

RESEARCH INTO A METHOD OF  
CREW SCHEDULING FOR SUBURBAN RAIL TRANSPORT  
USING HEURISTIC AND LINEAR PROGRAMMING  
TECHNIQUES

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A project report submitted to the Faculty of Engineering, University of the Witwatersrand, Johannesburg in partial fulfillment of the requirements for the degree of Master of Science in Engineering.

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DECLARATION

I declare that this project report is my own unaided work. It is being submitted for the degree of Master of Science in Engineering in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other University.

*A.N. Comrie*

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A.N. Comrie

The 13th day of November 1989

## ABSTRACT

Crew schedules on the South African Transport Services are done by roster compilers at depots. A method that uses heuristic and mathematical programming algorithms was developed to replace existing hand methods.

It is a two stage method that will use a microcomputer to assist roster compilers to draw up crew schedules. Initially timetables are subdivided into shifts and then they are combined into crew schedules.

The solution, which produces a significant improvement compared with an existing crew schedule and an existing method, has been accepted in principle and computer programming has begun.

In Appendix E another heuristic for the scheduling of league matches is described.

## ACKNOWLEDGEMENTS

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# 1 INTRODUCTION

## 1.1 TERMINOLOGY

A *train trip* is a train journey that has a specific departure point and destination at a specific time.

A *train set* is a set of coaches that undertakes train trips.

A *timetable* is all the train trips undertaken by all train sets on a single day.

A *crew schedule* is all the train trips that a crew undertakes on a single day.

A *shift* is a group of train trips that a crew undertakes on a single train set. One or more shifts make up a crew schedule.

*Peak times* are those times of the day when the most train sets are operating. There is a morning peak time and an afternoon peak time.

A *peak shift* is a shift at a peak time.

A *non-peak shift* is a shift out of peak time.

A *spreadover* is a crew schedule where the crew books off after completing one or more shifts and then books on again on at a later time on the same day to complete the crew schedule.

A *depot* is where a crew books on and off at the beginning and end of a crew schedule.

A *relief station* is a station where a crew may begin or end a shift.

A *transport trip* is a trip taken by train or road vehicle to transport a crew between a depot and a relief station at the beginning and end of a shift.

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## 1.2 STATEMENT OF THE PROBLEM

Present methods of constructing timetables to meet passenger and vehicle requirements of suburban rail transport are done in the head office of the South African Transport Services (SATS). Solutions are integrated with other train services.

Crews, however, are scheduled by roster compilers at the depots because the requirements of crews are complicated and need special knowledge of local conditions. These often fall short of optimum as they are done by hand.

A new method of crew scheduling was required to assist the roster compilers in their tasks. The requirements of the method were :

- Programming must be developed on a microcomputer so that all depots are able to use the method.
- It must be flexible enough for adaptation to local conditions.
- The solution must be acceptable to the crews.
- The method was to be originally used for crews of train drivers. It would then be adapted later to crews of conductors.
- The programming would be extended to include the compilation of the daily duty roster where unmanned crew schedules are split up and allocated to other crew schedules.

The purpose of the research was to examine the feasibility of computer scheduling. The method has been accepted in principle and computer programming has begun. The method will be subjected to further tests on other timetables once the programming is completed.

### 1.3 BACKGROUND TO COMPUTER SCHEDULING

The development of a timetables and schedules consider four facets :

- the passengers who determine the number and times of train trips.
- the vehicles which make up the vehicle schedules.
- the crews who undertake crew schedules.
- and the daily duty roster which adapts the crew schedules for daily use.

The particular problem addressed by this project report is the crew scheduling and the first two facets serve as data to the solution to the problem.

Wren<sup>1</sup> mentions three solution approaches : heuristic, mathematical programming and interactive. Most methods use a combination of these methods with the mathematical programming often being used to refine the solutions.

The mathematical algorithms use matching methods, the set partitioning approach or the set covering approach.

In the matching algorithms, two lists of part schedules are formed and are paired together by minimising cost. This allows the use of the Hungarian method of solving the Assignment problem.<sup>2</sup> This is an extremely efficient algorithm.

The set partitioning and set covering approach lead to the formation of large matrices that require large computing power to solve.

The publication of literature on crew scheduling has declined in recent years and that which is available is dated and may have been superseded. Wren,<sup>3</sup> however, commented in 1975 that " the lack of references ... in the formal literature reflects no lack of research in the field, but rather a paucity of work brought to a successful conclusion, owing to the extreme practical difficulties of the problem."

#### 1.4 APPROACH TO THE PROBLEM

"All known algorithms for crew/vehicle scheduling solve the problem as a sequence of subproblems. The purpose of these decompositions is that each of the subproblems can be solved by a reasonably efficient solution algorithm."<sup>4</sup> Solutions can thus never be regarded as optimum.

The Johannesburg Municipality<sup>5</sup> had investigated a fully computerised system from Leeds University in the early 1980's but found that the system was too inflexible.

It was decided that an interactive system supported by heuristics and mathematical algorithms using matching methods would best meet the requirements.

Why is it now necessary to develop a new algorithm for scheduling? There is really no standard method of crew scheduling as each enterprise has its own special set of rules. Programming that is available from overseas would be expensive and would need to be altered. Furthermore, changes in the rules for crew scheduling can be expected from time to time.

The approach to the problem differs in the following ways from what is proposed in the literature:

- The subdividing of the timetables into shifts is completely separated from the combining of shifts into crew schedules. The separation is necessary because a roster compiler's expertise is required to provide the times for walking, shunting, preparation and staging at the beginning and end of shifts.
- Both peaks are handled simultaneously when shifts are combined into crew schedules. This allows the shifts near midnight to be combined to either an afternoon or morning peak shift.

## 1.5 METHOD

The method employed on the project was:

- the analysis of an existing timetable and crew schedule of one of the bigger depots in the SATS to develop crew scheduling rules.
- the development of a heuristic for the subdividing of the timetable into shifts.
- the use of a mathematical algorithm to combine shifts into schedules and
- the results of the method.

Each of these are handled in a separate chapter in the report.

## 2 ANALYSIS OF EXISTING CREW SCHEDULES

### 2.1 ANALYSIS OF THE TEST DATA

The analysis was done on the existing timetable and crew schedule for train drivers at the Germiston depot. The train sets were those for Dunswart, Germiston (excluding train trips to Vereeniging), Kwesine, Leralla and a few train sets between Pretoria and Braamfontein, all of which are controlled by the Germiston roster office. The data consisted of 31 train sets undertaking 448 train trips.

The distribution of train trips during a 24 hour period is shown in Figure 2.1. The morning and afternoon peaks are approximately 12 hours apart.

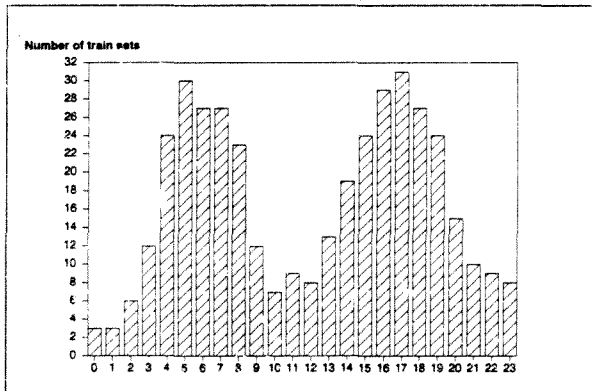


Figure 2.1 Distribution of train sets over 24 hours

There are a total of 60 crew schedules in the existing timetable and the longest schedule of 14 hours and 35 minutes. The overtime is 250 hours and 8 minutes per day for all crew schedules.

Analysis showed that 27,2% of the time is spent on trains. The low figure is greatly influenced by the relief time as a train set may not be left unattended except when it is staged in a yard. This percentage is misleading and the solutions generated will be expressed in terms of the number of schedules and the hours of overtime per day for all crew schedules.

The result of the limitation on the relief time mentioned in the previous paragraph is that a new crew must take over the train set when the previous shift ends. Wren<sup>1</sup> defines this as a Class C problem. The characteristic of this type of problem is that a crew cannot operate the same train set on two adjacent shifts as no break time is possible.

