

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

No.T3/287(1)/2004-OPD-T



Office of the VC & MD,
Mushirabad, Hyderabad.

CIRCULAR NO. 2 / 2004-OPD-T, DATED 07-01-2004.

SUB:-OPERATIONS: Plan of action for improving the occupancy ratio thereby revenues of the Corporation – Issue of comprehensive guidelines – Reg.

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1. Corporation is facing stiff competition from other modes of transport which are proliferating due to liberalised provisions of the M.V.Act. The spurt in the intermediate modes of transport is striking at the roots of our business whose telling effect is seen in dwindling occupancy ratio and market share. The occupancy ratio, which was 76% in 1994-95, has come down to 63% in 2002-2003, thereby the accumulated losses have increased to more than Rs.1000 crores. This drop in Occupancy Ratio is seen in almost all Regions. Though the Corporation has a fleet of 18916 vehicles, only about 20% of the vehicles are making profits and the remaining 80% of the vehicles numbering about 14000 have contributed to the losses to an extent of Rs.205.00 crores upto September-2003.
2. The drop in occupancy ratio is not only on account of other modes of transport, but also due to other factors like strengthening of train and telephone network, extending social benefits to various categories commuters i.e., concessions, linking of remote villages, internal deficiencies etc.
3. We should not forget that the Corporation should be run on commercial lines. The challenges posed by the changing scenario in the market, have to be faced with determination by re-orienting itself with new strategies both operational and marketing to win back the loyalty of customer.
4. It is time for us to rise to the occasion to face the external change and improve internal efficiency to maximise the revenues and minimise the expenditure, other-wise the situation will worsen further and go beyond.
5. The focus should be on loss making routes and customer oriented programmes. These programmes will be made effective only through our actions and involvement but not mere directions. The crew are the best salesmen of the organisation. We have to make them to realise the factual position of the market and organisation and re-orient their work environment by creating awareness among them the need for improving the performance through increased sale of passenger seats.
6. Though there are circulars on operational and marketing strategies, the guidelines issued are not being followed at field level, which resulted in erosion of share of commuters to other modes.
7. At Corporate level, several meetings were organised and elicited the views and suggestions of Officers / Supervisors / Staff at various levels.
8. Plan of action prepared covering all aspects with time bound programmes for implementation, is enclosed.

P.T.O.

It should be the endeavour of Executive Directors, Regional Divisional Managers and Depot Managers to ensure implementation guidelines with true spirit, for improving the revenues of the Corporation each item will be taken up at Corporate level in the EDs, HODs & RMs implementation and improvement in performance thereon.

All Executive Directors, Regional Managers, Divisional Managers are therefore directed to take immediate action on the enclosed plan and send compliance reports wherever indicated in the circular.

Please acknowledge.

Encl: As above.


VICE-CHAI
MANAGING I

To

All Executive Directors of Zones.
All Regional Managers.
All Divisional Managers.
All Depot Managers.

Copy to:

Director (V&S) for information.
All Executive Directors and HODs in Corporate Office for information.
All Secretaries to EDs of Zones for information and necessary action.
Secretary to Hon'ble Chairperson for information.
Secretary to VC & MD for information.
All Dy.CTMs and ATMs in Corporate Office for information and necessary
All ATMs & Station Managers of Bus Stations for information & necessary
All Traffic & Mechanical Incharges at Depots for information and necessary

