CHAPTER-IV

AN OVERVIEW OF HRM PRACTICES IN APSRTC
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The present chapter deals with the existing HRM practices in APSRTC. The Human Resources of APSRTC play a vital role towards the effectiveness of the organization. The researcher put an effort on in depth study of different aspects relating to HRM which include employment, human resource development, compensation management, welfare, Industrial relations and separation policies. The HRD department of APSRTC is looking after all the HR aspects for the effective functioning of human resource management practices like manpower planning, recruitment, selection, training and development.

Manpower Planning

The Manpower planning process is a strategy for procurement, development, allocation and utilization of organizations human resources. Manpower planning for top level supervisory positions and managerial cadre is done by the recruitment section.

Manpower planning is done with a futuristic view with reference to the expansion of operations and also taking into consideration the problem of labour turnover of employees either by retirements, promotions, deaths, resignations and dismissals etc.

To calculate the requirement of staff in each category separate norms have been fixed for the categories. Based on the norms the requirement for each depot is calculated and sanction of the competent authority is obtained. For posts where specific norms are not laid down, industrial engineering department will offer its recommendations. The total manpower position of APSRTC during 2004-05 to 2011-12 was depicted in Table 4.1. In APSRTC
the total employees on rolls are categorized into regular, casual and contract workers. The regular workers are decreased from 1,12,960 in 2004-05 to 1,02,725 in 2011-12, on the other casual workers are abnormally decreased from 4,410 to 120 during the same period, which shows the corporation almost eliminated are reduced the casual workers over the period. But the contract workers are increased constantly and constitute more than 15 percent in the total manpower.

Table 4.1
The Manpower Position of APSRTC during 2004-2005 to 2011-2012

<table>
<thead>
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<th>Years</th>
<th>Employees on Rolls</th>
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<tr>
<td></td>
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<td>2011-12</td>
<td>102725</td>
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Source: Compiled and Tabulated from the Annual Administration Reports of APSRTC
Recruitment Practices

Vacancy occurred has to be filled up as per the directions of the ministry of road transport and roads & buildings department and principal secretary transport. Class-I officers filled by HRD department final authority taking decision VC&MD, Class-II filled by the head of department category supervisors (Asst. Manager). Maintenance side-1:1 ratio, 1 for direct recruitment and 1 for promotion, traffic side 2 for direct recruitment; 3 for promotions, personnel and account side 12:18. 12 percent for promotions and 18 percent for direct recruitment giving preference internal some ratio filled by the HRD Department. Class-III and Class-IV Employees filled by the individual dept with help of personnel dept. zonal, regional wise (conductors and drivers) from internal as well as external sources.

Advertisement in the daily newspapers, APSRTC website, sending report to the employment exchange publishing. Direct recruitment posts in all classes of services both technical and non-technical shall be filled up as per the reservations; The persons, who are already in the service of the corporation and has been appointed regularly, is permitted to apply for a post filled by direct recruitment, he shall be allowed to deduct from his age the period of his service up to a maximum of 10 years for the purpose of maximum age limit. Provided that this age concession shall be allowed, where the maximum age limit prescribed for the post is 40 years or above and provided further that the employees belonging to schedule caste, schedule tribe and back ward class communities, who are already in the service of the corporation and have been appointed regularly and are permitted to apply for the post to be filled by direct recruitment shall be allowed to deduct their entire
service from the age for the purpose of maximum age prescribed for the post, subject to the condition that after allowing such concession the age of the employees should not exceed 45 years.

The age of the candidate should not exceed 45 years. 5 years in addition to the age concession of years as above, shall be allowed in respect of candidates belonging to scheduled caste /scheduled tribe communities when a limited recruitment is conducted under regulation 12 (2) (f) (i), subject to the condition that after allowing such age concession of 10 years for the physically handicapped persons, provided that to no such age concession shall be allowed where the maximum age limit prescribed for any post is 40 years or above. An age concession not exceeding 3 years in respect of person, who served in the defense service of the Indian union, shall be allowed in addition to the length of service rendered in defense service for the purpose of maximum age limit prescribed for any post to be filled in by direct recruitment. An age concession in respect emergency commissioned officers for the purpose of appointment in the corporation to the extent of service rendered shall be allowed, subject to the condition that no age concession shall be allowed, where the maximum age limit prescribed to any post is 40 or above.

The requirement of personnel is worked out based on schedules as per approved norms for providing staff. Recruitment activity is decentralization function in Andhra Pradesh State Road Transport and taken up at 3 levels i.e. corporate office, zonal office and regional based on the three tire system of seniority has been introduced.
Corporate: (State) Officers including Medical Officers & Accounts Officers, Assistant Engineer, Traffic Supervisor (Trainee) Mechanical Supervisor (Trainee), Paramedical Staff and Foreman (Printing), Charge Man (Printing) Section Officer (Civil), Deputy. Section Officer (C).

Zonal Office: Categories like Stenographers, Junior Assistants and equivalent cadres, Telephone Operator, Dy. Supdt. (Material/Purchase), Jr. Asst (Mat/Pur) conducted by the Middle Officers.

Regional Office: The bulk of recruitment is conducted for Drivers, Conductors, Mechanics, Cleaners, and Artisans (R.M).

In APSRTC generally any vacancy occurred has to be filled up as per directions of the Ministry of Transport. There are various departments like accounts, personnel, civil, mechanical, canteen in APSRTC. Positions in the APSRTC are divided into four cadres or classes where in the recruitment process adopted could be centralized or decentralized. For Class-I, Class-II cadre employees the process is centralized and for, Class-III, and Class-IV cadre the process is decentralized. Recruitment for various posts in these cadres takes place with respect to particular qualifications as stated against each post.

Any vacancy arising is informed through media, newspaper and employment exchanges based on the class the post belongs to the publicity is given states or regional or zonal wise the advertisement consists of all details pertaining to the post like qualifications, age, reservations, pays scales, method of recruitment and other details. Initially applications are invited for the particular post, then a written test and or interview follows this for some posts.
only interview is conducted. For some special posts like typist or driver skill test is also conducted apart from written test and interview.

