CHAPTER – IV
PERSONNEL MANAGEMENT

Personnel Management has great relevance especially to Public Enterprises in view of their large size and complexity of organization. It has come to be recognised as an established part of the management functions which is primarily concerned with the human resource development within an organization. It is concerned with the basic function of management of ‘getting better results’ with the Co-operation of the people.\(^1\)

This personnel process is mainly concerned with the methods of recruitment, training, appointment, promotion and other service matters and also the utilisation of the services of the employees. Thus the performance of personnel management function has also to be planned, organised, directed and controlled in the same way as the performance of all other managerial activities.\(^2\)

With the rapid expansion in the size and complexity of business organisation and industrial development, human element has become the most important factor in them. Personnel policies and practices have also come to occupy a place of prime importance even in the nationalized road transport undertakings. It has been proved time and again that an organization may have the best of resources Viz., financial, technical and material but can not operate efficiently without an efficient personnel who are properly selected, trained and enjoy comfortable and attractive conditions of service.
Andhra Pradesh Road Transport Corporation is an autonomous organization and the advantage it has is that it can have its own set of rules and regulations with regard to personnel management suited to its peculiar needs and requirements. At the same time the Road Transport Corporation Act empowered the state Government to give general directions and instructions to the Corporation from time to time with regard to the later’s personnel matters including classification of services. Accordingly the APSRTC Employees Service Regulations, 1964, APSRTC Employees Conduct Regulations, 1963, 1966, 1967, APSRTC Employees Recruitment Regulations, 1966, APSRTC Employees Classification, Control and Appeal Regulations, 1967, and APSRTC Delegations of Powers, 1977 and 1983 framed by the Corporation were approved by the State Government of Andhra Pradesh from time to time. These rules and regulations lay down the classification of services in APSRTC.

4.1 Classification of Employees

Systematic classification of Jobs and standardization of all staff are two of the most essential features of personnel system. All other problems of personnel management would be solved provided there is logical and scientific classification of personnel. As pointed out by W.F. Willoughby, ‘classification and standardization of public employment constitute, indeed the starting point or the basis upon which the whole personnel structure must rest.’

“Classification is the systematic sorting and ranking of positions in a hierarchical sequence according to comparative difficulty and responsibility.”
Thus, a Judicious classification system would help in sorting out easily the problems of pay, line of promotion, duties and responsibilities. In order to take up the process of recruitment, training, promotion and transfer in an orderly manner, classification of employees has become indispensable.

The function based service classification is necessarily the product of specialization in the activities of administration. In this system of classification each service is created to cater to the needs of particular type of activities. Each service is entrusted with a certain type of duties and responsibilities. True to its saying, “Structure determines where responsibility lies.”

In any administrative set up or in any organization, generally, the function and activities are to be carried on with the help of various cadres of employees. In administration, the classification of employees of various cadres of employment, is essential for running the administration properly. Following this the Andhra Pradesh Road Transport Corporation (A.P.S.R.T.C) classified its employees into four categories.

Classification of employees is a system of interlocking superior subordinate relationship from top to bottom and the authority descends from the top downward step by step, Every subordinate is delegated an area of direction by his superior. In this area he has the authority to take decisions. By delegation of power, the higher official confers some authority on the lower, but the lower always remains responsible to his superior for what ever he does.
4.2 Classification of Employees in APSRTC

According to APSRTC Employees Classification, Control and Appeals Regulations, 1967, the employees in APSRTC are classified under 4 major categories or classes. Each category, its scale of pay and unit of seniority are given in Table 4.1.

Class I Service

All posts having a starting pay scale of Rs.19,000/- come under this category.

Class II Service

All posts on a time scale of Rs.9960-25810 come under this category.

Class III Services

All posts on a time scale of Rs.9280-23780 are classified under this category.

Class IV Service

All posts carrying scales with an initial pay of less than Rs.7180-18985 come under this category.
### Table – 4.1: APSRTC–categories of employees, scale of pay and unit for seniority

<table>
<thead>
<tr>
<th>Serial No</th>
<th>Category (class) of post</th>
<th>Scale of Pay</th>
<th>Unit for Seniority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I</td>
<td>All posts in class I (Junior scale, senior scale, super scale, special scale) service starting with a pay scale of Rs.19000-39000/-</td>
<td>State</td>
</tr>
<tr>
<td>2</td>
<td>II</td>
<td>All posts in class II services except posts starting with a pay scale of Rs. 11620-31800</td>
<td>Zone</td>
</tr>
<tr>
<td>3</td>
<td>II</td>
<td>All posts with a starting pay scale of Rs.9960-25810</td>
<td>Region</td>
</tr>
<tr>
<td>4</td>
<td>III</td>
<td>All posts in class III service with a starting scale of Rs. 9280-23780</td>
<td>Region</td>
</tr>
<tr>
<td>5</td>
<td>III</td>
<td>All posts with a starting scale of pay of Rs.8550-23035</td>
<td>Region</td>
</tr>
<tr>
<td>6</td>
<td>IV</td>
<td>All posts of class IV service with a starting pay scale of Rs.7180-18985</td>
<td>Region</td>
</tr>
</tbody>
</table>

The posts under class I are created by the chairman, APSRTC with the prior approval of the Board consisting of members nominated by the Government of Andhra Pradesh and they are filled up by the Managing Director of APSRTC.

The posts in class II and class III are sanctioned by the chairman of APSRTC and the first two grade posts in class II service are filled up by the Central Office at Hyderabad. The last grade post in class II service is filled up by the Regional Office. All posts in class III are filled up at Regional level.

The post like Senior Assistant (Personnel, Finance), Junior Assistant (Personnel and Finance), Assistant Depot Clerks, Mechanics, Artisans, Leading Hands, etc, which come under class III are filled up at Regional level by promotions or by direct recruitment.
The pay scales of employees are revised for every four years depending on the wage agreement entered with the representative Union by the management with the approval of the government.

For the sake of convenience and effective administration, the corporation established different departments and the departments functioning in the region are listed below:

I. Personnel Department
II. Finance Department
III. Operation Department
IV. Mechanical Engineering Department
V. Purchase department
VI. Stores Department
VII. Vigilance and Security Department
VIII. Statistical Department
IX. Medical Department

There are number of posts belonging to all classes of service in all the above departments. Each department is headed by a Superior Scale class I category personnel and there are posts in each department parallel in level.
4.3 Description of Posts in Each Department and its Functions

Personnel Department

1. Assistant Manager (Personnel)
2. Super-in-tendent (P)
3. Senior Assistant (P)
4. Junior Assistant (P)
5. Typist
6. Routine Clerk
7. Record Tracer
8. Attender

Functions of Personnel Department

1. Formulation of selection methods for various posts.
2. Manpower Provisioning.
3. Recruitment methods for various posts.
4. Formulation of rules and regulations and review of the same from time to time.
5. Industrial relations and Code of discipline.
6. Induction and training.
7. Motivation and Personnel development opportunities.
10. Control of personnel costs.
11. Record keeping and office management.
12. Recruitment, regularisation, confirmation, promotion, and retirement pertaining to all employees.
14. Settlement of accounts of employees leaving the Corporation.
15. Clearance of audit objections.

**Finance Department**

1. Superintendent (F)
2. Deputy Superintendent (F)
3. Senior Assistant (F)
4. Junior Assistant (F)

**Functions of Finance Department**

1. Accountal of earnings.
2. Operation of bank accounts.
3. Maintenance of accounts head wise registers.
5. Drawal and Payment of wage.
6. Payment of bills.
7. Raising and realization of bills.
9. Auditing of the accounts and records of all units.
10. Safeguarding canons of financial propriety.
11. Enforcement of delegation of powers.