The analysis of the data proved to be more difficult than was first anticipated as walking, shunting, preparation and staging times are not shown in the crew schedule. Times for these movements could not be regarded as standard as they depend on a variety of factors such as whether the train trip has passengers, how many crews are operating the train set, the distance of the rest rooms from the platform or road vehicle and the number of shunting movements etc. All times for walking, preparation and staging of the train set and shunting movements had to be added to the train trip data.

A crew schedule consists of one to four shifts. By far the majority of these schedules have two or three shifts. Typically a schedule has one long shift of three to four hours and one or two shorter shifts of one to three hours. This construction allows for an efficient utilisation of paid working hours.

No spreadovers are allowed for the train driver crews.



## 2.2 ESTABLISHMENT OF RULES FOR CREW SCHEDULING

The following set of rules were drawn up from the analysis of the Germiston crew schedule and from discussions with personnel from the Southern Transvaal Region of SATS. The figures in brackets represent the standard time for train drivers at present. These parameters can sometimes be exceeded and this is left to the discretion of the roster compiler.

### 2.2.1 Rules for subdividing of timetables

- 2.2.1.1 The nominal length of the longest shift in a crew schedule. (4 hours)
- 2.2.1.2 The nominal length of other shifts in a crew schedule. (2,5 hours)

Rule 2.2.1.1 is the official maximum length of a shift. Rule 2.2.1.2 was introduced from the analysis of the test data and to ensure that the majority of two shift schedules would be less than the paid working hours.

### 2.2.2 Rules for combining shifts into schedules

- 2.2.2.1 The booking on time. (20 minutes)
- 2.2.2.2 The booking off time. (15 minutes)
- 2.2.2.3 The maximum length of a crew schedule. (14 hours)
- 2.2.2.4 The minimum length of a crew schedule (paid working hours). (8 hours)
- 2.2.2.5 The maximum number of shifts in a crew schedule. (4)
- 2.2.2.6 The maximum length of a crew schedule with no meal break. (5 hours)
- 2.2.2.7 The maximum length of a crew schedule with only one meal break. (10 hours)
- 2.2.2.8 The minimum time allowed for a meal break. (30 minutes)
- 2.2.2.9 The minimum time allowed between shifts. (10 minutes)

2.2.2.10 The maximum rest period in a crew schedule. (3 hours)

All the rules except Rule 2.2.2.10 were used in the programming. This rule is usually circumvented by allocating office work to a crew schedule.

### 3 SUBDIVIDING TIMETABLES INTO SHIFTS

The approach is to subdivide the timetable by a heuristic method which will serve as a guideline to roster compilers, who then ensure that the shifts all form cohesive units.

Timetables do not vary much during the week. All train trips that occur on a week day are placed in one 24 hour timetable for subdividing. Saturday and Sunday timetables are handled separately.

The principle behind the heuristic is to provide shifts where there is a reasonable amount of work done before a break and on spreading the work load evenly. As most crews should work either the morning or afternoon peak, Rule 2.2.1.1 was applied to shifts at the morning and afternoon peaks while Rule 2.2.1.2 applied to other shifts.

The roster compiler then :

- alters the shifts to tie in with transport trips of the full train service.
- assigns time for walking, shunting movements, preparation and staging of train sets.
- assigns two crews to train trips (one at each end of the train) on some lines late at night. This is a safety measure that eliminates walking to the motorised vehicle at the other end of the train set on the return trip.
- assigns two crews for short shunting movements at or near the depot when it is more efficient than using one crew.
- assigns transport trips at the beginning and end of shifts to and from relief points out of the existing train service or from the availability of road vehicles. These trips have a great influence on the solution.

### 3.1 DETAILED DESCRIPTION OF THE ALGORITHM

- 3.1.0.1 A preliminary subdivision of each train set's trips into blocks is done first. A new block starts when the time difference between an arrival and the next departure is more than a meal break.
- 3.1.0.2 The morning peak time and the afternoon peak time are determined.
- 3.1.0.3 A theoretical number of shifts is calculated from the blocks generated in 3.1.0.1 using Rules 2.2.1.1 and 2.2.1.2. Theoretical subdivision times are then calculated. If the block is over a peak time, the peak shift is positioned so that the middle of the shift is closest to the peak time.
- 3.1.0.4 The computer subdivides the blocks by comparing the theoretical subdivision times with the arrival times at depots and relief stations.
- 3.1.0.5 The roster compiler now examines the subdivision and makes alterations where required.
- 3.1.0.6 Walking, shunting, preparation and staging times are then added.
- 3.1.0.7 The transport trips for those shifts that begin or end at a relief station are finally added in case they are necessary. (The transport trip will not be used if the next shift begins at the same relief station.)

### 3.2 GENERATED DATA SETS

Three sets of data for testing the method were generated :

[A] the shifts of the existing crew schedule (151 shifts).

[B] the use of standard times for Rules 2.2.1.1 and 2.2.1.2  
123 shifts were generated.

[C] the reduction of the time for Rule 2.2.1.2 to 1,5 hours.  
141 shifts were generated.

The new data sets, [B] and [C] have less shifts than [A] because the shifts at peak times have been kept as long as possible.

## 4 COMBINING SHIFTS INTO CREW SCHEDULES

The approach is to use the Assignment algorithm to match and combine shifts into crew schedules. This is a two stage procedure that is based on the article by Pall, Bodin and Dial.<sup>4</sup>

- Shifts are assigned to crew schedules to find the minimum number of schedules. This gives an unsmoothed solution.
- The unsmoothed solution is improved upon by reallocating the beginning and end shifts of each schedule to reduce overtime and even out the work load.

### 4.1 FORMULATION OF THE MATHEMATICAL MODEL

The formulation consists of three main components :

- the compilation of list A and list B part schedules
- the feasibility subroutine and
- the matching subroutine.

*A part schedule* consists of one or more shifts that have already been combined.

In general, the list A part schedules cannot be feasibly be joined to another list A schedule to form a full schedule. List B part schedules can be joined to at least one list A part schedule. A more detailed explanation of the compilation of these lists is described in section 4.3.

The feasibility subroutine tests whether a part schedule in list A can be feasibly joined to a part schedule in list B. An optimisation parameter is calculated. If the part schedules cannot be feasibly joined the optimisation parameter is set equal to a large number.

The matching subroutine assigns the List B part schedules to the list A part schedules by minimising the optimisation parameters.

Let there be m part schedules in list A and n part schedules in list B.

For  $i = 1, 2, 3, \dots, m$  and  $j = 1, 2, 3, \dots, n$

Minimise :  $Z = \sum_i \sum_j t_{ij} x_{ij}$

where  $t_{ij}$  = the optimisation parameter. This is expressed in units of time.

subject to :  $\sum_i x_{ij} = 1$

$\sum_j x_{ij} = 1$

$x_{ij} = 1$  if the  $i$ th part schedule in list A is assigned to the  $j$ th part schedule in list B.

$x_{ij} = 0$  if there is no assignment.

## 4.2 ALTERNATIVES TESTED

### 4.2.1 The unsmoothed solution

The order in which the shifts are combined into a schedule is critical to the effectiveness of the algorithm and several models were tested.

#### 4.2.1.1 The 1988 model

The first model placed all the shifts that occur at the greatest peak and all shifts that could not feasibly be joined to them in list A. List B shifts were those that were feasible to at least one shift in list A and there were far more of them. Part schedules were formed by matching over a number of iterations. With each iteration the list B shifts became less and the unsmoothed solution terminated when list B was empty.

#### 4.2.1.2 The three dimensional model

Shifts were classified into three groups: peak shifts (morning and afternoon), inner shifts (midday shifts which lie between the peaks) and outer shifts (early

morning and late night shifts). The idea was to match both an inner and an outer shift to a peak shift simultaneously.

The size of the matrix for the three dimensional problem was approximately 225 000 values. This is too big to handle by normal branch-and-bound algorithms and methods of simplifying the problem were investigated. The literature survey revealed many articles on the subject.<sup>6,7,8,9,10</sup>

The technique of Lagrangian relaxation brought the problem back to solving in two dimensions and when it became clear that the smoothing algorithms would not be eliminated, the additional computation required was not warranted and the model was abandoned.