Types of recruitment: In APSRTC Employees Recruitment Regulations Act 1996, appointments to various posts are made by direct recruitment, by promotion and by transfer on deputation of an official.

Already in the services, a department of Central or State Government or a State Transport Undertaking. The recruitment of direct recruitment at corporation level is communicated by the Chief Personnel Manager of various posts on an annual basis based on which recruitment is taken up.

Main sources of recruitment:

a) External or Direct Recruitment

b) Internal Recruitment.

External (Direct) Recruitment: Direct recruitment mean the candidate should be appointed directly to some post in the organization otherwise than by promotion or transfer from any post in the service of the corporation.

The person will be eligible for appoint to any post in APSRTC by direct recruitment if he satisfied the following:-

a) Who has sound health, possess active habits and is free from bodily defects.

b) Whose character and antecedents are such as to qualify for such service; and

c) Who has completed the age of 18 years.
Direct recruitment to all the state level seniority posts are being taken up at corporate level. At present there is a ban on recruitment to all posts to control bus staff ratio/ personnel cost. However, recruitment is conducted and continued for certain essential at corporation level regularly.

*Advertising in the newspapers:* The Corporation will advertise the job openings in all leading daily newspapers inviting applicants from the general public who fulfill the conditions laid down by the corporation for recruitment. Generally speaking, most of the corporation’s recruitment is done through advertising method only.

*Employment Exchanges:* The organization informs the employment exchanges about its manpower requirements. The exchanges send messages to the suitable candidates to apply for such posts.

These exchanges match both the demand and supply force of labour. The candidates should receive the information from the employment exchanges and if they are willing to apply, they can submit application form by disclosing full bio-data.

Generally vacancy arises in any posts in various classes either because of retirement of the employees, death of the employees, to increase in the employees or to increase in the number of the schedules.

*Internal source of recruitment:* is the process of filling up the job vacancies from and within the corporation by giving promotions or transfers is known as the internal source of recruitment.
Recruitment and Selection Policy in APSRTC:

1. The Recruitments made by APSRTC are governed by its Regulations called “Employees (Recruitment) Regulations approved by Government”.

2. These regulations shall apply to all classes of service under the corporation except to the extent otherwise expressly provided by or under these regulations.

3. The appoint of an employee hold additional charge of another post or discharge the current duties connected there to, does not amount to appoint to the latter post.

4. Approved candidate means a candidate whose name appears in an authoritative list of candidate approved for appointment to any service, class or category.

5. Appointment and Qualifications: Appoints to the posts in the corporation shall be made (a) by direct recruitment (b) indirect recruitment i.e., by promotion, (c) by transfer or deputation of an official already in the service of department of Central or State Government or State Transport Undertaking.

6. Approved Candidates: All the direct recruitment shall be made by the appointing from a list of approved candidates. Such list is prepared to any general or special orders of the corporate by the selection committee in any appointed in this behalf. Where the candidates in such list are arranged in an order of preference, appointments to the services shall be made in such order. The inclusion of the candidates name in a list of approved candidates for any post shall not confer on
him any right to appointment to such post otherwise than in accordance with these regulations.

7. Application fees: Every candidate for appointment by direct recruitment to a post in the service shall remit the fee prescribed by the corporation in the prescribed manner with his application. Provided that, candidates who are already in service and those belonging to SC, ST, BC and Physically handicapped persons and candidates who have rendered “War service and who apply for appointment to a post filled in by direct recruitment shall not be required to pay the fees prescribed

Selection procedure

Application Form: APSRTC has evolved an application form for Class-III categories like Junior Asst’s, Drivers, Conductors, Shramics (Cleaners/Khalasi)) Class-IV, Zonal wise recruitment process mainly personal back grounds I) Information II) Education attainments, III) Work experience IV) Personnel details. Class-I services categories online filling.

Evaluation of application form: Class-I and Class-II applications are screened by HRD department, Personnel Department and Class-III&IV applications are by concern departments.’ Zonal wise ineligible applications are removed from the application bank only eligible candidates are called for written/ interview.

Employment tests: APSRTC follows different employment tests in order to find out suitability of employees in line with the job requirement. Trade tests are conducted for technical vacancies and incase of non-technical vacancies,
aptitude tests may be conducted by individual departments with coordination of HRD department.

**Interview:** After the declaration of the written examination the corporation to call the merit list of the candidates. On that time they verify all original certificates whatever the candidate submitted photo copies along with application, the candidate should be produced at the time of interview. In the interview three members and concern heads of the department conducting officers to verify the above the all certificates, and then they give the marks to the candidates.

**Appointment order:** In APSRTC, after the final decision, concern authority has to intimate the decision to the successful candidates. APSRTC sends the appointment orders to the successful candidates within 15 days.

**Medical examination:** In APSRTC every candidate appointed in the organization is required to undergo a medical examination by its Medical Officer at the time of appoint and produce a physical fitness certificate.

**Induction:** In APSRTC, the induction programme is entrusted to the concerned head of department. The induction programme a talk about the history of the organization, and short discussion with an officer in personnel department who will describe the organization benefits plans, the newcomer will be introduced to other workers by senior employee of the concerned departments. It may be noted that the induction programme is not organized systematically in APSRTC.
Placement: In APSRTC, the fresh candidate on joining the organization will be placed on probation officer for two years. The candidate will be trained during the probation, Traffic Supervisor, Mechanical Supervisor, for one year, Junior Clerk for one year, Mechanic, Drivers, Conductor, for 6 to 8 weeks.

Training and Development

Andhra Pradesh State Road Transport Corporation is the largest passenger transport organization in the world. It is the only state transport undertaking which got the place in “Guinness Book of Records” in 1999 for having largest fleet. As per the vision and mission of the organization, it has the responsibility to create a work environment which helps foster the ability and desire of employees to act in empowered ways and to remove barriers that limit the ability of staff to act in empowered ways.

The advantage of employee empowerment is that “It encourages employees to gain the skills and knowledge that will allow them to overcome obstacles in work environment and in life and help them to develop within themselves”.