**Operations Department**

1. Assistant Manager (Traffic)
2. Superintendent
3. Deputy Superintendent
4. Traffic Inspectors (Grade-III)
5. Depot clerk
6. Travelling Traffic Inspectors (T.T.I.S)
7. Assistant Depot Clerks (A.D.C.S)
8. Controllers
9. Driver (Grade I and II)
10. Conductor (Grade I and II)
11. Booking Clerk
12. Light Vehicle Driver

**Functions of Operation Department**

1. Formulation of schedules (bus routes) and their publication.
2. Operation of buses as per schemes approved.
3. Identification of new routes.
4. Introduction of additional buses from time to time with the increase in demand.

5. Attending to public representations.

6. Identification of places for construction of bus depots and bus stations.

7. Realisation of earnings targeted by exercising needed monitoring.

8. Payment of taxes as per Motor Vehicle Act.

9. Scheduling of buses and crew for operations.

10. Traffic surveys for operation of additional services on a route, opening of new routes, etc.

11. Commissioning of enforcement squads to arrest the leakage of earnings.

12. Review of performance periodically, service-wise, trip-wise, route-wise, and crew-wise and to take corrective action that is necessary.

**Mechanical Engineering Department**

1. Assistant Engineer (M)

2. Superintendent

3. Leading Hand / Vehicle Inspector

4. Mechanic (Grade I &II)

5. Artisans (Electrician, Tyre mechanic, coach builder, panel beater, painters, welders, Tinsmith, Trimmer, Blacksmith, Hummer man, Mill Wright mechanic)
6. Helper
7. Shramik

Function of Mechanical Engineering Department

1. Procurement of new vehicles.
2. Formulation of maintenance / repair methods
3. Issue of instructions relating to system-wise maintenance and repairs.
4. Maintenance of vehicles as per the standards fixed.
5. Complete over handling and sundry repairs.
6. Supply of vehicles in time duly maintained
7. Maintenance of KMPL (Kilometers Per litre) record for HSD (High Speed Diesel Oil) and lubrication oils.
8. Maintenance of record for the life of vehicles, various units, tyres, etc.
9. Maintenance of damage and accident details.
10. Attending to failures and break-downs.
11. Obtaining of fitness certificate for all vehicles including renewal.
12. Sending of useless and worn out materials to the central stores.
14. Provisions of required machines and tools to the workers for repairs and maintenance.
15. Review of all parameters pertaining to mechanical engineering department and initiation of corrective action that is necessary.

**Stores (Material) Department**

1. Superintendent
2. Deputy Superintendent

**Functions of Stores (Material) Department**

1. Assessment of materials required in quantity and cost.
2. Classification of materials required as A,B,C groups depending on its consumption and cost.
3. Keeping of healthy lead time in procurement and supply of materials (lead time refers to the time involved between floating quotations and receipt of materials).
4. Procurement and supply of HSD and lubrications oils
5. Entering into rate contracts for material supply with various firms.
6. Supply of materials to the depots as per the standards fixed for each time.
7. Stocking of materials with minimum possible lead time.
8. Review consumption of materials by various units and necessary corrective action.

**Computers Department**

1. Super-in-tendent
2. Systems Supervisor.
Functions of Computer Department

1. Feeding of data to higher authorities for review and corrective action.
2. Storing of data.
3. Training of personnel on computers.
4. Procurement of suitable Computer Packages for data pertaining to various departments.

Statistical Department

1. Super-in-tendent
2. Senior Assistant
3. Junior Assistant

Functions of Statistical Department

1. Collection of factual data from all units pertaining to performance of all parameters of all departments.
2. Preparation of comparative statements for all parameters of all departments of all units and supply the same to all managers every month.

Vigilance and Security Department

1. Chief Security Inspector
2. Assistant Security Inspector
3. Security Assistant Sub Inspector
Functions of Vigilance and Security Department

1. Safeguarding of the movable properties of the Corporation.
2. Maintaining of records pertaining to incoming and outgoing materials including vehicles.
3. Checking of the equipment provided to the vehicles both outgoing and incoming.
4. Reporting of thefts, losses, damages and accidents to unit officers as well as officers of Vigilance and Security Department.
5. Watching and reporting of activities of Unions.
6. Keeping vigilance on improper and illegal activities of all employees and unions and to report to higher officials.
7. Vigilance enquiries entrusted by Vice-Chairman and Managing Director and also by other Managers.
8. Verification of certificates of candidates recruited into services of the Corporation.
9. Keeping a special watch on the employees working inside garages and workshops.
10. Security to all lawful activities when entrusted by the concerned managers.

Regional Manager: Administrative Procedures

Regional Manager is the head of the APSRTC Region concerned and he will be discharging his duties as per the rules and regulations of the acts of
Andhra Pradesh Road Transport Corporation and other GO’s and directions received from the Head Office from time to time. The administrative procedure adopted in respect of employees working in APSRTC Visakhapatnam region by its Regional Manager and other aspects relating to the employees are presented here under.

4.4 Recruitment in APSRTC

Recruitment is a process which plays a very vital role in the administrative system and it should be carefully carried out as it determines the caliber of personnel working in any organization. Recruitment is the key to a strong public service, and as Stahl puts it, the “Corner stone of the whole Public Personnel Structure”.

Proper selection and placement of new personnel in an organization is a pre-requisite for the development of an effective working-force in any organization. The aim should be to ensure as far as possible that employees are engaged in jobs to which they are most suitable and have a fair chance of being successful.

The man-power planning is the base on which recruitment stands. “Skillful manpower planning and forecasting, effective recruiting, job related testing, perspective interviewing, judicious placement and effective orientation and followup can contribute greatly to organizational health and maximum development of human potential.”
The purposes of recruitment functions are patently straight-forward, to seek out, evaluate, obtain commitment from place and orient new employees to fill positions required for the successful conduct of the work of an organization.\(^\text{11}\)

The most important requirement for assuring that the right man is assigned the right job, is by substituting a proper system of control over selection and appointment of staff to key positions, introducing sound promotion policy and providing for training and development of personnel at all levels.\(^\text{12}\)

The future of an organization is shaped by the care with which it plans for, deploys and motivates its high talent manpower.\(^\text{13}\)

It is axiomatic in management that the organization can be only as good as the people who form it. It is of utmost importance to have a systematic and planned recruitment programme, as proper selection and placement of personnel go a long way towards building up a stable working force, and determine the image of the organization.\(^\text{14}\)

Like recruitment, recruitment by promotion is of vital importance in the field of Personnel Management. Promotion in public service is a process of advancement which involves higher responsibilities and duties as well as higher status and salary.\(^\text{15}\)

It is obvious that there is a need for good personnel policies in State Transport Undertakings (STUs). In most of the better performed STUs employees are generally inducted at three distinct levels – workman, supervisor
and manager. While there is a need to develop good promotional policies in STUs to motivate competent employees, they should also induct young and qualified people at each level. Every STU has to review its personnel policies from time to time to ensure promotional avenues at all levels for competent men within the organization. It is generally observed that the well-performed STUs have good personnel policies while in poorly managed STUs such policies do not find place.\(^\text{16}\)

Recruitment for the posts of Assistant Depot clerks, conductors, and drivers, light vehicle drivers, leading hands, mechanics, artisans, helpers and shramik is done at regional level.\(^\text{17}\)