OPERATIONAL STRATEGIES -- ACTION PLAN

SNO.	PROPOSAL	ACTION PLAN / IMPLEMENTATION	RESPONSIBLE FOR ACTION PLAN	TIME OF COMPLETION OF ACTION PLAN
1.	DMs TO TAKE UP AN ANALYTICAL STUDY OF EACH ROUTE WITHIN A SET TIME FRAME, INTERACT WITH PASSENGERS AND CHALK OUT FUTURE MEASURES	<p style="text-align: center;"><u>ROUTE OBSERVATION / ANALYSIS</u></p> <p>A detailed scientific study of each route has to be undertaken at all depots and corrective action has to be taken keeping in view the market demand assessed through by surveying the routes as per the Circular No.97/2003-OPD-M, Dated 18-12-2003 and deficiencies in operations. Routes for study are to be prioritised from highest loss making routes to profit making routes in descending order based on service-wise profitability software. Guidelines issued vide Lr.No.ED(MS)/DCP(2)/Computers Dept./ 2001, Dated 31-05-2001.</p>	DM / DVM / RM / EDs OF ZONES	31-03-2004
2.	EFFECTIVE COMMUNICATION AND CHANGING OF MINDSET OF EMPLOYEES	<p style="text-align: center;"><u>ROLE MODEL TO EMPLOYEES</u></p> <p>The DVMs and other SSOs to train the employees as trainers as per the training skills / inputs received recently through M/s EURISCO Management Consultants vide Lrs.No.T1/812(121)/03-TRG, Dated 11-12-03 & 18-12-2003.</p>	DVM / RM / EDs OF ZONES.	31-03-2004
3.	INSTITUTE A SYSTEM FOR REGULAR MONITORING OF PUNCTUALITY OF EACH SERVICE ON THE LINES OF RAILWAYS. CREW INCENTIVE SYSTEM TO BE MODIFIED TO LINK IT TO PUNCTUALITY AND MOTIVATION TO DRIVERS.	<p style="text-align: center;"><u>PUNCTUALITY IMPLEMENTATION</u></p> <p>ED/MS has to finalise this scheme in consultation with ED(O) to link punctuality to incentive payments.</p> <p>CCM will finalise punctuality monitoring system to record and analyse both departure, arrival punctuality at all identified bus stations (trip-wise) where staff is provided.</p>	ED(MS)/ED(O)	16-01-2004

SNO.	PROPOSAL	ACTION PLAN / IMPLEMENTATION	RESPONSIBLE FOR ACTION PLAN	TIME OF COMPLETION OF ACTION PLAN
4.	SCRUTINY OF S.Rs	<p><u>ANALYSIS OF INFORMATION FROM SERVICE S.Rs</u></p> <p>a) Scrutiny of S.Rs to be done in particular for irregularities and in general for observation of load patterns, timings, punctuality etc., of the services. Instructions issued vide Cir.No.19/94-OPD-T, Dated 19-05-1994.</p> <p>b) Atleast 10% of SRs of loss making routes to be selected daily for scrutiny and for analysis.</p> <p>c) DVWRMED(ZONES) shall in turn study the SRs scrutinised during their Depot / Route inspections and make a record of their observations for further analysis.</p> <p>d) Analysis to be sent to Head Office in a format once in 10 days.</p>	RMD/VWDM EDs OF ZONES	16-01-2004
5.	HAIL & BOARD	<p><u>CUSTOMER FOCUS</u></p> <p>As a step forward to pull the crowds by picking them wherever they wait for the bus, the practice of stopping the buses was implemented wherever the passengers hail their hands.</p> <p>a) By painting on the front portion of the bus as "Hail & Board"</p> <p>b) By endorsing the instructions in all MTD-141 cards.</p> <p>c) By educating the crew the importance wherever passengers are neglected for pick up (despite seats being vacant) No instructions are required but to be monitored in continuous manner.</p>	All crew, Passenger Guides, Traffic Supervisors, DMs, DVMs and RMs.	16-01-2004
	HALT & GO	<p>.This method was to halt the bus for two to three minutes at all important traffic enroute places where crowds wait and where all private vehicles are parked.</p> <p>a) Halting time and places to be incorporated in MTD-141 Cards.</p> <p>b) Instructions will be displayed in notice boards in the depots and timing boards in buses.</p>	All crew, Passenger Guides, Traffic Supervisors, DMs, DVMs and RMs.	16-01-2004