Training is imparted only to newly recruited employees like OUTs, A.Os, M.Os, M.S.Ts, T.S.Ts, contract conductors and contract drivers etc., and in-service employees, both through external agencies and in-house training institutions and also by outside organizations’/departments.

Induction Training courses: Induction training is imparted by the A.P.S.R.T.C., before the candidate selected are placed in the jobs for which they are recruited for skill. First aid training is also impart by the doctor attached to the regions, driving instructors are entrusted with the job of
imparting practical training in addition to the above, the trainees are also impressed on aspects like organizing “Q” systems for passengers boarding buses, providing guidance to the passengers in bus station, helping disabled, aged and lady passengers in boarding the buses; Acquaintance with the job of conductors. Attending duty in proper uniform, attending certain accident spots to study and analyze the causes leading to accidents under the personal supervision of training officer looking after maintenance and cleanliness of vehicles and precautions to be taken for avoiding damages to the buses.

Conductors: Since 1986, a uniform syllabus is adopted for imparting induction training to all the persons selected to all the persons selected for the post of conductors. Beside job training emphasis is laid on aspects like the passengers to form queue for boarding the buses, guiding the passengers in Bus station, helping the disabled and aged.

Drivers: Heavy vehicle drivers are recruited based on practical driving test, literacy and medical examination. The emphasis on the aspects of courtesy and pleasant behavior with the passengers, co-workers and other road users, acquaintance with various types of road conditions, courses for accidents and pre-cautions to be taken to avoid them good driving habits on main roads and congested roads with a view to avoid damages and simultaneously achieving fuel and tyre economy, cleanliness and maintenance of vehicles attending to minor break down the duration of training, theory and practical is for a period of 12 weeks.
Traffic Apprentice: The persons selected as traffic apprentice are observed as Deputy Superintendents (Traffic) which is a supervisory post after being given for 72 weeks of theoretical and practical (23+49) training on aspects covering general management rules and regulations of A.P.S.R.T.C.

In-House Training and Training through Outside Agencies: In-house training is conducted at the corporate level in Transport Academy, Hakimpet, Hyderabad and at zonal level in zonal staff training colleges situated at Hyderabad, Warangal, Kurnool, Nellore, Gannavaram and Vizianagaram.

While Transport Academy imparts training to Officers and Frontline Supervisors, the zonal staff training colleges imparts training to Lower level Supervisors, Mechanical Staff, Artisans, Ministerial Staff and the Crew. Regular training programmes are also conducted at Depot level for the crew and Mechanical Staff.

The officers, senior supervisors and staff are deputed for management development programmes and computer related programmes conducted by reputed institutions in the country like CIRT governed by Association of State Road Transport Undertakings, (ASRTU) New Delhi, Administrative Staff College of India, (ASCI), Hyderabad, Centre for Organization Development, Hyderabad, Engineering Staff College of India, Hyderabad, Indian institution of industrial Engineering, Navy Mumbai, Federation of A.P. Chambers of Commerce & Industry (FAPCC&I), Andhra Pradesh Productivity Council, Hyderabad (APPC), Quality circle forum of India, Hyderabad, Hyderabad Management Association, Hyderabad (HMA) and Indian Roads & Transport Development Association, Bombay (IRTDA) etc. Besides the above, they will
be deputed to premier institutes, ‘B’ schools, National productivity council (NPC) branches, Ramakrishna Mutt, Brahma Kumaries etc.,

**Apprentices Training:** As a statutory requirement, the corporation also imparts regular stipendiary apprentice training to ITI holders, Diploma holders, Engineering graduates, Intermediate (Vocational) Certificate Holders and Sandwich Apprenticeship Programme for Polytechnic students.

The training modules at all the training institutions have been drawn up with a proper blend of theoretical and practical inputs, in order to update knowledge, skills and attitudes at all levels. The focus of the training programme is to develop organization commitment, courteous attitude and to promote provision of safe, reliable, regular, punctual and cost effective operations to improve customer satisfaction.

**Instructors Setup in APSRTC for T&D:** The activity of training and development of Human Resource in A.P.S.R.T.C in corporate level by the Chief Manager, Human Resources Development. The Human Resources Development wing formed in A.P.S.R.T.C. during 1990-91. Training is provided to front line supervisors and officers of corporation. Also imparts training to new recruiters in the cadre of officers, traffic and mechanical supervisors, apart from conducting apprenticeship for graduate engineering apprentice.

The A.P.S.R.T.C. is divided in to seven zonal colleges in A.P. & one transport academy and another training institute CIRT at Pune. In each zone, a training college is functioning under the control of the Regional Manager. Each zone training colleges is headed by a principal of the rank of senior
manager who is assisted by first line supervisors of different departments of the corporation. They also serve as faculty.

From depot manager to deputy superintendent all the training activities are given by training academy. And from the next level employees like senior clerk, drivers/ conductors, controllers, mechanics etc., the training will be provided in the zonal colleges.

The automobile research and transport academy at Gannavaram is headed by a Director, who is the head of the department supported by a senior manager as principal, deputy managers of personnel, finance, operational and mechanical departments. They also serve as faculties. In this academy research is done on automobiles, which wing is supervised by senior engineer, mechanical.

Preparatory courses of short-term duration are conducted at regional training colleges for the personnel from finance, personnel, operational, maintenance and material departments. Training is also given to the supervisors on computers as detailed below:

1) Personnel Department Supervisors-PINS (Personnel Information Systems)
2) Finance Department Supervisors-FACTS (Finance Accounting Systems).
3) Traffic Department Supervisors-OLTAS (Online Ticket Accounting Systems).
4) Stores Department Supervisors-STOINS(Stores Information Systems)
5) Mechanical Department Supervisors-VEMAS (Vehicle Maintenance Systems).

The Central Institute of Road Transport (CIRT) was established in 1967 on the joint initiative of the association of State Transport Undertakings.
(ASTU) and the then Ministry of Shipping and Transport. The reason of CIRT is its commitment to improve the efficiency and productivity of the transport sector, with particular emphasis on state transport undertakings. CIRT has strength of 240 employees of whom seventy are professional staff.