The procedure of estimating the Vacancies, submission of proposals to the Head Office for approval to build up the panel and to constitute the selection committee, notifying the vacancies to the employment exchange (for direct recruitment) or calling for the personal records, merit rating reports, etc. of employees (in case of promotions), as the case may be, perusal of records by the committee constituted, preparing of proceedings of selection committee, etc, is systematically followed in respect of all direct and / promotional recruitments. The details of recruitment at regional level are given in Table 4.2.
<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name of the post</th>
<th>Method of recruitment (filled by)</th>
<th>Age</th>
<th>Qualification</th>
<th>Source of recruitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Assistant Depot Clerk/ Controller</td>
<td>Promotion</td>
<td>-</td>
<td>VIII class</td>
<td>1. Transfer of controllers 2. Promotion of conductors, drivers, light vehicle (L.V.) drivers and booking clerks.</td>
</tr>
<tr>
<td>2</td>
<td>Conductor</td>
<td>Promotion</td>
<td>-</td>
<td>X class or equivalent</td>
<td>1. Employees of lower categories 2. Paper notification 3. Employment exchange</td>
</tr>
<tr>
<td>3</td>
<td>Drivers</td>
<td>Direct</td>
<td>21 years to 35 years</td>
<td>Should be able to read and write in state regional languages.</td>
<td>Paper notification.</td>
</tr>
<tr>
<td>4</td>
<td>Cleaners/ Shramik</td>
<td>Direct</td>
<td>18 to 27 years</td>
<td>I.T.I</td>
<td>1. Paper notification 2. Employment exchange</td>
</tr>
<tr>
<td>5</td>
<td>Helpers</td>
<td>Promotion of cleaners</td>
<td>-</td>
<td>Ability to handle tools will be observed</td>
<td>Promotion of cleaners in order of seniority</td>
</tr>
<tr>
<td>6</td>
<td>Mechanics Grade - II</td>
<td>1. Promotion 2. Direct recruitment</td>
<td>-</td>
<td>I.T.I in motor mechanism</td>
<td>1. Promotion of cleaners or helpers who passed the trade test for 1, 3 and 4 in a unit of 4 vacancies.</td>
</tr>
<tr>
<td>7</td>
<td>Assistants</td>
<td>1. Promotion 2. Direct</td>
<td>-</td>
<td>-</td>
<td>1. Promotion of cleaners or helpers or hammer men who passed trade test in the particular category – for 1, 3 and 4 in a unit of 4 vacancies.</td>
</tr>
<tr>
<td>8</td>
<td>Leading hand</td>
<td>Promotion</td>
<td>-</td>
<td>-</td>
<td>2. Employment Exchange for the 2nd Vacancy in a unit of 4 vacancies 2. Promotion of mechanics/ artisans as per seniority and suitability.</td>
</tr>
</tbody>
</table>
4.5 Training in APSRTC

The performance of the organization depends not only on the technical proficiency of its members but also on their ability to work smoothly together. Training is one of the activities through which employees learn how to work together and the organization’s endeavour to remain efficient and effective.

The main objective of any training programme is to provide an individual with the knowledge of the environment or ecology under which he is to function, the knowledge of administrative management to achieve optimum performance and cultivation of necessary attitudes.

Training is one of the activities through which employees learn how to work together and the organisation’s endeavour to remain efficient and effective. In any personnel policy worthy of name the development and training of the staff is found to occupy a most important place. New developments and rapid changes have made continuous training at all levels imperative.¹⁸

Training can be viewed as a significant management tool which helps in toning up the administration and in achieving the desired objectives and targets of the organization. As an effective change – agent, the training function must be systematic and orderly in providing assistance to solve organization’s problems and in achieving organizational goals.¹⁹
Training has also been viewed as a means of maintaining or increasing morale. Training and retraining should not be one-shot operations, but a continuous process throughout a person’s career.\textsuperscript{20}

Taking into Consideration huge investments that were made in the Public Sector, efforts would have to be made for making the training effort more effective, more promising of results and less chancy, irrespective of the additional costs, which are usually of a small order of magnitude.\textsuperscript{21}

Training in a transport industry like the Andhra Pradesh State Road Transport Corporation is inextricably linked with its philosophy of Recruitment and Objectives. As this industry is expanding day by day the problems of operation and management are also becoming highly technical and complicated simultaneously. The raw human resources secured through different methods do not contribute much to the objectives of the industry. While demand for developed human resources is increasing constantly, this industry cannot stick on to the status quo, but takes new studies. The right approach to this direction is training.\textsuperscript{22}

Training is a vital element in the process of personnel management of the Andhra Pradesh Road Transport Corporation. It is a conscious effort made to improve or increase an employee’s skill, power or intelligence and to develop his attitudes and scheme of values in a desired direction\textsuperscript{23}. It is a practical education and prevents obsolescence.\textsuperscript{24}
In order to keep its wheels continuously running and enable it to fulfill its established motto i.e., ‘Performance per excellence’ strong and vigorous training programmes are indispensable to the employees of this Corporation.

Training occupies a place of special importance in the Road Transport Organization because a novel feature of the transport staff is that large portion of its staff are always in direct contact with the members of community whom they serve. As compared to the staff of other organizations, transport staff is required to be very responsive and receptive to the needs of the traveling public. Training enables transport personnel to keep pace with the changing habits, tastes and requirements of its commuters. Transport organizations everywhere have come to realize the fact that survival in an increasingly competitive situation is possible only through a systematic training programme because of rapid technological, economic and social changes at work throughout the industry. The staff problem in passenger transport organizations is to secure that each member of the staff understands the objectives of the undertaking, that he is trained for the job which he has to do. As transport staff have direct contact with their clientele, their attitude towards the public is of paramount importance and directly influence the operations of the undertaking as well as its image.

**Training for Recruits**

Conductors and drivers who are recruited in the division / region are imparted training at Regional Staff Training College, Vizianagaram, before they are put to their jobs.
Training for In-Service Candidates

For all inservice employees working in different categories right from cleaner to Assistant Manager there are frequent developmental and refresher training courses organized at Regional Staff Training College, Vizianagaram.

There are special courses being organized throughout the year for senior supervisors and managers at transport agency situated at Gannavaram in Krishna District.

The Principal, Zonal Staff Training College (ZSTC) and the Director, Transport Academy will maintain a list of supervisors and managers and their places of working from time to time and draw them for training courses in batches with the approval of Regional Manager and Managing Director respectively.

Continuous vigilance is exercised over the drivers, conductors, mechanics and artisans and the professionally weak candidates are sent to the refresher courses for improvement in their skills.

4.6 Appointment

After successful completion of training the candidates selected as Junior Assistants are appointed against vacancies at any unit in the region. The candidates selected as conductors / drivers after completion of their training are given posting orders by the Regional Manager in the depot for which they are recruited.
Appointment of conductors and drivers will be more in an year compared to other categories, for the reason the number of conductors / drivers removed from service in cash and ticket irregularities, accidents and other indiscipline incidents will be more. The increase of schedules and augmentation of services on the existing routes also contributes for more number of appointments in an year.

4.7 Declaration of Probation

Every employee appointed in the region is given one year period as probation during which his performance is watched. He is made a full time member in the service on successful completion of his probation period. The Regional Manager in the region, where the employees (Junior Clerks, Conductors, Drivers, etc) are working is the authority to declare probation. The Regional Manager is competent to extend the probation period of a Junior Assistant, Conductor, Driver, etc. working under him in case his performance is not upto the mark. The date of declaration of probation will defer by the number of days the employee absents to duty plus earned leave availed during probation period.

Sanction of Increments

All employees appointed with probationary rights are sanctioned the first annual increment only after their probation is declared to have been completed satisfactorily. Unless the increments are withheld by an order passed by the
competent authority, every employee is granted annual increment in a routine way, on recommendation by the controlling officer.

**Seniority List**

For all regional seniority posts, namely, conductors, drivers, light vehicle drivers, shramiks, cleaners, helpers, mechanics, artisans, leading hands and assistant depot clerks / controllers, the office of the Regional Manager is notifying the provisional seniority list every year. Any objections on this matter from the employees about their ranking and service particulars are called for. After examining and attending to the objections raised by the employees, the final seniority list is notified by the regional office. The final seniority list so published is followed for giving respective promotions at appropriate time.

