<table>
<thead>
<tr>
<th>NO.</th>
<th>DESCRIPTION</th>
<th>PAGE NO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Mode of Transport</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>LIST OF FIGURES</strong></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>System Approach Model</td>
<td>94</td>
</tr>
<tr>
<td>3.2</td>
<td>Transportation System Actors</td>
<td>103</td>
</tr>
<tr>
<td>3.3</td>
<td>The Environment of a Road Transport System</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td><strong>LIST OF CHARTS</strong></td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>Authority Structure</td>
<td>127</td>
</tr>
<tr>
<td>4.2</td>
<td>Operational Structure</td>
<td>129</td>
</tr>
<tr>
<td>4.3</td>
<td>Organisational Structure of H.R.T.C. [Head office (1)]</td>
<td>131</td>
</tr>
<tr>
<td>4.4</td>
<td>Organisational Structure of H.R.T.C. [Head office (2)]</td>
<td>133</td>
</tr>
<tr>
<td>4.5</td>
<td>Administrative set up of H.R.T.C. (At the Headquarters)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>on workshop and store</td>
<td>135</td>
</tr>
<tr>
<td>4.6</td>
<td>Organisational Structure of H.R.T.C. [Head office (3)]</td>
<td>137</td>
</tr>
<tr>
<td>4.7</td>
<td>Organisational Structure of H.R.T.C. [Head office (4)] Finance</td>
<td>139</td>
</tr>
<tr>
<td></td>
<td>and Accounts branch</td>
<td></td>
</tr>
<tr>
<td>4.8</td>
<td>Organisational set up of Accounts wing as per HRTC Accounts</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>Manual Annexure Xp. 186</td>
<td></td>
</tr>
<tr>
<td>4.9</td>
<td>Organisational Structure of H.R.T.C. [Head office (5)] Computer</td>
<td>144</td>
</tr>
<tr>
<td></td>
<td>Cell</td>
<td></td>
</tr>
<tr>
<td>4.10</td>
<td>Proposed Structure and Designations at corporate office</td>
<td>146</td>
</tr>
<tr>
<td>4.11</td>
<td>Organisational Structure of H.R.T.C. [Division]</td>
<td>147</td>
</tr>
<tr>
<td>4.12</td>
<td>Administrative Set up of HRTC (At the Divisional/Unit Level) on</td>
<td>148</td>
</tr>
<tr>
<td></td>
<td>workshops and stores</td>
<td></td>
</tr>
</tbody>
</table>
4.13. Proposed Structure & Designations at Divisional Level 152
4.14. Organisational Structure of HRTC (Region) 153
4.15. Proposed Structure and Designations at Depot Level 157
4.16. Administrative Structure of Transport Department 174
4.17. Directorate of Transport 175

LIST OF TABLES

1.1 Movement of Net State Domestic Product and Per Capita Income 21
1.2 Comparative Growth Rate of H.P. and National Economy recorded during five year plan period 22
1.3 Percentage contribution of Sectoral State Domestic Product At Current Prices 24
1.4 General Economic Indicators 27-30
1.5 Expenditure on Roads and construction 32
1.6 Motorable Road Length 33
1.7 Road length in Himachal Pradesh including (National Highways), 34
1.8 Kachha and Pakka Roads [including National Highways and Boundary Roads] in Kms. 35
1.9 Registered Motor Vehicles 37
1.10 Nationalisation Progress in India 45-46
3.1 Components of Transportation Systems 88-93
3.2 Societal Inputs and Outputs 101
5.1 Physical Output of H.R.T.C. 201
5.111 Fleet Utilisation 202
5.112 Comparative Analysis of Fleet Utilisation 203-204
5.121 Vehicle Productivity [Held per day] 206
5.122. Comparative Analysis of Vehicles Productivity (Held per day) 207-208
5.123. Vehicles Productivity (Vehicle on Road Per day) 209
5.124. Comparative Analysis of Vehicles Productivity (Vehicle on Road ) 210-211
5.125. Bus Staff Ratio 213
5.132. Comparative Analysis of Bus Staff Ratio 214-215
5.141. Staff Productivity 216
5.142. Comparative Analysis of Staff Productivity 217-218
5.151. Fuel Consumption 220
5.152. Comparative Analysis of Fuel Consumption. 221-222
1.161. Occupation Ratio 223
1.162. Comparative Analysis of occupation Ratio 224-225
1.171. Load Factor 227
1.172. Comparative Analysis of Load Factor 228-229
5.211. Capital Structure of HRTC. 235-236
5.212. Comparative Analysis of Capital Structure 237-243
5.221. Cost Structure of H.R.T.C. 245
5.222. Cost Per Kilometres (CPKM) 246
5.223. Total Cost Per Bus Held 247
5.224. Total Cost Per Bus on Road 249
5.225. Operating Cost of H.R.T.C. 250
5.226. Non-operating Cost of H.R.T.C. 251
5.227. Trends of Total Cost of H.R.T.C. 252
5.231. Fare Structure for Passengers 258-259
5.232. Concessional Fare-Structure Allowed to Different Sections of Society 260
5.233. Trends of Revenue in H.R.T.C. 261
5.234. Earning Per Kilometre (EPKM) 262
5.235. Earning Per Bus Held. 263
5.236. Earning Per Seat Kilometre. 264
5.237. Analysis of Operating Margin 266
5.238. Analysis of Operating Ratio of H.R.T.C. 267
5.239. Analysis of Net Margin 268
5.241. Comparative Analysis of Financial Performance 270-277
5.311. Comparative Analysis of Quality of Service 284-288
5.401. Nature of Commuters 291
5.402. Mode of Transportation preferred 292
5.403. Regularity of Service 293
5.404. Punctuality of Service 294
5.405. Number of Breakdowns 295
5.406. Alternative Arrangements 296
5.407. Average waiting time /Time for alternative arrangements 297
5.408. Satisfaction level of Passengers/Commuters 298
5.409. Number of Accidents 299
5.410. Arrangements/facilities provided on or after accidents 301
5.411. Overall Physical Condition of Buses 302
5.412. Public convenience, utility and Amenities at Bus stand 304
5.413. Satisfaction level of Passengers/commuters 304
5.414. Managing quality service 307
5.415. Opinion About Fare Structure 309
5.416. Opinion About Fixation of Fare 310
5.417. Issue of Tickets 311
5.418. Return of Balance Amount by conductor 312
5.419. Adherence of Stoppages. 314
5.420. Awareness Level about Road safety/Motor Vehicle Act 316