CIRT offers over 50 management development programmes in a year covering general management, transport operations and maintenance engineering. The programmes are meant for practicing managers in STUs and other organizations operating transport services. All programmes are residential and their duration ranges from one week to three weeks.

CIRT has been awarded the ISO 9001 certificate by Bayern of Munich, Germany for the design and execution of training, research, consultancy and testing services. Training Programmes in APSRTC for Class-I, Class-II services are 1. Refresher Programmes. 2. Management Development Programmes (MDP) and 3. Supervisory Development Programmes (SDP);

The total training programmes conducted and employees trained in APSRTC during the last six years has given in Table 4.2. It is observed from the table about 392 programmes conducted to officers and supervisions as against 1542 officers and 8212 supervisors trained during the same period. Besides this 63 other staff members also trained. Reasons perhaps highest expenditure has incurred in the year 2009-10 i.e Rs. 94.94 lakhs for officers and Rs. 37.16 lakhs for supervisors.
Table 4.2
Statement showing training programmes and details of employees trained during the period -2005-2006 to 2010-2011.

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<th>Period</th>
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<th>No.of Officers trained</th>
<th>No.of supervisors Trained</th>
<th>No. of staff trained</th>
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<td>TOTAL</td>
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<td>1542</td>
<td>8212</td>
<td>63</td>
<td>9817</td>
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Source: Compiled and Tabulated from the Annual Administration Reports of APSRTC
Performance Appraisal in APSRTC:

Performance Appraisal is a systematic process and so far as humanly possible, an impartial rating of a employee’s excellence in matters pertaining to his present job and his potential of a job. Performance appraisal or merit rating is the systematic evaluation of an individual with respect to his performance on the job and his potential for development.

An accepted system of performance appraisal is a great asset in the development of human factor in an organization; it helps to assess its managerial strengths and weakness. Such system should also made an effective tool for the growth of individual as well as contribute to an increasing recognition of identity between the organization and the people in it. Thus, performance appraisal system has evolved as an imperative area. Any corporation adopts appositive attitude towards the individuals facilitating overall important and development in the employees. This approach accomplishes the personnel objectives of development of people by praising worth.

In APSRTC, the performance appraisal is carried through the merit rating report. Merit rating reports helps to identify the key performance areas of the employees that are needed to improve their efficiency and effectiveness. These merit rating reports are very objective i.e., the appraiser does not rate an employees on his personnel like or dislike of his personal opinion but, judge by his work during the whole time he has been under his control.

Every year the merit rating reports are rated by the authority concerned or head of department/section where the employees is working and this has to be got countersigned by immediate supervisor officer. They are confidential.
reports which determine the future promotion of an employee. The objective of PA system is to attain the value to the corporation, to cater the need for further training or transfer promotion, and to counsel the employees appropriately regarding their strengths or abilities and short comings or weaknesses and assist in developing them to realize their full potential in time with the organization objectives and goals.

There are 13 categories of employees in APSRTC, but the rating begins from Class-III employees onwards who are designated differently in various departments. After appointment of an employee, the concerned authority observes him. After 3 months, he is counseled, to know where he stands in his job. if required he is guided accordingly. The employee performance is reviewed after 6 months. If they stands good he is appreciated suitably otherwise a memo is issued to highlight weak points. This procedure is followed to provide a chance to the employees to correct himself and get acquainted with the office to correct himself and get acquainted with the office rule and regulations by providing 3 months’ time.

Then after 9 months from the date appointment the employees is counseled again with particular reference to the advice already given after 6 months. If he stands good, it can be presumed that he is improving or else his explanation is called for, to find out whether there are any peculiar difficulties, by which he is unable to do his job satisfactorily. Under the present practice in vogue for calculation of marks for merit rating report, the marks allotted will be added for the columns. The total allotment of marks is for 190. If the officer gets below 40% of marks, it is considered as adverse report. In such cases
the custodian officer will communicate to the concerned officer to improve his performance.

*Evaluation of Merit Rating Report*: If the performance of the employees is outstanding, he will be graded as’ A”; and the total marks allotted will be 10. If the performance of the employee is Good, he will be graded as “B”, and the total marks allotted will be 7. If the performance of the employee is Above Average, he will be graded as “C”, and the total marks allotted will be 6. If the performance of the employee is Average, he will be graded as “D”, and the total marks allotted will be 5. If the performance of the employee is Poor, he will be graded as “E”, and the total marks allotted will be 4. If the Officers gets below 40% of marks, it is considered as adverse reports. In such cases the custodian officer will communicate with the concerned officer to improve, his improve. The employee who stands periodical counseling then he is graded as;

<table>
<thead>
<tr>
<th>EXCELENT</th>
<th>GOOD</th>
<th>AVERAGE</th>
<th>BELOW AVERAGE</th>
<th>POOR</th>
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<tr>
<td>(A)</td>
<td>(B)</td>
<td>(C)</td>
<td>(D)</td>
<td>(E)</td>
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</tbody>
</table>

After the appraisal process is finished, these managers whose performance is average and below are advised to improve their performance in those areas where they are found to be lagging behind, if a manager feels that his performance is not properly appraised and the appraising officer has shown same bias, he may lodge a complaint with a Managing Director of APSRTC. If the Managing Director is satisfied that the appraisal is not properly done, he will appoint another officer to appraisal the performance of the aggrieved manager.
HRD Department in APSRTC

The organization structure of HRD Department. functions under the overall supervision of the Executive Director (Administration), who in turn, is supervised by the Vice-Chairman and Managing Director (Chart-12). The Chief Manager (HRD) looks after the day to day administration of the HRD Department and reports to the Executive Director (Administration). The HRD department mainly concentrates on the recruitment of traffic and mechanical supervisors and the training of both newly recruited and in service employees and officers.

The Deputy Chief Personnel Manager (Recruitment) assists and supports the Chief Manager in all matters pertaining to recruitment and training of employees of the Corporation. The principals of the seven zonal staff training colleges are responsible for conducting training programmes to Class-III and Class-IV.