The employees who reports in the division on a transfer from other division, at his request, on loss of seniority basis is given ranking corresponding to the date on which he reports in the division. There is no provision for interregional transfer to Assistant Depot clerks (ADCs), Controllers, leading hands, mechanics, artisans as they are not initial recruitment posts. Inter-regional transfer is allowed in the initial recruitment posts, Viz, Conductor, Driver, L.V. driver, shramik and cleaner.
Transfers

There are specific guidelines for the transfer of employees in APSRTC. A request of an employee for transfer within the region from one depot to another is considered only after completion of two years of service in the present depot and preference will be given to the employee who worked for a longer period in the existing depot. The requests of employees who are transferred to a new unit, as a measure of penalty or on disciplinary grounds, are considered only after their completion of three years of service in that particular unit. There is provision for general transfers every year basing on the length of service at a unit. Depending on the merit of the case transfers are considered on medical and humanitarian grounds occasionally. Transfer of a trade union leader, on administrative grounds, is being affected with prior notice to the General Secretary of the Concerned Trade union. The employees on whom the imposed suspension orders, disciplinary cases, etc, are lifted, are invariably shifted from the existing unit to another unit.

Promotion

For promotion to higher post strict seniority in the immediate lower post is observed for all categories. The candidates belonging to Scheduled Tribe and Scheduled Caste are preferred in empanelling wherever the proficiency or merit is equal with others. The employees undergoing severe penalties are considered for promotion only after the expiry of the penalty period in the next arising vacancies. The Performance report of the employee from the unit officer
concerned is a vital tool that operates the machine of promotions.

The number of employees considered for promotion at any appointed time is three times the number of vacancies arrived at. The promotees are given one month time to effect the promotion failing which they lose opportunity of promotion till the next selections. Joining time of six working days plus the days required for journey at the rate of one day per 300 kms is allowed. The pay of promotees on effecting the promotion is fixed at a stage of the time-scale of the promoted post by allowing one increment in the time scale of the present post. All pay fixations on promotion are implemented after due auditing and passing by the Regional audit Authority.

The promotees are allowed option facility either to take their fixation from the date of effecting promotion or from the date of their next increment date in the present post.

One year probation period is fixed for all promotees in the promotion order itself. During probation period the performance of the probationer is observed by the controlling officer and reports on his performance are submitted by the controlling officer to the appointing authority once in a quarter. If the performance is not satisfactory, the probation period is either extended or terminated as it deems fit. In case of termination the employees will be demoted to the former post.
Confirmation of Service

Employees are confirmed in every post successively in the order of seniority to the extent of permanent sanctions available to the region from time to time. When an employee is confirmed in the higher post, in his lower post, some other junior officiating in that lower post will get the opportunity of confirmation.

The confirmed employees are entitled to avail commuted leave, leave not due, and to obtain certain advances without having to furnish securities of other employees.

Resignation

Provision is made in the service regulations of the Corporation admitting resignation of employees by giving notice for one month in case of class IV and class III employees and three months in case of class II and class I employee or paying wages equal to the period of notice. Ordinarily the resignation submitted as per the above provision will be accepted duly checking the clearance of pending loans, advances, etc., obtained by the employee from the corporation. Employees undergoing disciplinary proceedings are not permitted to resign until the finalization of the disciplinary proceedings.

There is provision for revoking the resignation notice issued by the employee up to a certain time limit even after the resignation is accepted, that is, up to three months. The Regional Manager is competent to operate this provision for all regional seniority posts that is up to the category of assistant depot clerk / leading hand.
Termination of Services

Provision is provided for the management to dispense with the services of an employee, when the situation warrants, by giving notice or paying wages equal to the period of notice and the procedure is similar to the one followed in the case of resignation by an employee.

Voluntary Retirement

Employees who have put in 20 years of service or attained age of 48 years are permitted to retire voluntarily by giving three months notice. Employees of class I and class II services have to undergo medical examination during the period of notice and voluntary retirement is admitted only in case they are found medically unfit for their post. Employees of class III and class IV need not have to undergo medical examination for this purpose. During the period of notice the employee has to clear off all the loans, advances, debits outstanding against him in the books of the Corporation as well as APSRTC Employees Co-operative Society.

The voluntarily retired employee is benefited by payment of employer's contribution of provident fund and gratuity based on the pay he was drawing at the time of voluntary retirement treating him as if continued in service for 5 more years or till the date of superannuation whichever is less.
Superannuation

All employees of the Corporation are retired from services on attaining the age of 58 years. The date of retirement will be on the last day of the month in case the employee completes the age of 58 years and the retirement date falls in between 2\textsuperscript{nd} and last date of that month. If the employee attains superannuation on 1\textsuperscript{st} of a month, he will be retired on the previous day i.e., on the last date of the preceding month. Six months prior notice is given to the employee who is to retire and during this period the debits and credits outstanding in the books of the Corporation will be settled in advance, thereby avoiding any inconvenience at the time of retirement. In majority of cases the gratuity and provident fund or at least the gratuity is paid to the employee on the date of retirement itself. The other terminal benefits are settled within a period of 3-6 months.

Retirement on Medical Grounds

Employees, who are declared medically unfit, who hold their posts during medical examination are retired on medical grounds with additional monetary benefit depending on their left over service.

4.8 Pay and Allowances

Pay is the amount drawn monthly by the employees for the posts held by them. It excludes other allowances, special pay or pay granted in view of his personal qualifications, position, etc. Pay in personnel management serves as a basic factor to attract not only suitable talents of requisite standards but also
continue to influence their standard, efficiency and integrity throughout their career. In fact, it acts as a stimulus to efficiency and strengthens resistance to temptation.\textsuperscript{25}

The fixing of the standard of pay is that it should be related to the cost of living so that it would go up or down with the rise or fall in prices. This is largely the case with the wages and salaries in private sectors of employment. Its adoption in public service would, however, mean frequent change in pay structures with every fluctuation of the economic situation. This would be highly convenient. Accordingly, the public salary rates are usually fixed somewhat above the subsistence level so that, small fluctuations in prevailing prices may not throw the pay structures out of gear.\textsuperscript{26}

A wage settlement has been reached with the APSRTC National Mazdoor Union (Recognized) on Revision of pay scales & Allowances on 22\textsuperscript{nd} January 2010 under Section 12 (3) of Industrial Disputes Act, 1947. In accordance with this Settlement, working instructions are issued for implementing the Revision of Pay Scales to class-II, III and IV employees\textsuperscript{27}.

Basing on the scale of pay, certain percent of pay is paid as dearness allowance. With the approval of the Corporation and Government it is subjected to variation form time to time depending on the moving average price index and this is affected as per the agreement entered into by the Corporation with the recognised union.
Fixation of Pay

The basic pay of an employee on appointment is fixed at the minimum of the pay scale approved by the Corporation for that post. The pay scales are revised once in 4 years depending on the period of wage agreement entered into by the Corporation with the recognised union.

