

**ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION**

**No. OP2/725U J/2001 -MED**

**Office of the VC & MD  
Mushirabad, Hyderabad-20. Date:  
11-02-2002**

**CIRCULAR No. 01/2002-MED, DT. 07-02-2002**

**SUB. :- OUT SOURCING - Outsourcing of certain works at Depot Garage -  
Instructions issued - Reg.**

The Corporation is spending Rs. 1150 Crores on personnel every year which constitutes nearly 40% of the total expenditure and spends nearly Rs. 135 crores every year on wages to employees in garages and there is an urgent need to reduce the cost on man power.

One of the measures employed by various organizations to reduce the cost on man power is outsourcing of certain activities.

The Committee constituted to study this aspect has identified the following activities in depot garages which can be entrusted to outside agencies.

**SCH-I MAINTENANCE :**

With the recent development and introduction of Cummins Engine by M/s. Telco & Hino Engine by M/s. Ashok Leyland. the work content in daily maintenance under Sch. I has come down. The skill level needed to carry out Sch. I maintenance is minimal. Hence most of the items covered in Sch. I can or safely outsourced without having adverse effect on quality of maintenance of Vehicles at depots. But items like Log Sheet complaints such as Brake roll. Steering hard ,air lock etc., which have a bearing on safety and reliability of service are not advisable to be outsourced since skilled artisans are required to attend the said complaints and at the same time accountability is required. The list of activities in Sch. — I maintenance which can be outsourced and those which have to be carried out by Corporation Mechanics are listed at ANNEXURE-I.

**SCH-II MAINTENANCE :**

This schedule comprises of lubrication and attention to mechanical defects on tyres. Barring attention to mechanical defects on tyres and water pump defects which are critical in nature, the rest of the activities can be outsourced. The activities which have to be carried out by Corporation Mechanics and activities which can be outsourced are furnished in ANNEXURE-II.

**OTHER ACTIVITIES :**

The following other activities connected to the above primary schedules of maintenance have been examined and the list of works to be carried out by outside agencies is listed at ANNEXURE-III.

- A) Painting**
- B) Trimming**
- C) Coach Work**
- D) Smithy Work**
- E) HSD Oil Top-up**
- F) Dispatch of Vehicles/Provision of tools & Destination Boards.**

## **PRECAUTIONS TO BE TAKEN AT THE TIME OF OUTSOURCING :**

Outsourcing results in reduction of cost on man power. It should not result in deterioration in the standards of maintenance of vehicles leading to increase in breakdowns and cancellation of kms. Hence the following precautions shall be taken at the time of outsourcing.

1. During day shift maintenance, though lesser number of vehicles will have to be maintained, the time available will be very short and there will be crowding of buses at night out. Hence it has to be ensured that sufficient number of mechanics and clearness are employed by contractor especially during rush hours for maintenance of night out Vehicles.
2. Minimum number of workers required in each trade like painters, coach builders, blacksmith, hammer man and trimmer shall be clearly spelt out in the conditions.
3. A minimum of 2 mechanics with assistants shall be allotted to Sch.-II maintenance.
4. The total amount for the contract shall be worked out duly calculating the minimum number of workers to be employed for each of the activities proposed for outsourcing and their wages as per the Minimum Wages Act 1948 G. O. No. 263, Dt. 13-6-2000. The minimum wages are at present as follows.

Unskilled Worker	...	...	Rs. 1950/- per month
Skilled Worker	...	...	Rs. 2990/- per month

The committee shall negotiate with the contractor on the quoted amount.

5. Outsourcing will be a failure if proper supervision is not ensured. The Shift supervisors shall be adequately educated in advance about the concept and the need for constant monitoring of workforce and physical inspection of buses after maintenance for certification of work done.
6. The Depot Manager and Mechanical Supervisor shall constantly watch the skill levels of the workers engaged and ensure replacement of workers, if found unskilled.
7. The Depot Supervisors shall maintain suitable registers to record the works carried out by the contracted labour for the purpose of certification at the end of the month.

The following conditions shall have to be fulfilled before tenders are floated for outsourcing.

## **CONDITIONS TO BE FULFILLED BEFORE OUTSOURCING OF ACTIVITIES IN DEPOT GARAGE:**

The essence of outsourcing is to reduce the cost on manpower. Any activity which is outsource must result in a reduction in cost but cannot result in additional expenditure to the existing cost. Hence the following conditions need to be fulfilled before any attempt is made to outsource the maintenance activities in depot garages.

1. The Region should be taken as a base for arriving at shortage of manpower. However there may be excess staff available in various categories at Zonal Workshop. Before arriving at net shortage for a Region, the excess staff at ZWS shall be transferred to the Regions in the Zone.
2. Re-categorisation of excess man power in one trade to a category where there is shortage must be completed so as to arrive at shortage by imparting necessary training as per Circular No. 01/2001-MED.
3. The categories of Helper, Shramik and Sweeper shall be clubbed together to arrive at shortage in the above 3 categories Out together. For example, lady

sweepers should be utilised in activities like HSD dispensing. Store/ assistance, Despatch etc., as Shramiks.