Employees and the training officer assist the Deputy Chief Personnel Manager in discharging his functions properly. The Principal of Transport Academy is primarily concerned with organization training programmes to officers and senior supervisors of the Corporation. The Assistant Mechanical Engineer is entrusted with the responsibility of conducting demonstration classes on mechanical matters while, the Assistant Traffic Manager carries out demonstration relating to traffic matters.
Chart 12: Organization Structure of HRD

Personnel Department in APSRTC

In APSRTC the Personnel department is headed by Executive Director (Administration) who directly reports to Vice-Chairman and Managing Director. It has got four tier structures. At Corporate Office, the Executive Director (Administration) is assisted by 5 heads of department’s viz., Chief Personnel Manager, Director Transport Academy, Superintendent and Chief Medical Officer, Chief Mechanical Engineer (IEU&IMC) and Chief Law Officer.

The Chief Personnel Manager is assisted by Deputy Chief Personnel Manager (IR&W), Deputy Chief Personnel Manager (Est) and Deputy Chief Personnel Manager (Adm) in the respective matters.
The Deputy Chief Personnel Managers are assisted by Personnel Officer. The secretary staff retirement benefit scheme directly reports to Chief Personnel Manager. The Director Transport Academy is assisted by the principals of training academy and Deputy Chief Personnel Manager recruitment. The Assisted Traffic Manager, The Assistant Mechanical Engineer and a Personnel Officer report to the Principal (Training Academy).

For a corporation employing nearly 1.21 lakh people, a well-designed personnel department is of paramount importance. The organization structure of Personnel Department is shown in Chart-13. It can be visualized from the organization chart that the Executive Director (Administration) heads the Personnel Depot and reports to the Vice-Chairman and Managing Director on all matters concerning personnel function. He is assisted by Chief Personnel Manager who helps him in discharging his duties properly. The Deputy Chief Personnel Manager (Administration) looks after the administration matters and reports to the Chief Personnel Manager directly. He is aptly supported and helped by Personnel Officer-II in respect of administrative and establishment matters concerning supervisors, Class-II and Class-IV employees. The Deputy Chief Personnel Manager (Administration) draws assistance from Personnel Officer-IV while dealing with matters pertaining to staff norms, bus passes, warrants etc.
The Deputy Chief Personnel Manager (Industrial Relations & Welfare) assists the Chief Personnel Manager in handling matters relating to Industrial Relations and Employee & Welfare. The Personnel Officer-I processes the needed information to his supervisors on welfare measures, grievances, etc. While the Personnel Officer-IV communicates and supplies data pertaining to industrial relations, regulations etc., the secretary, staff benefit fund and the secretary, staff retirement benefit scheme processes the information and data to their supervisors as and when they are required to do so.

Apart from the HRD department in the corporation the Personnel Department looks after the other activities like employee promotions, leaves, transfers, wage and salary administration aspects, welfare measures, industrial relations and separation etc.
**Promotions:** Promotion is a service or class to a selection or class to a selection category or to selection grade shall be made on grounds of merit, seniority being considered only where merit is approximately equal. A member of service or a class of service may be required to get himself/herself relieved and join in the higher post within 30 days from the date of receipt of the order of promotion.

**Promotions Of Officer Under Training:** In the officer under training first, they are appointed as junior scale officer. And their promotions will be as follow

