

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION



Lr.no. IE-2/32(1)/2005-IED.

O/o Managing Director,
Mushirabad, Hyderabad,
Dated: 04.03.2005.

CIRCULAR No. 03/2005-IED

Sub :- Awards- Depot Award Scheme for DMs and Supervisors for improvement achieved in Performance – Issue of revised circular instructions for the selection criteria- reg.

Ref : Circular no. 6/2001-IED. dated 8/3/2001.

I. Introduction:

Vide reference cited an award scheme has been implemented for selection of best depots for presentation of Awards with effect from 1st February 2001. To assess the depot performance improvement for selection of best depots, five parameters such as VU and OR product, Crew Utilization, Punctuality of departures from depot, HSD KMPL and Tyre life were prescribed in the circular under reference cited. Though most of the depots have shown improvement in the physical performance, it has not necessarily been translated into improved financial performance in the case of a number of depots. Since the entire focus is on making every depot financially viable, it is felt desirable to incorporate "Profitability" as one of the parameters for selecting depots for the Awards.

Keeping the above point in view, Operating Margin (Profitability), cpk on w/s, stores&lub and Cpk on tyres are incorporated as parameters for measuring the performance improvement. Also BDR is also included as one of the parameters to assess the quality of the services being offered by the depot. Hence nine parameters were prescribed for selection of best depots instead of existing five parameters.

The cumulative performance of every depot upto the month in the financial year and the marks obtained in each parameter for the performance improvement will be kept in the APSWAN to enable the DMs to download at their end. This will enable all the DMs to know their level of performance when compared to other depots and thereby inculcating competitive spirit, enable transparency to win Award.

II. Salient Features of the Scheme

The parameters identified and marks allocated for each parameter are indicated in the following table.

S.no	Parameter	Marks Allotted
1	Operating Margin	25
2	Earnings per km.	15
3	Average Vehicle Utilization	15
4	HSD KMPL	15
5	Crew Productivity	10
6	Depot out going Punctuality(%)	5
7	Breakdown Rate	5
8	CPK on w/s, Stores and Lub.	5
9	CPK on tyres	5
	Total Marks	100

III. Methodology to be adopted for measuring performance

The parameter wise methodology adopted for awarding marks to each of the nine parameters is indicated hereunder.

a) Operating Margin per km.:

The operating margin is defined as the difference between the Traffic revenue per km and total cost per km excluding Overheads, Interest on Capital, Depreciation and Miscellaneous expenditure. As higher efforts are required to improve the performance at higher levels, relatively higher weightage marks will be awarded at higher performance levels. The marks to be allotted per unit improvement at various levels of performance are indicated at **Appendix-A**. The depot which achieves highest level of improvement will be awarded full marks and for the remaining depots on pro-rata basis.

b) Crew Productivity, EPK and AVU

For the three parameters i.e Crew Productivity, EPK and AVU marks will be awarded for the performance improvement achieved when compared with previous year. The Depot which achieves highest level of performance improvement will be awarded maximum marks allocated for that parameter and for the remaining Depots on pro-rata basis.

For arriving at the improvement in the parameters such as Crew productivity, EPK and AVU, the Garuda and semi sleeper A.C services performance shall be excluded.

c) HSD KMPL, BDR & Punctuality, CPK on Tyres, CPK on W/S & Stores & lubs.

For the five parameters i.e HSD KMPL, BDR and Punctuality, CPK on Tyres, CPK on W/S & Stores & lubs., 25% of the marks prescribed will be awarded for the absolute performance level of the current year and remaining 75% marks for performance improvement achieved when compared with previous year. As higher efforts are required to improve the performance at higher levels, relatively higher weightage marks will be awarded at higher levels of performance. In order to award relatively higher marks, tables have been designed for the five parameters. A statement showing the slab wise marks to be awarded for improvement of performance for each of the five parameters is indicated at Appendix-B. The marks obtained in absolute level of performance and for improving the performance, are summed up to arrive at the total marks obtained in each parameter.

For all the parameters, appropriate negative marks will be allocated for the negative performance when compared with previous year. Marks obtained in all the parameters are added to get total marks out of 100. The Depot which gets maximum marks out of 100 will be awarded first rank at corporate level.

