CHAPTER -IV

HIMACHAL ROAD TRANSPORT CORPORATION - AN
OPEN TRANSPORT SYSTEM

This chapter establishes H.R.T.C. as an open transport system. Organisational structure is drawn keeping in view the Recruitment, Promotion and Certain conditions of Service Regulations 1996. Then elements of external as well as internal environment have been identified alongwith the inputs of the transport system and their impacts have also been studied. Hence, the efforts have been put to operationalise the concept of 'System' reviewed in previous chapter.
The theoretically conceptualised idea, an organisational open transport system, which exchanges information, energy and materials with its environment is to be actualised by explaining the operational aspects of this system. A systematic treatment with special detailed analysis shall be done.

4.1 ESTABLISHMENT OF ROAD CORPORATION IN HIMACHAL PRADESH:

The beginning of the organised road passenger transport in the state can be traced to the year 1920 when a private company named "Lord Clive" introduced bus services on Mandi - Pathankot route. Subsequently the king of Mandi State formed 'Mandi State Transport' and introduced bus service on the Mandi-Baijnath route. In 1945 and 1946 some transport services were started by the Federal Governments in different districts of Himachal Pradesh. Further, several private operators started operating bus services in different parts of Himachal Pradesh, however, the growth in the number of buses in the private sector was very much restricted upto 1950. The process of nationalisation started long after the framing of the Road Transport Corporation Act, 1950.

Road Transport, both passenger and goods, was nationalised in the former areas of Himachal Pradesh as early as 1949. In the same year i.e., in 1949, Himachal Government Transport (HGT), a government commercial department was established to provide transport services in the state. It was only in Himachal Pradesh that both passenger and goods transport was completely nationalised. Despite operational difficulties on account of the hilly terrain, rough and narrow roads, sparsely populated areas and generally one sided traffic, the nationalised transport in Pradesh made all round progress.
When the nationalised transport started functioning in 1949, it had a very small fleet of 107 vehicles operating on 21 routes and doing an annual coverage of 19 lakh Kms. There were 4 operating units at that time.

A tri-partite corporation was formed to operate on the Pathankot-Manali route which started functioning with effect from 18-09-1959. It was named Mandi-Kullu Road Transport Corporation (MKRTC). The Himachal Pradesh Administration, the Punjab government and Central government (through the Northern Railways) have in it 40%, 40% and 20% shares respectively. With its formation, the six routes, Mandi-Pathankot, Mandi-Nagrota, Mandi-Baijnath, Mandi-Kullu, Aut-Kullu and Mandi-Manali hitherto fore under the operation of Himachal Government Transport and under the Kullu-valley Transport were transferred to MKRTC. With the formation of this corporation, the Kullu-valley Transport Co., (Private) Ltd., in which the Himachal Government Transport was a share holder since 1954-55 ceased to function.

As the hilly areas of Punjab were merged with Himachal Pradesh in 1966, the transport facilities were further expanded to cover these areas. The government has consistently tried to control and operate services in most of the routes with few exceptions. In fact, some routes in Kangra mandi and Kullu districts still remains in private hands.

Himachal Government Transport (HGT) was still running mainly as a public utility concern to serve the public and to provide transport whenever a road was opened for vehicular traffic and as a nationalised undertaking it followed a very liberal policy in matters where introduction of services was concerned irrespective of operational economy. At the time of getting state hood the position of HGT was as under: HGT provided employment to approx., 2800 persons and had a fleet strength of 841 vehicles comprising of 526 buses, 254 trucks and 61 cabs. In 1970-71 HGT added 37 vehicles to its fleet. The number of routes on which regular passenger services were run was 201 on 31-3-70. During 1970-71, 5 new services were started and services were extended on 11 routes.
The undertakings fleet covered nearly 178 lakh Kms and carried 90 lakh passengers in the year 1970-71. It had five operating units and two subunits in addition to a central workshop and central stores. The five operating units, each under a Regional Manager, are at Chamba, Mandi Bilaspur, Dhalli and Nahan. The two subunits at Tapri and Una were under Assistant Managers. Repair facilities for vehicles exist at each of the regional and sub-regional workshops. The Central workshop at Taradevi, besides carrying out major repairs of vehicles, body building, tyre retreading etc. of buses, attends to other Government vehicles as well. The Central stores at Taradevi, under a stores purchase officer attends to bulk purchasing of spare parts, tyres, tubes and other accessories. Himachal Government Transport had spent Rs. 2.05 lakhs for the construction of new bus stands during the year 1969-70 and there were proposals to construct bus stands at parwanoo, Hamirpur, Ghumarwin, Swarghat, Sundernagar, Mandi Poonta, Bhota, Nahan and Chauri. At that time, luxury coaches served the needs of tourists and took them on sight seeing trips to Kufri, Chini Bunglow, Craignanoo, Naldehra, Fagu and Narkanda etc. The conducted, sight-seeing tours in luxury coaches and deluxe services to places of tourist interest have proved increasingly popular. Deluxe services were run regularly on Shimla-Chandigarh route and during tourist season on Pathankot-Dalhousie route.

With the growing need of transport in Himachal, the Himachal Road Transport Corporation was established by the Govt., of Himachal Pradesh, vide Notification No. 4-3/74-Tpt (i), dated 24th Sept., 1974, in exercise of the powers vested in him under section 3 of the Road Transport Corporation Act, 1950 (Act LXIV of 1950). The Governor of Himachal Pradesh is pleased to order that Mandi Kullu Road Transport Corporation which was constituted, vide Punjab Government Notification No., 3489 (c) HT-58/18635 dated the 18th April, 1958, be renamed as Himachal Road
Transort Corporation with immediate effect. This was done with a view of taking over the management of the then existing Himachal Government Transport for providing a unified and coordinated organisation of Road Transport in the public sector in the Pradesh and for ensuring an efficient and economic system of Road Transport Services. The management of the erst while H.G.T. was taken over by Himachal Road Transport Corporation w.e.f. 02-10-1974 on the terms and conditions contained in H.P. Govt., Notifications No., 4-3/74 Tpt(i) , dated 1st October, 1974; No; 4-3/74 - Tpt (ii) dated 30 Sept., 1974; No ; 4-3/74-Tpt (iii) dated 13th Sept., 1974; and No., 4-3/74 Tpt (ii) dated 1st October, 1974. Since then, HRTC is functioning in the entire hilly State of Himachal Pradesh. At present HRTC has a fleet strength of 1777 buses operating from 23 depots, with about 1748 routes and four divisional headquarters at Shimla, Mandi, Dharamsala and Hamirpur. HRTC has a three tier organisational structure divided into Head office, Divisional Officers and Regions (Depots).

4.2 ORGANISATIONAL STRUCTURE OF H.R.T.C.

Organisation is a system where different parts are dependent upon one another and work together. An organisation is divided into different departments which are unified in one undertaking by establishing inter-relationship among themselves and persons as well. The organisations are created, because people have needs or goals which they cannot satisfy alone. The organisation is the foundation on which the management structure is built. Oliver Sheldon, a pioneer scholar in this field, defines organisations—"The process of so combining the work which individuals or groups have to perform with the facilities necessary for its execution, that the duties so performed provide the best channels for the efficient, systematic, positive and co-ordinated application of the available efforts."
The 'process' referred above takes place within a structural framework, i.e., an organisational structure. The concept of organisational structure may appear abstract and elusive but in concrete situation, it affects everyone in the organisation.

Thus organisation structure is the established pattern of relationship among components or parts of the organisation. This prescribes the relationship among various positions and activities. Since these positions are held by individuals, the structure is the relationship among people in the organisation.

According to J.G. March, "Organisation Structure consists simply of those aspects of pattern of behaviour in the organisation that are relatively stable and change only slowly."²

Peter F. Drucker advocated, "the right organisational structure is the necessary foundation, without it the best performance in all other areas of management will be ineffectual and frustrated. Organisation structure must be designed so as to make possible the attainment of the objectives of the business for a quite long span of time."³

A soundly designed organisational structure effectively translates the policies of the enterprise into action, helps management operations and promotes streamlined and balanced growth of the enterprises' activities. It clearly defines the area of authority and responsibility. An organisational structure should be designed in such a manner that it is flexible enough to change itself with the changing conditions of an environment. The organisational structure is not an end in itself. It is only a means to an end and in case of a State Road Transport corporation, the end is to serve the people by providing self-sustaining bus transport. It is obvious, therefore, that along with the structure, organisational behaviour, the communication links, systems, managerial capabilities and professionalism, culture of the organisation etc., have to be
scrutinised. To examine the organisation structure in depth, therefore, all the ingredients leading to the achievement of the overall results have to be examined. The organisation does variety of jobs such as:

a. it facilitates repetition of desired actions;
b. it ensures coordination between different organisational members;
c. it makes it possible to predict behaviour;
d. it facilitates storage of larger volumes of data;
e. it attains an identity of its own in spite of the fact that the organisation members are continuously replaced or rotated.
f. it ensures a self generating growth of its operations in service to the community.

STRUCTURE - A THEORETICAL FRAMEWORK:

The structure may be considered as the established pattern of relationships between the components or parts of an organisation. Structure, while it represents only the skeletal framework, is an important sub-system of the formal organisation system.

A look at the classical organisation theory and structure reveals that it is based on principles such as division of labour, the scalar principle, concepts of authority, responsibility and accountability, span of control and line and staff relationship. Many modern writers are critical of these principles, however, those are still applicable in some organisations and in others in parts.

The neo classical school accepted many of the principles of classical school, it felt that behavioural dimensions were more important in any structure.

The modern theorists emphasised on contingency approach. According to them, the structure of an organisation depends on the situation. Chandler considered strategy as a determinant of structure.
Others such as Burn, Staker, Lawrence and Lorsch emphasised environment, wordword technology, Greiner and Scott stressed size.

The contingency view stated that there is no single best structure. Everything depends on the situation and the circumstances. If one structure is fine with an organisation it is not necessary that it will be fine with other organisations also. Hence, each organisation should build up its own structure depending upon the environment and the circumstances.

