

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

Office of the VC & MD,
Mushirabad, Hyderabad.
Date:10.01.2007.

No. 01/535(1)/2007-OPD(T)

CIRCULAR NO. 2/2007, DATED 10.01.2007

Sub:-PUNCTUALITY – Improving punctuality of services – Issue of instructions – Reg.

Ref:-1.This Office Cir.No.4/2000-OPD(T), Dated 15.02.2000.

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During the recent EDs/HODs meeting held, the deterioration of punctuality level of our services of the Corporation was discussed and it was directed to take corrective measures. In the present competitive transport scenario, customers have wide choices in selecting their preferred mode of services as they are better informed and consequently demand better services. The passengers mainly seek punctuality, comfort, convenience, competitive fare, cleanliness from the transport services. Among all this, punctuality is in the forefront and hence there is an urgent need to concentrate on punctuality of our services through a regular monitoring mechanism. Punctuality is to be measured at a specified point like Depots/Bus Stations as a percentage of achieved departures with respect to announced or time tabled arrivals and departures.

An analysis of punctuality statement prepared for the month of November at Corporate level indicated that the over all percentage of punctuality achieved is only 93.07 in which the delays ranging upto 30 minutes contribute to nearly 50% of the total delays only. A little effort and monitoring will improve the punctuality of the services which are delayed upto to half-an-hour alone. All the Field/Inspecting officers are advised to pay attention to this important aspect of punctuality in order to motivate the crew. Ensuring of punctuality increases operational efficiency of the services and effectiveness of the Organisation.

- I. In order to infuse commuter confidence in the operations of our services which alone can help in weaning away the passengers from intending to travel by other modes of transport, we have to ensure absolute punctuality of our services at all times. Complaints are frequently received from passengers on unpunctual operations.
- II. It is felt that the required level of punctuality of services is not being achieved on account of;

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- 1) absence of awareness and insensitivity towards unpunctual operations and its adverse impact on business in a competitive environment;
- 2) steeped in monopolistic culture which is apathetic to customer requirements;
- 3) controllable factors like late supply of vehicles, late reporting of crew, inadequate maintenance time etc;
- 4) lack of institutionalized mechanism to monitor and control.

III. It is, therefore, decided to systematize the monitoring by having a multipronged approach – i) at Depot level, ii) at Regional level, iii) at Corporate level through MIS daily operational sheet and iv) by instituting a cash reward scheme to the crew.

Working instructions are, therefore, issued hereunder with an aim to improve our performance in the crucial parameter of punctuality:

IV. AT DEPOT LEVEL:

- 1) The Depot Manager concerned will draw a weekly rotation programme duly drafting the Supervisors from the above wings. (PD, AD, Traffic, Maintenance, Stores).
- 2) The Supervisor so drafted will independently monitor the dispatch of buses from Depot during the shift, say 05.00 Hrs to 09.00 Hrs in the morning and 13.00 Hrs to 16.00 Hrs in the evening.
- 3) The Supervisor should ensure proper maintenance of the Control Charts at Depot by the On Duty Controller/Traffic Inspector with regard to the columns provided such as bus number, name of service, scheduled reporting, actual reporting of crew, scheduled departure/actual departure of services, conductor name, driver name etc.
- 4) A register for recording the observations such as late reporting of crew, late departure of services, reasons for delays has to be opened and maintained in the depot in a proforma designed and enclosed at Annexure-I.
- 5) The monitoring Supervisor will record the details such as total number of services monitored, number of services departed late and reasons thereon etc., in the register suggested at the end of monitoring period. This will be

- 6) an extract/summary of relevant columns of the control chart incorporated appropriately.
- 7) The register along with the details should be submitted to the Depot Manager by the Depot Traffic Incharge along with his remarks.
- 8) The Depot Manager/Incharge Traffic Supervisor will analyse the reasons for delay and take corrective action as is necessary and send back the register to traffic section for the following day's observations.
- 9) At Regional Manager's Office, depot-wise punctuality recording register shall be kept for daily review, monitoring and rectification (Annexure-II). RMIS Wing at Regional Office shall consolidate the departure punctuality depot-wise to arrive punctuality of Region and transmit the same to Corporate MIS daily.

V. AT ENROUTE BUS STATIONS / CONTROL POINTS:

- 1) The services of Controllers posted at Bus Stations/Control Points shall have to be utilized effectively. The institution of Controllers has to be developed into a useful and purposeful vehicle/machinery to "control" operational delinquencies and a channel to obtain passenger feed back, requirements etc.
- 2) He should be given a minimum specific programme (MSP) to be delivered by him during his duty hours without fail. This can be operationalised by entrusting specific jobs such as regulation of buses by avoiding bunching, closing of SRs of certain services stipulated, checking of buses by exercising alighting checks on given number of services and such others besides his regular duty.
- 3) A register nomenclatured as "Punctuality Monitoring Register" has to be kept at every bus station/control point and data recorded in format designed in Annexure-III. Each Controller/Traffic Inspector at the end of his duty shall give summary of observations as prescribed in this register.

- VI. The Regional Manager, Divisional Manager shall review the Punctuality Monitoring Register (PMR) during their inspection of Depots, take corrective action wherever required and make suggestions to improve level of punctuality of services.