IV. Number of Awards and Periodicity

a) **Corporate Category:** At Corporate level Six(6) Awards are constituted for the top Six depots basing on marks secured out of 100. For the top ranking depot Rs. 1 lakh will be paid as cash award and for the remaining depots i.e for the 2nd rank to the 6th rank the cash award amount will be Rs. 0.90 lakhs, 0.80 lakhs, 0.70 lakhs, 0.60 lakhs, 0.50 lakhs respectively.

b) **Regional Category:** In the Regional category Twenty four(24) Awards are constituted for the top twenty four depots basing on the marks secured out of 100. For each region one best depot will be selected except Hyderabad City Region where the number of awards will be two. For the top ranking depot(s) at each region Rs. 0.5 lakh will be paid as cash award.

If a depot gets ranking to become eligible for the cash Award in both the Regional and Corporate category, the depot will be given cash Award in Corporate category only and the Award in the regional category will be presented to the next ranking depot in the respective region.

The amounts in the Corporate and Regional categories will be reduced on pro-rata basis if the period reckoned for awards is less than 12 months.

c) **Periodicity:** The performance period for the purpose of measurement of improvement in performance will be normally one financial year, i.e the Awards will be distributed once in a year.

V. Eligibility and Weightages for Distribution of Cash Awards

The depot manager and his team of supervisors working in Traffic, Maintenance and Stores sections are eligible to receive the cash award. In Traffic section supervisors from AM(T) to TI-III/DC, in maintenance section from the rank of AE(M) to LH are eligible to receive the cash awards. In-charge stores supervisor and In-charge AD and PD supervisors are also eligible to receive the cash awards. Apart from cash awards, the Depot Manager and supervisors of the Award winning depots will be given appreciation letters from VC & MD in case of DMs and Zonal ED in case of supervisors.

The cash award amount will be distributed among the DM and his team of supervisors as per the weightages given in the following table.

S.no	Category	Weightage
1	Depot Manager	1.00
2	AM(T) / AE(M)	0.40
3	Supdt.(T) / Supdt.(M)	0.30
4	Dy.Supdt.(T)/Dy.Supdt.(M)/ Supervisor I/C Stores	0.23
5	TI-III / DC / LH	0.18
6	Supervisors I/C (PD & AD)	0.15

VI. Appreciation and Disciplinary actions

Apart from the above cash awards the depot managers of 30% of the total depots i.e 63 depots will be given appreciation letters whose depots are ranked next to the above cash award winning depots at Regional and Corporate level.

Disciplinary action will be initiated against the Depot Managers of 3% of Depots i.e 6 depots getting lowest rank. The depot managers of next lowest ranking 10% of the depots i.e 21 will be given letters recording the displeasure for the bad performance.

VII. Eligibility For Cash Awards

The following are the conditions, which regulate the payment of cash awards

- The DM/Supervisor who worked for the full period/year considered for measuring the improvement in performance, is eligible for the full cash award as per the weightages.
- The DM/Supervisor who worked for less than the period/year is eligible for the cash award on pro-rata basis.

- c) If the I/Cs of the traffic & maintenance sections are below the rank of AM(T) & AE(M) respectively, then the I/C traffic supervisor and I/C maintenance supervisor shall be eligible to get amount with the weightage of 0.40.
- d) The depots which have completed three years since commissioning as on 1st day of the financial year are eligible for competing for Awards.

VIII. Awareness Campaign

Meeting should be conducted with the DMs and their supervisors by the RMs to explain the objective of the Scheme and to create awareness regarding the need to improve the over all performance of the depots. RMs and other inspecting Officials should create competitive environment and motivate the DMs and supervisors during their inspections of the depots by keeping the Award scheme on their agenda for discussion.

IX. Data Processing

The relevant data will be collected, compiled and processed by CMIS section for the purpose of ranking of the depots based on the improvement achieved in the Parameters prescribed and to exhibit through APSWAN every month.

From the month of April 2005 the parameter wise marks obtained by each depot will be calculated based on the cumulative performance upto the month and will be put in APSWAN to enable the DMs to know their ranking and can strive hard to improve the performance.

The ranking list of the depots will be verified by the committee constituted for the purpose and recommend to the VC&MD for the sanction of the Cash Awards.

The scheme will come into force with effect from 01.04.2005 & will be valid for two years i.e upto 31.03.2007.

This has the concurrence of FA.