**ORGANISATIONAL SET-UP OF HRTC - A CRITICAL REVIEW**

Since the year 1975, HRTC has a three-tier structure. The corporate office at Shimla controls four (4) Divisional offices located at Shimla, Mandi, Hamirpur and Dharamsala. These divisions control the Regional offices (depots) under them.

At the corporate office, the Managing Director is assisted by two General Managers (GM operations and G.M. Technical). By studying the day-to-day work of the corporate office, it was revealed that every decision in the corporate office is taken by the Managing Director. The transfer of employees even at the lower levels, starting a new schedule, control of flying squads et al., are under the corporate office, which in fact should be delegated to the lower levels.

The Personnel Department of HRTC has no identity at all. The functions of Personnel Department are carried out more on an ad hoc basis. Accounts department is headed by the FA & CAO who is a Government nominee.

The divisional offices of HRTC headed by the Divisional Managers work more or less as a channel between the corporate office and the Regional offices. They have no distinct role to play in the present set up.
The regional unit (depot) in any transport undertaking is the key operating unit. In HRTC, enough powers are delegated to the Regional Managers. But in certain aspects Regional Manager seems to be overburdened. By interviewing quite a few Regional Managers and by looking at their day to day activities, it was revealed that most of them are tied down with administrative work and hardly find any time to perform line functions.

ORGANISATIONAL SET UP FOR HRTC - THE OPTIONS

Two alternative structures are considered here.

a. Removal of the divisional tier.

b. Strengthening the divisional tier and each division functioning as if it is a subsidiary of a holding corporation and responsible for its profit and loss.

As far as the first alternative is concerned, it may not be feasible as this will further overload the Regional Managers. Given the scattered topography of Himachal Pradesh, direct coordination and control of these depots may be difficult from Shimla. Further, the openings for promotions for the Regional Managers will be less and also a promotion for a Regional Manager will mean reduction in power and responsibility in this kind of a set-up. This will definitely create a great amount of frustration in the long run.

The second seems to be a feasible alternative. In this kind of a set-up, the decision making process will be faster, there will be more control and better coordination among the regional units. Moreover, in a State like H.P. where there is one area totally different from the other area, it is necessary that divisions formulate their own strategies to deal with the situation peculiar to their areas.
PROPOSED STRUCTURE

HRTC should continue to have a three tier structure: the depot, division and corporate office.

The theoretical and expert authoritative practical appraisal forms a structural perspective for an attempt to discuss the organisational structure of Himachal Road Transport Corporation.

Since we are proceeding with the 'System' perspective as methodology, Organisational structure is being considered as an organisational transformation process. Therefore, Organisational Structure shall be studied by dividing it into two parts.

1. Authority Structure.
2. Operational Structure

AUTHORITY STRUCTURE:

The State Government, having conferred the responsibility for the effective provision of transportation facilities for the people, to the Corporation, expects it to fulfil the task which involves responsibility for (a) judgement and decision in determining plans and using relevant data to control performance and progress against the plans and (b) guidance, integration, motivation and supervision of the personnel composing the corporation and carrying out its operations. The policy-making becomes the foundation of this management. The policy-making and organisation structure go together in as much as if the policy is the foundation of management practice, the organisation structure provides a framework for that practice.

Although, the administrative set up of the HRTC consists of a 'Corporation Board' at its apex. But, the Board occupies usually a lower place, if the State Government is taken into picture. Therefore, the top structure may be traced as follows
CHART NO. 4.1

AUTHORITY STRUCTURE

GOVERNOR

STATE LEGISLATURE
(Committees of State Legislature)

Council of Ministers

Transport Ministry Headed by Transport Minister

Corporation Board headed by chairman

Vice Chairman

Managing Director

1. The general superintendence, direction and management of the affairs and business of a Corporation shall vest in a Board of Directors which, with the assistance of its committees and Managing Director, may exercise all such powers and do all such acts and things as may be exercised or done by the corporation.

2. The Board shall consist of a Chairman and such other Directors, being not less than five and not more than seventeen, as the State Government may think fit to appoint.

3. The State Government may, if it so thinks fit, appoint one of the Directors as the Vice Chairman of the Board.
4. Rules made under this Act shall provide for the representation, both of the Central Government and of the State Government concerned, on the Board in such proportions as may be agreed to by both the Governments and of appointment by each Government of its own representatives there to and where the capital of a Corporation is raised by the issue of shares to other parties under sub-section(3) of Sec. 23, provision shall also be made for the representation of such shareholders on the Board and the manner in which the representatives shall be elected by such shareholders.

5. The term of office and the manner of filling casual vacancies among the Directors shall be such as may be prescribed.

As per these statutory requirements the size, composition, representation etc. shall be determined and thereafter appointment may be made.

**OPERATIONAL STRUCTURE:**

It is largely concerned with the actual execution of the policies and plans formulated at the top level. There is one corporate office, 4 Divisions, 2 Divisional Workshops, 23 Depots, 3 Body Building units and 4 civil cell (construction) woven into a three tier structure.

The Head office or Corporate office situated at Shimla is at the apex of the operational structure. It is involved with and perform different kinds of activities viz. Policy making; Formulation of corporate strategy; Formation of service requirement promotion and certain conditions of services regulations; Training & development of its personnel; Central purchase agency for spares & materials etc; To establish liaison with the Government and other Govt., Semi Govt., and Private bodies; To exercise different kinds of controls like budget and budgetary control; To
render advice in various matters; Inspection and evaluation of Units/Divisions; Development of infrastructure; Resources mobilisation etc.

The Managing director is the Chief Executive officer and Chief General Manager, alongwith three General Managers and FA & CAO functions under his direct control and they report to him directly.

Mainly the work has been divided into different branches under the supervision of three General Managers. These are Works (Technical), Traffic, Statistics, Inspection, Finance and Administration etc. In addition to these, there is a Computer wing and Civilcell as shown in chart below:

The General Manager (Administration) has to perform following duties.

1. All establishment matters pertaining to class-III and Class-IV (including admin : workshop, drivers conductors, inspectors, booking clerks etc.).
2. Secretary Board of Directors of HRTC.
3. Staff welfare and industrial relations.
4. Matters relating to 20 point programme and committee of secretaries meetings etc.
5. Computerization of staff.
6. To assist Managing Director in the control of flying squads and checking agencies.
7. Control over the pooled vehicles/attached vehicles through D.M. (Admn.,)
8. Corporate planning.
10. Direction for screening/eyesight of drivers.
12. ACRs/Recruitment and promotion regulations etc.
13. Setting up new depots/traffic depots/sub depots.
14. Managing Director may assign any other duty as may be required from time to time.

He will be assisted by D.M. (Admin.), DGM (CP), DDM(A), DDM (Computer), RM (L & L), Manager (MM) and Traffic Manager.

The administrative branches mainly looks after the establishment matters of the head office and the whole of the organisation.

It formulates and control manpower planning, human resource development, human productivity, recruitment policies and regulations etc. It is also responsible for organisation, planning and review, delegation of authority and responsibility at various levels, incentive schemes, legal matters, welfare schemes, medical reimbursement, industrial relation and wage administration including job evaluation. It can also take up other matters which may be assigned by the superior authority from time to time.

Regional Manager (Enquiry) at Head office deals with Head office cases pertaining to Central Services (C.C & A) Rules 1965, Central Civil Services (Conduct) Rules 1964 etc., which have been adopted by the corporation for its working and running the administration. He is assisted by Presiding officer, steno and a clerk.

Regional Manager (Legal & Labour) is a professional degree holder in law. He professes Labour laws, Personnel Management and Service Rules, Civil and Criminal laws on behalf of the corporation. He defends the corporation, gets prepared all the legal cases for which he is assisted by full branch headed by Superintendent Grade I and on the other hand by Law Officers.
Following duties have been assigned to General Manager (Works and Maintenance)

1. Control of unit Workshops and works.
2. Control of Divisional Workshops.
4. Accidents and follows up action.
5. Civil works.
6. Review meetings with technical officers and follow up action.
7. Adjustment of buses.
8. Liaison between technical and operational wings of HRTC.
9. Assurances relating to technical and civil works.
10. Annual action plan.
11. Training of drivers/technical staff and follow up action thereof.
12. The Managing Director may assign any other duty as may be required from time to time.

He will be assisted by Deputy Divisional Manager (works and Maintenance) or technical matters and by Regional Manager (Buildings for civil and building works respectively in addition to their own duties already assigned to them.

There is Works (Technical) branch which deals with the matters pertaining to workshops and stores. It reviews the working of stores and workshop staff as a whole. This branch is headed by a General Manager (Technical), who is assisted by Divisional Manager (Technical) DDM (Tech/W&M) Manager Technical) and Manager (Stores) with full official staff under the supervision of a Section officer i.e.; Superintendent Grade-1, in order to inspect or supervise the workshops and stores periodically and to exercise control over maintenance, upkeep and timely servicing, repairs of the vehicles as a whole so as to enable the organisation to meet with the day to day traffic demands efficiently. Civil wing performs civil
CHART No. 4.5

ADMINISTRATIVE SET UP OF HRTC (AT THE HEADQUARTERS) ON WORKSHOP AND STORE

M.D.

G.M (Tech.)

Work Section

D.M. (Tech.)

D.D.M. (Tech.)

Supporting staff

Stores Sections

A.M. (Stores)

Supporting staff

Divisional Workshops

Mgr., (Tech.)
Parwanoo Workshop
Supporting Staff

Mgr., (Tech.)
Div., Workshop, Mandi
Supporting Staff

Mgr., (Tech.)
Div., Workshop, Taradevi
Supporting Staff

Mgr., (Tech.)
Re-Conditioning Unit, Jassur
Supporting Staff
work like survey, design, preparation of site plans, estimation of work, formulation of proposals for expansion and construction of new buildings, bus stands, workshops etc; and maintenance thereof. This wing is comprised of Assistant engineer, Junior engineer, draughtsman, who are taken on deputation from Public Works Department of the Government of Himachal Pradesh.