Pay and Other Allowances

The pay or the wage has a direct impact on the movement of the wheel in a Transport industry. If the wheel is to be kept running uninterrupted, the hands behind the wheel must be paid acceptable and need-based wages. Hence, wage fixation has become most delicate and complex area of personnel management in transport sector like the APSRTC. It has been observed that in the working of the present Corporation that over a long period, wage disputes constituted the single largest issue of industrial disputes. "Unfavorable wages create strong resentment and dissatisfaction although good wages need not necessarily lead to high level of productivity.28

The scale of pay for various categories of posts are given in Table 4.3.
Table – 4.3: APSRTC Employees’ scales of pay

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name of post</th>
<th>Scale of pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regional Manager</td>
<td>Rs 37,500/- 1400/- 58500/- Grade pay 6,100/-</td>
</tr>
<tr>
<td>2</td>
<td>Deputy Chief Manger, Deputy Chief Mechanical Engineer and other senior managers.</td>
<td>Rs 27800/- 1200/- 49400/- Grade pay 4100</td>
</tr>
<tr>
<td>3</td>
<td>All Junior scale officers, Viz., Depot Manager, Assistant Manager, Assistant Executive Engineer.</td>
<td>Rs 19000/- 1000/- 39000</td>
</tr>
<tr>
<td>4</td>
<td>Assistant Manager – Personnel, Traffic, Mechanical, Material and Finance</td>
<td>Rs 11620/- 430/- 15920/- 450/- 20420/- 485/- 27210/- 510/- 31800</td>
</tr>
<tr>
<td>5</td>
<td>Superintendent – Personnel, Traffic, Mechanical, Material and Finance</td>
<td>Rs 9960/- 320/- 11880/- 345/- 17400/- 360/- 20280/- 365/- 25810.</td>
</tr>
<tr>
<td>6</td>
<td>Deputy Superintendent- Personnel, Traffic, Mechanical, Material and Finance</td>
<td>Rs 9280/- 290/- 12760/- 320/- 15320/- 340/- 19400/- 365/- 23780</td>
</tr>
<tr>
<td>7</td>
<td>Personnel Assistant (Higher stenography), Driver Grade I (Selection Grade)</td>
<td>Rs 8550/- 235/- 10900/- 260/- 14800/- 285/- 15655/- 295/- 18310/- 315/- 23035</td>
</tr>
<tr>
<td>8</td>
<td>Traffic Inspector Grade III / Depot clerk, Travelling Ticket Inspector, Driving Instructor, Senior Assistant / (Personnel and Finance), Personnel Assistant (Lower stenography), Leading Hand/ Vehicle Inspector</td>
<td>Rs 8120/- 235/- 10705/- 260/- 15385/- 285/- 17665/- 295/- 20615/- 300/- 22115</td>
</tr>
<tr>
<td>9</td>
<td>Assistant Depot Clerk / Controller/ Junior Assistant (personnel and finance)</td>
<td>Rs 8120/- 235/- 10705/- 260/- 15385/- 285/- 17665/- 295/- 20615/- 300/- 22115</td>
</tr>
<tr>
<td>10</td>
<td>Conductor Grade I (Selection Grade), Driver Grade II and Artisan Grade I</td>
<td>Rs 7180/- 185/- 9030/- 200/- 10630/- 220/- 11510/- 230/- 12660/- 240/- 13860/- 245/- 15085/- 260/- 18985</td>
</tr>
<tr>
<td>11</td>
<td>Typist / Routine clerk, Artisan Grade II / Tyre Mechanic</td>
<td>6810/- 185/- 9030/- 200/- 10630/- 220/- 11950/- 230/- 12870/- 240/- 13830/- 245/- 14810/- 260/- 18450</td>
</tr>
<tr>
<td>12</td>
<td>Conductor Grade II</td>
<td>Rs 6750/- 185/- 9345/- 200/- 210/- 11205/- 225/- 22105/- 235/- 12810/- 245/- 15750/- 250/- 18000</td>
</tr>
<tr>
<td>13</td>
<td>Light Vehicle Driver / Hammerman</td>
<td>Rs 6430/- 185/- 8650/- 200/- 10650/- 205/- 12290/- 215/- 12935/- 240/- 14615/- 250/- 17615</td>
</tr>
<tr>
<td>14</td>
<td>Booking clerk, Record Tracer, Helper</td>
<td>Rs 6260/- 170/- 7450/- 180/- 8530/- 200/- 11730/- 215/- 12590/- 225/- 13715/- 235/- 17005</td>
</tr>
<tr>
<td>15</td>
<td>Attender, Shramik / Khalasi</td>
<td>Rs 5670/- 130/- 7620/- 170/- 8470/- 195/- 10420/- 210/- 12520/- 215/- 15100</td>
</tr>
</tbody>
</table>
Other kinds of Pay

1. Special pay:
   
a) For Depot managers of Depots having
   below 50 schedules : Rs. 300/
   
b) For Depot Managers of Depots having
   more than 50 schedules : Rs. 500/
   
c) Typist Higher Grade : Rs 160 /- p.m
   
d) Typist Lower Grade : Rs 120 /- p.m
   
e) For Attender /Record Tracer who operates
   duplicating machine : Rs. 200/- p.m
   
f) Depot clerk working in earning section of
   the Depot : Rs 420 /- p.m.

2. Personal pay:

   The incentive increment granted to employees who underwent family planning operation is categorized as personal pay. This will not increase with the revision of Pay scales.

Allowances

Allowances are given to the employees to meet some of their financial requirements conveniently. In APSRTC supervisors are performing a vital role in the development of the Corporation. They have been shouldering the responsibility of bridging the gap between management policies and
implementation mechanism. Their active participation is instrumental in Corporation achieving many lawrels in various key parameters, It is an acknowledged fact that the supervisors work under dynamic situations. Keeping in view the challenging tasks they face in the present competitive environment and also with a view to recognize their continuous efforts to achieve better results a decision is taken to enhance their allowances. It is felt that such a positive step of increasing their allowances would go a long way in motivating them to play their role more effectively which is very crucial at present as the Corporation is going through testing times. It is in this context that APSRTC revised its existing allowances through its circular dt. 07-05-2011.29

**Traveling Allowance**

In APSRTC generally there is no traveling allowance as almost all Journeys made by most of the employees are by departmental passenger busses. Where Journey by other modes of transport is permitted by the competent authority as prescribed in delegation of powers, actual expenditure incurred for Journey will be paid. The employees who stay at places away from headquarters by more than 8 Kms. on duty, will be paid daily allowance ranging from Rs 48/- to Rs. 85/- if the stay exceeds 8 hours in a day.

**Over-Time Allowance**

This is admitted to conductors, drivers, mechanics, cleaners, helpers and artisans in the region when their duty hours exceed 9 hours, a day, subject to the
condition that the duty hours in a week also exceeds 48 hours in a week. Overtime allowance is paid at double the rate of normal wages.

The traffic and mechanical supervisors are admitted over-time allowance only during festival / Jathara operations subject to a maximum of 10 days in a year.

**Night Shift Allowance**

Employees of class III and class IV working in the maintenance garage in night shifts are paid this allowance if their duty hours cover 10.00 p.m. to 2.00 A.m. They are paid at the rate of Rs.22 / per night.

**Footwear Allowance**

All employees covered under Motor Transport Workers (MTW) Act, 1961 and Factories Act, 1948 are paid footwear allowance. The security staff is also paid footwear allowance once in a year. This is paid at the rate of Rs.220 /- per annum. For class II mechanical and traffic supervisors, this is paid at the rate of Rs.240 /- per annum.

**Stationary Allowance**

All supervisory cadre employees of the Corporation are paid Rs.1000 /- per year as stationary allowance.
**Conveyance Allowance**

All offices who do not avail the vehicle provided by the Corporation and those who are not allotted Corporation vehicle are paid conveyance allowance every month. The particulars of conveyance allowance to various ranks are as follows:

1. **Junior scale officers** : Rs. 800/- p.m.
2. **Depot Manager and Assistant Engineer** : Rs.800/- p.m.
3. **Senior scale Managers** : Rs.900/- p.m.

**The conveyance allowance is also paid to the Assistant Manager (T) and Assistant Manager (M) working in depots at the following rates:**

1. **Assistant Manager (T) and Assistant Manager (M) working in Depots** : Rs.800/- p.m.
2. **Superintendent (T & M) working in Depots** : Rs 800/- p.m.
3. **Security Sub-Inspector of the Region** : Rs 200/- p.m.

