

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

No.R4/287(23) / 2008-OPD-CSC

Office of the VC & MD
Musheerabad, Hyderabad

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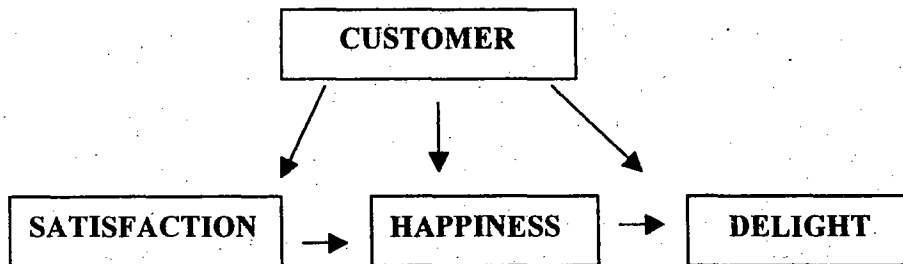
SUB: OPERATIONS: Bunching of Operations - Analysis - Reasons -
Action Plan - Reg.

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INTRODUCTION :

APSRTC daily carries 1.42 Crore passengers in 20332 Buses. Any Service Organization aims primarily "to create Customers and retain them". The earlier buzz word of "Customer satisfaction" as Corporation's goal got transformed into "Customer happiness"; finally now it is "Customer delight". This indicates how customer is evolving into the Center of Organization Culture.

CORPORATE GOAL:



It is imperative for a service Organization like ours to constantly mull over the needs of the Customers, define and re-define the strategies to meet the changing needs.

Needs of Customer:

In the words of Philip Kotler "The Markets watch words are "Quality", "Service" and "Value".

In various meetings with Public representatives or in some informal meetings, very often it is represented that RTC Buses "come one after the other" and there will be long gap before other Bus comes on the route. Customers also make a fun of this aspect while giving their assessment on the Quality of the services of APSRTC. Virtually, chain of Buses appearing on the National highway and State highway at a particular time is assassinating the image of Corporation.

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Therefore "Bunching of Services" is an important factor to determine the quality of the services – elimination of Bunching shall help in improving the occupancy of the services also.

BUNCHING and Its EFFECTS :

Bunching is one of the key factors in determining the quality of service – it results in:

1. Loss of Image
2. Loss of Revenues
3. Distortion of Passenger perception
4. Deflection of Passengers to other modes of Para Transit
5. Improper utilization of resources.

Bunching of operations leads to loss of image in the eyes of Public. If the operations are not in tune with the Commuter needs, we are not addressing to the basic tenet of Scheduling.

WHY BUNCHING?

The following are some of the reasons for bunching of the Buses.

1. Late reporting of Crew and Absenteeism.
2. Defective Scheduling - Buses from different villages joining the Main Road at the same time.
3. Intentional delay by the crew en route
4. Bunching of buses on the high frequency sectors
5. Traffic Jams
6. Late supply of Buses

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ACTION PLAN TO OVERCOME BUNCHING:

1. Late reporting of Crew and Absenteeism:

There is no proper system of monitoring over crew reporting at the depots. It is observed in most of the depots control charts are maintained without mentioning schedule & actual reporting time of crew. Therefore, there are no inputs to monitor the late reporting of crew. Crew are supposed to come in advance to check the vehicle, to collect the ticket equipment, to display the destination boards and get ready to leave the depot on-time. Late reporting leads to late running of buses and clashing with other buses on Common Sectors resulting in diluting of earnings and image.

Monitoring can be done when **schedule and actual reporting of Crew** is properly recorded in Control Chart.

The DMs and Supervisors have to strictly adhere to the existing system of maintaining control charts in the proforma furnished hereunder with action plan to build up data of erring crew to initiate suitable disciplinary action and create awareness among the crew about the adverse effects of bunching in operations. As per MTW Act they should report at least 20mts before the schedule departure from the depot.

DEPOT: DATE: OUTGOING CHART (MTD-102/A)

Bus No	Ser. No	Name of the service	Type	N/O-D/O Etc.	Sch. dep.of Service	Act. dep.of Service	Sch. Rep.time		Act. Rep.time	
							Dri	Cond.	Dri.	Cond.
1	2	3	4	5	6	7	8	9	10	11

Driv. name	Staff No.	Cond.Name	Staff No.	Sign.of Driv.	Sign.of Cond.	Reasons for delay
12	13	14	15	16	17	18

The Chief Engineer (IT) shall instruct the Core Group team to modify the software for Out going chart (MTD 102-a) format as given above and to generate a monthly statement of Crew reporting late to their duties.

In this connection, the vehicle departure format be modified with a provision to enter the details of crew late reporting to generate monthly late reporting statement in the following proforma.