Duties of General Manager (operation) are as follows:

1. Purchase policy.
2. Procurement of spares and stores.
3. Purchase of vehicles.
4. Control of Regional /Divisional Stores.
5. Computerization of stores.
6. Incentive Schemes for depots/staff.
7. All legal matters including MACT and Consumers Forum cases.
8. Advertisement.
9. Monitoring of operational parameters of all depots and follow up action.
10. TAC matters.
11. All matters relating to traffic operations such as bus services, scheduling, time table, reservation etc; D.M. (Traffic) will assist G.M.(OP) in this regard.
12. Denominational tickets system.
13. Assurances pertaining to traffic
15. Inter-State operational agreement/RTA meetings.
16. Fare and freight.
17. MIS System - operational and statistics.
18. State Level Grievances committee.
19. Concessional/Free passes.
CHART NO.4.6
ORGANISATIONAL STRUCTURE OF H.R.T.C (HEAD OFFICE 3)

GENERAL MANAGER
(CORPORATE & PLANNING)
OR
(OPERATIONS & PLANNING)

DIVISIONAL MANAGER (TRAFFIC)

DEPUTY DIVISIONAL MANAGER (TRAFFIC)

REGIONAL MANAGER (TRAFFIC)

STATISTICS BRANCH

INSPECTION BRANCH

MANAGER TRAFFIC

SECTION OFFICER GRADE I

SECTION OFFICER GRADE - I

SECTION OFFICER GRADE - I

CHIEF INSPECTOR

SENIOR ASSISTANT

SENIOR ASSISTANT

SENIOR ASSISTANT

INSPECTORS

JUNIOR ASSISTANT

JUNIOR ASSISTANT

JUNIOR ASSISTANT

CLERKS

CLERKS

CLERKS
20. Arrangement of special buses including elections.
21. Project analysis data through R.M. (Building)
22. Inspection of depots.
24. M.D. may assign any other duties as may be required from time to time.

He will be assisted by Divisional Manager (Traffic) in all traffic matters, Dy. General Manager (CP), RM (L & L), RM (MM), and Manager (Stores). Traffic branch deals with all aspects of operational activities and see that all the operations are being carried out efficiently i.e. trouble-free operations. This branch controls all operational activities with a team of officers and other staff. Divisional Manager traffic heads this branch who is assisted by Deputy Divisional Manager (Traffic), Regional Manager Traffic and Inspectors. There is also a full staff i.e. section officer, assistants, clerks, daftaries, peon etc. to facilitate smooth running of entire operational work. It looks into matters like enforcement of time table of essential service so as to ensure running them efficiently and punctually thereby avoiding over-lapping and clubbing of services with due regard to public convenience, revenue and economy in expenditure, assessment of traffic potentialities, interstate matters including agreement etc; Jackpots survey, tourists/goods traffic vis-a-vis advance reservational special bookings.

Statistical Branch generally takes up the matter of expeditions and correct collection compilation tabulation and analysis of data including ascertaining veracity and correctness of various statistical returns submitted by the field offices. It also provides necessary guidance and training to the concerned staff in the direction of early and accurate collection of statistical data. This branch is controlled by a Superintendent Grade-I along with some assistants.
CHART No. 4.8
ORGANISATIONAL SET UP OF ACCOUNTS WING AS PER HRTC ACCOUNTS MANUAL
ANNEXURE X P.186

Chief Accounts Officer
↓
Accounts Officer

Head Office

Pay and Funds Section
Internal Audit Section
Budget & Banking Section
Commercial Section
Assistant Accounts Officer

UNITS

Resident Senior Auditor
Accountant
Junior Auditor

Two Stores Physical Verification Terms with Hqrs. at Shimla/Mandi
Peripatetic Audit Party

Cash Section
Bill Section
Tickets & Stationery C.T.C./P.T.C. Sections
Revenue Section including Sundry Debtors cell
Maintenance Ledger Book Profit & Loss Accounts & Balance Sheet Section
They undertake daily, weekly, monthly, quarterly, yearly review of all units regarding Income and expenditure, KMPL etc. Direction changes, personal Costs & etc. Comparative statement fixing of Targets.

The operational activities are to be monitored, supervised and inspected closely on the day to day basis. In order to facilitate this, inspection branch is constituted under the leadership of Deputy Divisional Manager (Inspection) who is assisted by Section officer (Grade-I). They arrange surprise or assign checks of the vehicles and crews of H.R.T.C. in a planned and systematic manner with the help of flying squads. They exercise supervision on the working of chief inspectors, inspectors and field staff that they are complying with the provisions of all relevant rules and enactments applicable to the staff.

Financial advisor and C.A.O. has to perform the following duties:

1. To perform such duties and exercise such powers as are or may be enjoined in terms of RTC Act, 1950.
2. To assist the Managing Director in financial matters etc. from time to time.
3. He is the supervisory/controlling officer for the upkeep and maintenance of Accounts and also to get the matters relating to cash audited and follow up action taken.
4. Passenger tax/income tax.
5. To process and finalise the pension cases of the deceased employee and retiree on attaining the age of superannuation.
6. Maintenance of GPF/CPF and advances subject to the Budgetary limit.
7. Audit Paras/COPU/PAC matters through DC (F&A), Head office.
8. To process the Annual Accounts of HRTC within the time schedule.
9. Managing Director may assign any other duty as may be required from time to time.
There is a Finance and Accounts branch which deals with the matters related to finance and accounts. It is headed by Financial Advisor and Chief Accounts Officer who was earlier designated as Chief Accounts Officer (FA & CAO), is the head of the Accounts department. He is also a government officer from the office of Accountant General of Himachal Pradesh. He has to draw plans for development and to perform such duties and exercise such powers as are enjoined under the Road Transport Corporation Act 1950, e.g., raising of loans from the commercial banks and availing of some facilities from Financial Institutions, arranging for repayment thereof. He prepares budgets and regulates the allocation of funds, expenditures and revenues etc.; He has to exercise control and supervision on accounts, audit and verification wings of the organisation as a whole. He gives all type of financial sanctions, fixes drawing limits and delegates authority to drawing limits and delegates authority to drawing officers. In all these matters he is assisted by three categories of specialised officers. Firstly Deputy Divisional Manager (Finance) and Manager (Finance) looks after the financial matters.

Five sections have been created to control the accounts activities of H.R.T.C.

1. **BANKING SECTION:**
   i. Control on Receipts -- Capital and Revenue
   iii. Bank Reconciliation -- On the basis of bank scroll submitted by Banks and Pay-in slips and cheque issue detail provided by the Accounting units.
vi. Processing and obtaining Bank Loans.

2. **BUDGET SECTION**:
   i. Resource Planning
   ii. Annual Plan
   iii. Consolidation and finalization of Budget.
   iv. Processing and obtaining the capital contribution and Grant - in-aid from the H.P. Govt.
   v. Analysis and action on monthly Profit & Loss accounts and Receipt and Expenditure statements.
   vi. Loans and Advances to employees and control on recoveries.
   vii. Bonus to employees.

3. **PAY - PENSION SECTION**:
   i. Officers salary slips - service record - countersignature of their claims - clarification on Pay, TA, Medical etc.
   ii. Pay fixation cases - where MD is appointing authority.
   iii. Pension and Gratuity cases finalisation

4. **FUND SECTION**:
   i. Maintenance of GPF and CPF accounts.
   ii. Procurement of monthly GPF/CPF Pension amount from Banking section the basis of schedule submitted by the unit.
   iii. Investment of Fund.
   iv. Sanction of GPF/CPF Advance.
   v. Final Payment.
AUDIT SECTION:

i. Audit of all centralized payment (chassis - uniform - stationary) and of auction proceedings.

ii. Control on the realization of sundry debtor.

iii. Consolidation of Final accounts - audit thereof.


v. Control on Denomination ticket- issued and sold through M.A.S.


vii. Settlement of Draft Para PAC/COPU Reports.

CHART NO. 4.9

ORGANISATIONAL STRUCTURE OF H.R.T.C. (HEAD OFFICE 5)

COMPUTER CELL

MD

CHIEF GENERAL MANAGER (CGM) /(GM) GENERAL MANAGER

DEPUTY DIVISIONAL MANAGER
(COMPUTERS)

COMPUTER PROGRAMMER

ASSISTANT PROGRAMMER

COMPUTER OPERATOR

CONSOLE OPERATOR
There is a computer cell headed by Deputy Divisional Manager (Computers) which facilitates the day to day work for quick disposal of different matters and information thereof. He assist all the three General Manager and helps all branches by compiling its records etc. He also functions as member Secretary ICG.

The structure and positions discussed above are of Head/Corporate office at present. It is observed that there is no rationale adopted for its formation and changes are undertaken from time to time. This is not strictly according to the posts shown in H.R.T.C. (class I, II, III & IV) Service Recruitment, Promotion and certain conditions of services Regulations 1996. But, it seems that in this corporation duties and responsibilities change with the person in dominating position. Sparingly individuals will dominate the functioning of the corporation.

Central Institution of Road Transport, Pune, in its consultancy report of May 1997, entitled 'A Report on Structure and Strategies for Improving Efficiency of Himachal Road Transport Corporation) has suggested some changes in structure and designation at corporate office.

1. Three posts of General Managers at corporate office with G.M. (Technical & stores). G.M. (Personnel Manager and Industrial Relations and Administration) and G.M. (operations) It was strongly recommended that HRTC should have an exclusive GM to look after the personnel Management and Industrial Relations and Administration.

2. In HRTC bus body fabrication is carried out at more than one place. It is recommended that bus body fabrication should be done centrally at one place.
PROPOSED STRUCTURE AND DESIGNATIONS
AT CORPORATE OFFICE

MANAGING DIRECTOR

G.M. (Tech., & Stores)
  
  C.M. (Tech.)
  
C.M. (Store)

Div., Mgr., (Mktg.)