**Other Allowances**

1. **Special allowance Rs.320/- p.m.** is paid to traffic supervisors working in ticket checking squads now called as enforcement squads.
2. **Standing allowance of Rs.200/- p.m.** is paid to conductors working in city services.
3) The rates of city compensatory allowance admissible to the employees of Visakha region as per their pay range is as follows:

<table>
<thead>
<tr>
<th>Pay range</th>
<th>City compensatory allowance (CCA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upto Rs. 5,855/-</td>
<td>Rs.60</td>
</tr>
<tr>
<td>Rs.5856/- to Rs 8194/-</td>
<td>Rs.80/-</td>
</tr>
<tr>
<td>Rs.8195/-to Rs13307/-</td>
<td>Rs.125</td>
</tr>
<tr>
<td>Rs.1308/- and above</td>
<td>Rs. 200/-</td>
</tr>
</tbody>
</table>

4) Day–out allowance for crew: This is paid to conductors and drivers if the kilometers operated exceed certain limit in a day. This ranges from Rs.7/- to Rs.16/- depending on the kilometers operated a day and the type of bus service, i.e., express, city, suburban, etc.

5) Steering allowance to Drivers: An amount of Rs. 200/- pm. Is paid as steering allowance to city bus drivers

6) Compensatory allowance to Light Vehicle Drivers (L.V. Drivers) working on Jeep: Special compensatory allowance to L.V. Drivers is paid at the rate of Rs. 700/- per month for performing over and above 8 Hrs duty.

**4.9 Employee-Employer Relations**

It is essential that an employee-employer relation-ship should be harmonious for the effective functioning of every organization. Mutual goodwill and understanding go a long way in promoting the objectives of the organization. It is vital that in running an organisation a correct and proper relationship should
exist between the employer and employees. It is not only that the employers, should safeguard the interest of the employees, but the employees should also possess positive attitude and identity with the objective of the organization.

If the employees do not voice their grievances collectively, low salary and poor working conditions will be their lot. Employees have their own recognised associations or unions. Through the device of collective bargaining, these unions try to get better conditions of service for the employees. The advantage gained by this is that the employer will know the problems, difficulties and viewpoints of the employees and work for a solution which will help to improve the efficiency and smooth functioning of the organization.

Relation between employees and employer starts from the moment one becomes an employee of the Corporation in the division. So it is desirable to start discussing their relation chronologically from the time of appointment as the successful achievement of targets of the Corporation depends on the winning of the hearts of the employees at their initial stage of entering the service. The relations mostly depend on the following aspects:

**Sanction of Leave**

The first need an employee generally feels after being appointed is leave to attend to his private affairs. In Visakhapatnam Urban Region, as is the case in the entire Corporation, sanction of leave is not denied as far as it does not exceed the number of employees applying leave on a particular day. As
operation of bus service is linked with conductors and drivers mostly, it is apt to
discuss the employee-employer relationship with special reference to conductors
and drivers. In the region 2.6 conductors and 2.6 drivers are provided for each
bus schedule per day. For operation of service (2 shifts in many cases) the bus
requires two conductors and two drivers. As such 30% of conductors and 30% of
drivers are provided to meet weekly offs, leave and/or sick. Seventeen percent
will go towards weekly offs. The number of employees applying leave, reporting
sick and absenting to duties unauthorisedly is not to exceed remaining 13%. If
exceeds the bus services will get dislocated to the extent the absenteeism
exceeds 13%. It is generally observed that the conductors and drivers absent to
duties often unauthorisedly and produce sick certificates later seeking sanction of
sick leave. The traffic supervisors will draw the duty chart taking into account the
number of employees granted leave, directed for training to other stations and
those who have already reported sick. The sudden unauthorised absence of the
crew which the traffic supervisors are not aware of, will affect the operations. It is
also observed that a limited number of individuals, whatever may be the reason
repeatedly absent themselves unauthorisedly and produce sick certificates
issued by some doctor depriving the genuine employees of their opportunity and
right to go on leave, that is to say that the crew who ordinarily attend to their
duties regularly and loyally. This creates unrest and gives rise to problems in the
working class.
Assignment of Duties

All employees are given clear-cut chart duties that they have to perform. The duties chart of conductors and drivers are drawn by depot authorities one month in advance and notified to the crew. This enables the crew to perform duty at any given time and at any place other than headquarters. In administrative offices also work list is given to each clerk every year. As such there is no confusion to the employees as to what work they have to attend to and the results they have to show. Whenever duty charts are changed, the representative union is consulted by the management to facilitate smooth enforcement of changes.

Working Conditions

The working conditions to the employees in the region are suitable to discharge their duties well without any inconvenience. Uniform is given to all conductors, drivers, garage staff and traffic supervisors. Equipment such as cash bags, hand trays, spare tools are provided in the bus for the crew. Sufficient number of mechanical tools, plant and machinery required are provided in all maintenance garrages. There are number of sweepers and cleaners working round the clock keeping the premises neat and tidy. All the garages and offices are rich of ventilation and air-draft. The garrages are constructed as per the standards prescribed under Factories, Act. Kerosene/petrol or other cleaning agent is provided for cleaning of hands to the mechanical staff. First-aid box is provided in the garrage. Cycle stand is constructed in all depot garages so that
the employees coming on vehicles need not have to worry about the safety of their vehicles. The garage employees are permitted to go out for a short-while for tea during their working hours. The supervisors controlling the crew and maintenance staff are periodically exposed to developmental and refresher training courses to improve their ability and standard to maintain cordial relations/human relations with the working class with the result the working class are happy with the treatment they get from their immediate supervisors. The working hours of the crew are fixed as prescribed in the Motor Transport Workers, Act (MTW Act).

**Regularisation of Employees**

Every year category-wise seniority lists are notified and the staff appointed on temporary/emergency basis are regularised with probationary rights.

**Annual Increments**

Annual increments are granted to all employees automatically, unless there is an order passed withholding the same. Transmission of personal records from one unit to another in case of transfer of employee and holding up of the personal records in higher offices for purposes of building panels, etc. are causing delay sometimes in granting increments to the concerned employees.
Leave Encashment

Every employee is permitted to encash earned leave not exceeding 15 days at his credit in a year. This is given on a mass scale to the employees in the month of January/Feb. every year.

Educational Assistance

All employees whose basic pay is less than Rs. 5,670/- are reimbursed the tuition fee paid by them to one of their children. There is a separate provision to sanction some amount to be fixed every year towards purchase of books to one of the children of such employees.

Scholarships for Higher Studies

a) Taking region as an unit scholarship for studies for Intermediate and Degree courses for the children of employees are granted, This is limited to 10 to 20 which will be decided every year.

b) Educational Assistance for children ranging from Rs.5,000-10,000/- per year is granted for studies like engineering, medical, agriculture and veterinary, MBA, MCA courses, etc. Separate budget is allotted for the same by the head office to the region for the purpose.

Medical Facilities

There is a hospital for city region in Visakhapatnam and three are one male and two lady doctors appointed by the Corporation. The employees and
their family members are treated as out-patients in this hospital. Clinical test facilities are made available and medicines will be issued free of cost. In case, the admissible medicine which is prescribed is not available in the stores can be purchased from outside and the same is reimbursed.

There is a big super specialty hospital at Tarnaka, Hyderabad where the employee or his family member is treated when they are referred by the local dispensary doctors. In case of serious ailments like cancer, heart ailment, etc., which requires special attention and surgery, there is provision to grant the actual cost of operation and hospital charges.

**Free Travel Bus Pass**

Every employee who has put in one year of service in the Corporation is entitled for two sets of passes up to a maximum of 5 members of the family including self each time. One set named as ‘slack-season pass’ is allowed during August-December and the other set can be availed at any time in the year. The pass can be availed either from the working place or native place of the employee to any place in the State. Once in two years another, slack-season pass is issued to a place in other states also provided, A.P.S.R.T.C. is operating not less than two buses on the route.

**Festival Advance**

An amount of Rs 3,000/- to Class II employees, and Class III employees and Rs 1,500/- to Class IV employees can be sanctioned every year and this will
be recovered in 10 equal installments. Hindus are sanctioned festival advance for Dasara, Christians for Christmas and Muslims for Ramzan.