CREW LATE REPROTING STATEMENT FOR THE MONTH OF _____
DEPOT:

SL.NO	NAME	STAFF NO.	Desig.	NO.OF TIMES LATE REPORTING	REMARKS
1	2	3	4	5	6

Based on the late reporting statement generated monthly, the DMS and Supervisors shall counsel and initiate suitable disciplinary action. The above modified Computer generated control chart and modified vehicle departure format be implemented by 15th October, 2008 in all depots.

2. Defective Scheduling - Buses from different villages joining the Main Road:

Corporation is operating buses to villages as Day Outs or Night Outs. The villages are located at the interior places. They are connected to District and Mandal HQs. There are dedicated trips for Schools/Colleges at particuar times.

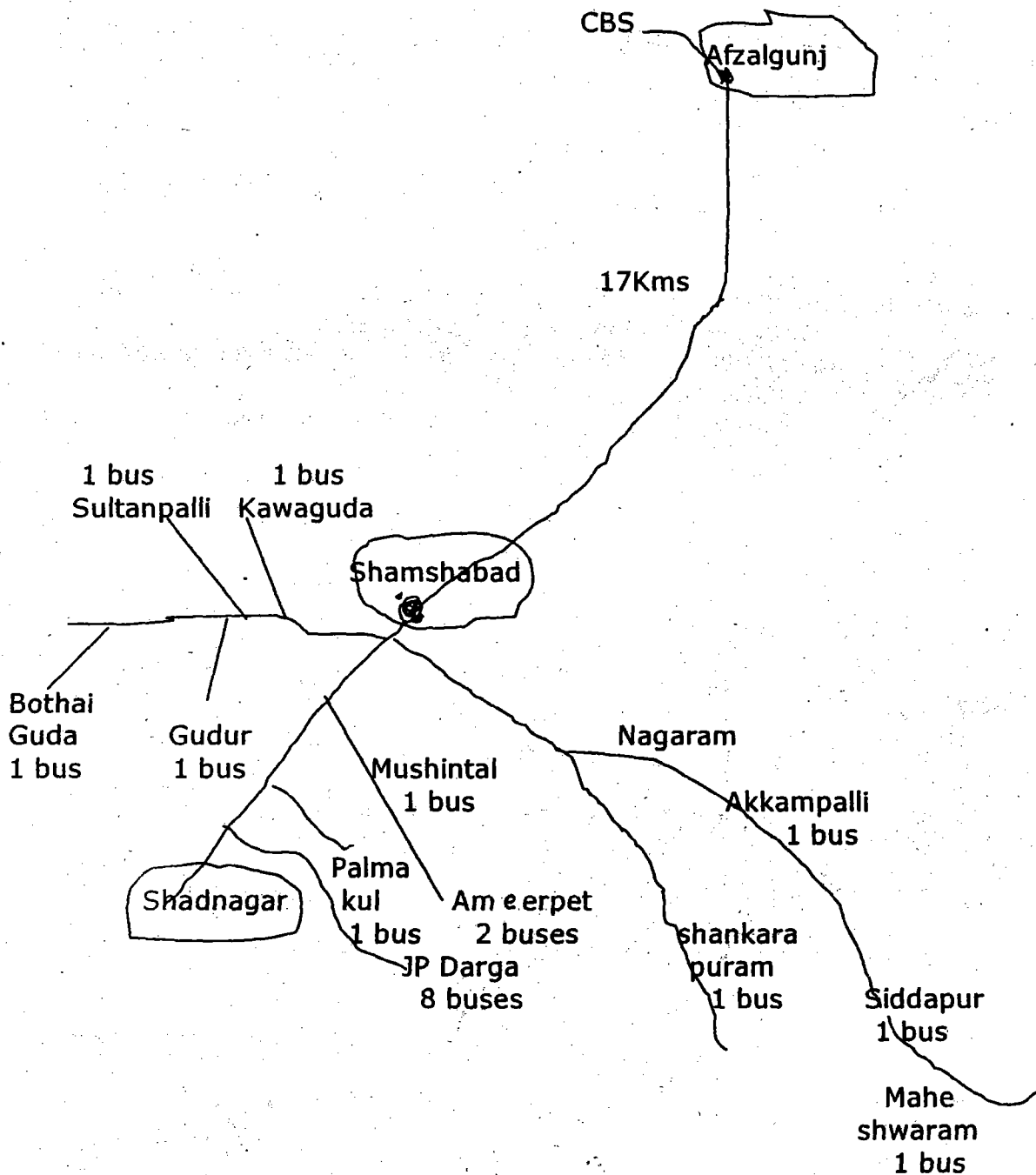
We have different types of routes operating single bus to two or three or some times more than 5 buses also. We also have routes over lapping on other routes. To ensure bunching free schedules we must take into consideration of departure timings from both starting and destination points and also the arrivals and departures at NH ways and SH ways and departures and arrivals at traffic generating points. This task involves very meticulous handling, therefore there is a need to prepare flow charts of all the services at depot and regional level on Common Sector routes as detailed below.

