

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

O/o VC&MD

No: PRD1/462(01)2012-MED

Hyderabad - 624

CIRCULAR NO: 02/2012 – MED, Dt : 07.01.2012

Sub: **MAINTENANCE** – Controlling the Maintenance cost of Depots –
Inculcating the cost conscious concept through **MORE FROM THE SAME** –
Implementation – Reg.,

Corporation planned to induct as many as 4,000 new buses in 2011 – 12 and already procured 3,000 buses, with a view to replace the aged vehicles to the maximum extent so that the motto of the corporation of providing efficient & economical services to the passengers is met besides maintaining the average life of the fleet at a moderate level. The ultimate objective is to bring down the cost of operation especially the cost of maintenance.

The total expenditure of Corporation is Rs. 4593 Crores up to November 2011 out of which the expenditure on MED alone is Rs 1556.28 Cr which is about 34%. There is abnormal variation from one Region to another Region which clearly shows that there is enormous scope for improvement.

Vide U.O note no OP2/791(1)/2011 – MED dt. 09.05.2011, comprehensive guidelines were given to achieve Rs 100 Cr reduction in expenditure on maintenance. Vide Cir no. 14/2011 – MED dt. 03.05.2011, detailed guidelines were given on improvement of key Mechanical parameters at Depots.

On reviewing the cost parameters **up to Nov'11, on contrary, it is observed that the CPK on ZWS at corporate level is 52 Ps against 43 Ps of corresponding month of previous year, with an increase of 9 Ps/ Km.** The need of the hour is to analyze critically the reasons for increase in CPK and enlighten our maintenance staff on control of maintenance cost through effective fleet maintenance. The role of the Works Managers, Dy. Chief Mechanical Engineers, Depot Managers, Maintenance Supervisors, Stores Supervisors & Maintenance staff is vital at this juncture.

In order to achieve this goal, a concept "**MORE FROM THE SAME**" (**Parimita vanarulu tho Aparimita pragati sirulu**) is designed for educating – creating awareness – motivating – and – finally achieving the objective of cost reduction. Methodology to be followed at various levels is furnished here under.

1. At Depots: Aiming for healthy fleet with optimum cost of maintenance throughout the year is the Main motto. Physical Inspection of vehicles, attending the deficiencies, prompt attention to rectify the deficiencies, planning the material involving the Regional and Zonal level authorities are the key stages.

- a) **To start with**, at every depot, 100% vehicles shall be inspected physically within a fixed time frame. A team headed by the Maintenance In-charge shall carry out inspection of vehicles with true spirit. The other members of the team shall be finalized by the Depot Manager in consultation with the concerned Dy. Chief Mechanical Engineer. The proforma for inspection of vehicles is given at **Annexure - 1**.

- b) The inspection once started shall continue till the completion of the last vehicle. Minor deficiencies noticed like Mis-alignment, Brake Jam, poor coolant concentration, missing grease nipples etc., shall be attended on the spot. Other deficiencies which could not be attended have to be recorded. The summary of the inspection shall be finalized on completion of vehicle inspection. A copy of the report shall be immediately submitted to the CME (O), Regional Manager, Dy. CME, Works Manager and Controller of the Stores concerned. **The Depot Manager under the chairmanship of Dy. CME shall oversee the entire proceedings of vehicle inspection, recording the deficiencies observed, summarizing the same in the given proforma and attention of the deficiencies. The Dy. CME of the Region is responsible for all the Depots of his jurisdiction.**

- c) After completion of inspection of vehicles, the Garage staff shall be divided into different quality groups viz., Engine, Brakes, Transmission & Upkeep and each group shall be given a specific system for analyzing the defects noticed and discussing during the workshop that will be conducted at Depot at a later date. Each group may be advised to discuss the deficiencies noticed related to their allotted system, reasons for their occurrence and suggest the remedies to avoid repetition in future. The gist of discussions and their suggestions shall be recorded.

- d) A **workshop** shall be conducted at each depot **by the Regional Manager** involving the Dy. Chief Mechanical Engineer & Dy. Chief Traffic Manager of the Region, Works Manager, Controller of Stores and Assistant Mechanical Engineer (Tyres). The concept of "**More from the same**" is to be explained to the Maintenance staff in detail and need for cost reduction in the present scenario.

- e) In the Inaugural words, the Profit & Loss of the Depot / Region / Corporation, CPK of various parameters of the Depot, absolute figures of MED and OPD parameters and unit life of various aggregates of the respective depot Vs targets shall be highlighted.
- f) The Dy. CME shall explain the deficiencies noticed during the course of Physical inspection of vehicles in the presence of all audience. The Maintenance staff shall be given free hand to discuss the lapses noticed during physical inspection of vehicles and suggestions for rectification and any improved methods of maintenance. It shall be ensured that there will be active participation of Maintenance staff in the debate and any suggestions / Ideas for improving the Maintenance parameters, Unit life, reducing the Breakdowns and reduction of cost shall be encouraged and welcomed with true spirit.
- g) Prior to the day of workshop, Best employees should be identified in each category among the maintenance staff and appreciation letters from Executive Directors shall be issued on the day of workshop to encourage them and to cultivate work culture among them. The selection of employees should be done judiciously. Appreciation letters should be given to Best KMPL Drivers also during the workshop.
- h) The Dy. CME/ Dy.CTM/WM/COS/AME (Tyres) shall have active participation and discuss the lapses identified during physical inspection of vehicles, suggestions to improve the vehicle condition and measures to be taken to cut down the maintenance cost besides alerting them on the need of reducing the cost of maintenance.
- i) The Works Manager shall address the gathering and advise them how to improve the unit life by following the effective maintenance standards.
- j) The Controller of stores shall also address the gathering and explain the procurement policies etc.,
- k) Corporation is spending about Rs 2,000 Cr per annum on HSD alone, which is next to Personnel cost. Driver plays a key role in improving the HSD KMPL and controlling the expenditure on Power. Review of slab wise KMPL of drivers regularly and counseling of repeated low KMPL drivers are the success of achieving targeted KMPL by any Depot. Regional Managers, in their address, shall stress this aspect and explain the need for conservation of fuel in the existing financial scenario.
- l) Before concluding the workshop, an oath shall be taken by the entire staff, which is at **ANNEXURE – II**.