#### 4.2.1.3 The 1989 model

Analysis of the solution of the 1988 model showed that classifying the shifts into two groups (peak and non-peak) was insufficient.

Initially, five groups of shifts were created: peak shifts and two sets of inner and outer shifts each. The first sets of inner and outer shifts were just before or after one of the two peaks. The second sets were those inner shifts that could be feasibly be joined to other inner shifts and those outer shifts that could be feasibly be joined to other outer shifts.

Different orders of matching were tried and compared against each other. The model that consistently gave the best answers for the unsmoothed solution (which is described in more detail later) was:

- Build part schedules out of the peak and outer shifts.
- Use the 1988 model on these part schedules and the inner shifts.

This procedure is indirectly confirmed by Hoffstad<sup>1</sup> who in his algorithm develops early morning shifts first followed by spreadovers. Afternoon schedules are handled last.

Maisey<sup>5</sup> who uses an interactive computer aided process with no mathematical algorithm also handles his early morning and late night shifts first. An additional reason for this is that his crews are not prepared to work a one shift schedule at those times.



#### **4.2.2 The smoothed solution**

Four ways of separating the first and last shifts from each schedule were tried :

- 4.2.2.1 all first shifts.
- 4.2.2.2 all last shifts.
- 4.2.2.3 all first and last shifts from the morning peak to the afternoon peak.
- 4.2.2.4 all first and last shifts from the afternoon peak to the morning peak on the following day.

For 4.2.2.3 and 4.2.2.4 were suggested in the literature<sup>4</sup>. The composition of the list B schedules tended to be the same as those developed in the list B schedules used in the unsmoothed solution. Using 4.2.2.1 and 4.2.2.2, gave a better answer as this allowed overnight schedules to be generated.

#### **4.2.3 The optimisation parameter**

Time instead of cost was used in the optimisation parameter as all crew schedules under the paid working hours have the same cost and overtime is paid on the time worked in excess of the paid working hours.

Different parameters were required for the unsmoothed and smoothed solutions as the object of these two stages of the procedure differ.

In the unsmoothed solution, the object is to generate the minimum number of schedules without any consideration to the overtime. Three optimisation parameters were tried :

- the length of the schedule.
- the length of the break between the list A part schedule and the list B part schedule including transport time.
- the length of the break between the list A part schedule and the list B part schedule excluding transport time.

The second and third optimisation parameters were better than the first but there was very little difference between them in the final solution. (This may, however, change with other data.) The third parameter was decided upon as to eliminate cases where the part schedules are far apart and are selected as their transport trips are suited to each other.

In the smoothed solution, the object is to minimise overtime. Many of the schedules, however, do not have any overtime and a secondary optimisation parameter to balance the work load was added. A composite optimisation parameter was thus chosen :  $1000 \times \text{overtime} + \text{ABS}(\text{time on trains} - \text{average time on trains per schedule})$  [minutes].

#### 4.3 DETAILED DESCRIPTION OF THE ALGORITHM

##### 4.3.1 Weekday programme

Shifts are classified into three groups: peak shifts (morning and afternoon), inner shifts (midday shifts which lie between the peaks) and outer shifts (early morning and late night shifts).

The shifts are combined into crew schedules as follows :

4.3.1.1 List A part schedules : select all peak shifts.

List B part schedules : select all outer shifts except those around midnight that can be feasibly be joined to earlier or later outer shifts.

Optimisation parameter : The time between the part schedules, excluding any transport time.

4.3.1.2 List A part schedules : select part schedules from 4.3.1.1.

List B part schedules : select all outer shifts excluded in 4.3.1.1.

Optimisation parameter : The time between the part schedules, excluding any transport time.

4.3.1.3 List A part schedules : select part schedules that span the biggest peak and all part schedules that cannot be feasibly joined to them.

List B part schedules : select all part schedules (including inner shifts) that can be feasibly joined to a List A schedule.

Optimisation parameter : The time between the part schedules, excluding any transport time.

4.3.1.3 is iterated until all part schedules fall in List A. This produces the unsmoothed solution with the minimum number of crew schedules.

4.3.1.4 List B part schedules : select the first shift of each crew schedule formed in 4.3.1.3 that has more than one shift.

List A part schedules : select the balance of the crew schedules left over from list B.

Optimisation parameter :  $1000 \times \text{overtime} + \text{ABS}(\text{time on trains} - \text{average time on trains per schedule})$  [minutes].

4.3.1.5 List B part schedules : select the last shift of each crew schedule formed in 4.3.1.4 that has more than one shift.

List A part schedules : select the balance of the crew schedules left over from list B.

Optimisation parameter :  $1000 \times \text{overtime} + \text{ABS}(\text{time on trains} - \text{average time on trains per schedule})$  [minutes].

#### 4.3.2 Weekend programme

The shifts from the Friday and Sunday overnight schedules from the the weekday programme are added to the Saturday and Sunday shifts. A 72 hour period is used.

4.3.2.1 List A part schedules : find the shift that has the earliest completion time. Select all shifts that begin before this shift ends.

List B part schedules : find the shift that is not in list A that has the earliest completion time. Select all shifts that are not in list A that begin before this shift ends.

Optimisation parameter : The time between the part schedules, excluding any transport time.

4.3.2.2 List A part schedules : select part schedules already generated.

List B part schedules : find the shift that is not in list A that has the earliest completion time. Select all shifts that are not in list A that begin before this shift ends.

Optimisation parameter : The time between the part schedules, excluding any transport time.

4.3.2.2 is iterated until the end of the period is reached. This produces the unsmoothed solution with the minimum number of crew schedules.

Find the Saturday and Sunday morning and afternoon peaks.

4.3.2.3 List B part schedules : using two adjacent peaks, select the last shift from the crew schedules of the first peak that have more than one shift and select the first shift from the crew schedules of the second peak that have more than one shift.

List A part schedules : select the balance of the crew schedules from the two adjacent peaks.

Optimisation parameter :  $1000 \times \text{overtime} + \text{ABS}(\text{time on trains} - \text{average time on trains per schedule})$  [minutes].

## 5 RESULTS

The results presented are based solely on the development of the weekday programme. An example of a crew schedule produced by the 1989 algorithm is given in Appendix B.

### 5.1 COMPARISON BETWEEN THE 1988 AND 1989 MODELS

A detailed comparison of the answers from the two models is given in the Appendix C1. The reduction in the number of shifts for all three data sets using the standard crew scheduling rules varies between three and six shifts. The newer model is thus a significant improvement.

### 5.2 COMPARISON BETWEEN THE EXISTING SCHEDULE AND THE 1989 MODEL

Although the maximum length of a crew schedule is 14 hours, the roster compiler had in five cases exceeded the limit with a maximum of 14:35 hours. Using data set [A] and the standard rules, the 1989 algorithm generates the same number of crew schedules but the overtime is reduced by 37,5 %.

Setting the maximum length of a crew schedule to 14:35 hours there is a saving of seven crew schedules with overtime reduced by 9 %.

A detailed comparison of the answers is in Appendix C2.

## 5.3 SENSITIVITY ANALYSIS ON RULES

### 5.3.1 MAXIMUM LENGTH OF CREW SCHEDULE (RULE 2.2.2.3).

In Appendix C3 and in Figure 5.1, the best answer from the three data sets was selected. There was always very little difference between the answers of data set [B] and [C], indicating that the nominal length of the shorter shifts in a schedule is probably not critical.

Data set [A] gave between two and five more schedules than the best answer for all maximum schedule lengths. The policy of having all the longer shifts at the same time (i.e. at the peak times) pays.