**Special Benefits to Employees Suffering from Serious Diseases**

The employees taking treatment in a notified hospital for cancer, T.B., Heart ailment, etc. will be allowed wages on full pay up to a period of six months whether or not they have full pay to their credit and then onwards the half pay leave at credit will be debited.

**Sickness Allowance from Staff Benefit Fund**

If an employee is sick and does not get any salary for three consecutive months due to non-availability of any kind of leave at credit, he will be paid some amount, by the Regional Manager, as sickness assistance for the months he does not get his salary.

**House-Building Advance (HBA)**

Every year based on the budget approved by the Corporation employees are granted HBA subject to a maximum of 2 lakhs for Class I employees and one lakh to other employees, viz., Classes II, III and IV. The principal is recovered in 180 maximum numbers of installments. The employee shall have to put in a minimum of 5 years of service and be having 5 years of service ahead for being eligible for grant of House Building Loan. The employees who retire earlier are given preference in granting the loan.
Revision of Pay Scales

The Corporation revises the pay scales of employees once in 4 years depending on the period of agreement, it enters with the recognized unions. All allowances and perks are also enhanced at the same time.

Awards to Employees

There is provision for identifying outstanding merit and performance of employees and rewarding them by cash awards and citation. For example the driver who registers highest KMPL (Kilometers per litre) in the Depot, likewise, the Region and Corporation are also awarded suitably in the State Capital. There are also awards for Best Depot and Best Region each year.

Incentives to Employees

In order to motivate the employees working in the operational and production units and to improve their productivity, the Industrial Engineering Unit has designed various incentive schemes applicable to all the operational unit and production units.

The conductor and the driver who secure earnings through sale of passenger tickets to the extent of earnings target fixed for the particular bus service in a month are paid certain percentage of earnings as incentive. For the earnings procured over and above the target, the incentive payable is more. Certain percentage of incentive is paid to the concerned on the spot at the time
of remitting the earnings at the depot. The remaining part will be paid by 15th of the next month along with other employees of the depot who also have a share of the total earnings obtained. The consumption of tyres, HSD (High Speed Diesel) oil and lubricating oils, the percentage of cancellations of kilometers, etc. are also considered for and against the volume of incentive to be paid on 15th of next month.

**Exgratia Payment to Employees**

The employees whose basic pay and D.A. does not exceed Rs 6,000/- P.M. in a month and whose annual pay and D.A. does not exceed Rs.30,000/- per year are paid ex-gratia at the rate of 8.33% subject to a maximum of Rs.1,600/- every year. As this is paid in the month of July/ August the employees of low income group feel it convenient and handy at the beginning of the academic year of children.

**Service Terminal Benefits to Employees**

If an employee in service dies, his nominee is entitled for the following benefits.

1) Employee and employer contribution of Provident Fund with interest.
2) Gratuity
3) Employee’s depot linked insurance fund (Rs. one lakh).
4) Subscribers Benevolent Thrift Fund (SBTF) (subscription of the employee + interest on the subscription).
In case of death of employee due to accident or snake bite, etc., an additional amount of Rs 1,00,000 will be paid.

5) Family pension under Provident Fund Act. The family of the deceased will get monthly pension as provided under the Act.

6) Additional monetary benefit of Rs.1, 00,000 in lieu of provision of job.

**Encashment of Earned Leave at Credit**

Amount equal to leave salary for the earned leave at credit of the deceased employee will be paid to a maximum of 300 days.

**Benefits to Retired Employees**

1) Employee and employer contribution of Provident Fund is paid with interest.

2) Gratuity is paid if the service put up is more than five years.

3) Subscription made by the employee towards Subscription Benevolent Thrift Fund (SBTF) with interest.

4) Contribution made by the employee to Family Pension Fund (PPF) plus interest.

5) Encashment of earned leave at credit subject to a maximum of 300 days
Benefits to Employees Leaving the Corporation on Resignation

1) Transfer of Provident Fund to the new employer or payment of the same in the event of no employment.

2) Gratuity is paid if the employee puts in a minimum of 5 years of service in the Corporation.

4.10 Leave Benefits

Casual Leave

All classes of employees are sanctioned 15 days casual leave in a calendar year.

Earned Leave (Privilege Leave)

Privilege Leave is sanctioned at the rate of 1/12th of duty days for Classes I, II and III employees and at the rate of 1/23 of duty days for Class IV employees, Class IV employees who complete 15 years of service are eligible for earned leave on par with Class III employees, The maximum limit for accumulation of earned leave is 240 days for Class I. Class II and Class III employees and 120 days for Class IV employees.

Special Casual Leave

This is granted to the participating teams of the corporation at state level and national level games and sports. The maximum leave that can be sanctioned under this category is 30 days on any one occasion. This is also granted when
the employees attend to the official meetings of Cooperative Audit Society, P.F. Trust, etc. as members of the same.

Study Leave

There is provision in the leave regulations of A.P.S.R.T.C. Employees for granting study leave in every deserving case to improve qualification and this is to be approved by the head office.

Half pay Leave (on Medical Certificate)

This is paid at the rate of 12 days per one year of service for Class I, Class II and Class III employees and at the rate of 6 days per one year of service for Class IV employees.

Half pay Leave on Private Affairs

At the rate of 6 days per one year of service to the employees of Classes I, II and III services and Class IV employees are not eligible for this leave.

Commuted Leave

Permanent employees on production of valid medical certificate may commute the half pay leave into full pay leave subject to a maximum of 180 days in the entire service subject to the following limitations.

1) At any point of availment, only half of the half pay leave at credit, can be commuted into full pay leave.
2) The total leave availed at a stretch including the commuted leave shall not exceed 6 months.

3) The employee shall give an undertaking to the sanctioning authority that he has no intention to resign the post in the next three months and in default the commuted leave can be changed to half pay leave (HPL) and the difference of wages can be recovered from his salary or settlement dues.

**Hospital Leave**

Employees of Class IV, Class III and Class II services are eligible for this when they are injured on duty. The maximum amount of leave that can be sanctioned is six months. Either full pay leave or half pay leave can be granted under this at the discretion of the sanctioning authority depending on the facts that led to the injury.

**Special Disability Leave**

This is applicable for employees of Class I service. This is granted on similar lines to hospital leave.

**Maternity Leave**

Any woman employee, whether regular or casual, who has put-in 160 days of service in a year is entitled to 12 weeks maternity leave in case of confinement.
Leave not Due

Permanent employees on production of sick certificate are eligible for grant of half pay leave called as leave not due when no leave is at their credit subject to a maximum number of days he will earn in the remaining service. For this the competent medical officer should state that three is very likelihood for the employee to recover from the sickness and report for duty.

Promotions for the following categories are awarded at Regional Level.

1) Assistant Depot Clerk

The above post is filled by promotion from the categories of conductor, driver, light vehicle driver and booking clerk.

2) Controller

Conductor is promoted to the post of a Controller.

3) Grade I Conductor

It is filled from the category of Conductor grade II to the extent of 10% of total conductors required or 10% of sanction whichever is less.

4) Grade I Driver

It is filled from the category of Grade II drivers to the extent of 20% of total drivers required or 20% of sanction whichever is less.
5) **Leading Hand**

It is filled from the category of mechanics and various categories of artisans.

6) **Mechanics**

It is filled from the category of cleaners, hammer men and helpers who passed the trade test of mechanic and in an unit of 4-1\textsuperscript{st}, 3 rd and 4\textsuperscript{th} vacancy will be filled in this manner. The 2\textsuperscript{nd} vacancy is reserved for direct recruitment from I.T.I. candidates.

7) **Artisan**

It is filled from the cadres of hammer man, helper and cleaner who passed the relevant trade test. This is also filled up on similar lines mentioned in item No.6 (Mechanics).

