

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

Corporate Office :: Bus Bhavan

No.R4/287(01)/2009-OPD:CSC

Office of the VC & MD,
Musheerabad, Hyderabad.

CIRCULAR NO. 1/2009:OPD-CSC, Date:20-05-2009

**SUBJECT: MANAGERIAL APPROACH FOR PERFECTION
(MAP)–** Role play of Depot Managers to achieve **set targets** through comprehensive Time bound Action plan-
Reg.

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INTRODUCTION :

APSRTC earned Recognition being the "World's Largest Passenger Transport Organization" finds a place in "Guinness Book of World Records" and presently holding a fleet of 20666 Buses and operating 75 lakh KMs duly transporting 1.40 Crore Passengers per day i.e. catering to 20% of State Population.

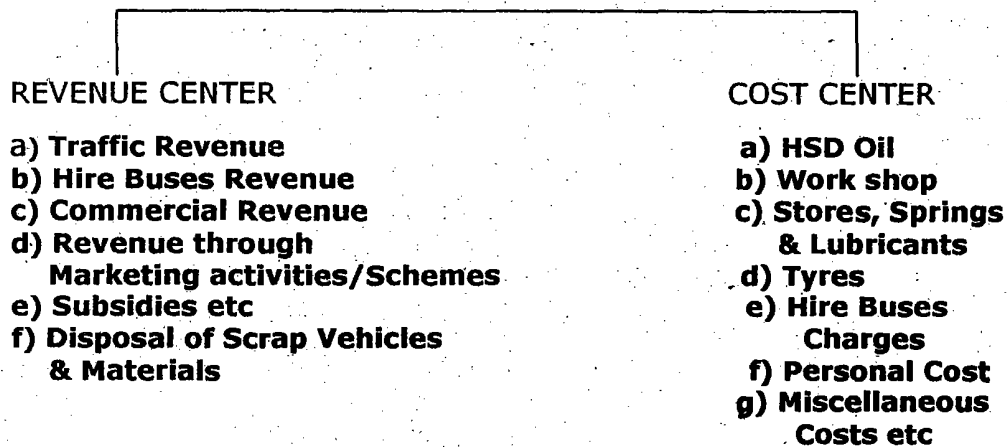
To manage the resources effectively of such a huge Organization, requires quick decisions and Time bound actions. Time Management and systematic approach with planned programme is therefore must for the Manager.

At present the day to day activities of the Depot Manager are not sequenced and systematized, henceforth requiring a planned schedule of activities duly prioritised with task oriented approach.

DEPOT MANAGEMENT:

Depot is a basic unit of production (activity centre) in the Organization, where the Depot Manager has to steer the Depot towards Profit i.e. Depot is both Cost Centre and Revenue Centre. In the hierarchy, the Depot is the base and Key Centre for Revenue generation and Cost Control reflecting in Regions performance (as indicated below) and all Regions performance accounts for Corporate performance.

DEPOT

**PERSONA OF A MANAGER:**

An effective Manager brings a degree of order, consistency and consolidates the gains with the enhanced output enabling the Organization to grow and become Profitable. Thus the task and role of the Depot Manager in managing the business and resources at the unit level is pivotal in providing:-

- 1) Leadership,
- 2) Cost-effective approach,
- 3) Total quality Management,
- 4) Competitive Calibre,
- 5) Team Building and
- 6) Efficient handling of Men and Knowledge.

LAPSES NOTICED IN DEPOT MANAGERS FUNCTIONING:

In final analysis, some Managers fail in accomplishing their tasks as they do not pay attention to the following.

- 1) Do not have command on basic facts.
- 2) Lack of Professionalism.
- 3) Lack of Positive Attitude, Zeal and Creativity,
- 4) Lack of analytical Problem Solving and Decision Making Skills.
- 5) Less sensitivity to Events.
- 6) Cannot control Anger & Emotions etc.

FUNCTIONS OF THE DEPOT MANAGER:

Thus the Depot Manager is placed in a dynamic situation and his activities must be geared up to meet the regular tasks and as well as new challenges. The need of the hour is to carryout day to day activities of the Depot through a Comprehensive, regulated and in a time bound Programme.

The Depot activities mostly involve Traffic, Maintenance, Stores, Personnel, Financial and Security functions performed in co-ordinated manner in order to achieve Corporate Objectives through effective supervision, control and decision making.

MONITORING THE ACTIVITIES BY DEPOT MANAGER:

It is therefore essential for the Depot Manager to concentrate on various wings according to a planned schedule on the items to be checked/scrutinized/inspected daily, weekly, fortnightly and Monthly as classified at the ANNEXURES - "A to D".

A separate format is also designed to monitor the actual performance with Targets for every **Ten Days** comparing with Previous Month performance and Corresponding Month of Last Year.

A model format (MAP-Managerial Approach for Perfection) has been designed for day to day postings and analysis by the Depot Manager. The Field Officers viz. Executive Directors, Regional Managers, Dy.CMEs & Dy.CTMs/DVMs shall scrutinize "MAP" maintained by the Depot Manager during their periodical visit/inspections to Depots and observe the progress or otherwise on the Vital Key Parameters listed in the **MAP** and extend on the spot support and guidance to reverse the negative trends or further promote the positive results achieved.

The Works Manager, BBW & P.P., Miyapur shall arrange for printing of 400 copies of "MAP" and supply to all the Depot Managers and other field officers of the Corporation through Operations Department immediately.

The Depot Managers shall make the best use of the MAP as per the above guidelines with immediate effect in their **endeavour** to achieve the best performance which shall contribute to the **profitability** of Regions and the Corporation.

Encl: 1. Annexures - "A to D"
2. Model Booklet.


**VICE-CHAIRMAN &
MANAGING DIRECTOR**

Copy to : Director(V&S), FA & CAO for n/action
Copy to: All EDs for n/action
Copy to: C.E.(IT)/Head Office for n/action
Copy to: All HODs/ CFM /RMs/ for n/action
Copy to: W.M/BBW & Printing Press, Miyapur for n/action
Copy to: DY.CTMs/DVMs/DMs for n/action

DEPOT MANAGER FUNCTIONS - DAILY CHECK LIST

TRAFFIC	MAINTENANCE	PERSONNEL	SECURITY
1) Outgoing Control Chart	1) MTD-151 - Review of Off. Road FC Vehicles	12) EOC & GOC Register 13) Counselling of 5 Low KMPL and Negative trend KMPL drivers.	1) Attendance Register 2) Dak distribution
2) MTD.108 & 110	2) KMPL - HSD, LUB	14) Ensure Minimum Washing Programme (MWP)	2) Damages Recording
3) Crew Justification Register	3) Plan for Sch-III & Sch IV maintenance	15) Garage & Pit Lighting	
4) D.C. Cash Book	4) Under Chassis washing of Sch-III & Sch-IV vehicles	1) Feeding of MTS-2 in computer	3) Preparation of Replies to various Officials/VIPs
5) Task Register	5) Exhibition & Attention of Repeated RGs	2) Stock positions in the ground tank with book balance	4) C & T Cases
6) Cancelled. KMs	6) Task Register- Review of all Key Indicators.	3) HSD Stock Position tally with Book Balance	5) Damage Cases
STAR. Review	7) Break Down Analysis	4) Exhibition of 5 Low & High KMPL Drivers	6) Petty expences
7) Crew Spot Absenteism - Review	8) Logsheet RGs - Action Plan	5) T.R.R.	7) Absenteism Cases
8. Review of Punctuality	9) Vehicle Back History Register	6) C.R. Note - 9/R	ACCOUNTS
9) Review of Service wise Earnings	10) Tyre Inflation Register		1) Cash Book -51/B
10) Scrutiny of Min. 5 STARS of prev. day	11) Inspection of Sch-III & Sch-IV Vehicles Removal & Filment of Spring Assemblies to Sch-IV vehicles		2) PWD 4R
11) Monitoring of Newly Introduced & modified Services.			3) Way Bills Despatch
12) Counselling of Low EPK Conductors			4) Checking of DC Cash book

DEPOT MANAGER FUNCTIONS - WEEKLY CHECK LIST

TRAFFIC	MAINTENANCE		PERSONNEL
1) Verifying ^{STAR} Scrutiny Register.	1) Sch.II & III backlog	9) Battery Maint. Register	1) Pending Vouchers
	2) T&P Items functioning	10) Advance Preparation of Spring Assemblies	2) HireBus Payments
2) Crew Counselling Register	3) Washing Plant functioning	11) Tightening of Spring	3) Settlement Cases
3) Meeting with Traffic & Maint. Supervisors to plan operations for next three weeks with reference to Targets to be achieved review of Actuals of previous month	4) Negative trend vehicles Attention	Assemblies fitted to Sch-IV vehicles	4) Filing of Punishment Orders into P-Cases
	5) Low & Negative trend KMPL drivers Identification & Counselling for improvement	STORES & DC (OILS) SECTION	ACCOUNTS
	6) Tyre Inflation Register - Checking the Tyres before Despatch to TRS & rectifying the Mechanical defects affecting the Tyre Life	1) Exhibition of 5 Low KMPL Vehicles	1) Cash check
4) MID4/R & Ticket stock verification	7) Test check of Bunching of tyre History Cards	2) Physical verification of Consumption Lubricants for EOC, GOC & Filters	2) Tray Checking
5) ATB Agents (MTD131, 132 & 133) Accountal	8) Test Check of Sch-I & Sch-II Vehicles	3) Cross check the ratio of Quantity of Used Oils with Topup Oil	3) Ticket Stock
6) Bus travel on Low OR Routes			4) 16R - Conductor short remittances statement
7) Double Duty Register			SECURITY
8) Review of Sick List & Long Absenteesm of Conductors & Drivers			1) Check the Functioning of Breath Analysers

DEPOT MANAGER FUNCTIONS - MONTHLY CHECK LIST

TRAFFIC		MAINTENANCE		PERSONNEL
1) MTD-141 REGISTER	14) Black list of Conductors	1) Break-down Analysis	STORES & DC (OILS) SECTION	1) Review of MACT cases
2) Monthly Planner Target Fixation statement	15) Review of Crew Productivity/ Low VU Routes	2) Identification of Low KMPL & Negative trend Drivers	1) MTD-29/RHSD oil Return	2) CONDUCTING OF MEETINGS:- a) Supervisors
3) CREAM Reports-Review	16) Review - Registers of Comp. Department	3) Identification of Low KMPL & Negative trend Vehicles	2) 27/R (i.e. Oil position)Grease Position	b) Depot Advisory Council
4) Discrepancy of ticket blocks stock.	17) MVI checks and Irregularities and Permit Position / Schemes register	4) Identification of vehicles failed within 15 days of Schedule III & IV maintenance	3) Verifying the 27R stock i.e. Cost Control Items.	c) Recognised Unions
5) Non-moving trays.	18) Review of DS-8 items-SRs and other obsolete items.	5) Check consumption of Engine oil for EOC, Gear oil for GOC, Power steering oil for PS vehicles & Golden cruiser consumption-with No. of Vehicles Attended.	4) LP Register	3) Check all the Registers maintaining in the office as per Office Manual
6) Crew Incentive statement.	19) T & P Locality register	6) Review of consumption of RR3 bearing grease as per the Sch.-IV vehicles and Actual Consumption	5) MTR (Monthly transactions Register)	4) Pending Audit Papers. ACCOUNTS
7) L-S-A Register	20) VIP Representations & Complaints	7) VERIFICATION OF:- a) Factory licence B) Explosive licence C) Storage licence D) Registration under Factories Act	6) ZWS Cost Register	1) Ensure all types of recoveries from Staff
8) MTD 16/R (Short Remittance of Bus cash)	21) Floppy indent of Tickets & All related file dumps - Test check	8) Planning for Body upkeep - Programme for BSR/CO	7) DS-8 of all removed oils	2) Suspense Register Updation
9) Ticket Stock Consumption statement	22) Lost Property Register	9) Ground Tank Shortage	8) MTD-27 @	3) Bank Reconciliation
10) Ticket Stock valuation statement	23) Review on Illicite Operations	10) Supervisors Vehicle Inspection Register	9) Review of CPK on Stores & Lub, Tyres, NIS, Inventory level	4) Statutory Payments
1) Ticket Block Issue statement				5) Court Attachments
2) Review of MTD-230				6) Transfer of Funds
3) Auction of Lost Property Items				7) Preparation of Salary Bills
				8) Drawal of salaries
				9) Crew Allowances
				10) J.E. Register