G.M. (Operations)
  
  C.M. Traffic
  
C.M. (Planning)
  
E.E. (Civil)

Manager EDP & MIS

G.M. (P & A)
  
  C.M. (P&A)

FA & CAO

GM - General Manager
C.M. - Chief Manager
E.E. - Executive Engg.
CHART No. 4.11
ORGANISATIONAL STRUCTURE OF H.R.T.C. (DIVISION)
DIVISIONAL MANAGER

DIVISIONAL OFFICE
- Deputy Controller Accounts (Finance)
  - Section Officer (SAS)
    - Junior Engineer
      - Draftsman
    - Clerk cum
  - Assistant Engineer (Civil)

- Regional Manager (Traffic)
  - Traffic Manager
  - Chief Inspector
  - Inspector
  - Steno
  - Clerk Typist

- R.M. (Inquiry)
- Manager (technical) Inspector

DIVISIONAL WORKSHOP
- Manager (Technical)
  - Works Manager
  - Assistant Manager (Store)
    - Superintendent (Gradell) Stores
    - Foreman (SSI)
      - (SSI) Service Station Incharge
  - Store verifier
  - Technician (Gradell)
  - Technician (Gradell)
  - Technician (Gradell)
  - Washer boy/Helper

Steno
3. An officer of Divisional Manager's level at the corporate office should be given charge of marketing. He will be responsible for conducting customer surveys from time to time and give feedback to all concerned and also design measures to meet the customer demands.

4. The Divisional Managers and the Depot Managers will have the administrative control over the functional staff under them, but the functional control will be with the respective functional authority.

5. The Senior officer should be given exclusive charge of the office of Secretary to the Board. He will also be responsible for public relations or a PRO exclusively should be appointed at the corporate office to look after the public relations work.

These recommendations have not so far been implemented by the HRTC for the reasons that it shall make the structure heavy. But the reality may be that it does not suit to individual's interest.

The second tier in the organizational hierarchy of H.R.T.C. is the 'DIVISION '. There are four divisions namely situated at Dharamsala, Hamirpur, Shimla and Mandi each under the control of Divisional Manager. All these Divisional Managers are the chief authority at divisional level below the General Manager. Divisional Manager is responsible for directing, controlling, coordinating the work of Regional Managers in the division. He is answerable to the General Manager for the management of divisional affairs. All divisions are headed by Divisional Managers. The functioning of all the four divisions is more or less identical except some minor exceptions. The organizational structure at divisional level may be drawn as follows:
Divisional Managers are assisted by different functional heads. The senior Grade-II Superintendent mainly looks after the establishment matters. The traffic Manager assisted by Chief Inspector is responsible for correcting traffic irregularities if any and conducting enquiries thereof. Assistant engineer looks after the civil work and Assistant controller (Finance and Accounts) deals with all matters relating to accounts, finance and audit. Next comes other functional heads viz: Managers of works, stores, inquiries and technical etc.

The middle and lower organisational structure in a division differ from each other as they are organised on the basis of nature and extent of workload to be handled by them. In Dharamsala division, there are six wings viz: Traffic wing headed by traffic manager, maintenance, wing by works manager, stores wing by Assistant Manager, accounts and related matters wing by Assistant controller (Finance and Accounts), Civil wing by Assistant engineers and establishment or office management wing headed by Superintendent Grade - II (Senior). At lower levels heads of these wings are assisted by various technical and non-technical functionaries.

Shimla division constitutes nine wings. Civil, stores and establishment wings are headed by same officers as in Dharamsala but the traffic wing is headed by Regional Manager (Traffic) and Deputy Controller (Finance and Accounts) is working in place of Assistant controller. The other wings are inquiries wing, under the control of Deputy Divisional Manager (inquiries), technical wing under Manager (Technical). In addition, there is a Divisional workshop and a Denomination Ticket cell (I/CDT), both located at Taradevi. Traffic Manager heads I/CDT cell whose function is to
maintain proper accounts of stock and issue of tickets booklets to the Regional offices. A Rest House is also located at Taradevi for H.R.T.C. staff.

Mandi division has six wings: L Technical wing under the control of Deputy Divisional Manager (Technical) civil wing is headed by Assistant engineer, stores wing comes under the control of Assistant Manager (Stores), establishment wing is headed by Superintendent Grade - II and Assistant controller is the head of finance and accounts wing. The head of the technical wing also looks after the Divisional workshop. There is also a Regional Manager (Traffic and inquiries). They all function along with the other staff member as mentioned in Dharamsala Division.

Hamirpur division consists of only one wing which deals with accounts and is headed by Assistant controller (Finance and Accounts) besides the Divisional Manager.

The changes are made from time to time keeping in view the work and requirements of the divisions and suitability of the head office.

The CIRT in its consultancy report * suggests that the divisions in HRTC are quite weak and function more or less like a post office. In order to meet the challenges of privatisation most of the powers from corporate office are required to be delegated to the Divisions. Moreover, the Shimla Division may be bifurcated accordingly into two divisions Solan and Shimla.

It is further suggested that the Division may be headed by an officer of General Manager (GM) so that it can function more independently.

At divisional level there are Divisional Workshops and Body Building units viz., Divisional Workshop at Taradevi Shimla, Divisional
CHART NO.4.13
PROPOSED STRUCTURE & DESIGNATIONS AT DIVISIONAL LEVEL

Divl. Manager

Works Manager
  A.M. EDP & MIS

Traffic Manager
  A.E. (civil)

Stores Manager

Personnel Manager

Finance Manager

A.M. ASST. MANAGER
AE - Asst. Engineer
CHART NO. 4.14
ORGANISATIONAL STRUCTURE OF H.R.T.C. (REGION)
REGIONAL MANAGER

WORKS MANAGER

SUPERINTENDENT GRADE - II (JUNIOR)

FOREMAN/ SSI (DH)

STORE VERIFIER

SSI (SERVICE STATION (INCHARGE)

TECHNICIAN (GRADE I)

TECHNICIAN (GRADE II)

TECHNICIAN (GRADE III)

STORE KEEPER

WASHING BOY/HELPER

TRAFFIC MANAGER

CHIEF INSPECTOR

INSPECTOR

DRIVERS (HEAVY & CAB)

BOOKING CLERK/ CONDUCTORS/ ADDA CONDUCTORS

SUPERINTENDENT (GRADE-II) (SENIOR ADMINISTRATION)

SENIOR ASSISTANT (ADMINISTRATION)

JUNIOR ASSISTANT (ACCOUNTS)

ACCOUNTS CLERK

SENIOR ASSISTANT AUDIT

JUNIOR AUDITOR

SENIOR CLERK

CASHIER

CLERK/RESTORER CUM TYPIST

DAFTARIES

PEON/CHOWKIDARS & SWEEPER ETC.
Workshop and Body Building unit Mandi, Divisional Workshop and Body Building unit Jassur and Body Building unit Parwanoo. Previously the arrangement was somewhat different and at Parwanoo and Jassur there were projects. The Project at Jassur now Divisional Workshop and Body Building unit was the biggest and autonomous body under the control of Managing Director. Now these workshops are under the control of Managing Director and further GM (Technical) at Head office. These Workshops are headed by Manager Technical. CIRT in its consultancy report * has strongly recommended that the Divisional workshops which are under the control of the General Manager (Technical and Stores) should be brought under the control of respective Divisional Managers.

The third and last tier in the organisational hierarchy of H.R.T.C. is the 'Region' which is shown in chart. Regional Manager is the head of the region, which occupies the third position in the line of command beyond General Manager and Divisional Manager. The Regional Manager has to perform multifarious duties and there are three wings under his control. The structural details of these wings are given in the chart. Four Divisions of H.R.T.C. are sub-divided into twenty three regions Dharamsala, Palampur, Chamba, Pathankot, Bilaspur, Una, Hamirpur, Dehra, Nahan, Solan, Rampur, Tapri, Rohru, Shimla, Nalagarh, Parwanoo, Mandi Kullu, Keylong, Sarkaghat, Sundernagar, Baijnath. All the four regions of Dharamsala, Hamirpur, Rampur, Tapri, Rohru, Shimla of Shimla division and Mandi, Kullu, Keylong of Mandi division are headed by the Regional Managers. At Bilaspur Region, Deputy Divisional Manager is working against the post of Regional Manager. Shimla region has been divided further into three units: Rural, city and urban. Before this change, there were only two units named as Taradevi and Shimla local. The rural
units serves all areas of lower and upper Mahasu and long routes,ager and Divisional Manager. The Regional Manager has to perform multifarious duties and there are three wings under his control. The structural details of these wings are given are subdivided into twenty three regions Dharamsala, Palampur, Chamba, Pathakot, Bilaspur, Una Hamirpur, Dehra, Nahan, Solan, Rampur, Tapri, Rohru, Shimla, Nalagarh, Parwanoo, Mandi Kullu, Keylong, Sarkaghat, Sundernagar, Baijnath. All the four regions of Dharamsala, Hamirpur, Rampur Tapri, Rohru, Shimla of Shimla division and Mandi, Kullu, Keylong of Mandi division are headed by the Regional Managers. At Bilaspur Region, Deputy Divisional Manager. Shimla region has been divided further into three units: Rural, City and urban. Before this change, there were only two units named as Taradevi and Shimla local. The rural units serves all areas of lower and upper Mahasu and long routes. City unit is plying buses only upto the radius of 30 (thirty) Kilometers, whereas urban unit is serving upto the distance of 50 (Fifty) kilometers.

