S/S=267 O/R=152 Vac =115	S/S=267 Posts Proposed Staff =154 Posts Identified as surplus =113 Posts.	The workload of Reservation Offices has decreased due to introduction of I-tickets/e-tickets/mobile tickets and opening of YTSK.

LIST OF ANNEXURES

S. N.	Description	Annexure No.
1	Existing staff position of Reservation staff working in Delhi Area at Reservation Offices under CCM/PM/IRCA/NDLS	I
2	Work study letter no. 16-CP/21/WS/2022-23 dt. 31.10.2022	II

Annexure-I

The position of Reservation staff working in different reservation offices controlled by CCM/PM is as under:

S.N.	Category	Grade	S/S	O/R	Var.
1	CE&RS	9300-34800-4600	120	108	12
2	E&RC	9300-34800-4200	147	44	103
Total			267	152	115