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	SHOUT & LOAD	This practice is meant to attract passengers by making our Conductors to be continuously on the look out to collect the passengers by shouting for them.	All crew, Passenger Guides, Traffic Supervisors, DMs, DVMs and RMs.	16-01-2004
	ALIGHT ON REQUEST	<p>Recently in the market surveys undertaken, it has come to the light that private vehicles stop whenever the passengers intend to alight and is the main reason for deflection to private modes.</p> <p>a) A Drive has to be undertaken up at all depots to educate the crew the benefits that accrue to the Corporation by this passenger friendly measure.</p> <p>b) To be stencilled in all buses.</p>	All crew, Passenger Guides, Traffic Supervisors, DMs, DVMs and RMs.	16-01-2004
6.	DISPLAY OF TIME TABLE BOARDS/ STAGE POLES	<p><u>PASSENGER INFORMATION</u></p> <p>Exhibiting the time table boards/stage poles at important stages and enroute points on all routes with the help of panchayats should be enforced vide Lr.No.T3/287(8)/96-OPD-T, dated 11-12-2003.</p>	DVWDM	15-02-2004
7.	TICKET BOOKING AGENTS NET-WORK	<p><u>SPREADING THE NET-WORK OF ATB AGENTS</u></p> <p>a) Authorised Ticket Booking Agent net-work to be expanded.</p> <p>b) There must be sincere efforts on the part of DMDVWRM to employ more no.of ATB Agents by identifying suitable persons by continued search. To enroll atleast 1/3rd of employees of Depots as Employee Agents.</p> <p>c) Instructions to be issued by ED(O)</p>	RMDVWDM	31-01-2004

SNO.	PROPOSAL	ACTION PLAN / IMPLEMENTATION	RESPONSIBLE FOR ACTION PLAN	TIME OF COMPLETION OF ACTION PLAN
8.	COMMUTER MEETS	<p><u>COMMUTER MEETS AT DEPOT LEVEL</u></p> <p>Commuter meets shall be organised at all Depots vide Cir.No.60/02-OPD-M, Dated 11-09-2002.</p> <p>DMs and DVMs should associate themselves in all commuter meets.</p>	DVMs/DMs	ONCE IN TWO MONTHS
9.	PASSENGER MEETS DIAL-YOUR-DM PROGRAMMES	<p><u>MANDAL LEVEL COMMUTER MEETS</u></p> <p>a) Customer meets at all Mandal Headquarters be organised once in six months for better interaction with sarpanches and other opinion leaders in villages and mandals.</p> <p>b) This is being presently done by DMs, but must be conducted at all Mandal Headquarters without any exception.</p> <p>c) DMs were instructed to conduct monthly Dial-Your-DM programme as a measure of marketing communication with customers regularly.</p> <p>Similar programmes shall also be conducted at Regional level by the Regional Manager. Instructions were issued vide Lr.No.T3/287(22)/02-OPD-T, Dated 07-10-2002 & 12-11-2002.</p> <p>EDs of Zones / RMs / DVMs have to ensure conduct of these programmes regularly at all the depots by the Depot Manager and take corrective action on the suggestions / grievances of commuters.</p>	<p>EDs(Zones)/RMs to review</p> <p>DEPOT MANAGER</p> <p>REGIONAL MANAGER</p> <p>EDs(Zones) / RMs / DVMs to review</p>	<p>ONCE IN 6 MONTHS IN ALL MANDAL HEADQUARTERS.</p> <p>EVERY MONTH</p> <p>EVERY MONTH</p>
10.	WHENEVER ED / RM / DVM / DM VISITS A BUS STATION, THEIR AVAILABILITY SHOULD BE ANNOUNCED THROUGH PUBLIC ADDRESS SYSTEM TO ENABLE PUBLIC TO MEET THEM AND FOR SUGGESTIONS / COMPLAINTS.	<p><u>PASSENGER FRIENDLY APPROACH</u></p> <p>a) Whenever ED/RMDVM visits a bus station, their availability in the bus station be announced through public address system to enable the public to interact with them on operational requirements. Their suggestions / complaints be given a patient hearing and redressal action should be taken promptly.</p> <p>b) To cover atleast 50% of major bus stations</p> <p>c) Instructions to be issued by ED(O)</p>	ED/RMDVM	EVERY MONTH