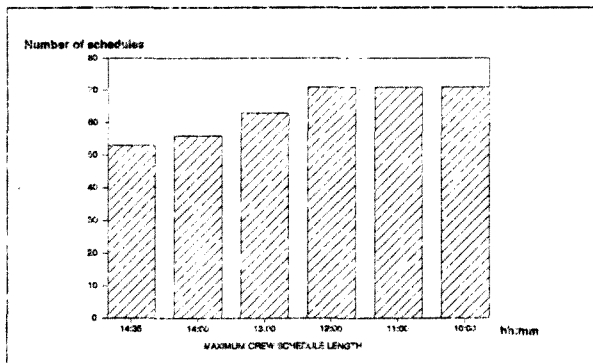


Figure 5.1 The effect of the maximum crew schedule length

The same number of crew schedules (71) is generated for the maximum schedule length of 12, 13 and 14 hours. The solution is, however, not the same and the overtime varies between 21 and 30 hours. This shows that the solution is not optimum. This is within acceptable limits as the average length of a crew schedule does not vary by more than ten minutes or 2,2%.

**5.3.2 MINIMUM LENGTHS OF MEAL BREAKS AND SHORT BREAKS (RULES 2.2.2.8 AND 2.2.2.9).**

Appendix C4 gives details of the analysis and Appendix D shows a schematic diagram of how well the 1989 algorithm matches the shifts.

Increasing the meal break to 45 minutes would be a reasonable step to take and this would only increase the crew schedules by two. The overtime remains approximately the same. Note that the number of crew schedules is still less than the 60 of the existing crew schedule.

Increasing the short break to 20 minutes would also be a reasonable step to take as it can be considered as a safety factor for delays. The effect is that overtime is increased by 5,7 %.

Table 5.1 shows why increasing the minimum lengths of meal breaks and short breaks has little effect on the number of crew schedules. (i.e. the breaks are well above the minimum).

	<u>EXISTING</u>	<u>1989 ALGORITHM</u>	
DATA SET	[A]	[B]	[C]
MAXIMUM SCHEDULE LENGTH	14:35	14:00	14:35
NUMBER OF SCHEDULES	60	56	53
<u>Break length [hh:mm]</u>		<u>Percentage of total breaks</u>	
0:00 to 0:30	4,5	12,5	7,2
0:30 to 1:00	9,1	31,9	33,3
1:00 to 3:00	55,7	16,7	20,3
3:00 +	<u>30,7</u>	<u>38,9</u>	<u>39,1</u>
	<u>100,0</u>	<u>100,0</u>	<u>100,0</u>

Table 5.1 Comparison of break lengths between shifts

The reason for the large breaks can be attributed to the requirement that the train set must not be left unattended and the crews are forced to operate different train sets from shift to shift.

It is interesting to note that the existing crew schedule has the majority of breaks concentrated between one and three hours while in the mathematical algorithm increases the percentage of breaks in all the other three ranges.

At least 30 % of the crew schedules in both the existing and computerised method have breaks of longer than three hours. By allowing 25% of crew schedules as spreadovers the time on duty can be reduced by approximately 90 hours on all crew schedules.



## 6 CONCLUSION

*The method developed has significant benefit in both the reduction of shifts and overtime on the test timetable, although it has not yet been accepted by the crews themselves.*

*The reduction of the crew schedules by 7 using the actual maximum schedule length of 14 hours and 35 minutes would lead to a saving at the Germiston depot of R 415 000 per year if staff could be reduced. The schedules, however are extremely long and would probably be unacceptable to the crews.*

*A better solution is to design the schedules strictly to the standard rules and only allow crew schedules up to 14 hours. If the number of crew schedules is kept at 60 a saving of R 365 000 per year in overtime will result.*

*The major benefit of the method is that the scheduling rules (i.e. policy adjustment in the letter in Appendix A) can be altered and a monetary value can immediately be placed on it. If spreadovers were allowed on 25% of the schedules (i.e. the crews were not paid for the longest rest period) a further saving of R 235 000 per year would then be possible.*

*Bodin et.al.<sup>4</sup> states that "the general experience has been that computerized methods have saved a relatively small percentage of costs...(although this) can amount to a large sum of money. ... (However) computerized scheduling has saved transit agency planners and schedulers considerable time in developing new schedules and considerable time and effort training new schedulers." Timetables can be changed in a matter of weeks, rather than months, a requirement that will become necessary as SATS moves toward privatisation.*

*The feasibility of the method has been established, although the results obtained can be improved upon with the help of a roster compiler. By examining the schematic diagram in Annexure D, which is produced on a microcomputer minor improvements can be also made.*

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## APPENDIX A

70/21/ME

SABDUL/SARPRINT

17/57581 (18-2)

### **SUID-AFRIKAANSE VERVOERDIENSTE - SOUTH AFRICAN TRANSPORT SERVICES**

RIC ALLE MEDEDELINGS AAN DIE  
HOOFBESTUURDER

ADDRESS ALL COMMUNICATIONS TO THE  
GENERAL MANAGER

KABELGRAMME/CABLES } SAR  
TELEGRAMME/TELEGRAMS }

HOOFBESTUURDER SE KANTOOR  
GENERAL MANAGER'S OFFICE  
Private Bag X47  
JOHANNESBURG  
2000

TELEFOON/TELEPHONE  
VERWYSING/REFERENCE

1589 -10- 5 D

#### TO WHOM IT MAY CONCERN

The Assistant General Manager (Operating) of the South African Transport Services (SATS) commissioned Mr A K Komrie of the Productivity Bureau to develop a method of crew scheduling. Visits to the USA and Europe revealed no standard software that could be used by SATS for crew schedules.

The method was applied within the existing parameters and showed a substantial reduction in the working hours and the number of crew schedules required.

Mr Komrie's approach represents an advancement in the practical application of scheduling methodologies in the railway environment. The results are currently being assessed with a view to policy adjustment and further improvement prior to implementation.

  
\_\_\_\_\_  
DIRECTOR (OPERATING), SATS

## APPENDIX B

### CREW SCHEDULE FOR A MAXIMUM SCHEDULE LENGTH OF 14 HOURS

#### CREW SCHEDULE 1

##### TRAIN SET G02

0036 VSTP	GMR - GMR	0041
3041 VOOR 1801	GMR - GMR	0056
0056 RANG	GMR - GMR	0105
0105 1801	GMR - OLF	0132
0145 1822	OLF - GMR	0224
0224 SSTP	GMR - GMR	0229

##### TRAIN SET D01

0404 BSTP	GMR - GMR	0409
0409 PASS 0017	GMR - DUN	0427
0502 VSTP	DUN - DUN	0513
0513 VOOR 8815	DUN - DUN	0531
0531 8815	DUN - DAV	0553
0601 8816	DAV - DUN	0623
0631 8823	DUN - DAV	0653
0701 8824	DAV - DUN	0723
0723 SSTP	DUN - DUN	0728
0745 PASS 0066	DUN - GMR	0801
0801 ESTP	GMR - GMR	0806

#### CREW SCHEDULE 2

##### TRAIN SET K01

0151 VSTP	GMR - GMR	0156
0156 VOOR 7600	GMR - GMR	0214
0214 7600	GMR - KUT	0219
0228 7601	KUT - GMR	0223
0234 7603	GMR - KWE	0306
0315 7602	KWE - GMR	0345
0345 SSTP	GMR - GMR	0350

##### TRAIN SET K07

0425 BSTP	GMR - GMR	0430
0430 PASS KOMBI	GMR - KUT	0440
0451 VSTP	KUT - KUT	0458
0458 VOOR 7813	KUT - KUT	0516
0516 7813	KUT - KWE	0535
0545 7508	KWE - KUT	0610
0621 7623	KUT - KWE	0644
0655 7722	KWE - SIM	0724
0724 STAL 7722	SIM - SIM	0745
0820 PASS 1116	SIM - GMR	0825
0825 ESTP	GMR - GMR	0833

#### CREW SCHEDULE 3

##### TRAIN SET L07

0153 BSTP	GMR - GMR	0157
0156 PASS 1603	GMR - EFT	0209
0216 VSTP	EFT - EFT	0224
0224 VOOR 0501	EFT - EFT	0242
0242 RANG	EFT - EFT	0306
0306 0501	EFT - LRA	0336
0346 0502	LRA - GMR	0428
0428 SSTP	GMR - GMR	0433

##### TRAIN SET K03

0822 VSTP	GMR - GMR	0827
0827 LOSA 7806	GMR - GMR	0857
0859 7815	GMR - KWE	0955
0906 7510	KWE - KUT	0631
0641 7625	KUT - KWE	0704
0716 7734	KWE - GMR	0745
0746 7830	GMR - BRR	0807
0807 STAL 7830	BRR - BRR	0831
0931 SSTP	BRR - BRR	0852
0923 PASS 7625	BRR - GMR	0928
0928 ECTP	GMR - GMR	0933

#### KEY

- BSTP = Walking time from a depot before a transport trip.  
 ESTP = Walking time to a depot after a transport trip.  
 LOSA = Relief time.  
 PASS = A transport trip time.  
 RANG = Shunting time.  
 STAL = Staging time (including the time for the shunting movement).  
 SSTP = Walking time to a depot or relief station after a shift.  
 VSTP = Walking time from a depot or relief station before a shift.  
 VOOR = Preparation time.