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  JUNIOR SCALE OFFICER
  ↓
  SENIOR SCALE OFFICER
  ↓
  HEAD OF THE DEPARTMENT
  ↓
  EXECUTIVE DIRECTOR
```

**Drivers Promotions:** The driver is recruited at grade-II as casual driver on successful completion of formalities by paying amount of Rs.141/- per day. Then after the driver work on that field minimum experience the selection officers to give the promotion grade-I and when he works for maximum period of 20 to 40 years then he has any defected in driving field they will promoted the depot. The he may be given any casual work.

**Conductor Promotions:** The conductor is recruited at grade-II as casual conductor on successful completion of formalities by paying amount of Rs.141/- per day. Then after the conductor work on that field minimum experience the selection officers to give the promotion grade-I and when he works for maximum period of 20 to 40 years then he has any defected in driving field they will promoted the depot. The he may be given any casual work.
Class-I Services Promotion: Super scale services: Class-I executive director

A minimum of 15 years service in the corporation in responsible position in managerial capacity in Class-I service out of which at least 6 years should be in the category of regional manager/ head of the department (which are interchangeable with RMs). Must have worked as Regional Manager / Divisional Manager / Depot Manager for a period of not less than 3 years should in the corporation. Out of 3 years experience above, at least 1 year should have been spent Regional Manager.

Transfers: An employee may be transferred from one post to another except on account of inefficiency or misbehavior or on his written request, an employee shall not be transferred substantively on or except in a case where he is required to hold additional charge of another post, officiate in a post carrying less pay than the pay of the permanent post on which he holds a lien or would hold a listen had his listen not been suspended under regulation 15. Subject to the above conditions, an employee appointed in a post may be required to perform the duties attached to another post.

In an organization like the APSRTC whose activities are dispersed over a large number of geographically separated centers, transfers from place to place at reasonable intervals are therefore inevitable. There is no service condition in the RTC, which guarantees for promises a lifetime employment at the same place. within this frame work, taking all aspects into consideration, it is considered reasonable to fix the normal tenure of an employee at a place as 7-8 years for employees engaged in direct work or responsibility, 5-6 years in respect of supervisors and 3-4 years in respect of officers. While the length of tenure is to be regulated as above, nothing prevents the management from
transferring an employee before the completion of such tenure in administrative interest or in accommodates reasons.

A convention has developed in the RTC where by employees requests for transfer are considered on the basis of the dates of their applications. This is not a sound convention as it works to the advantage of the more alert and scheming employees. In the other hand, such requests should be considered on the assessment of need. Employee a has spent most part of his service of over 20 years in a place far away from Hyderabad. now the need has arisen for him to seek a posting in Hyderabad as his son is admitted in the local medical college, Employee ‘B’ had spent 15 years of service in Hyderabad and was moved to Karimnagar 4 years ago. The day he assumed charge at karimnagar he had submitted an application for retransfer to Hyderabad on the ground that the has to build a house or look after the ancestral property or help his brothers in some other activity. surely any sensitive and fair management would and should give preference to employee ‘A’ over employee ‘B’ Another convention has also developed in the RTC according to which if a transfer of an employee from place ‘A’ to place ‘B’ to fill that grade or rank working at place ‘B’ should be chosen. This again does not stand the test of equity and fair play. It is possible that the junior employee had come to place ‘A’ on promotion after long years of service outside areas a senior employee might have spent all his service at place ‘A’. in such a situation, fair play demands that the senior employee should be considered for transfer and not the junior.

When both husband and wife are employed. When both are employed within the RTC there should be no difficulty in keeping them together of course
any insistence on their part to be posted to a particular place should be
discouraged distinction should be made between a wife who found such
employment even before her marriage and another who found employment
after her marriage to a RTC employees. In last two years of service of an
employee up to supervisory levels any request fro posting at a particular place
or area should be accommodated as far as possible.

Medical reasons are another ground on which employees seek
transfers and postings of choice Each case should be considered on merits
and disposed off The effort should be to make available the medial facility that
the employee’s case requires.

Wage and Salary Administration

After recruitment, selection process, training and development arises, and then employee wage structure is one of the most important factors of
Human Resource Management. Employee wage or compensation is
somewhat receives an employee in exchange for their work. Hence, care to
be taken to handle the area of wage and salary administration or
compensation management.

The validity of bipartite wage negotiation committee In 2010 the
agreement will be for a period of four years commencing from 1st April 2009.
The approval of the government will be obtained settlement signed on this
22nd day of January, 2010.

Pay Structure of APSRTC Employees; The pay structure of employees
has been revised as per government orders communicated revision is done
with effect from 1\textsuperscript{st} April 2009 and remain operative for a period of 4 years that was from the 1\textsuperscript{st} April 2009 to 1\textsuperscript{st} April 2013.

In APSRTC the wage consists of Basic Pay, D.A, H.R.A, Equalization allowance, Daybungalow allowance, Spectacle allowance, Night Driving allowance, Washing allowance, Medical allowance,

*Basic pay:* It changes that come about from time to time on account of increment/promotion/reversion/reduction in pay etc., and shall include special pay and personal pay. It does not include special allowance.

*D.A:* The scales now revised are D.A merged as on 1\textsuperscript{st} Jan 2011, when the preceding 12 months average of all Indian index number is at 2174 (Base; 1960=60) as communicated by the Bureau of Economics and Statistics, Government of A.P future D.A rates will be calculated on the percentage increase of index no’s (Moving average for preceding 12 months) as on 1\textsuperscript{st} July and 1\textsuperscript{st} Jan of every year with the base of 2174 (All India Consumer Price Index No.). The D.A rate will be corrected to the nearest decimal point.

The D.A calculated on pay of RPS 2001 OR 2009 will be rounded off to the nearest rupees (i.e. less than 0.50 Ps will ignored and 0.50 Ps and above will be rounded to the next Rupee). The D.A installments will be derived and implemented (within a period of two months) after the All-Indian Consumer Price Index No. is communicated by Bureau of Economics and Statistics, Government of A.P.

*House Rent Allowance (H.R.A):* House Rent Allowance shall be payable to the eligible Officers. 30 percent of pay will be given to A1 City places like Greater
Hyderabad, Chennai, Bangalore and Mumbai. 20 percent of pay will be given to Category-IV places like Visakhapatnam, Vijayawada, Warangal, Guntur, Kakinada, Rajahmundry, Nellore, Tirupati, Tirumala, Kurnool, Nizamabad, Kadapa, Eluru, Karimnagar, Godavarikhani and Anantapur. Similarly 12.5 percent of pay will be given to Category-II places like Srikakulam, Vizainagaram, Machilipatnam, Ongole, Chittoor, Adilabad, Mahabubnagar, Khammam, Sangareddy, Nalgonda, Anakapally, Tadepalligudem, Narsapuram, Gudivada, Tenali, Narasaropeta, Bapatla, Chilaluripeta, Mangalagiri, Ponnuru, Chirala, Kavali, Guduru, Madanpalli, Srikalahasti, Proddatur, Ayachoty, Guntakal, Gundupur, Dharmavaram, Tadipatri, Kadir, Adoni, Nandyal, Yemmiganur, Siddipet, Bodhan, Nirmal, Jagityal, Siricilla, Kothagudem, Miryalaguda, Tuni, Suryapet, Bhimavaram, Tanuku, Amalapuram, Nuziveedu, Sattenpalli, Vinukonda, Markapur, Kandukur, Rayadurg, Wanaparthi, Gadwal, Kondada, Korutla, Kamareddy, Tandur and Mancherial.