<p>a) Every employee of the Corporation shall be made responsible for promoting the various marketing schemes and ensure that more number of employees shall sell at high pace.</p> <p>b) Agent-wise sale particulars to be maintained at all Depots.</p> <p>c) Two applications to be given to willing employees without prior payment.</p> <p>d) Sale particulars to be furnished by Employee-agent.</p> <p>e) Instructions to be issued by ED(O)</p>	<p>DMS/DVMS</p>	<p>AT LEAST 50% OF EMPLOYEES BY 31-03-2004.</p>
<p><u>DEPLOYMENT OF OFFICERS / SUPERVISORS</u></p> <p>Officers / Sr. Supervisors even from other cadres shall be posted during early / late night hours at Bus Stations where large number of departure of bus services are involved to cut down delays, to attend to passenger requirements, to deploy extra services based on demand, upkeep of bus stations etc.</p> <p>ED(O) to issue instructions and obtain the lists from each Region and these duties shall be permanent for atleast one year</p>	<p>EDs of Zones / RMs</p>	<p>16-01-2004</p>
<p><u>REVENUE MAXIMISATION</u></p> <p>a) Operation planner to be obtained from each depot duly prepared based on auspicious / inauspicious days before 25th of every month and approval be accorded by RMs and to be sent to depots before month end for implementation.</p> <p>b) Operations to be toned up on peak days like shandy days, Mondays etc.</p> <p>c) Re-iteration of instructions issued vide Circular No.41/2002-OPD-R&D, Dated 27-05-2002.</p>	<p>EDs of ZONES/ RMs/DVMS/DMS</p>	<p>PREPARATION BY 25TH OF EVERY MONTH BY DMD/DVM FOR IMPLEMENTATION FROM 1st OF FOLLOWING MONTH AFTER APPROVAL.</p>

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14.	INSPECTION OF DEPOTS AND BUS TRAVEL BY DVMs / DMs	<p><u>BUS TRAVEL & CHECKING OF BUSES BY DVMs/DMs</u></p> <p>a) The DVMs/DMs should inter-act with the passengers during their bus travel to take suitable action based on feed back. They shall also exercise checks on buses as per the instructions in vogue. Cir.No.17/90-OPD-C, Dated 18-05-1990.</p> <p>b) Take suitable action based on feed back</p>	<p>DVMs/DMs</p> <p>RM / ED(Zones) to review</p>	FORTNIGHTLY
15.	LONG DISTANCE NIGHT SERVICES IDLING AT DESTINATION DURING DAY TIME MAY BE UTILISED PRODUCTIVELY AND DIFFERENTIAL FARES MAY ALSO BE CONSIDERED.	<p><u>RESOURCE UTILISATION</u></p> <p>To workout the cost benefit analysis and methodology for extra crew booking either from available surplus crew or from the panel.</p> <p>CMM will make a project study and submit the report within a fortnight.</p> <p>Plans to be obtained from other RMs.</p>	<p>ED/HZ, RM/RR AND RM/HCR</p> <p>ED(O) will finalise report</p>	15-02-2004
16.	UNHEALTHY COMPETITION TO BE AVOIDED	<p><u>CLASH OF BUS SERVICES WITHIN THE REGION</u></p> <p>a) The Regional Schedule Cell shall ensure that clash of bus services between the Depots of same Region are avoided and on common routes the buses are streamlined with regulated frequency.</p> <p>b) Similarly the inter-regional services shall not bunch / no unhealthy competition, be ensured by Zonal Schedule Cell and schedules shall be approved by RM / ED (Zone).</p> <p>c) RMs & EDs to certify that there is no unhealthy competition on intra-Regional and inter-Regional routes.</p> <p>d) Any change to be approved by ED/RM as the case may be in future.</p>	<p>RMs</p> <p>EDs/RMs/DVMs</p>	<p>FORTNIGHTLY</p> <p>ONE MONTH</p>