The CIRT consulancy report* expressed that Depot is the kingpin of any transport organisation. All operations are carried out through the Depots. Hence, it becomes very much important to make the Depot strong and powerful. At the same time it is also important to see that the Depot Manager (Regional Manager) should not be overburdened with the administrative work. He should be able to concentrate more on operational matters. In view of this it is suggested that the Depot Manager (Regional Managers) should perform the following functions:

a. Head of the office and controlling office and controlling officer in respect of persons working under his administrative control.

b. Operating the buses and ensuring regularity, punctuality of
operations and cleanliness of the vehicles.

c. To attend to the major accidents, provide relief and take follow-up actions.

d. Strict observance of repairs, maintenance and servicing schedules as per planned programmes.

e. Make local purchases of spare parts so as to maintain vehicles in running condition.

f. Maintaining leave account.

g. Preparation of daily operations report, maintenance of registers and preparation of monthly statements.

h. Budget and budgetary control.

i. Maintaining good industrial relations.

j. Keeping touch with the customers, assess the need from time to time and provide feedback to the superiors and also take necessary steps to meet the customers demand.

k. Maintain bus stands/stops/shelter and other passenger amenities.

l. Liaison with the local administration and act as a representative of the corporation at the depot level.

m. Identification of training needs and taking necessary action.

n. Responsible for profit and loss of the region, operations.

o. Control of leakage by assigning duties to the checking staff placed under him.

p. Any other duties assigned by the superiors.

In the present set-up it has been observed that the Regional Managers (Depot Managers) procure major items such as spring leaf, tyre, battery etc. It is proposed that such items should be procured at the Divisional level.
The staff under the regional manager should be trained to handle the administrative work of the region of their own. Specially the accounts of a region should be maintained by a well trained/qualified accountant independently. This will leave the Regional Manager with a fair amount of time to concentrate on operational matters.

Powers to be delegated to the Depot Managers

a. Authority to make appointments to the posts of conductors, drivers, technicians, clerical staff as per selection committee recommendations to take disciplinary action including removal from service where he is the appointing authority. To initiate disciplinary action and forward the case to the superiors for disciplinary action against the staff.

CHART NO. 4.15
PROPOSED STRUCTURE AND DESIGNATION AT DEPOT LEVEL
Under him, whose appointing authority is his superior officer.
b. Authority to grant leave.
c. Authority to grant periodical increments.
d. Authority to prepare pay roll to draw and disburse salary.
e. Authority to make local purchase of spare parts so as to maintain vehicles in running condition.
f. Authority to incur expenditure for procurement of stationary.
g. Authority to sanction advance from imprest.
h. Authority to make advance payment salaries, travelling allowances etc.
i. Authority to make payment of overtime allowances.
j. Authority to incur expenditure to maintain minor civil works.
k. Authority to introduce new services, authority to operate unscheduled services if situation demands and also modify schedules within his region and operate them with a view to maximise revenue (with an intimation to the divisional office.)
l. The Depot Manager will report to the Divisional Manager.

From the study of organisational structure it can be concluded that the Board of Directors of H.R.T.C. consists of generalists only. No exports have been appointed in the Board of Directors. On the other hand Managing Director is also an I.A.S. officer on deputation. He is also not aware of the transport affairs as required for this corporation. Moreover, no fixed tenure has been given to him so that he may frame policies for the improvement of the corporation. It is observed Managing Director has been transferred time and again. All the plannings, decisions and implementations lie in the hands of Board of Directors. Moreover, the Directors on Board have no direct interest in the corporation.
Further it appears that no proper procedure for devolution of authority and responsibility has been adopted. Although responsibility has been given to lower layer of management but no power has been provided to them. It is seen that heads of different departments are working independently. They are not working in an integrating manner which mars the unity of action in the organisation.

The present shape attained by the organisational structure of H.R.T.C, as discussed above is a result of various changes and alterations in the recruitment and promotion regulations from time to time in order to suit the operational environment of the corporation. H.R.T.C. has not basically adopted any particular type of organisational structure as such. With the help of recruitment and promotion regulations in vogue at present in H.R.T.C. Different charts of organisational structure of different levels have been drawn up and inserted in this chapter. Technically it has become the amalgam of the various forms of authority relationships such as, line, staff, functional, divisional and projects. Therefore, it becomes all the more important to study the organisational structure to understand the implications of the changes in the organisational structure on recruitment and promotion regulations. In retrospect it is also imperative to understand that if any changes are introduced in recruitment and promotion regulations, how do they effect the organisational structure. To conclude, it may be said that in spite of organisational restructuring at various levels and modifications in recruitment and promotion regulations, there are still various organisational deficiencies and lapses in the H.R.T.C.
4.3 IMPACT OF EXTERNAL ENVIRONMENT ON AN OPEN TRANSPORT SYSTEM:

i. ECONOMIC ENVIRONMENT:

The environmental factors have a profound impact on a system. However, the policy reforms in India have encouraged liberalisation, privatisation and globalisation, which in turn has made the environment analysis and diagnosis complex. Moreover, this has resulted into a shrinkage of support by Planning Commission Govt. of India in the wake of shift in the economic policy. Further, the specific factors which will affect the system may be identified as follows:

i. Likely lack of financial support from State Government in view of tight financial position.

ii. In view of negative performance trends, availability of credit may be difficult.

iii. Overall inflation in the economy shall increase the cost of inputs.

iv. No likelihood of lower interest rates which are at present considerably high.

v. Low sunk cost and entry barriers for competitors.

vi. Non-regulation by the Govt., in collection of taxes from the competitors.

vii. Under-cutting of fares by the competitors in view of evasion of taxes.

viii. Greater inputs by the Government in construction of new roads and Laissez fare demands on the organisation to operate on new roads resulting in higher operational costs.

ix. Lesser inputs for maintenance of existing road net works likely to result in increased operational costs.

x. Increase in number of chartered buses by private operators and consequent demand-shift of tourist traffic.
xi. Lack of transport policy by the Government resulting in unregulated operators by competitors.

xii. Impact of large scale privatisation on the working of HRTC. This has resulted in the loss of desired level of revenue, the factors responsible for this loss are as follows:

a. Unprecedented increase in the number of bus services in the private sector which has reduced the load factor of HRTC significantly.

b. Grant of stage carriage permits in excess to the actual requirement.

c. Grant of time-table to the private operators ahead of well established HRTC bus services since long by 15-20 minutes. Preferential time-table has been allowed without consulting HRTC.

d. Grant of stage carriage permits in violations of the schemes notified by the State Government.

e. Under cutting the fares by private operators i.e. charging of ordinary fare whereas the permit granted for semi-deluxe or deluxe buses.

f. Grant of multi-district permits for operation of ordinary stage carriage in violation of policy of the Govt.,

g. Frequent modification of routes to the advantage of the private operators.

h. Frequent changes of time-table of the private operators to the dis-advantage of the H.R.T.C.

i. Non-finalization of joint time-table.

j. Operation of contract carriage as stage carriages in respect of deluxe bus services by the private operators.

k. Grant of inter-state permits in violation of Govt. notification.
in favour of private operators.

1. Private operators not adhering to the route and timings.

m. Maxi cabs plying as stage carriages.

ii. SOCIAL ENVIRONMENT:

The socio-cultural fabric is also an important environmental factor which is to be analysed while studying a system. Social considerations do have impact on a system. HRTC being public sector unit plying its services with social motive, consequent upon which:

i. There is an increase in concessional passengers - Students, employees, physically handicapped etc.

ii. Free or concessional passengers under old age social security programme.

iii. Increase in per capita-income, resulting in a demand for value-added services.

iv. Increased agricultural and horticultural production, hence more carriage of the same by farmers.

v. Pronounced emphasis on pollution control.

vi. People from different cultures use the service at different occasions as fairs and festivals are the indispensable part of the cultural life of the people of Pradesh. These are related to seasons, months, cropping patterns and stories of mythology.

vii. Social problem and tensions are also part of changing socio-economic order. Disregard for authority by customers leading to tensions and violence. Blockades and dharnas by public leading disruption on road.
iii. **POLITICAL ENVIRONMENT**:

Political considerations define the legal and otherwise governing parameters in which the firm must or may wish to operate. Political forces are both a limitation and a benefit to the firms they influence. Here, it is to be taken in such a perspective that there is a healthy participation of people of the state in politics. As a result there is a general political stability. In Himachal, two parties either congress or BJP have ruled the State. Both of them have commitment to develop transport sector in the pradesh but their thrust area and strategy differs. There is unwanted political interference, generally ministers are not men of exceptional grasp, they attain such position because of their achievement in general field of politics and popular support. They do not get proper feedback and advice from quarters concerned. The masses are concerned with its individual betterment only and with the overall degradation of values in society every one has selfish motive to fulfill, which sidelines the overall and genuine developmental issues and requirements, it result in an unbalanced development and growth. The more political and legal factors which will have an impact on a system are as follows:

i. Pressure groups will be more aggressive and demanding politically thereby influencing the HRTC.

ii. Political climates seems to be pro-competitors.

iii. Users will be more right-conscious. May lead to more cases before consumer Forums.

iv. Courts will be liberal in awards in case of accidents.

v. Civil and labour courts will be employee-labour friendly.

vi. Public Interest litigation will be on the rise.

vii. Panchayti Raj Institutions will play crucial role in the decision making of HRTC.
viii. Government regulations are expected to be hard whereas enforcement will be tardy.

ix. Road Traffic Control and Regulations: The statutory tooth in the legal framework is Motor Vehicle Act 1988. This act is enacted by the Parliament and applicable throughout India. It has also provisions for the State Govt to make rules for the purposes of implementation of the provisions of this statute.

x. Union budgets are likely to be hard but soft near parliamentary or legislature elections.

xi. Environment protection laws will get tough.

iv. TECHNOLOGICAL ENVIRONMENT:

To avoid obsolescence and promote innovation, a firm must be aware of technological changes that might influence its industry. Technological forecasting can help to protect and improve the profitability of firms in growing industries.