2. **At workshops:** As a part of the programme, three day brainstorming session shall be organized at Workshop and the programme is as follows.

a) **First Day:** An interactive session for the workshop Mechanics shall be organized. During this session, the premature failure of units due to process abuse, need for minimizing premature failures, improving the quality of production etc., shall be discussed critically. Production staff shall be advised to react to the points discussed during the course of the session. The data pertaining to CPK and unit life of the remaining workshops shall be made available to them for comparing their position among all the other workshops. Similarly, unit overhauling cost of various aggregates shall also be informed to the staff and obtain their views / suggestions. During the first half of the day, theoretical session shall be convened covering the above aspects and after lunch, the staff shall be exposed to various sections explaining the steps to be taken for improving the quality of production.

b) **Second day:** On this penultimate day, an interactive session for the Engine Mechanics of the Depots of entire zone shall be organized. During the course of this session, premature failure of the units due to maintenance abuse at depots, impact of PF units on profitability, steps to be taken to improve the unit life of various aggregates, effect of various maintenance abuses on achieving optimum life of the units etc., shall be explained to the Mechanics. Importance of keeping temperature gauge and Engine oil pressure gauge in working condition in all the vehicles shall be stressed in this session. Mechanics shall be advised to react to the points discussed during the course of the session. The data pertaining to unit life of the various major aggregates of all the depots of zone shall be made available to them for comparing their position among all the other depots. Similarly, unit overhauling cost of various aggregates shall also be informed to the staff and obtain their views. During the first half of the day, theoretical session shall be convened covering the above aspects and after lunch, the staff shall be exposed to various sections explaining the steps to be taken for improving the unit life.

c) **Third day:** On this last day, a brainstorming session with the Maintenance In-charges, Depot Managers and DY. CMEs of the Zone shall be arranged at the workshop. During the course of the same, the experiences of the first two days sessions shall be briefed to the participants. Then, depot wise CPK of various parameters, unit life of various aggregates, PFs at very low mileage etc., shall be covered. At the same time, failure of units due to maintenance abuse and corrective action to be taken, steps to be taken to improve the unit life and its effect on CPK shall be discussed at length, with prime focus on reduction of maintenance CPK. The depot wise norms for the drawl of major aggregates

shall be prepared at corporate office duly considering the present trends and circulated during the programme. Depots shall be restrained from drawing units in excess of the norms communicated and any excess drawl in exigencies shall be allowed with the prior sanction of the concerned Dy. CME. However, Dy. CME will be held responsible for the excess consumption of the units in the Region.

A Flexi Banner to mark the occasion of the programme "**MORE FROM THE SAME**" is designed and at **ANNEXURE III**. The same shall be displayed at at least three conspicuous places in the Depots and Workshops.

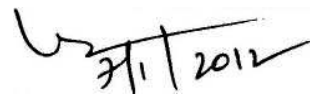
An amount of Rs 1,000/- (Rupees One thousand only) may be spent at each depot and workshops to organize the programme.

All the Depot Managers are advised to organize the campaign as explained above, with true spirit and see that each employee is actively participated.

All the Dy. CMEs & WMs are advised to follow the instructions scrupulously duly coordinating with all the Depots Managers under their jurisdiction. **A compliance report on implementation of the above instructions at all the Depots shall be submitted to this office by 29.02.2012.**

All the Regional Managers are advised to coordinate with the Dy. CME/WM/COS and make the programme a success.

All the Executive Directors (Zone) are requested to monitor the activities in Regions and Workshops under their control and see that the ultimate objective of conducting the programme is achieved to the fullest extent.



Vice Chairman & Managing Director

Copy to: Director (V&S) for information

Copy to: All the Executive Directors (Zone) for information & n/action

Copy to: All the Regional Managers for information & n/action

Copy to: All the Dy. CMEs for information & n/action

Copy to: All the Works Managers for information & n/action

Copy to: All the Dy. CTMs for information & n/action

Copy to: All the Depot Managers for information & n/action

Copy to: All Maintenance In-charges for information & n/action

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ఆంధ్రప్రదేశ్ రాష్ట్ర రోడ్డు రవాణా సంస్థలో క్రమశిక్షణ కలిగిన మరియు
కార్యదక్షత కలిగిన కార్మికుడనైన నేను, నా డిపార్టుమెంట్ కు ఆభివృద్ధి కొరకు
నిరంతరము పాటు పడగలనని, వెహికీల్ కండిషన్ మెరుగు పరచు
టలో మరియు మెయింటెనెన్సు ఖర్చు నియంత్రించుటలో నా పంతు కృషి
నిరంతరము చేస్తానని, ఆ కర్తవ్య నిర్వహణే నా ప్రప్రథమ ఆశయమని
నేను ప్రతిజ్ఞ చేయుచున్నాను.



“పరిమిత వనరులతో
అపరిమిత ప్రగతి సిరులు”



మెయింటెనెన్సు ఖర్చునియంత్రణపై ప్రత్యేక
ఆవగాహన సదస్సు

తేదీ :

ఆంధ్రప్రదేశ్ రాష్ట్ర రోడ్డు రవాణా సంస్థ
.....తీపా