- 4) Clubbing of trades as per multi trade concept already communicated shall be complete<sup>^</sup>and the resultant surplus man power shall be taken into account to arrive at net shortage.
- 5) After the above, the net shortage shall be arrived for the region,
- 6) After filling up vacancies at depots, outsourcing can be attended at Depots based on actual shortage as per norms and based on response to outsourcing from different places where Depots are established.
- 7) Activities listed above can be collectively or individually advertised for outsourcing.

**PROCEDURE TO BE FOLLOWED IN OUTSOURCING AND CONDITIONS  
TO BE INCLUDED**

1. The Regional Manager shall call for tenders duly listing out each and every major activity proposed for outsourcing in local news papers prominently so that wide publicity is given.
2. The numbers of vehicles to be maintained and the minimum number of workers to be engaged against each activity shall be clearly specified in tender<sup>^</sup>.
3. The tenderers shall be asked to quote individually for each activity separately.
4. Persons with the following qualifications shall be asked to participate in Tenders. Similarly persons to be employed by the Contractor shall also fulfill any of the under mentioned qualifications so as to prevent petty contractors without any knowledge of maintenance activity from participating in Tenders.
  - i) Persons with ITI qualification and having completed apprenticeship in APSRTC (Proof to be submitted).
  - ii) Persons with ITI qualification and 3 years experience possessing National Trade Certificate.
  - iii) Non ITI candidates with relevant experience in Automotive field with proper proof.
- 5) A committee consisting of RM, DVM, concerned Dy. CME of the Zone and the<sup>^^^</sup> A-O of the Region will examine the tenders and negotiate with the tenderer after short listing the tenders based on rate quoted and technical back ground of the Tenderer.
- 6) The responsibility of ensuring that the vehicles come on to the pits for maintenance and parked there after shall be entrusted to the contractor.
- 7) All tools & plants required for maintenance/allied activities will be provided by the Corporation.
- 8) Payment shall be arranged by way of account payee crossed cheque on monthly basis on certification given by mechanical in charge.
- 9) Security Deposits : The successful Tenderers shall be asked to furnish equivalent to one months payment in the form of cash/DD.
- 10) The contractor shall change the workers found incompetent by the garage Supervisors and engage fresh workers.
- 11) The contractor will be responsible for compensation to be paid in case of any

injury to the workers employed by him during the course of work.

- 12) Damages to vehicles, if any, caused by the workers shall be recovered from the payments due to the contractor.
- 13) In case of avoidable breakdowns directly attributable to the failure of contract workers to carry out proper maintenance/RG a sum of Rs. 100/- shall be recovered for each such breakdown from the monthly bill of contract which will be decided by Depot Manager on the merits of each such breakdown.

**SANCTIONING AUTHORITY :**

On the recommendations of the committee the sanction of Executive Director (Zone) shall be obtained for the contract which can be for a period of one year and extendible upto 3 years.

Please acknowledge the receipt of Circular.

Sd/-  
(R. P. SINGH)  
Vice Chairman & Managing Director

// Attested //  
Sd/-  
(M. V. NAGAVENDER RAO)  
Executive Director (E)

**ANNEXURE-/**

**PROPOSED WORKS FOR OUTSOURCING IN SCH-I MAINTENANCE : ACTIVITY -I**

**Group {a)Checking , Identification and Reporting of defects :**

- 1) Check leakages of water, fuel, oils, including ATR oil for power steering, brake fluid for TATA and top up as per the need.
- 2) Check and tighten all bolts and nuts of wheels. Axle shafts and PP shaft mounting etc.
- 3) Check the condition of road springs and their mountings, "U" clamps, "Eye" bolts and tighten.
- 4) Identification & reporting of Mechanical RGs and RGs connected to Electrical. Coach and Upholstery.
- 5) Checking of tyres to identify and report tyre pumpchers, tread depth to identify worn out tyres for replacement.
- 6) Drain the condensate from the Air tank (Other than Cummins Vehicles in TATA).

**Group (b) R. G. Works to be carried out by outside Agencies : Activity-I**

- 1) Spring assembly change in case of breakage of blades, attention to damaged/worn out brackets, shackle links and Pins.
- 2) Tyres replacement in case of tyre punctures and worn smooth tyres.
- 3) Tyre inflation in all buses twice a week with gauge.
- 4) Attention to leakages of water like radiator hoses & radiator changes and minor oil leakages like valve door packing, sump packing etc.