#### TRAIN SET D03

1104 BSTP	GMR - GMR	1109
1109 PASS 0091	GMR - DUN	1127
1155 VSTP	DUN - DUN	1158
1158 LOSA 8844	DUN - DUN	1236
1206 8843	DUN - DAV	1228
1236 8846	DAV - DUN	1258
1306 8847	DUN - DAV	1328
1336 8848	DAV - DUN	1358
1356 STAL 8848	DUN - DUN	1406
1406 SSTP	DUN - DUN	1418
1426 PASS 0104	DUN - GMR	1445
1445 ESTP	GMR - GMR	1450

#### TRAIN SET K02

1322 VSTP	GMR - GMR	1327
1327 LOSA 7860	GMR - GMR	1330
1330 7857	GMR - KWE	1358
1408 7864	-WE - GMR	1442
1445 7863	GMR - DAV	1513
1524 7648	KWE - GMR	1554
1554 SSTP	GMR - GMR	1559

#### CREW SCHEDULE 6

##### TRAIN SET D04

0304 BSTP	GMR - GMR	0309
0309 PASS L013	GMR - DUN	0327
0332 VSTP	DUN - DUN	0343
0343 VOOR 8802	DUN - DUN	0401
0401 8933	DUN - DAV	0423
0421 8804	DUN - DUN	0453
0501 8811	DUN - DAV	0523
0531 8812	DAV - DUN	0553
0553 SSTP	DUN - DUN	0556

#### CREW SCHEDULE 4

##### TRAIN SET G02

0219 VSTP	GMR - GMR	0224
0224 LOSA 1602	GMR - GMR	0225
0225 1602	GMR - BRR	0250
0302 1607	BRR - GMR	0322
0322 STAL 1607	GMR - GMR	0339
0339 SSTP	GMR - GMR	0344

##### TRAIN SET L07

0423 VSTP	GMR - GMR	0428
0428 LOSA 0502	GMR - GMR	0444
0444 0507	GMR - LRA	0545
0533 0518	LRA - EFT	0604
0545 0517	EFT - LRA	0645
0657 0538	LRA - GMR	0730
0743 0538	GMR - IDI	0745
0745 SSTP	IDI - IDI	0745
0758 PASS 1825	IDI - GMR	0800
0800 ESTP	GMR - GMR	0805

##### TRAIN SET D03

0636 VSTP	DUN - DUN	0638
0646 8825	DUN - DAV	0708
0716 8826	DAV - DUN	0738
0738 LOSA 8826	DUN - DUN	0746
0746 8833	DUN - DAV	0808
0816 8834	DAV - DUN	0838
0901 8827	DUN - DAV	0923
0936 8836	DAV - DUN	0958
0958 SSTP	DUN - DUN	1001
1326 PASS 0094	DUN - GMR	1046
1046 ESTP	GMR - GMR	1051

#### CREW SCHEDULE 5

##### TRAIN SET L02

0247 BSTP	GMR - GMR	0252
0252 PASS 1605	GMR - KAF	0320
0426 VSTP	KAF - KAF	0434
0434 VOOR 1811	KAF - KAF	0452
0452 1811	KAF - LRA	0505
0512 0516	LRA - EFT	0532
0605 0515	EFT - LRA	0655
0644 0504	LRA - EFT	0715
0750 0535	EFT - LRA	0820
0829 1804	LRA - KAF	0841
0841 SSTP	KAF - KAF	0907
0917 PASS 0636	KAF - GMR	0946
0947 ESTP	GMR - GMR	0952

#### CREW SCHEDULE 7

##### TRAIN SET D02

0304 BSTP	GMR - GMR	0309
0309 PASS 0013	GMR - DUN	0327
0380 VSTP	DUN - DUN	0383
0383 VOOR 8805	DUN - DAV	0411
0411 8805	DUN - DAV	0433
0441 8805	DAV - DUN	0503
0503 SSTP	DUN - DUN	0506

##### TRAIN SET D04

0542 VSTP	DUN - DUN	0553
0533 LOSA 8812	DUN - DUN	0601
0601 8819	DUN - DAV	0629
0631 8820	DAV - DUN	0653
0701 8827	DUN - DAV	0723
0731 8828	DAV - DUN	0752
0301 8835	DUN - DAV	0823













**CREW SCHEDULE 52****TRAIN SET L03**

1819	BSTP	GMR - GMR	1824
1824	PASS 0599	GMR - KAF	1848
1856	SSTP	KAF - KAF	1903
1903	LOSA 0595	KAF - KAF	1930
1959	0595	KAF - LRA	2012
2023	1852	LRA - KAF	2035
2035	STAL 1852	KAF - KAF	2040
2059	SSTP	KAF - GMR	2107
2150	PASS 0690	KAF - GMR	2220
2220	ESTP	GMR - GMR	2225

**TRAIN SET D03**

2303	BSTP	GMR - GMR	2306
2306	PASS 0177	GMR - DUN	2327
0317	VSTP	DUN - DUN	0328
0326	VOOR 8801	DUN - DUN	0346
0346	8801	DUN - DAV	0408
0416	8632	DAV - DUN	0438
0446	8809	DUN - DAV	0509
0516	8810	DAV - JUN	0538
0546	8817	DUN - DAV	0608
0616	8818	DAV - DUN	0638
0638	SSTP	DUN - DUN	0641
0641	PASS 0048	DUN - GMR	0704
0704	SSTP	GMR - GMR	0709

**CREW SCHEDULE 53****TRAIN SET L02**

1828	BSTP	GMR - GMR	1833
1833	PASS 78281	GMR - KAF	1855
1917	VSTP	KAF - KAF	1925
1925	LOSA 0592	KAF - KAF	2059
2059	1849	KAF - LRA	2112
2123	1854	LRA - KAF	2135
2135	1851	KAF - LRA	2142
2223	1856	LRA - KAF	2235
2259	1853	KAF - LRA	2312
2321	0598	LRA - GMR	3003
0003	STAL 0598	GMR - GMR	0008
0008	SSTP	GMR - GMR	0013

**TRAIN SET L05**

0247	BSTP	GMR - GMR	0252
0252	PASS 1605	GMR - EFT	0303
0357	VSTP	EFT - EFT	0400
0400	VOOR 0705	EFT - EFT	0414
0418	RANG	EFT - EFT	0442
0442	0305	EFT - OLF	0508
0570	0514	OLF - GMR	0559
0559	SSTP	GMR - GMR	0604

**CREW SCHEDULE 54****TRAIN SET L02**

1828	BSTP	GMR - GMR	1833
1833	PASS 78081	GMR - KAF	1851
1917	VSTP	KAF - KAF	1925
1925	LOSA	KAF - KAF	2059
2059	1849	KAF - LRA	2112
2123	1854	LRA - KAF	2135
2135	1851	KAF - LRA	2142
2223	1856	LRA - KAF	2235
2259	1853	KAF - LRA	2312
2321	0590	LRA - GMR	0003
0003	STAL 0598	GMR - GMR	0008
0008	SSTP	GMR - GMR	0013

**TRAIN SET K01**

0340	VSTP	GMR - GMR	0345
0345	LOSA 7602	GMR - GMR	0400
0400	7807	GMR - KWE	0432
0443	7604	KWE - GMR	0513
0515	7611	GMR - KWE	0547
0556	7610	KWE - GMR	0625
0628	7621	GMR - KWE	0700
0713	7616	KWE - GMR	0743
0743	SSTP	GMR - GMR	0748