- VII. Regional Managers and Divisional Managers during their inspection of depots and bus stations have to invariably observe punctuality of services dispatched/arrived and record their findings in the format given in the Punctuality Monitoring Register kept at Depot/Bus Station.
- VIII. The Regional Managers, Divisional Managers shall issue instructions to the Incharges of Enforcement Squads under their control to note the punctuality of services during the course of exercising checks on buses and submit the details to enable them to work out the percentage of punctuality. The DVMS may cross check the punctuality details maintained at Depot level and Bus Stations along with the data submitted by Squads.
- IX. The Regional Managers may also form inter-departmental teams drawing the services of DY.CME/PO/DY.CAO/DY.EE etc., and arrange to exercise vigilance on punctuality of services both at Depots and Bus Stations/Control Points periodically (atleast one such data of observations in a month) and obtain feed back to take corrective action.
- X. AT CORPORATE LEVEL:
- MIS Wing at Corporate Office will draw Region-wise departure punctuality daily from Regional MIS for consolidation and put up for daily monitoring along with daily operational sheet.
- XI. In order to encourage drivers and conductors to attend to duty on time and ensure punctual operations of services, it is proposed to reward the 2(two) Best Drivers and 2(two) Best Conductors who attend to their allotted duty (without deviation) on time for all duties they were booked during the month and must have minimum attendance of 23 working days in the month and they shall be paid Rs.100/- each on completion of last duty in the month. Detailed instructions regarding account head etc., and ensuring correct accountal of punctuality will be issued separately.
- XII. This has the concurrence of Financial Adviser.

Please acknowledge.

Encl: Annexure I, II & III.


VICE-CHAIRMAN &
MANAGING DIRECTOR

To
All Executive Directors of Zones.
All RMs/DVMS & DMs.

Copy to :
Dir (V&S) for information.
All EDs & HODs in Corporate Office for information
Secys to Hon'ble Chairperson & VC & MD for information..
All Dy.CTMs & ATMs in Corporate Office for information & necessary action.
All ATMs & Station Managers of Bus Stations for information & necessary action.
All Traffic & Mechanical In-charges at Depots for information & necessary action.

ANNEXURE-I

DEPOT PUNCTUALITY MONITORING REGISTER

DATE	TOTAL SCH. SERVICES TO BE OPTD.	TOTAL SER. OPTD.	NO. OF SERVICES CANCELLED	NO. OF SERVICES OPTD. PUNCTUALLY (DEPARTED)	NO. OF SERVICES OPTD. LATE			TOTAL SERVICES OPTD. UNPUNCTUALLY	REASONS FOR DELAY				% OF DEPARTURES PUNCTUALLY	OBSERVATIONS OF MONITORING SUPERVISOR	SIGNATURE OF C/M/F/DM	REMARKS		
					0 - 15 mts	16 to 30 mts	31 to 60 mts		more than 1 hr to 2 hrs.	more than 2 hrs.	LATE SUPPLY OF BUS	LATE REPORTING OF CREW					WANT OF CREW	LATE INCOMING OF BUS
1	2	3	4	5	0 - 15 mts	16 to 30 mts	31 to 60 mts	more than 1 hr to 2 hrs.	more than 2 hrs.	LATE SUPPLY OF BUS	LATE REPORTING OF CREW	WANT OF CREW	LATE INCOMING OF BUS	8	9	10	11	12

ANNEXURE-II

DEPOT WISE PUNCTUALITY MONITORING REGISTER

DATE	TOTAL SCH. SERVICES TO BE OPTD.	TOTAL SER. OPTD.	NO. OF SERVICES CANCELLED	NO. OF SERVICES OPTD. PUNCTUALLY (DEPARTED)	NO. OF SERVICES OPTD. LATE			TOTAL SERVICES OPTD. UNPUNCTUALLY	REASONS FOR DELAY				% OF DEPARTURES PUNCTUALLY	SIGNATURE OF RM	REMARKS		
					0 - 15 mts	16 to 30 mts	31 to 60 mts		more than 1 hr to 2 hrs.	more than 2 hrs.	LATE SUPPLY OF BUS	LATE REPORTING OF CREW				WANT OF CREW	LATE INCOMING OF BUS
1	2	3	4	5	0 - 15 mts	16 to 30 mts	31 to 60 mts	more than 1 hr to 2 hrs.	more than 2 hrs.	LATE SUPPLY OF BUS	LATE REPORTING OF CREW	WANT OF CREW	LATE INCOMING OF BUS	8	9	10	11

ANNEXURE-III

PUNCTUALITY MONITORING REGISTER AT BUS STATION

SL NO.	NO. OF SERVICES TO TOUCH THE B/STN	NO. OF SER. OPTD.	NO. OF SER. CANCELLED.	NO. OF SERVICES OPTD. LATE			TOTAL SERVICES OPTD.	% OF PUNCTUALITY	REMARKS		
				0 - 15 mts	16 to 30 mts	31 to 60 mts				more than 1 hr to 2 hrs.	more than 2 hrs.
1	2	3	4	0 - 15 mts	16 to 30 mts	31 to 60 mts	more than 1 hr to 2 hrs. <td>more than 2 hrs. <td>6</td> <td>7</td> <td>8</td> </td>	more than 2 hrs. <td>6</td> <td>7</td> <td>8</td>	6	7	8