**Group (C ) Works to be attended by RG Mechanics of Corporation :**

- 1) The daily log sheet complaints such as brake roll, steering hard, engine not pulling etc.
- 2) All other RGs not covered under A & B above and unit changes.
- 3) Attention to major leakages of oils (Crank oil seal, timing oil seal, cooler plate\ A/C oil seal etc) and leakages of fuel (Over flow pipe leakage/ Injector pipe leakage^, diesel tank leakage etc.,)

**ANNEXURE - II**

**PROPOSED WORKS FOR OUTSOURCING IN SCH-II MAINTENANCE : ACTIVITY-III :**

- 1) Lubricate all points as per the lubrication chart.
- 2) Clean breathers of Engine, Gear Box, Rear Axle Clean the feed pump strainer and refit. Check oil level/ in FIP (TATA 692/697 and Leyland 370/6.65 Engines), Gear Box, Rear Axle, Steering Box Reservoir of Power Steering, Brake fluid in plastic containers (TATA) and Hydraulic clutch fluid (TATA Cummins) and top up if necessary.
- 3) Clean air cleaner and replace oil except for Tata 1510 powered engines and 1512 TC Cummins engines. Replace the gaskets, seals if necessary.
- 4) Check road spring holding down bolts, spring brackets, shackles and shackle pins for proper tightness. Attend if necessary.
- 5) Check the tightness of the steering foundation bolts and fuel tank mountings & attend if necessary.
- 6) Identification and reporting all defects, damages in the electrical system and coach work with due attention to upholstery, seat frames, seat cushions, doors, glasses etc., to the Shift-in-charge.
- 7) Carry out battery maintenance.
- 8) Check proper functioning of all gauges in the instrument panel and attend if necessary.
- 9) Carry out brake test and steering test. Attend to the defects, if any in the steering and brake system. For the vehicles with duel air brakes, hand brake functioning has to be checked and attend if necessary.
- 10) Check for excess play in front and rear hubs and report.
- 11) Check and adjust if necessary pedal free play of clutch and brake.
- 12) Check water pump bearing play and report. Check the condition of fan belt and attend if necessary. (Other than Cummins Engine) Check and tighten alternator foundation bolts if necessary.

**WORKS TO BE ATTENDED BY RG MECHANICS OF CORPORATION:**

- 1) All Mechanical irregularities causing rapid tyre wear such as mismatching, brake binding, mis-alignment etc.. as pointed but by the tyre mechanic shall be attend to.
- 2) Attend Front & Rear Hub bearing play if reported.
- 3) Attend water pump bearing play if reported.
- 4) Any RGs requiring unit changes.

**PROPOSED OTHER ACTIVITIES FOR OUTSOURCING :**

**I. PAINTING (ACTIVITY-IV) :**

- A) External painting of Bus.
- B) Complete painting of Bus for FC.
- C) Destination boards. Time table boards and other boards writing.
- D) Stencil Cutting.
- E) Slogan Writing.
- F) Other miscellaneous painting works.

**II. TRIMMING (ACTIVITY-V) :**

- A) Replacement of Rexene cover for seat bottoms & back rest during Sch I, II, III & IV.
- B) New seat preparation with new materials.
- C) Replacement of badly damaged seats for FC vehicles.
- D) Other miscellaneous works like stitching of head rest covers, cutting of uniform, cleaning cloth etc.

**COACH WORK (ACTIVITY-VI) :**

All types of Coach Works such as :

- Loose or torn panels have to be attended or replaced wherever necessary.
- Replacement of damaged aluminum flat beading.
- Attention of body dents and damages including bumpers.
- Attention of all loose joints of assist rails, stanchions, driver partition, centre beam, grab rail, window guard rail etc.,
- Replacement of Terene felt in window shutters as and when worn out.
- Replacement of Broken /missing window shutter glasses and fixed glasses.
- Replacement of new foot board in place of damaged foot board.
- Reconditioning of Luggage Carrier, Ladder and Unloader.
- Attention/replacement of missing/damaged door locks, handles, dovetail catches, railway latches, shutter glasses, striking plates, door stoppers and hinges.
  - Repair / replace damaged doors during Sch.-IV/F.C. maintenance.
  - Preparation of seat bottom for up and down and fore and aft movement.
  - Replacement of damaged or broken spring loaded clamps and tower bolts as and when necessary.
  - Attention of loose or broken welded joints of dash board.
  - Attention of loose flooring.
  - Attention of flooring area in the cabin near control pedals.

**SMITHY SECTION (ACTIVITY-VII) :**

All types of smithy works such as-

- Preparation of spring assemblies with camber.
- Other miscellaneous works connected to the section.

**V. OTHER ACTIVITIES :**

**HSD OIL TOP UP (ACTIVITY-VIII) :**

Topping up of HSD Oil by the shramiks can be outsourced along with the job of entering the top up details in the computer and generation of log sheet challan, thus saving of ADCs working in Oil Section also.

**DISPATCH OF VEHICLES WITH TOOLS & DESTINATION BOARDS  
(ACTIVITY-IX):**

**While dispatch of vehicles will be primarily done by the allotted mechanics of the corporation, the assistance required in dusting of seats, providing tools & destination boards can be outsourced.**