METHODOLOGY:

To prepare Schedules without bunching on high corridor, the following example has to be taken for further elucidation.

Route

example : Afzalgunj - Shamshabad.



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Description:- Afzalgunj to Shamshabad and surrounding village routes.

Afzalgunj – Shamshabad is a National Highway of 17KMs in length and there are 12 village routes surrounding Shamshabad where buses are being operated.

There are shuttle operations from Afzalgunj to Shamshabad with 20 buses on main sector. All these buses come to the NH way from different villages and joining at Shamshabad.

Preparation of Schedules without bunching on the NH way Shamshabad – Afzalgunj is a primary task for which the following steps are to be followed.

- a) The flow charts at Afzalgunj, Shamshabad and other important traffic generating points have to be prepared.
- b) The flow charts from the shuttle operations between Shamshabad-Afzalgunj have to be prepared.
- c) Taking Shamshabad as nodal point even timings of frequency have to be maintained in either direction.

At depot and regional level flow charts be prepared in the following formats.

DEPOT FLOW CHART

Name of the route:

A. Flow at Origin towards Destination

Sl.NO.	Dep.time	Service Name / Route	Type
(1)	(2)	(3)	(4)

B. Flow at Destination towards Origin

Sl.NO.	Dep.time	Service Name / Route	Type
(1)	(2)	(3)	(4)

C. Flow at en route traffic generating point – towards either directions

Sl.NO.	Dep.time	Service Name / Route	Type
(1)	(2)	(3)	(4)

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FLOW CHART AT REGION:

Flow at A) Bus stations B) en route Traffic generating points towards either directions:-

NAME OF THE BUS STATION / TRAFFIC GENERATING POINT:

S.No.	Dep.time	Ser.Name/Route	Type	Destination	Depot	Region
(1)	(2)	(3)	(4)	(5)	(6)	(7)

Region flow chart will consist of inter depot operations common sectors.

FEED BACK:

After finalization of the schedules, timings and frequency on the sectors/routes actual operations should be examined duly deploying the Controllers/Passenger Guides/CRCs for two days. The data obtained should be tallied with schedule flow charts. Any changes should be examined and corrected in the flow charts booklet. Whenever any schedule is to be prepared or timings to be modified the flow chart book-let to be verified and corrective action should be initiated.

A book-let with Regional flow charts for inter depot operations of all services (including spl.type services) should be sent by 31st October, 2008 to Central Schedule Cell, OPD for record and to use for introduction of new Services and for linear Extension of existing services as per traffic demand.

3. Intentional delay by the Crew en route:

Crew who spend time in canteens, Hotels at destination and en route points, delay the departures resulting in bunching of buses.

The Regional and Zonal Squads have to exercise checks and initiate suitable disciplinary action to avoid bunching.

The controllers and Station Managers have to take action and endorse the incidents of unauthorised detention of buses in the STAR documents and take it to the notice of DM and initiate suitable disciplinary action if necessary, if it is a repeated irregularity.

4. Bunching of buses on the high frequency sectors due to Operational delinquencies:

Due to various operational delinquencies buses get bunching on the National highways/State highways. The crew should be instructed in MTD 141 Cards to delay the departure timings at the traffic generating points and avoid bunching of buses.

5. Traffic Jams:

Bunching of buses also takes place due to traffic jams for various reasons mostly on National and State highways. On such occasions the crew have to contact the depot authorities concerned over phone if the traffic jam is more than half an hour and take appropriate action to start the bus from there without clash with other buses. Instructions regarding the action to be taken under those circumstances shall be endorsed in MTD-141 Cards of the services duly educating the Crew.

DMs/Supervisors shall also contact the nearest Depot authorities to give necessary instructions to the stranded Bus Crew to avoid bunching.

6. Late supply of Buses:

Late supply can be avoided by prompt attention of daily RGs with due periodical Schedule Maintenance practices.

The DMs and Maintenance Supervisors have to identify the repeated RGs noted in the Vehicle Back History Register and take corrective action.

- a) To avoid off-road of buses
- b) Adhere to Schedule maintenance without backlog as required
- c) By improving quality of maintenance
- d) By providing sufficient maintenance time

To ensure bunching free schedules, the Dy.CTMs/RMs shall conduct regional schedule cell meetings with Traffic Incharges, CRCs and Squad Incharges working under their jurisdiction to rationalize the frequency on all the sectors and instruct the DMs to implement the schedule departure and arrivals accordingly.

Dy.CTMs of the regions shall be responsible for implementing the above instructions under the guidelines of the Regional Managers.

Please acknowledge the receipt.


VICE CHAIRMAN &
MANAGING DIRECTOR

To
Director (V&S), FA & CAO for necessary action
All EDs of Zones & Head Office for necy.action
The Chief Engineer (IT), Head Office for necy.action.
All HODs and RMs for necy.action
All Dy.CTMs, DVMs, DMs for necy.action
Traffic/Maintenance Incharges of all Depots for necy.action.