In transport sector technology plays an important role. The effective service is based on good buses, improved information, communication and electronic technology.

i. The application of electronic technology in computing in offices, in reservation system etc.

ii. Information technology through satellite and microwaves have revolutionised the every field. It has created global community.

iv. Transportation technology is providing various means of transport with more speed and more capacity.

v. Telco, has presented the LP 15 12 TC and LPO 1512 TC buses fitted with the Tata Cummins engine and meeting the Euro emission norms.

vi. Seemingly, there is not any perceptible change in chassis technology.
vii. Use of some substitute materials in body fabrication is indicated.

v. DEMOGRAPHIC ENVIRONMENT:

A rapidly increasing population in India and Pradesh shall increase demand for transport service. The government encourage labour intensive methods of production. Cheap labour and growing market have encouraged many multinational corporations to invest in developing countries.

vi. NATURAL ENVIRONMENT:

HRTC connects remote corners of H.P. having altitude from 1000 feet to 17500 feet above the sea-level. Its operations are affected by the kind of terrain and topography within which it functions. The difficult terrain characterised by difficult gradients, kucha and rough roads vis-a-vis dispersed population increases the cost of operation. The operational conditions in H.P. are not at all comparable to any other STU. In view of terrain, cost of HSD and stores and accessories are higher because of greater wear and tear as compared to other neighbouring states.

Because of hilly terrain and adverse climatic conditions, in addition to most of the operation in rural and difficult roads, the life of buses is just half as compared to plains. The infrastructural cost like creation of depots and other facilities is comparatively very high.

The interior and tribal areas in Himachal which border China need to provide a sustained transport system thereby increase in burden.

After studying the impact of external environment on an open transport system. Opportunities and threat to the system may be identified as follows:
OPPORTUNITIES:
1. Availability of tourism traffic particularly pilgrim-tourists, demand is likely to increase particularly of chartered buses.
2. Use of other STUs for seasonal traffic.
3. Use of business warfare between competitors.
4. Carriage of freight by converting old buses into trucks.
5. Availability for traffic for small vehicles like maxi-cabs.
6. Use present private sector inadequacy and practices to force Government to change the rules in favour of STC.
7. Increased agricultural and horticultural produce to be carried on buses.
8. Increase in group travel for fun and pleasure.
9. Use STC unions to form Union in competitors enterprises.
10. Good public relations of staff.

THREATS:
1. Extreme seasonality in operations.
2. Topographical and climatic adversities.
3. Greater emphasis on privatisation by the government.
4. Absence of proper regulation- absence of level to compete.
5. Absence of Govt., policy resulting in Lassair fare.
7. Expansion in the number of concessionaires and free travellers.
8. Setting up of new - roads and demand for HRTC to operate - operation being difficult with low -traffic - volumes.
9. Large segments of operation in sparsely populated areas.
10. Under - cutting of fares by competitors.
11. No. of contract , carriages increased.
4.4. INPUTS OF AN OPEN TRANSPORT SYSTEM:

Inputs to HRTC as transport system are

1. Demands of the system
2. Support

DEMAND:

Demands constitutes of objectives, external environment and resources.

1. OBJECTIVES OF H.R.T.C:

The H.R.T.C is a statutory corporation incorporated under section 3 of the Road Transport Corporation Act 1950. It has to work as per the objectives indirectly stated in the act.

HRTC has stated its missionary statement as: सजग साधना सविनय सेवा (Conscious devotion to duty and humble service)

HRTC shall endeavour to provide improved services to all sections of society in and around Himachal Pradesh, foster tourism and in the process, shall strive for technical excellence, higher productivity, congenial work environment and work culture, better support services, ensuring financial viability within HRTC shall meet its social obligations as well as ensure environmental protection.

2. EXTERNAL ENVIRONMENT:

The external environment of the corporation also works as input, because the volatile environmental factors affects the corporation and in turn the corporation affects the environment in terms of its outputs. For example chairman of the corporation is the Minister concerned and Vice Chairman too is a political man affiliated to a political party. They shall execute the
programme and election manifests to items of their party. This will change with the change of Government.

3. RESOURCES OF H.R.T.C. :

* Physical Resources
* Financial Resources
* Human Resources
* Management

PHYSICAL RESOURCES:

Himachal Road Transport Corporation has different kinds of physical resources. It includes land and buildings (office and workshop), plant and machinery (different kinds of machinery, tools, and in workshops, unit; divisions etc.), furniture and fixtures in these establishments. The main physical element is the passenger bus and its fuel. Further it may include stores, inventory, and cash etc.

FINANCIAL RESOURCES:

Finance being the vital resource of a system is raised and utilised for operating within and outside the State. It is raised through State Govt., and Central Govt., contributions, loans from financial institutions like IDBI, Banks etc. The revenue earned through its operations. This is in turn utilised for the acquisition of fixed, mobile and current assets towards the disbursement of salaries to the staff.

HUMAN RESOURCES:

The most complex and tedious resource is the human element. Although HRTC is a mechanised organisation but without human resource it can’t operate. Drivers, conductors, and mechanics are the hands of
the corporation. In addition to them there is administrative, technical and operating staff.

**MANAGEMENT:**

Twentieth century is an era of management. Strategic management has taught us to make 2 + 2 = 5. Besides BOD's and MD there is one post of Chief General Manager and 3 GM's, 6 DM's, 4 Non-Tech., DDM, Tech., DDM, DDM commercial and computer one each, Dy GM (P&A) 1, 29 RM's, 27 Works Manager, 1 Manager stores, 8 Manager Technical, 24 Traffic Managers, 4 Assistant Managers Stores. Effective Management is the most valuable resource of any organisation.

**SUPPORT:**

The system seeks support from the following support system:

i. Commissions
   a. Planning Commission
   b. Law Commission

ii. Ministries of Government of India
   a. Ministry of Surface Transport.
      * Road wing
      * Road Transport wing
      * Transport Research Division - Compilation of Statistics of Transport
      * Pollution Control
      * Training - National Institute for Training of Highway Engineers (NITHE)
      * National Highway Authority of India
   b. Ministry of planning
      * Central Statistical Organisation
iii. Transport Bodies (To ensure coordination between the centre and State policies and operations of the different modes of transport).

- Transport Development Council - The Inter State Transport Commission (A statutory Body).

iv. Associated of State Road Transport Undertakings (ASRTU) Delhi

v. Central Institute of Road Transport Pune.

- An ISO 9001 Institution
- Training of staff concerned with the ASRTU’s members.

vi. Council of Scientific and Industrial Research (CSIR)

- The central Road Research Institute Delhi is one of the National Laboratories setup under the CSIR.

vii. Automotive Research Institute Pune - Funded by Automobile Manufacturers Association and the Government (Automotive Research Association of India)


ix. The Chartered Institute of Transport (CIT) Delhi - A world wide organisation of professional transportants, set up to promote the study of the art and science of transport in all its branches

x. Ministry of Transport, Government of Himachal Pradesh

- Secretary Transport
- Directorate of Transport

xi. State Level Highway Research Station

xii. Various Committees on Transport

- National Transport policy Committee
- National Police Commission
* Road Safety Committee
* Low Powered two-Wheelers committee

Xiii. Working Groups -

Xiv. Shared Resources:
* Roads
* Bus Stands
* Public Conveniences
* Natural resources
* Generated resources

LAW COMMISSION:
Scans different aspects of laws pertaining to Road Transport. Commission makes recommendation, updating, simplification and rationalisation of laws from time to time.

PLANNING COMMISSION:
This is an extra-constitutional and non-statutory body. It was set up by a resolution of union cabinet in the year 1950. The commission prepares plan for the most effective and balanced utilisation of the country’s resources. Its activities have gradually been extended over the entire sphere of the administration of a plan is with the State, because the development relates to most of the state subjects. However, the role of the commission is advisory, but its uniform policies are to be honoured by the State Government. Different committees and steering groups are formed from time to time, which helps to know the integrated development of the Transport Sector. The reports of these committees and groups provide data on various sectors and aspects of road transport, which is useful for further planning.
MINISTRIES OF GOVERNMENT OF INDIA:

The transport sector is under the jurisdiction of various ministries at the centre i.e., Ministry of Surface Transport, Ministry of Planning and Ministry of Industry. Different kinds of activities relating to transport sector are performed by them with the coordination of each other. But there is lack of coordination amongst them.

iv. TRANSPORT BODIES:

To ensure coordination between the centre and State policies and operation of the different modes of transport the Government has set up a Transport Development council. The inter-state Transport commission, a statutory body, is responsible for the development, coordination and regulation of road transport services on inter-state routes. As a result of the efforts made by the Commission, almost all the State and Union Territories now have reciprocal arrangements for operation of goods and passenger service on inter-state routes.

iv. ASSOCIATION OF STATE ROAD TRANSPORT UNDERTAKINGS (ASRTU):

ASRTU is a body constituted by State Road Transport Undertakings constituted under Road Transport Act 1950, Municipal undertakings, Government Department State Transport and Companies as members. It represents STU’s which operate about 1,10,000 buses all over the country and employ nearly 8,00,000 workers.

v. CENTRAL INSTITUTE OF ROAD TRANSPORT, PUNE (CIRT)

CIRT is an ISO 9001 institution. It was established in 1967 on the joint initiative of, the then Ministry of Shipping and Transport, Government of India, and the Association of State Road Transport...
undertakings (ASRU). The main aim of CIRT is to help in improving the quality of public transport through management development research, testing and consultancy activities. In the larger interests of the road transport sector as a whole, the institute also opens its facilities to manufacturers and fleet operators in public and private sectors.

vi. COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH (CSIR)

vii. AUTOMOTIVE RESEARCH INSTITUTE PUNE:

This institute is funded by Automobile manufacturers Association and the Government.

viii. ASIAN INSTITUTE OF TRANSPORT DEVELOPMENT:

An autonomous non-Government body functioning independently of governmental fetters. It was set up in 1989. The institute has a commitment to function as a medium for sponsoring and conducting both training and research in the field of transportation.

ix. THE CHARTERED INSTITUTE OF TRANSPORT (CIT):

A worldwide organisation of professional transportants, set up to promote the study of art and science of transport in all its branches. It has its international headquarters at London with membership of over 25,000 members worldwide.

x. MINISTRY OF TRANSPORT GOVT., OF HIMACHAL PRADESH:

Like Ministry of Transport at the Centre there is 'Ministry of Transport' in Himachal Pradesh also. They look after the transport
needs of the public because it is an administrative department
headed by a minister. Further the administrative Secretary of
Department of Transport a Sr. IAS officer assists the minister concerned
followed by a hierarchy of officers like the joint Secretary, Deputy
Secretary, Under Secretary, Section Officer of transport branch at
H.P. Secretariat along with the supporting staff.