10 percent of pay will be given to Category-III places like Uppal(Peerzadiguda), Medicel, Ibrahimpatnam (Krishna district), Kovvvur

*Equalization Allowance*: The special pay and equalization allowance so granted shall not be taken into account as basic pay for the fixation of pay on promotion to any higher post. The equalization allowance now existing will continue for the managers concerned promoted from the supervisory cadre.

*Day bungalow allowances*: The traveling ticket Inspectors on surprise checking tours to places outside the headquarters may be allowed. In addition to the daily admissible to them under these rules, up to a maximum of Rs.20 each per day to meet the day bungalow charges.
Spectacle Allowance: For Driver above 45 years of age; Rs.450/-, For Others above 40 years of age; Rs.350/-

Night Driving Allowance: Every night service driver may be allowed night driving allowance at the rate and conditions prescribed by the M.D from time to time in addition to the normal daily allowance admissible. Night driving shall mean at least four hours of driving (including halts) between 10.00 pm and 6.00 am.

Washing Allowance: The corporation pays a sum of Rs.30/- per month towards washing allowance those having uniforms.

Medical Allowance: Medical Allowance is paid to all the workers, Taranaka hospital is available to the workers in APSRTC.

Incentive Schemes

Depot Incentive Scheme: The Depot incentive scheme was introduced in all Depots of the Corporation from 1st March, 1980. The scheme was scientifically designed and is developed and is a performance oriented scheme. The aim of the scheme was to create cost consciousness among all the employees and simultaneously to improve the performance of key result parameters through motivation by way of incentive. All the staff working at the Depot manager is eligible for incentive payments. Based on the operational conditions separate schemes are designed for dist/city/towns services.

Incentive payment to system In-charge of Depots: Conditions for payment of incentive to depot system supervisor, incentive to core group supervisors of
regions, conditions for payment of incentive to regional core group supervisors.

*Incentive for Administrative and Accounts Staff and others at Depots*: The personnel accounts and the staff categorized under at depots is eligible to receive incentive amount equal to the sum of 25 percent of individual traffic supervisor incentive and 25% of individual mechanical staff (Class-III) incentive amount excluding The incentive eligible on appreciating parameters.

*Incentive For Depot Manager*: The Depot manager will be eligible to receive the sum total of the incentives paid to individual mechanical and traffic supervisors, additional the DM is eligible to receive the sum total of incentive on achieving the %of service targets and contributing to improvement in the HSD KMPL. He is also eligible to receive incentive amount earned on appreciating parameters such as breakdown rate and percent of Mech.

Cancellation.

*Condition for payment of incentive*: All employees less than 23 days attendance minimum attendance in a month except February. For Feb., month min attendance for eligibility is 22 days, in a case of DM&Office staff when the working days happens to be less than 23 days in a month, they are eligible for incentive if they attend to their duties on all working days during that month.

*Conductors /drivers*: Public complaints viz misbehavior with passengers, on stoppage of vehicles of stages and any other complaint, Non-display of destination boards. Not eligible to incentive amount payable at the end of the month.
**Depot pool amount**: All the employees of the Depot are eligible for incentive from the Depot pool amount. The depot pool amount shall be equivalent to 1.33 times the amount earned by the drivers of the depot on reaching the base target. The amount payable to drivers on crossing the base target will not be reckoned for the purpose of arriving at the Depot pool amount.

**Distribution of depot pool amount**: 20% of the amount should be transferred to maintenance pool. The remaining 80% of the depot pool amount is payable as per the sharing of percentage of cancellation parameter attained by the Depot at the end of the mount. The amount thus earned should be distributed as follows: conductors-25%, drivers-25%, general staff-50%.

**Maintenance Pool**: The amount earned by the maintenance staff from Depot pool, savings on HSD oil & tyres parameter forms maintenance pool varied accordingly, for example 70% of the above pool amount is payable directly, 20% of the amount payable is linked to the cancellation parameter as per the eligible slabs and 10% of the pool amount payable is linked to the failure rate as per the eligibility slabs.

**Maintenance incentive payable (ceiling limit)**: Conductors Rs.300/- per month, drivers Rs.300/- per month. In case, the driver exceeds individually higher HSD base kmpl target, the maximum incentive will be Rs.375/- per month. General staff Rs.300/- per month, Maintenance staff Rs.300/- per month. In case the maintenance staff exceeds higher HSD oil base kmpl target, the maximum incentive payable is Rs.375/- per month, Security staff Rs.300/- per month.
Incentive Allowance: There is a special allowance given to the maintenance staff apart from incentives. This is given for their performance in maintenance the depot. DepotManager-Rs.60/-, C.I/M.F/A.M/(M/P/F)-Rs.35/-; STI/AMF/SSS-Rs.30/-; TI-II/MC-Rs.25/-; I-III/LH/DC-Rs.20/- The attending clause for eligibility is 21 days for all employees.

Welfare Measures

APSRTC provides a comprehensive package of employee services and benefits. The organization believes in promoting the well-being of its employees by providing a number of amenities through consultation with APSRTC unions. With every settlement, the management concludes with employees union, the scope and coverage of employee’s services get extended. The organization spends large sums of money for promotion of the well-being of employees. It tends to look upon welfare as a means of securing, preserving and promoting the efficiency and improving the quality of life of work force. Welfare amenities in the organization can broadly be classified into two categories i.e. statutory and non-statutory welfare amenities. For convenience and for a study purpose the researcher proposes to explain welfare amenities.

Statutory Welfare Measures: Employee welfare measures taken up by APSRTC in compliance with statutory provisions include washing facilities, facilities for storing and drying clothing, first aid appliances, canteen, shelters rest rooms and lunchrooms.

1. Washing, sitting and drying of clothes: The Corporation has made adequate arrangements at all workshops and body building units for washing and drying
of cloths. Separate rooms are provided for wearing of uniforms and keeping of cloths in individuals walls of workers. Necessary sitting arrangements are provide to its mechanical staff workers at workers at shops and body units during their course of work. Plantation and greenery was done in surrounding for better environment in workshops and depots.

2. First Aid-Appliances: It is to be provided in factories if there are more than 150 workers as per statutory provision. The corporation according had made adequate provisions for keeping first aid boxes at conspicuous places in all its workshops, body-building units and at places of maintenance in depots. Ambulance is to be provided in factories if there are more than 500 workers as per the factories Act. Its corporation had provided an ambulance with adequate provisions and prescribed equipment under of medical and nursing staff.