**CREW SCHEDULE 55****TRAIN SET L03**

1856	VSTP	GMR - GMR	1903
1903	LOSA 0595	GMR - GMR	1930
1930	0595	GMR - LRA	2012
2023	1852	LRA - KAF	2035
2035	STAL 1852	KAF - KAF	2059
2059	SSTP	KAF - KAF	2107
2150	PASS 0690	KAF - GMR	2220
2220	ESTP	GMR - GMR	2225

**TRAIN SET K04**

0407	VSTP	GMR - GMR	0412
0412	VOOR 7806	GMR - GMR	0430
0430	7809	GMR - KWE	0502
0511	7606	KWE - GMR	0541
0543	7617	GMR - KWE	0618
0624	7515	KWE - KLT	0649
0706	7629	KUT - KWE	0730
0743	7620	KWE - GMR	0813
0813	SSTP	GMR - GMR	0818

**CREW SCHEDULE 55****TRAIN SET R28**

2329	BSTP	GMR - GMR	2334
2334	PASS 0698	GMR - BRR	2357
0148	VSTP	BRR - R	0207
0207	VOOR 1605	BRR - R	0225
0225	1606	BRR - LUF	3323
0340	1606	OLF - GMR	0419
0415	SSTP	GMR - GMR	0424

**TRAIN SET G02**

0512	VSTP	GMR - GMR	0517
0517	VOOR 1722	GMR - GMR	0532
0532	1722/3	GMR - BOY	0557
0622	1725/6	BOY - GMR	0627
0645	1728/9	GMR - BOY	0710
0716	1731/2	BOY - GMR	0743
0757	0358	GMR - BRR	0818
0818	STAL 0358	BRR - BRR	0842
0842	SSTP	BRR - BRR	0903
0906	PASS 0083	BRR - GMR	0909
0939	ESTP	GMR - GMR	0944

**TRAIN SET K04**

1036	VSTP	GMR - GMR	1043
1043	LOSA 7628	GMR - GMR	1045
1045	7639	GMR - KWE	1117
1126	7630	KWE - GMR	1158
1158	SSTP	GMR - GMR	1201

## APPENDIX C1

### COMPARISON BETWEEN THE 1988 AND 1989 MODELS

Nominal length of the longest shift	4:00	4:00	4:00	4:00	4:00	4:00
Nominal length of the other shifts	2:30	2:30	2:30	2:30	1:30	1:30
Booking on time	0:20	0:20	0:20	0:20	0:20	0:20
Booking off time	0:15	0:15	0:15	0:15	0:15	0:15
Maximum length of a schedule	14:00	14:00	14:00	14:00	14:00	14:00
Minimum length of a schedule	8:00	8:00	8:00	8:00	8:00	8:00
Maximum number of shifts in a schedule	4	4	4	4	4	4
Maximum schedule length with no meal break	5:00	5:00	5:00	5:00	5:00	5:00
Maximum schedule length with one meal break	10:00	10:00	10:00	10:00	10:00	10:00
Minimum time allowed for a meal break	0:30	0:30	0:30	0:30	0:30	0:30
Minimum time between shifts (short break)	0:10	0:10	0:10	0:10	0:10	0:10
Maximum rest period in a schedule	3:00	3:00	3:00	3:00	3:00	3:00

Model	1988	1989	1988	1989	1988	1989
Data set	[A]	[A]	[B]	[B]	[C]	[C]
Number of schedules	63	60	62	56	59	56

A. Time on trains	198:14	198:14	198:14	198:14	198:14	198:14
B. Booking on/off times	36:45	35:00	36:10	32:40	34:25	32:40
C. Walking time	44:18	43:43	38:18	37:58	41:23	40:53
D. Transport time	42:05	39:27	38:11	35:06	37:30	33:40
E. Meal/short break time	34:20	34:10	28:40	30:10	33:00	32:40
F. Time between trains	205:43	219:24	190:31	281:39	212:28	291:11
G. Preparation time	17:21	17:21	17:21	17:21	17:21	17:21
H. Shunting/staging time	20:29	20:29	20:29	20:29	20:29	20:29

I. Time on duty	599:15	607:48	567:54	654:37	594:50	666:58
J. Time to 8 hours	34:47	28:31	30:26	10:29	24:34	12:16

K. Total schedule time	634:02	636:19	598:20	665:06	619:24	678:14
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L. Total idle time	240:18	247:43	220:57	292:08	237:02	303:27
M. Overtime	130:02	156:19	102:20	217:06	147:24	231:14

$$I = A + B + C + D + E + F + G + H; K = I + J; L = F + J$$

Maximum time on trains	06:25	06:16	05:10	05:53	06:20	06:32
Minimum time on trains	01:13	01:00	01:37	01:56	01:20	01:54
Average time on trains	03:08	03:18	03:11	03:32	03:21	03:32
Standard deviation	01:05	01:13	00:54	00:53	00:52	00:56
Maximum time on duty	13:59	14:00	13:58	14:00	14:00	14:00
Minimum time on duty	04:04	03:33	04:58	04:51	04:49	04:40
Average time on duty	09:30	10:07	09:09	11:41	10:04	11:54
Standard deviation	03:00	02:58	02:41	02:32	02:56	02:33

## APPENDIX C2

### COMPARISON OF 1989 MODEL WITH EXISTING SCHEDULE

The existing crew appears in the first column.

Nominal length of the longest shift	4:00	4:00	4:00	4:00	4:00
Nominal length of the other shifts	2:30	2:30	2:30	2:30	1:30
Booking on time	0:20	0:20	0:20	0:20	0:20
Booking off time	0:15	0:15	0:15	0:15	0:15
Maximum length of a schedule	14:35	14:00	14:35	14:35	14:35
Minimum length of a schedule	8:00	8:00	8:00	8:00	8:00
Maximum number of shifts in a schedule	4	4	4	4	4
Maximum schedule length with no meal break	5:00	5:00	5:00	5:00	5:00
Maximum schedule length with one meal break	10:00	10:00	10:00	10:00	10:00
Minimum time allowed for a meal break	0:30	0:30	0:30	0:30	0:30
Minimum time between shifts (short break)	0:10	0:10	0:10	0:10	0:10
Maximum rest period in a schedule	3:00	3:00	3:00	3:00	3:00
Data set	[A]	[A]	[A]	[B]	[C]
Number of schedules	60	60	57	54	53
A. Time on trains	198:14	198:14	198:14	198:14	198:14
B. Booking on/off times	35:00	35:00	33:15	31:30	30:55
C. Walking time	43:28	43:43	43:18	37:48	40:43
D. Transport time	38:25	39:27	39:34	34:46	34:17
E. Meal/short break time	32:40	34:10	34:00	29:20	32:30
F. Time between trains	335:14	219:24	240:22	256:22	273:77
G. Preparation time	17:21	17:21	17:21	17:21	17:21
H. Shunting/staging time	20:29	20:29	20:29	20:29	20:29
I. Time on duty	720:51	607:48	626:33	625:50	647:56
J. Time to 8 hours	09:17	28:31	17:27	09:56	03:31
K. Total schedule time	720:51	636:19	644:00	635:46	651:27
L. Total idle time	344:31	247:43	257:37	266:18	276:58
M. Overtime	250:08	156:19	188:00	203:46	227:27

$$I = A + B + C + D + E + F + G + H; K = I + J; L = F + J$$

Maximum time on trains	05:31	06:16	05:50	07:03	05:55
Minimum time on trains	00:41	01:00	01:27	01:53	01:36
Average time on trains	03:18	03:18	03:28	03:40	03:44
Standard deviation	00:59	01:13	01:06	01:00	00:56
Maximum time on duty	14:35	14:00	14:34	14:35	14:34
Minimum time on duty	03:38	03:33	04:31	05:14	06:41
Average time on duty	12:00	10:07	10:59	11:35	12:13
Standard deviation	02:09	02:58	02:54	02:57	02:21

## APPENDIX C3

### SENSIVITY ANALYSIS ON THE MAXIMUM CREW SCHEDULE LENGTH

Nominal length of the longest shift	4:00	4:00	4:00	4:00	4:00	4:00
Nominal length of the other shifts	1:30	2:30	1:30	2:30	1:30	1:30
Booking on time	0:20	0:20	0:20	0:20	0:20	0:20
Booking off time	0:15	0:15	0:15	0:15	0:15	0:15
Maximum length of a schedule	14:35	14:00	13:00	12:00	11:05	10:00
Minimum length of a schedule	8:00	8:00	8:00	8:00	8:00	8:00
Maximum number of shifts in a schedule	4	4	4	4	4	4
Maximum schedule length with no meal break	5:00	5:00	5:00	5:00	5:00	5:00
Maximum schedule length with one meal break	10:00	10:00	10:00	10:00	10:00	10:00
Minimum time allowed for a meal break	0:30	0:30	0:30	0:30	0:30	0:30
Minimum time between shifts (short break)	0:10	0:10	0:10	0:10	0:10	0:10
Maximum rest period in a schedule	3:00	3:00	3:00	3:00	3:00	3:00
Data set	[C]	[B]	[C]	[B]	[C]	[C]
Number of schedules	53	56	63	71	71	71
A. Time on trains	198:14	198:14	198:14	198:14	198:14	198:14
B. Booking on/off times	30:55	32:40	36:45	41:25	41:25	41:25
C. Walking time	40:43	37:58	40:53	38:28	41:23	41:23
D. Transport time	34:17	36:06	34:36	40:34	38:25	36:53
E. Meal/short break time	32:30	30:10	34:10	26:70	32:19	32:30
F. Time between trains	273:27	281:39	257:28	156:23	161:10	157:23
G. Preparation time	17:21	17:21	17:21	17:21	17:21	17:21
H. Shunting/staging time	20:29	20:29	20:29	20:29	20:29	20:29
I. Time on duty	647:56	654:37	639:56	536:14	550:37	545:38
J. Time to 8 hours	03:31	10:29	09:58	58:26	42:56	43:49
<b>K. Total schedule time</b>	<b>651:27</b>	<b>665:06</b>	<b>649:54</b>	<b>597:40</b>	<b>593:33</b>	<b>589:27</b>
L. Total idle time	276:58	292:08	267:26	214:49	204:06	201:12
M. Overtime	227:27	217:06	148:54	29:40	25:33	21:27
<b>I = A + B + C + D + E + F + G + H; K = I + J; L = F + J</b>						
Maximum time on trains	05:55	05:53	04:58	05:10	04:51	04:51
Minimum time on trains	01:56	01:56	01:20	01:16	01:15	01:15
Average time on trains	03:44	03:32	03:08	02:47	02:47	02:47
Standard deviation	00:50	00:53	00:46	00:49	00:45	00:44
Maximum time on duty	14:34	14:00	12:59	11:39	10:17	09:57
Minimum time on duty	06:41	04:51	06:21	04:17	04:58	04:58
Average time on duty	12:13	11:41	10:09	07:35	07:45	07:41
Standard deviation	02:21	02:32	02:08	01:34	01:13	01:09

## APPENDIX C4

### SENSITIVITY ANALYSIS ON THE MEAL BREAKS AND SHORT BREAKS

Nominal length of the longest shift	4:00	4:00	4:00
Nominal length of the other shifts	2:30	2:30	2:30
Booking on time	0:20	0:20	0:20
Booking off time	0:15	0:15	0:15
Maximum length of a schedule	14:00	14:00	14:00
Minimum length of a schedule	8:00	8:00	8:00
Maximum number of shifts in a schedule	4	4	4
Maximum schedule length with no meal break	5:00	5:00	5:00
Maximum schedule length with one meal break	10:00	10:00	10:00
Minimum time allowed for a meal break	0:30	0:30	0:45
Minimum time between shifts (short break)	0:10	0:20	0:10
Maximum rest period in a schedule	3:00	3:00	3:00
Data set:	[B]	[8]	[B]
Number of schedules	56	56	58
A. Time on trains	198:14	198:14	198:14
B. Booking on/off times	32:40	32:40	33:50
C. Walking time	37:58	38:03	37:38
D. Transport time	36:06	37:33	34:59
E. Meal/short break time	30:10	29:50	30:10
F. Time between trains	281:39	292:55	294:00
G. Preparation time	17:21	17:21	17:21
H. Shunting/staging time	20:29	20:29	20:29
I. Time on duty	654:37	667:05	666:41
J. Time to 8 hours	10:29	10:18	07:36
<b>K. Total schedule time</b>	<b>665:06</b>	<b>677:23</b>	<b>674:17</b>
L. Total idle time	292:08	303:13	301:36
<b>M. Overtime</b>	<b>217:06</b>	<b>229:23</b>	<b>210:17</b>

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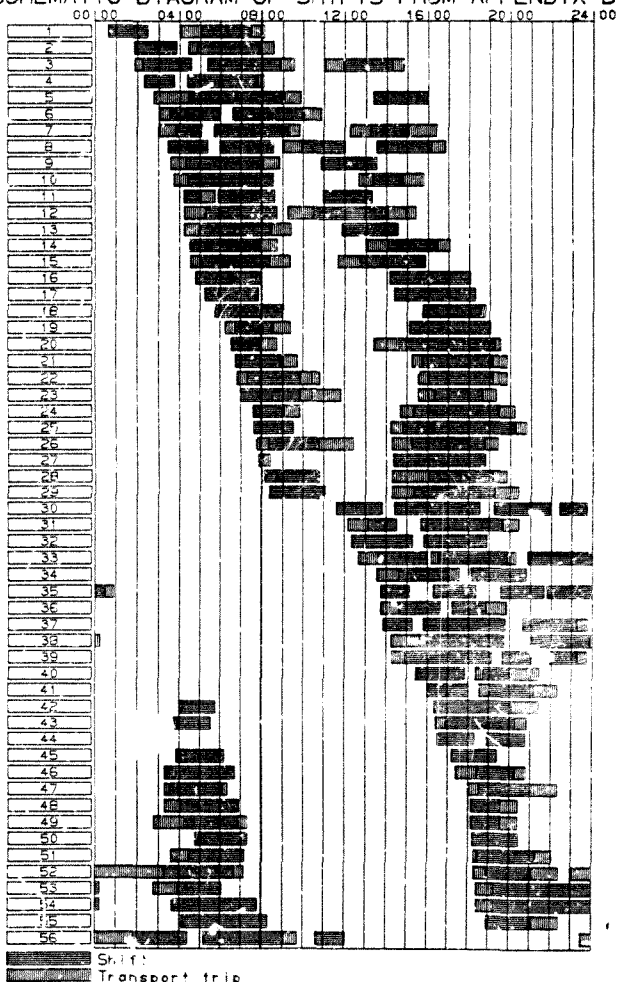

$$I = A + B + C + D + E + F + G + H; K = I + J; L = F + J$$


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Maximum time on trains	05:53	06:18	05:53
Minimum time on trains	01:56	01:48	01:32
Average time on trains	03:32	03:32	03:25
Standard deviation	00:53	01:01	00:54
Maximum time on duty	14:00	14:00	14:00
Minimum time on duty	04:51	04:51	04:13
Average time on duty	11:41	11:54	11:29
Standard deviation	02:32	02:30	02:27

## APPENDIX D

### SCHEMATIC DIAGRAM OF SHIFTS FROM APPENDIX B



APPENDIX E

A SIMPLE HEURISTIC FOR

SCHEDULING OF LEAGUE FIXTURES



# 1 THE SCHEDULING OF HOME AND AWAY MATCHES

## 1.1 INTRODUCTION

The Southern Transvaal Tennis Association arranges four tennis leagues in the year. The biggest of these is the men's Sunday league which in 1989 consisted of 320 teams from 160 tennis clubs. The league is divided into 41 sections of seven or eight teams that play each other on a round robin basis over 7 weeks. The scheduling of the fixtures requires that in each week, the home and away matches for each club be balanced.

This scheduling was originally done by hand and took three or four weeks to do. This heuristic was developed so that each league could be done on a microcomputer within a matter of hours and has been in use for the last three years.