CHART NO. 4.16

ADMINISTRATIVE STRUCTURE OF TRANSPORT DEPARTMENT

Supreme Court

High Court

Ministry of Transport

Quasi Judicial Bodies

Judicial bodies

Commissioner
Cum-Secretary
Transport

Joint Secretary

Deputy Secretary

Under Secretary

Section Officer

Supdt., Sr. Asstt. Clerk Class-IV

Directorate of Transport

State Transport
Appellate tribunal (STAT)

Motor accident Claim
Director

State Transport
Authority

Regional Transport
Authority

Transport organisation

Private owners

HRTC
It was the year 1949, when the Transport Department named as “Himachal Pradesh Government Transport” with General Manager as Head of Department came into existance. On 02-10-1974 a corporation was established on 10-09-59 i.e. Mandi-Kullu Road Transport Corporation, was renamed as “Himachal Road Transport Corporation” and the entire passenger transport operation of MKRTC and HGT was shifted to HRTC. At the same point of time sixteen posts from HGT were retained on by Government side for the Transport Department with Commissioner Transport as Head of the Department.

Till 1970, the State Transport Authority office consisted of General Manager of HGT as ex-officio Secretary, State Transport Authority and 4 other officials. In 1971-72, separate office of Secretary, State Transport Authority with two RTO’s at Shimla and Dharamsala was created with the Secretary, S.T.A as head of the Department subsequently w.e.f. 13-01-1977 the two officials of the commissioner Transport and Secretary, S.T.A were amalgamated into joint cadre of Transport Deptt., with commissioner Transport which has again been redesignated now as Director Transport as Head of Department.

The subject matter of the activity of the department is a motor vehicle or vehicle, therefore, it functions according to the law i.e., the Motor Vehicles Act, 1988 (No 59 of 1988). Now the work jurisdiction of various authorities may be traced according to this law as well as the rules made by the State Govt., (H.P. Govt.,) in this regard.

The Director Transport has following work jurisdiction:

i. Conclusion of bilateral agreements with adjoining States for inter-state operation of stage, goods and contract carriage.
The bilateral agreement for operation of stage carriage with various adjoining states/union territories are Punjab, Haryana, Jammu & Kashmir, Uttar Pradesh, Rajasthan, Chandigarh and Delhi.

ii. Processing of fare and freight structure/rates for approval of the government.

iii. Implementation of govt. policy passenger, goods and contract carriages.


v. Agenda notes for meeting of the Transport Development Council/ Northern Zonal Council and processing proceedings.

vi. Sanction and release of ex-gratia payment under the passenger ex-gratia Scheme.

vii. Construction of bus-stands and Rain Shelters. But government has declared to incorporate bus stand Corporation.

viii. Ferries Act and Rules.

ix. Formation of Transport Policy.

x. Establishment of Driving Training schools.

xi. To recommend the routes to be formulated by the Government.

Transport department is headed under the Director Transport, H.P. with following additional incumbents:

a. Deputy Director Transport - For administrative work.

b. Assistant Commissioner (Finance & Accounts)/ Accounts officer-for accounts

c. Assistant Commissioner (Technical) - for technical matters.

Further aspects and staff under the head of the Department:

i. Secretary S.T.A., H.P. — For whole of Himachal Pradesh
AUTHORITIES FUNCTIONING AT REGIONAL LEVEL

1. R.T.A. Shimla ——— Shimla, Kinnaur, Solan, & Sirmour
2. R.T.A. Mandi ——— Mandi, Kullu, Lahaul & Spiti, Bilaspur, Hamirpur
3. R.T.A. Dharamsala ——— Kangra, Una and Chamba

Each of the above RTA is functioning under the control of Divisional Commissioners as its chairman.

Further the RTA's are provided with RTO's of specific jurisdiction

RTO cum Secy., RTA Shimla ——— Shimla & Kinnaur
—— do ——— Solan ——— Solan & Sirmour
—— do ——— Mandi ——— Mandi & Bilaspur
—— do ——— Kullu ——— Kullu & Lahaul & Spiti
—— do ——— Hamirpur ——— Hamirpur & Una
—— do ——— Dharamsala ——— Kangra & Chamba

Power to State Government to control road transport Section 67 (i) A State Government, having regard to

a. the advantages offered to the public, trade and industry by the development of motor transport.
b. the desirability of co-ordinating road and rail transport
c. the desirability of preventing the deterioration of the road system; and
d. the desirability of preventing uneconomic competition among holders of permits may, from time to time, by notification in the official Gazette, issue directions both to the State Transport Authority and Regional Transport Authority

i. regarding the fixing of fares and freight (including the maximum and minimum in respect thereof) for stage carriages,
contract carriages and goods carriages:

Provided that the fares and freights in respect of such stage carriages, contract carriages and goods carriages operated by battery, compressed natural gas or solar fixed by the owner or operator.

ii. regarding the prohibition or restriction, subject to such conditions as may be specified in the directions, of the conveying of long distance goods traffic generally, or of specified classes of goods by goods carriages;

iii. regarding any other matter which may appear to the State Government necessary or expedient for giving effect to any agreement entered into with the central Government or any other State government or the Government of any country relating to the regulation of motor transport generally, and in particular to its co-ordination with other means of transport, and the conveying of long distance good traffic:

Provided that no such notification in respect of the matters referred to in clause (ii) or clause (iii) shall be issued unless a draft of the proposed directions is published in the official Gazette specifying therein a date being not less than one month after such publication, on or after which the draft will be taken into consideration and any objection or suggestion which may be received has, in consultation with the State Transport Authority, been considered after giving the representatives of the interest affected an opportunity of being heard.

2. Any direction under sub-section (1) regarding the fixing of fares and freights for stage carriages, contract carriages and goods carriages may provide that such fares or freights shall be
inclusive of the tax payable by the passengers or the consignors of the goods, as the case may be, to the operators of the stage carriages, contract carriages or goods carriages under any law for the time being in force relating to tax on passengers and goods.

TRANSPORT AUTHORITIES:

Section 68 (1) The State Government shall by notification in the official Gazette, constitute for the State a State Transport Authority to exercise and discharge the powers and functions specified in sub-section (3) and shall in like manner constitute Regional Transport Authorities to exercise and discharge throughout such areas as may be specified in the notification in respect of each Regional Transport Authority; the powers and functions conferred by or under this chapter on such Authorities:

Provided that in the Union Territories, the Administrator may abstain from constituting any Regional Transport Authority.

2. A State Transport Authority or a Regional Transport Authority shall consist of a chairman who has had judicial experience or experience as an appellate or a revisional authority or as an adjudicating authority competent to pass any order or take any decision under any law and in the case of a State Transport Authority, such other persons (whether officials or not), not being more than four and in the case of a Regional Transport Authority, such other persons (whether official or not), not being more than two, as the State Government may think fit to appoint; but no person who has any financial interest whether as proprietor, employee or otherwise in any transport undertaking shall be appointed, or continue to be, a member of a State or Regional Transport Authority, and, if any person being a member of any such Authority acquires a financial
interest in any transport undertaking, he shall within four weeks of so doing, give notice in writing to the State Government of the acquisition of such interest and shall vacate office:

Provided that nothing in this sub-section shall prevent any of the members of the State Transport Authority or a Regional Transport Authority, as the case may be, to preside over a meeting of such authority during the absence of the chairman, notwithstanding that such member does not possess judicial experience or experience as an appellate or a revisional authority or as an adjudicating authority competent to pass any order or take any decision under any law:

Provided further that the State Government may,

i. Where it considers necessary or expedient so to do, constitute the State Transport Authority or a Regional Transport Authority for any region so as to consist of only one member who shall be an official with judicial experience or experience as an appellate or a revisional authority or as an adjudicating authority competent to pass any order or take any decision under any law;

ii. by rules made in this behalf, provide for the transaction of business of such authorities in the absence of the chairman or any other member and specify the circumstances under which, and the manner in which, such business could be so transacted.

Provided also that nothing in this sub-section shall be constructed as debarring an official (other than an official connected directly with the management or operation of a transport undertaking) from being appointed or continuing as a member of any such authority merely by reason of the fact
that the Government employing the official has, or acquires, any financial interest in a transport undertaking.

3. The State Transport Authority and every Regional Transport Authority shall give effect to any directions issued under section 67 and the State Transport Authority shall, subject to such directions and save as otherwise provided by or under this Act, exercise and discharge throughout the State the following powers and functions, namely:
   a. to co-ordinate and regulate the activities and policies of the Regional Transport Authorities, if any, of the State;
   b. to perform the duties of a Regional Transport Authority where there is no such Authority and, if it thinks fit or if so required by a Regional Transport Authority, to perform those duties in respect of any route common to two or more regions;
   c. to settle all disputes and decide all matters on which differences of opinion arise between Regional Transport Authorities; Government to formulate routes for plying stage carriages; and
   d. to discharge such other functions as may be prescribed.

4. For the purpose of exercising and discharging the powers and functions specified in sub-section (3), a State Transport Authority may, subject to such conditions as may be prescribed, issue directions to any Regional Transport Authority and the Regional Transport Authority shall, in the discharge of its functions under this Act, give effect to and be guided by such directions.

5. The State Transport Authority and any Regional Transport Authority if authorised in this behalf by rules made under Section 96, may
delegate such of its powers and functions to such authority or person subject to such restrictions, limitations and conditions as may be prescribed by the said rules.