17.	PROVISION OF TIMs TO ALL SPECIAL TYPE SERVICES.	<p><u>TIMs IMPLEMENTATION</u></p> <p>a) Implementation of TIMs for all special type services by September-2004.</p> <p>b) OPD has already drawn a programme duly specifying the targets month-wise to operate all special type buses with TIMs by Sep-2004.</p> <p>c) ED(MIS) to procure TIMs as proposed by ED(O).</p>	ED(ZONES)/RMs/ DVMS/DMs ED(MIS)/ED(O)	30-09-2004
18.	RATIONALISATION OF WEEKLY-OFFS	<p><u>POSITIONING OF CREW</u></p> <p>Weekly-Offs should be minimised for the crew on peak days like Mondays, Thursdays and Saturdays to ensure availability of more crew and supporting staff to clear the extra traffic on peak days. Weekly offs to more crew be given on slack days i.e., Tuesday, Friday and Sunday.</p>	DM/Traffic Incharge	15-02-2004
19.	VEHICLE UTILISATION SHOULD COMMENSURATE WITH REVENUE AND CREW DUTY SCHEDULES TO BE REVISED FOR HIGHER PRODUCTIVITY	<p><u>PRODUCTIVITY IMPROVEMENT</u></p> <p>a) The V.U should not be under-productive. Any increase in VU should result in incremental increase in revenue.</p> <p>b) DMCI shall review from the service-wise profitability statement for any wasteful operation.</p> <p>c) The optimum productivity of crew shall be achieved as per circular instructions in vogue.</p>	DVWRM to review	REVIEW IN THE 2nd WEEK OF EVERY MONTH
20.	INCREASE OF GROUND BOOKING POINTS	<p><u>DEDICATED GROUND BOOKING POINTS</u></p> <p>a) Necessary action to be taken to locate more ground booking points at important centres in towns by DMs.</p> <p>b) The RMs in turn examine the proposal and post Conductors saved from increased crew productivity at certain selected points by adjusting the excess staff in the Regions.</p>	DMs/DVMSRMs/ EDs of Zones	16-01-2004

		<u>HIGH EPK CONDUCTORS & DRIVERS</u>		
21.	EXHIBITION OF THE NAMES OF 5 CONDUCTORS AND DRIVERS WHO ACHIEVED HIGHEST EPK.	<p>a) The highest EPK achieving 5 Conductors / Drivers names be displayed on the notice boards on a daily and monthly basis.</p> <p>b) Instructions to be issued by ED(O).</p>	<p>C/DVM</p> <p>E.D.(O)</p>	01-02-2004
22.	CONTROLLERS OR TRAFFIC LOADERS TO BE PROVIDED AT IMPORTANT TRAFFIC GENERATING POINTS FOR REVENUE INCREASE	Depot Managers to identify traffic generating points and post effective Controllers / Traffic loaders for monitoring and to retain and guide the passengers. Proforma is designed for review.	DMDVM	31-01-2004
23.	INTRODUCING LUCKY DIP SCHEMES TO INDUCE PASSENGERS TO TRAVEL BY BUSES	The scheme is under preparation by Operation Department.	ED(O)	31-01-2004
24.	BUS PASS HOLDERS IN HCR MAY BE PERMITTED TO TRAVEL IN HIGHER CLASS DURING SLACK SEASON	Provision exists for Metro-Combi bus pass vide Cir.No.86/2002-OPD-P, Dated 16-12-2002.	DMs/DVMs/RM(HCR)	
25.	PRESENT SPECIAL HIRE TARIFF MAY BE REVISED TO ATTRACT MORE HIRERS	Revised instructions have to be finalised by ED(O).	ED(O)	31-01-2004
26.	SMALL GROUPS OF PASSENGERS ASKING FOR A ONE WAY TRIP MAY BE PROVIDED A BUS AND CHARGED AT ONE AND HALF TIMES THE NORMAL FARE	<p>As decided in EDs/HODs meeting, one and half times fare will be charged.</p> <p>Circular to be issued by ED(O)</p>	ED(O)	31-01-2004