## 1.2 ORDER OF PLAY

A new order of play for the seven weeks was developed as follows:

WEEK	1	2	3	4	5	6	7
	1 vs 2	5 vs 1	1 vs 4	7 vs 1	3 vs 1	1 vs. 6	1 vs 8
	3 vs 4	2 vs 5	3 vs 7	5 vs. 3	2 vs 4	4 vs. 7	5 vs 4
	8 vs 5	7 vs 8	8 vs 2	4 vs 8	7 vs 5	5 vs. 2	7 vs 2
	6 vs 7	4 vs 6	6 vs 5	2 vs 6	6 vs 8	8 vs. 3	3 vs 5

The numbers refer to *places* that are allocated to teams in each section. Places on the left are the home teams and places on the right are the away teams.

Features of this order of play are:

- The odd-numbered places have four home matches and three away matches, and the even-numbered places have three home matches and four away matches.
- If there is a bye in a section (i.e. there are seven teams in the section), then place 1 is allocated to the bye. Each team then has three home and three away matches.
- The places 1 and 2, 3 and 4, 5 and 6, and 7 and 8 form *place pairs*. If one of the place pairs has a home match, the other has an away match.
- If a club has two teams in the same section, the pair place 1 and 2, or if that is not possible, the pair place 3 and 4 are allocated to the teams. The teams each have four home matches and play each other in the first week of the league. This reduces the chances of one of the teams losing their match against the other deliberately so that the other wins the league.
- In the top section of the league, the teams must be *seeded* so that the best teams do not play against each other immediately. Places 1, 3, 6 and 8 (or places 2, 4, 5 and 7) play against from the fifth week on.

### 1.3 HAND METHOD

The hand method begins at the top section and allocates place pairs to teams of the same club. Not only does this process take a long time by hand, the method is unsatisfactory for the following reasons:

- Difficulty in being able to allocate pair places begins when ten to fifteen sections of the allocation is completed. It is then extremely difficult to go back to the beginning and re-allocate pair places.
- The rule for the byes often gets broken in order to do the allocation.

- Clubs prefer to have their first and second teams paired so both teams can take advantage of the best courts at their club. This cannot be always managed with the hand method.

#### 1.4 NEW ALGORITHM

##### 1.4.1 Pairing

1.4.1.1 Pair any two teams from the same club that are in the same section.

1.4.1.2 Pair the rest of the club teams. If the club has an odd number of teams the lowest team is not paired. These teams are grouped as together as odd teams.

1.4.1.3 Pair the byes with an odd team in the same section.

If there is no such odd team, pair the bye with an odd team so that there is a matching pair with teams in the same sections.

For the 1989 men's Sunday league 139 sets of pair teams were formed and there were 50 odd teams.

##### 1.4.2 Level allocation.

A new concept of a *level* is now introduced: level 1 has places 1 and 2; level 2 has places 3 and 4; level 3 has places 5 and 6; and level 4 has places 7 and 8.

Pair teams must be allocated on the same level for home and away matches to be balanced. One team will then later be allocated the odd-numbered place while its pair will be allocated the even-numbered place.

1.4.2.1 Place all pair teams in the following order for allocation:

- Bye pair teams.
- Pair teams with one or more teams in the seeded section.
- Pair teams that are in the same section.
- Pair teams from clubs with an even number of teams.

● **Pair teams from clubs with an odd number of teams.**

- 1.4.2.2 Allocate pairs from 1.4.1.1 and 1.4.1.2 specific levels and places.
- 1.4.2.3 Allocate the rest of the pair teams to the lowest feasible level. Only two teams in each section can be allocated to a level.

If there is no feasible level, find a level which is feasible to one of the pair. Re-allocate a second pair team to a higher level so that the original pair can be allocated to the first level.

If no re-allocation can be feasibly done, replace one of the pair with the odd team from the same club. The need for such a changing the teams in a pair is unlikely and has only been necessary in three of the twelve leagues done so far. It has never been necessary to change more than two pair teams in any schedule.

- 1.4.2.4 When all the pair teams are allocated, fill the levels with the odd teams so that every level has two teams. Pair all odd teams with another odd team on the same level. All teams now have a pair.

**1.4.3 Place allocation**

The place allocations for the byes and the seeds have already been done (see 1.4.2.2).

- 1.4.3.1 Select any team that has not been allocated a place and note on what level it has been allocated. Allocate the odd-numbered place associated with the level to the team (level 1 has places 1 and 2; level 2 has places 3 and 4; level 3 has places 5 and 6; and level 4 has places 7 and 8).
- 1.4.3.2 Allocate the even-numbered place to its pair team.
- 1.4.3.3 Find the other team in the same section that is on the same level as the team in 1.4.3.2 and allocate to it the odd-numbered place associated with the level. Its pair will then be allocated the even-numbered place.
- 1.4.3.4 Continue allocating teams until the allocation returns to the section of the original team. A closed loop has now been formed.
- 1.4.3.5 Repeat 1.4.3.1 to 1.4.3.4 until all teams have been allocated a place.

## 1.5 PRACTICAL EXAMPLE

When there are less than ten sections, the scheduling of home and away matches can just as easily be done by the hand method. Consider, however, the following example with only three sections to illustrate the computer method. No seeding of the top section has been done.

### 1.5.1 Initial data

Section 1	Section 2	Section 3
Johannesburg A	Johannesburg C	Johannesburg D
Johannesburg B	Jeppc B	Jeppc C
Jeppc A	Parkwood B	Jeppc D
Parkwood A	Parkwood C	Wanderers C
Wanderers A	Wanderers B	Honeydew C
Honeydew A	Honeydew B	Observatory B
Observatory A	Bedfordview A	Greenside A
Witwatersrand A	BYE	BYE

### 1.5.2 Pair teams in order of allocation

	Level allocated
BYE and Bedfordview A	1 (bye teams)
BYE and Greenside A	1 (bye teams)
Johannesburg A and B	1 (same section)
Parkwood B and C	2 (same section)
Jeppc C and D	2 (same section)
Observatory A and B	3
Johannesburg C and D	3
Jeppc A and B	3
Wanderers A and B	2
Honeydew A and B	4

**1.5.3 Odd teams in order of allocation**

	Level allocated
Parkwood A	2
Witwatersrand A	2
Wanderers C	4
Honeydew C	4

**1.5.4 Place allocations (closed loops)**

1.	BYE (1)	Bedfordview A (2)
2.	BYE (1)	Greenside A (2)
3.	Johannesburg A (1)	Johannesburg B (2)
4.	Parkwood B (3)	Parkwood C (4)
5.	Jeppe C (3)	Jeppe D (4)
6.	Observatory A (5) Johannesburg D (5) Jeppe B (5)	Observatory B (6) Johannesburg (C) (6) Jeppe A (6)
7.	Wanderers A (7) Honeydew B (7)	Wanderers B (8) Honeydew A (8)
8.	Witwatersrand A (3)	Parkwood A (4)
9.	Wanderers C (7)	Honeydew C (8)

### 1.5.5 Final order

Place	Section 1	Section 2	Section 3
1	Johannesburg A	BYE	BYE
2	Johannesburg B	Bedfordview A	Greenside A
3	Witwatersrand A	Parkwood B	Jeppie C
4	Parkwood A	Parkwood C	Jeppie D
5	Observatory A	Jeppie B	Johannesburg D
6	Jeppie A	Johannesburg C	Observatory B
7	Wanderers A	Honeydew B	Wanderers C
8	Honeydew A	Wanderers B	Honeydew C

### 1.6 FURTHER DEVELOPMENTS

- An order of play has been prepared for sections of six, seven and eight teams. The round robin of matches for sections of only six teams is completed after five weeks.
- If a club cannot accommodate all its quota of home matches as a result of a shortage of courts, its teams are paired with clubs that have more than sufficient courts or with clubs that have only one team in the league. These pair teams are allocated different levels and home matches in the order of play are then swapped around by hand.
- The fixture data is transferred to a desk top publishing package from where A6 pages are produced. The publisher of the fixture book then photographs the pages for inclusion in the book. This eliminates costly type setting and the errors that occur with it.

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**Author** Comrie Andrew Neville

**Name of thesis** Research Into A Method Of Crew Scheduling For Suburban Rail Transport Using Heuristic And Linear Programming Techniques. 1989

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