3. Canteens: The Corporation is providing and maintaining adequate number of canteens only at all its workshops, for the benefit shop floor workers they run on no profit no loss basis. In average there are 500 workers in every workshop. The corporation established canteens at Vizainagaram, Tirupathi, Karimnagar and Uppal. The corporation is providing accommodation, furniture and other equipment as well as fuel and electricity with good ventilation to get fresh air. The workers are given 25% discount on all eatables in canteens.

4. Rest Rooms and Lunch Rooms: The Corporation is providing rest and lunchroom for its workers at all, workshops and body-building unit’s addition to canteens. The corporation is providing rest rooms for its staff at almost all bus depots where large numbers of staff members are required to halt nights
during their changeover of duties. All such rest rooms well furnished with good ventilation and keeping them in clean and tidy condition.

5. *Crèches*: The Corporation is maintaining childcare centre musheerabad in Hyderabad for the benefit of children of women employees in administrative office. Children above the age of 3 months and below 6 years only are taken care at this Centre. The children are provided with milk, bread, biscuits and fruits at free of cost.

*Non-Statutory welfare Measures:*

1. *Housing Facilities*: APSRTC has provided certain quarters meant for residential purpose for officers and staffs such quarters are situated mainly in twin cities and also in the districts. Departmental officers /staff quarters are situated at Hyderabad and Secunderabad. Apart from the Individual Officers quarters at Hyderabad, 256 staff quarters (Flats) at Kachiguda under the control of Regional Manager, Hyderabad there are about 644 quarters situated at various units of the Corporation. The Competent authority strictly as per the seniority of the applications registered is allotting the quarters.

2. *Educational facilities*: APSRTC providing Educational Assistance is being sanctioned to the children of the employee who are studying professional courses and providing scholarship facilities children of employees studying in SSC/Intermediate/ Degree Courses and who have meritoriously. APSRTC also sanctioned to Physical Handicapped children of employees are given scholarship of Rs.1000/- each once a year. The scholarships are limited to 17 in each Zone i.e. Hyderabad/ Vijayawada/ Karimnagar/ Cuddapah and 16 to Vizianagaram/ Nellore and 5 in each course Head office. The budget limit is
Rs.6, 03,000/- per amount. APSRTC high school was started in the year 1954. It has been provided for the employee children in the Twin cities with Telugu and English Media Classes for the Children of RTC Employees. It is a recognized high school by Andhra Pradesh Government.

3. **Conveyance Facilities:** APSRTC provides staff buses which are free of cost which cover various destinations for the conveyance of the employees, free bus passes are given to the employers for traveling all over state. To a maximum of five tickets are given to the family members of the employees which are free of cost.

4. **Medical Facilities:** As per APSRTC Employees (Medical Attendance) Regulations, 1963 free Medicare is provided to the employees, dependent spouse/children, parents of employees.

APSRTC has taken exemption from operation of Employees State Insurance Act as it is providing medicates. Executive Director (Medical) is head of the Medical Wing in APSRTC Hospital at Tarnaka, Hyderabad. This hospital is accommodating 200 beds inpatients in addition to attending about 1500 outpatients daily. The hospital has been equipped with diagnostic equipment like ultra scanner, semi auto analyzer and endoscopic equipment in addition to the exiting facilities like x-ray unit, MA Odelka Unit and Blood Bank. In addition to 12-bedded Hospital is provide at Karimnagar, In addition to this 5 more Dispensaries are functioning in twin cities and 27 Dispensaries are functioning at Zonal/Regional Divisional Head quarters. For providing medical facilities to the employees of Depots where the RTC Dispensaries are not available, the Medicare is provided through separate clinics opened in
Government Hospitals. Corporation is also directing the patients to Super Specialty Hospital to undergo major treatment/ surgeries Viz Cancer, Kidney and Transplantation and Heart diseases and payment are made without any ceiling.

5. **Recreational facilities:** APSRTC providing officers club at Railway vikas. The clubs provide indoor games like caroms, table tennis etc. and also provide news papers and important magazines. The officer's club had a shuttle badminton court. One common Gym also provided at corporate Musheerabad.

6. **Transport Facilities:** Concessions given to the retired employees/ officers for travel in RTC Buses:

   i) To permit the retired employee and spouse to travel free of cost in all cities/ sub-urban/ ordinary and metro express services.

   ii) To permit 50% concession in ticket fare to both employee and spouse to travel in AP round the year any number of times. (Up to deluxe services for employees, up to super Luxury for JSO and SSOs and in all types of services fro EDs and HODs).

Retirement due to failure to conform to the requisite standard of physical fitness: In case of retirement of a driver on medical grounds, he may be extended all terminal benefits apart from an Ex-Gratia payment equivalent to one and half month's emoluments (Pay+DA) last drawn, for each completed year of year service or the monthly emoluments at the time of retirement on medical grounds multiplies by the balance months of service left before normal date of retirement whichever is less. Service of more than 6
months shall be treated as one year. Benefit under voluntary /medical retirement: employees after putting a minimum of 20 years of service are eligible for voluntary retirement. Employees who are declaring medically unfit will be retired on the medical grounds.

7. Employees Thrift & Cooperative Society: The Andhra Pradesh State Road Transport Corporation Employees Thrift & Credit Cooperative Society Limited established during 1952 with an objective to encourage thrift, self-help and to prevent shareholders from falling into permanent indebtedness. The society which had in the beginning 2,558 shareholders, share capital of about Rs. 60,000/-, Thrift of Rs. 71,700/- and five employees, became the biggest and the best run cooperative in the State with 98,310 shareholders and thrift more than Rs.710.00 crores.

Over the years, the society saw tremendous growth, both on its membership and funds. Its members consist for all categories of employees of APSRTC including officers, right from the rank of executive director to the lowest rank, working entire Andhra Pradesh. The bulk of its shareholders come from the Class-III and Class-IV employees which in other working force of the APSRTC. The society has proved to be great boon to the shareholders of the society especially in the prevailing economic condition of the workers as its service records and financial position reveal.

Home Loan Suraksha Bima Policy, Educational loans at post graduation level, Deceased Members Family Relief Fund (DMFRF),Death Relief Fund (DRF),Member’s Old Age Assistance Scheme (MOAS),Member’s Handicapped Children Assistance Scheme (MHCAS),Members Handicapped
Children Employment Scheme (MHCES), Retired Members Security Scheme (RMSS), Janata Personal Accident Insurance Scheme are some of the benefits comes under ECT Society.

**Leaves pattern in APSRTC**

APSRTC has separate regulations in regard to leaves for its employees. The Regulation is called as The APSRTC Employees (Leave) Regulations 1963. Earned Leave, Half-pay Leave, Commuted Leave, Extraordinary Leave, Maternity Leave, Paternity Leave and Special Disability Leave, Study Leave are the important leave facilities extended to the employees.

Individual heads of the department are the competent authority to grant leave. A leave account is maintained in form no for each employee in Class-I and Class-II, service by the financial advisor & chief accounts officer and in Class-III and Class-IV service by the head of the department or an officer authorized by him.

1 Earned Leave: The Earned Leave admissible to permanent employee shall if he is in Class-I, