

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

No.C6/660(1)/2011-OPD(C)

O/o the Managing Director,
Mushirabad, Hyderabad-20
Dated 10.03.2011.**CIRCULAR NO.11/2011-OPD(C), Dated 10.03.2011.**

Sub: **GATE MEETINGS** – Conducting Gate Meetings at Depot level to percolate the activities of the Corporation to down level and aim at realizing substantial revenues to the Corporation – Reg.

One of the most important elements of a successful Management is transparency and proper communication with employees sharing field realities, ideas and methods to create active and goal reaching environment.

Our organization is engaged in the activity of providing affordable and efficient transport facilities to the commuters but at the same time it has to generate some surplus for sustaining and expanding of its activities. The Corporation is incurring losses for the last two years. Though the fares were revised in the month of January, 2010, Corporation could not realize full impact of fare hike even after one year leading to huge losses and hindering the progress of the Corporation.

It is time to channelize the efforts of the all the employees for improved performance of the Corporation for achieving its goal of providing efficient transport facilities at economic cost and generate some surplus for the sustainable growth.

Communication of the goals, prevailing situation of the Corporation from time to time to all its employees and informing the efforts to be put in by each individual employee plays a vital role in improving the effectiveness/profitability of the Corporation. This would also improve loyalty of employees towards organization and reduce mistrust among the employees.

Proper communication helps in improving the awareness levels of the employees on the activities/financial position of the Corporation. The increased level of awareness about the status of the organization will motivate the employees to work individually and unitedly towards the strengthening of the Corporation.

There are various channels of communication. APSRTC is a huge organization employing around 1,15,000 people. One of the effective channels of communication is conducting regular face to face meetings with the staff to get feedback, concerns, ideas and reports on the steps being taken for improving the performance at ground level.

The employees generally at ground level have a very little idea on the financial status of Corporation and ongoing changes in the environment around us. By way of conducting Gate Meetings the employees can be made aware of the present situation of the Corporation, strategies to improve revenue and reduce expenditure so that concerted efforts can be made to improve the performance of the Corporation.

In the light of the above, Gate Meetings may be organized at all the Units by the field managers covering the following items:

A. FINANCIAL POSITION OF DEPOT/REGION/CORPORATION:

There is steep drop in OR (66.64% upto Jan'11 against 70.65% upto Jan'10) and thereby in earnings. Corporation is on the threshold of Financial Crisis as the loss registered upto Jan'11 is as high as Rs.253.9 crores. The cost of operations per KM is about Rs.22.00 where as the gross earnings per KM is only Rs.20.96 p.s., thus we are losing Rs.1.04 p.s., for every KM operated. The profitability details pertaining to Zone, Region and Depot shall also be informed to the staff. However, more emphasis and focus shall be laid on Depot profitability.

B. STRATEGISES TO IMPROVE OCCUPANCY RATIO (OR) THEREBY EARNINGS :

Immediate steps to be taken to increase OR and augment revenues of the Corporation. The following are some of the immediate remedial measures suggested to be implemented to instill faith in our valuable commuters:

- Provision of Clean bus
- Operation of buses punctually
- Improvement of reliability and safety
- Implementation of Passenger friendly measures like
 - Hail and Board
 - Request and Alight
 - Halt and Go
 - Shout and Load etc.,
- Courtesy behavior towards the passengers
- Deploying Controllers for supervising operations at traffic generating points
- Strengthening operations to eliminate illicit operations

During Gate Meetings, emphasis shall be on the concern for commuters and on how to attract and retain the customers.

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C. MEASURES TO REDUCE COST OF OPERATIONS :

The next important action to be taken for making the operations profitable is taking steps for reduction of cost of operations besides improving OR. The need for improvement of the following parameters shall be explained to our employees at the Units.

- Improvement of HSD/LUB KMPL
- Measures to be taken for improvement of tyre life, life of aggregates
- Reduction of consumption of cost control items and springs
- Reducing breakdowns by scrupulously following preventive maintenance schedules without any backlog

D. WELFARE MEASURES :

Corporation is implementing number of schemes for the welfare of its employees Some of them are

- i) Continuation to Staff Retirement benefit Scheme (SRBS)
- ii) Continuation to Staff Benevolent cum Thrift Fund (SBT)
- iii) Liberal Medical Assistance

Corporation is paying excellent wages, periodical increase in DA, enchashment of ELs, Annual Increments and various allowances in spite of weak financial position. Staff shall be explained about the benefits being extended to them and their family members to improve their loyalty towards the Corporation.

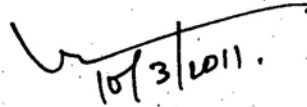
Gate Meetings shall be conducted for a duration of 30 to 45 minutes at all the Depots as per the schedule detailed below during early morning vehicle dispatch time, shift change over time duly involving Trade Union representatives.

DM	:	Twice in a week
Dy.CTM/DVM	:	Once in a month to cover all Depots in his / her jurisdiction.
RM	:	Once in three months to cover all Depots in his jurisdiction.

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All the field managers are therefore advised to organize Gate Meetings in an effective manner by adhering to the above guidelines.

The RMs are advised to send compliance report on the activity by 10th of every month duly giving details of number of Gate Meetings conducted depot-wise and number of employees covered.



10/3/2011.

VICE CHAIRMAN & MANAGING DIRECTOR

To
All Officers of the Corporation
General Secretaries of Trade Unions / Associations in APSRTC