The whole road transport operation is being primarily regulated by Motor Vehicle Act 1988 in Himachal Pradesh also. It is being administered through various agencies or government departments, where as in a single window operation which is performed by District Transport officer only. In Himachal Pradesh the routes and permits to passenger transport, goods transport, contract carriage etc., in public or private sector, are being sanctioned by State Transport Authority (STA) or Regional Transport Authority (RTA) constituted under the department of transport. Registration and Licensing of vehicles are done on behalf of transport department by the functionaries of General Administration Department (GAD) through Sub Divisional Magistrates (SDM's) of a division concerned. They are responsible for registration, collection of token taxes and imposition of penalties upon defaulters in respect of registration and token tax if any. According to Himachal Pradesh Road Taxation Act, 1972, proper realisation of taxes is controlled by Excise and Taxation department through their collectorates headed by assistant collector, excise and taxation in each district. The traffic is being controlled by the traffic wing of police department and law department through Chief Judicial Magistrate (CJM). Legal cases and related matters are being settled by law department. There is a need to provide the affected parties some judicial remedies for redressal of their grievances. For this purpose two quasi-judicial bodies, State Transport Appellate Tribunal (STAT) and Motor Accidental claims Tribunal (MACT) have been established. In case the affected parties are not satisfied by the decisions of these tribunals, the matters may further be thrashed
out by the judicial bodies i.e. High Court and Supreme Court.

**WORK JURISDICTION OF REGIONAL TRANSPORT OFFICERS:**

i. Registration and licensing authority (RLA) for auto-rickshaws

ii. Preparation of agenda notes for the meetings of RTO's/RTAs; drafting of proceedings and follow up action including issue, renewal of stage carriage, Goods Carriage, Private services, school buses, autorickshaw permits etc.

iii. Renewal of National permit for goods carriage and realisation of authorisation fee for Himachal Pradesh and composite fee for opted States/U.T's.

iv. Realisation and accountal of route permit fees etc.

v. Realisation and accountal of token tax for autorickshaws.

**WORK JURISDICTION OF REGIONAL AND LICENSING AUTHORITY:**

i. RLA’S for all types of vehicles (except contract carriage - Omni buses, Taxis and autorickshaws).

ii. Periodical fitness and renewal of fitness of Transport vehicles.

iii. Renewal of registration of non-transport vehicles after 15 years.

iv. Realisation of registration, fitness and license fees including issue/renewal of learner, conductor, driving and forwarding agents licenses

v. Realisation /accountal of token tax for all types of vehicles including contract-carriages where specified.

**STATISTICAL DATA OF VEHICLES:**

The registration of vehicles (except contract carriages - Omni buses, taxis and autorickshaws) if done by the Registering and Licensing Authorities (SDM's) and they are required to send monthly return of the
vehicles registered. These monthly details are not supplied regularly by the RLA’s. The details so received are compiled annually under different categories i.e. trucks, buses, tankers, taxis, tractors, personalised vehicles viz., cars and two-wheeler etc.

**GRANT-IN-AID (INVESTMENT) BY DIRECTORATE OF TRANSPORT GOVT., OF H.P.:**

The State Government provides free travel facilities to freedom fighters, Physically handicapped, MP’s / MLA’s, concessional travel facilities to students, Government Employees in the buses of H.R.T.C (a State Transport undertaking) and the State Government provides Grant-in-Aid on this account. To meet the capital requirements of the State Transport undertakings (HRTC) the State Government has been providing investment.

**SHARED RESOURCES:**

Shared resources are those resources which are part of infrastructure and are developed for the satisfaction of the needs of the masses in general in order to fulfill an objective of welfare state.

**ROADS:**

The existence of road transport may be identified/determined only because of roads. If there are no roads, no road transport shall be there. Since road transport is the only means in the hilly state in absence of the development of other means of transport. Road is the life line of Himachal Pradesh. In 1948 there were only 288 Kms of roads. On 31-03-1971, these expanded up to 10617 Kms., and further on 31-03-1998 it touched the mark of 25773 kilometres. The motorable road density in the State has gone up from 13.67 Kms per 100 square kilometre of area in 1971 to
36.41 Kilometre in 1998. These densities are however, not a true index of road infrastructure in the State. The density of 1998 for tribal areas works out to 6.70 Kms and for other than tribal area, it is 58.36 kilometres per hundred square kilometres of area. The issue of connectivity has been engaging attention of the State Government since roads are constructed by a variety of agencies under various programmes.

BUS STANDS AND RAIN SHELTERS:

With the development of roads, passenger transport services have also got boost in the Pradesh. Where, one or more than one bus comes at a time and it is linked to main roads or highways. It has increased the number of inter-state bus-stands. Keeping in view such a situation, transport department is constructing bus stand at Distt., sub-divisional level and places of religions and social importance since 1984-85. Department is also constructing rain shelters on the road-sides to protect the passengers from rain and sun.

Now Govt. of Himachal Pradesh has decided to establish Bus Stand Corporation for the construction and up keep of Bus Stands.

PUBLIC CONVENIENCES:

Public convenience like Toilets, Drainage, Approach roads etc. These facilities are provided by the municipal committee, corporation, notified area committees etc., at different places.

NATURAL RESOURCES: LAND:

The Transport activity can become possible when this resource is exploited properly in the shape of roads as well as for the development of transport infrastructure, like bus stands, workshops and offices etc. In a hilly area there may not be a scarcity of this resources but the exploitation for the purpose of transportation is really a difficult task in itself.
WATER:

Water is being called as an elixir of life. Its need is largely fulfilled from the natural resources. At workshops plenty of water is needed to keep the buses clean and tidy.

GENERATED RESOURCES: ELECTRICITY:

Himachal Pradesh has a vast hydel potential HPSEB is an organisation which provides unintrupted electricity to the people as well as to the work places.

4.5 IMPACT OF INTERNAL ENVIRONMENT ON AN OPEN TRANSPORT SYSTEM:

The main impact of internal environment is the mending of inputs before they enter into processing zone for transformation into outputs.

An individual, group[s], informal organisation, work - culture, interpersonal relationship, situational factors, desires and needs of an organisation management, employees unions, the relationship of employees with their authorities and their level of statisfaction etc., are the elements which constitutes internal environment.

Mainly employees of HRTC are functionally associated with the corporation. Therefore, their views on various aspects of corporation shall help us to understand the internal environment and its impact. A questionnaire for the employees of HRTC with four supplementary questionnaires was drawn. These supplementary questionnaires were drawn for inspectors, technical/workshop staff, conductors and drivers. A sizable sample of hundred employees was taken and a proper care was made to coverup all the categories of employees.

The span of management is unproportionate, because the top is very heavy as compared to lower level. There is shortage of operating staff which makes the existing staff to perform their duty for more than
specific hours i.e. 8 hrs and the extent of variation is 12 hrs., to 16 hrs., and in some cases it is more than 24 hrs., also. No doubt, they get remuneration for overtime or overwork but only financial remuneration is not everything. It can’t overcome the mental fatigue, monotony of works etc. Specifically leaves are not granted in time to drivers and conductors and no proper place is being provided to them for rest after duty hours. No social life is provided to them as such by the organisation. The working condition at different workshop is very critical. They are not provided with a room to get their uniform changed. In rainy days, they have to work in open area of workshops. These are not covered and fenced whereas these should be neat and clean, properly covered and fenced. At the sametime top level officers occupies well furnished rooms even unaware of the mission and objectives of their organisation. The lower level employees are loyal towards their organisation and don't want to shift to any other government department, semi-govt., private company, corporation etc., in the same pay scale. Those who are at the verge of retirement also don't want to shift. Most of the employees of different categories are satisfied with the career prospects in this organisation and they all want to work in team spirit. Training, refeshers courses and orientation programmes are being conducted at CIRT Pune, HIPA and sometimes on the job training is imparted to cope with the changing environment of the corporation.

MC gregor an author of management states in his theory X that there is inherited dislike towards work. The same thing is professed by 10-20% employees of this organisation, they shirk away from their duties and responsibilities. On the other hand corporation confers credit or appreciation rewards to those employees who put extra efforts for the development and promotion of the organisation.

Employees can express their grievances in writing and verbally.
Generally these are handled properly by the management however sometimes procedural delays are there. Periodically or whenever the need arises seniors invite their subordinates for informal discussions and solicit their suggestions too. Seniors or officers are aware of the problems and working conditions of their employees but sometimes don't take any action to redress them properly. Problems pertaining to individuals job are varied. Less delegation of powers, no time bound payscales and promotions, capability and competence, under estimated, pressure of work, stagnation below grade job assignment etc., are the main amongst them.

General verdict about HRTC is, since it wants to continue working with social service objective at the same time it is to be run as a commercial organisation and vice-versa. Two opposite things can't coexists at one point.

The professional man should head the corporation and at the key positions too professionals should sit. Whereas it is being headed by political affiliated and bureaucratic persons. Those who change frequently, with the change of government or political situation or preferences.

Because of lack of proper transportation policy mismanagement prevails.

The whole situation gives rise to cropping up of weaknesses in the system, these may be identified as follows:

**WEAKNESSES**:

1. Non-profession approach and low analytical ability of managers.
2. Functioning patterned on Govt., Department.
3. Work-force wants higher wages.
4. Over-head costs high.
5. Organisational set-up not conducive to commercial requirements.
7. Inability to resist political pressures.
8. Resistance to innovations and lack of creativity.
9. Key executives not easily replaceable.
10. Poor leadership qualities in managers.
11. Poor safety consciousness.
12. No long-range planning.
13. Inability to generate internal resources.
14. Financial and accounting sub-system are not effective.
15. Intra-communication is heavily retarded.

Although weaknesses prevail in the system because of its prevailing internal environment but these are to be countermanded with the strengths. The strengths of the system may be identified as follows:

**STRENGTHS:**

1. Organisation has a social conscience.
2. Govt. support likely to continue: by way of financial assistance.
3. Bus transport being the only transport facilities, demand likely to remain.
4. Fairly, disciplined work-force.
5. Good Environment.
6. Operational staff has good public relations.
7. Capacity to work-well under adverse climatic conditions.
8. Drivers have excellent driving skills.