2/2/05

VICE CHAIRMAN & MANAGING DIRECTOR

Copy to : Secy. to Chairman for kind infn.pl.
PA to VC & MD for kind infn.pl.
Director(V & S), All EDs/FA/CAO/ED(Zones),
All RMs / HODs,
All DY.CTMs/DVMs/DY.CMEs/DY.CAOs/DY.CAO (TA&I) 20 copies/
Principals of ZSTCs/Dy.CME(Comp)/TO for incl. in monthly index.
All DMs / AOs / A.G. Audit, RTC Branch, Hyd.
The General Secy., APSRTC, NMU, Vidyanagar, Hyderabad.
The Secretary General, APSRTC, E.U., Satyanarayana Reddy Marg, Hyd.

-oOo-

OPERATING MARGIN

Sl. No.	Unit = 1 paise Km			per unit impr.
	SLAB			
1.		= >	-575	0.10
2	< -575	& Upto	-525	0.13
3	< -525	& Upto	-475	0.17
4	< -475	& Upto	-425	0.23
5	< -425	& Upto	-375	0.30
6	< -375	& Upto	-325	0.40
7	< -325	& Upto	-275	0.53
8	< -275	& Upto	-225	0.70
9	< -225	& Upto	-175	0.92
10	< -175	& Upto	-125	1.22
11	< -125	& Upto	-75	1.61
12	< -75	& Upto	-25	2.12
13	< -25	& Upto	0	2.80
14	> 0	& Upto	25	3.69
15	> 25	& Upto	50	4.88
16	> 50	& Upto	75	6.44
17	> 75	& Upto	100	8.50
18	> 100	& Upto	125	11.21
19	> 125	& Upto	150	14.80
20	> 150			19.54

APPENDIX - B

HSD KMPL

Sl. No.	unit = 0.01 KMPL		
	slab		per unit impr.
1	Upto	4.61	0.25
2	> 4.61 & Upto	4.81	0.50
3	> 4.81 & Upto	5.01	1.00
4	> 5.01 & Upto	5.21	1.75
5	> 5.21 & Upto	5.41	2.75
6	> 5.41 & Upto	5.61	4.00
7	> 5.61 & Upto	5.81	5.50
8	> 5.81		7.25

BREAK DOWN RATE

Sl. No.	unit = 0.01		
	slab		per unit impr.
1	= >	0.70	0.25
2	< 0.70 & Upto	0.65	0.50
3	< 0.65 & Upto	0.60	1.00
4	< 0.60 & Upto	0.55	1.75
5	< 0.55 & Upto	0.50	2.75
6	< 0.50 & Upto	0.45	4.00
7	< 0.45 & Upto	0.40	5.50
8	< 0.40 & Upto	0.35	7.25
9	< 0.35 & Upto	0.30	9.25
10	< 0.30 & Upto	0.25	11.50
11	< 0.25 & Upto	0.20	14.00
12	< 0.20 & Upto	0.15	16.75
13	< 0.15 & Upto	0.10	19.75
14	< 0.10 & Upto	0.05	23.00
15	< 0.05 & Upto	0.00	26.50

PUNCTUALITY

Sl. No.	unit = 1 %		
	slab		per unit impr.
1	Upto	70	0.5
2	> 70 & Upto	75	1.0
3	> 75 & Upto	80	2.0
4	> 80 & Upto	85	3.5
5	> 85 & Upto	90	5.5
6	> 90 & Upto	95	8.0
7	> 95 & Upto	100	11.0

TYRE CPK

Sl. No.	unit = 1Ps./Km.		
	slab		per unit impr.
1	= >	70	0.25
2	< 70 & Upto	65	0.50
3	< 65 & Upto	60	1.00
4	< 60 & Upto	55	1.75
5	< 55 & Upto	50	2.75
6	< 50 & Upto	45	4.00
7	< 45 & Upto	40	5.50
8	< 40 & Upto	35	7.25
9	< 35 & Upto	30	9.25
10	< 30 & Upto	25	11.50
11	< 25		14.00

WS_STORES_LUB

Sl. No.	unit = 1Ps./ Km.		
	slab		per unit impr.
1	= >	100	0.25
2	< 100 & Upto	90	0.50
3	< 90 & Upto	80	1.00
4	< 80 & Upto	70	1.75
5	< 70 & Upto	60	2.75
6	< 60 & Upto	50	4.00
7	< 50 & Upto	40	5.50
8	< 40 & Upto	30	7.25
9	< 30		9.25