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27.	SPECIAL HIRE CELL WITH 2 HITECH BUSES AT EACH REGIONAL HEADQUARTERS IN GETTING SPECIAL HIRE REVENUE.	As spare Hitech buses are not provided, proposals are under examination by OPD to provide 10 hitechs as spare to depots operating a large number of Hitech buses. This will facilitate operation of more number of buses on special hire basis.	ED(O)	15-02-2004
28.	COMPETITIVE FARES TO BE CHARGED	Instructions are issued to DMs to resurvey the fare stages and furnish the proposals on fixation of revised fare stages to the advantage of passengers as per circular instructions in vogue vide Cir.No.19/83-OPD-P, Dated 11-04-1983.	DMDVM/RM	15-02-2004
29.	FARE FOR CAT CARD HOLDERS AGAINST NORMAL FARE OF Rs.9/- IN ORDINARY SERVICES.	<u>INSTRUCTIONS ON CAT CARD</u> CMM has already processed the case based on previous method of Rs.4 passenger ticket + 1 Re. luggage ticket for 5 Rs. tickets for CAT card holders for normal fare of Rs.6/- in ordinary buses.	ED(ZONES)/RMs/ DVMs/DMs	10-01-2004
30.	CONSTITUTION OF OPERATIONAL AUDIT TEAMS AT REGIONAL LEVEL.	<u>OPERATIONAL AUDIT TEAMS</u> The Operational Audit Team consisting of one DM, AO, AM(T), Supdt.(Finance) to be formed at Regional level by replacing existing Quality Audit Team. The teams shall inspect atleast one depot of neighbouring Region once in a quarter on the similar terms of Technical Audit Team. ED(O) to issue detailed working instructions.	EDs/RMs to monitor and review	31-01-2004
31.	THE LONG DISTANCE SERVICES SHOULD BE MANNED NOT NECESSARILY BY SENIOR MOST DRIVERS BUT BY SELECT DRIVERS WHO ARE EFFECTIVE AND INTERESTED	<u>DRIVERS TO LONG DISTANCE SERVICES</u> To select and fix the duties to the drivers with minimum 10 years experience and accident free record for effective operation of long distance services. ED(O) will issue circular instructions duly modifying the existing Circular instructions.	ED(O)	28-02-2004

PROPOSAL	ACTION PLAN / IMPLEMENTATION	RESPONSIBLE FOR ACTION PLAN	TIME OF COMPLETION OF ACTION PLAN
SUPPLY OF EPK AND EPB BOOKS	<p><u>COUNSELLING OF CONDUCTORS & DRIVERS</u></p> <p>Just like KMPL books, the EPK/EPB books have to be issued to both Drivers and Conductors duly mentioning revenue targets in S.R/Logsheets to be obtained.</p> <p>Review by CI on daily basis, DM once in a week, DVM once in fortnight, RM once in 2 months at all of the Depots, ED(Z) once in 3 months at 25% of the Depots in their jurisdiction.</p> <p>The reasons for not achieving the targets has to be ascertained through interaction to encourage and motivate to obtain higher collections.</p> <p>Instructions to be issued accordingly by ED(O)</p>	CI / DM / DVM / RM / ED-ZONES	28-02-2004
UNIFORM RUNNING TIME FOR ALL THE SERVICES PLYING ON COMMON SECTORS	<p><u>COMMON SECTORS RUNNING TIME</u></p> <p>Concerned Schedule Cells can be entrusted to fix uniform running time on common sectors</p> <p>Route lengths and running time should be uniform by all Depots operating services on same routes. Necessary corrections to be made in respective district-wise time-tables.</p>	DVWRM/ED	28-02-2004
CLOSING OF SRs AT BUS STATIONS	DMs to ensure closing of SRs at all bus stations and enroute points where Controllers are provided to monitor punctuality and operational irregularities. Cir.No.14/90-OPD-C, Dt.23-03-90.	DMDVM	31-01-2004
ENDORSEMENT OF PRIVATE CASH OF HIRE BUS DRIVERS IN SRs	Circular instructions which are in vogue on endorsement of private cash of hire bus drivers in SRs should be followed scrupulously. Cir.No.79/2003-OPD-P, Dated 17-10-2003.	DM/CI	15-01-2004