**Confirmation of Employees**

Visakhapatnam Regional office issues confirmation orders to the employees of various categories based on the number of permanent posts sanctioned by the head office from time to time.

**Checking Squads**

The checking squads are now redesignated as Enforcement Squads. There are three Enforcement Squads working in the Corporation.
1) Regional Enforcement Squad-confined to the services of the respective Region only.

2) Zonal Enforcement Squads-inspects the buses operated in the entire Zone.

3) Headquarters Enforcement Squad-inspects any bus at any place in the Corporation.

Every month the Depot Managers will send a list of conductors called as ‘Black listed Conductors’, to the concerned Regional Manager and Supervisor incharge of the squad. The Enforcement squads will plan their surprise checkings based on these lists. In addition, checks will be organized by the Depot Managers at frequent intervals with the assistance of traffic supervisors. Further every Traffic Supervisor holding posts of Assistant Manager (T) and Superintendent (T) carry out checks on the Service Conductors as per the instructions in vogue.

The enforcement squads of the Traffic Supervisor whoever detects cash and ticket irregularity during the course of check exercised, will submit a detailed report of his checking and irregularities detected to Depot Managers of the concerned depot. The Depot Manager will initiate necessary disciplinary action on the concerned conductor.

The Corporation authorities organize joint meetings of checking officials and a cross section of employees from the categories of conductors and others so as to eliminate misunderstandings between checking officials and conductors.
and to bring out a healthy understanding about the nature of duties they have to carry out.

**Disciplinary Procedures**

There are regulations framed by the Corporation and approved by the State Government to discipline the erring employees. These regulations are called A.P.S.R.T.C. Employees Classification, Control and Appeal Regulations, 1967. In these regulations the penalties that can be imposed for various types of offenses /irregularities and the procedure to be followed in conducting the disciplinary proceedings are prescribed. There are separate regulations defining the misconduct of employees and the ways in which they have to conduct themselves. These regulations are called A.P.S.R.T.C. Employees Conduct Regulations, 1993.

The following are the penalties generally imposed on the erring employees.

1) Censuring
2) Withholding of privilege bus pass
3) Debit of the loss sustained by the Corporation.
4) Reduction of pay
5) Different or postponement of annual increments
6) Reversion to the lower post or reversion to a lower rank in seniority.
7) Removal or dismissal from service
4.11 Industrial Relations

1. Labour-management relations in general and Trade union policy in particular have tended to become major conditioning factors in any Industrial Organisation.

Industrial peace and prosperity as well as productivity are largely dependent on harmonious relations between the Employees, Unions and the Management. In a public utility service like APSRTC, union–management relations play a crucial role in realizing the objectives of the undertaking.

According to V.V. Giri, Former President of India, “Trade unions are voluntary organisations of workers formed to promote and protect their interests by collective action”.

2. For an organisation to function effectively and efficiently, levels of reasonable standard in attendance, conduct and job performance are required to be maintained by all its employees. Proper exercise of discipline by management in cases where the employees are in fault is thus generally considered as a healthy managerial practice. The exercise of discipline should, however, be carried out in a fair and reasonable manner, since the objective of the discipline is equitable administration of justice and treatment to all the employees covered by the disciplinary code and procedure. It is necessary, therefore, to establish just and proper codes of discipline and disciplinary procedure to come in handy for the management in times of need. It is more
to protect the interests of the employees that go astray, while at the same time, an attempt is made to bring them on to the right track, for meeting the standards expected of them.

3. The employees’ unions should be set up to enable the employees to protect themselves from the arbitrary decisions of the management. In this regard the Andhra Pradesh State Road Transport Corporation employees have not lagged behind any of their counter parts.

4. The employees of the APSRTC are organised themselves into various Unions and Associations. The Corporation is according recognition to the Unions representing majority of the employees both at the central level and regional level under Clause 3 and 6 of code of Discipline of A.P.S.R.T.C Regulations, 1985. The policy of the Corporation has been always to maintain industrial peace and harmony and in Visakhapatnam region the industrial relations are peaceful. The depot managers and regional manager conduct joint meetings with the delegates of the recognized unions every month almost as prescribed by the Central office. The unions are also, in practice, availing the liberty of representing the grievances of employee members at frequent intervals in addition to monthly joint meetings. This facilitates to arrest the instantaneous unrest, if any, among the employees on the spot without giving room to wait till the date of joint meeting, etc.
The following are the registered unions in A.P.S.R.T.C.

1) A.P.S.R.T.C. Employees Union (Regd. No.215)
2) A.P.S.R.T.C. Mazdoor Union (Regd. No. 3108)
3) A.P.S.R.T.C. Staff and Workers, Federation (Regd.No.13891)
4) A.P.S.R.T.C. Staff and Workers Union (Regd. No.3155)
5) A.P.S.R.T.C. Karmika Sangam (Regd. No.994)
6) A.P.S.R.T.C. Transport Mazdoor Sangh

In Visakha Region A.P.S.R.T.C. Employees, Union is the union recognized under Clause 3 and A.P.S.R.T.C. Mazdoor Union is the Union recognised under Clause 6 of the code of discipline as per the secret ballot conducted by Commissioner of Labour on October 12, 1993 and postal ballot on October 18, 1993 and notified by Vice-Chairman and Managing Director of the Corporation vide Circular No.p.d.94/93, dt. 12-11-93. As two different Unions are recognized one under Clause 3 and another under Clause 6, the Unit officers in Visakha Region are forced to convence joint meetings with both the Unions every month. This has placed the Management of the Region in somewhat difficult position as the two unions have to be tackled on any particular problem and extra care has to be taken to avoid interference of inter-union-rivalry in the way of solving the problems and establishing industrial harmony.
Whenever additional services are introduced and timings of the existing services are changed in the division, the recognized Union is involved in the discussions, route survey, etc.

Corporation has provided provision for appealing against the penalty imposed by the punishing authority. If the Appellate Authority rejects the appeal, the employee may prefer another petition to the next higher authority for review of the case. This is called review petition. In Visakhapatnam Region, Regional Manager is the appellate authority on the penalties imposed by the Depot Managers. Regional Manager is the review authority.

It appeared that the majority of disciplinary cases in the Corporation, so also in Visakhapatnam Region relate to cash and ticket irregularities reported by the checking officials against the service conductors.

5 Motivation and morale

One of the main keys to the solution of various problems connected with manpower utilisation, performance and industrial relations in the APSRTC lies in the motivation and morale of the employees. Motivation is the process of arousing action sustaining the activity in progress and regulating the pattern of activity. It is connected with the understanding of human needs and adopting suitable steps to meet those needs.
6. The Unions and their relations with Management

Maintenance of cordial relations with the management by the employees unions and vice-versa is of paramount importance for the industrial peace and prosperity. This kind of relations have become possible as now majority of the employees working in A.P.S.R.T.C are educated and have an objective outlook in solving their problems.

Experience also reveals that the employees' Unions in order to maintain cordial relations with the management are adopting a soft attitude with the management for the fulfillment of their demands. They respond to the request of the management talks for negotiations on their demands and sometimes even take decisions for the postponement of the strikes, or withdraw strike notices keeping trust on the efforts of the management to solve their problems.

7. Strikes

In a labour oriented organization like the transport Corporation strikes and its allowed methods are used by the employees to fight with the management in order to get their demands conceded and grievances redressed. Fortunately there are no strikes in Visakhapatnam Region for the last five years.

The Union leaders and the officials of the A.P.S.R.T.C Visakhapatnam Region are personally interviewed to know about the industrial relations that exists in the Region. The information elicited informs that there exists a
healthy relationship between the management and employees’ unions and this situation helps the employees of the region to exhibit good team work in its performance and to get awards at state and National level of the region.
References:


11. Ibid.


17. APSRTC Delegation of Powers, 1989, published by Manuals section, Training Department of APSRTC.


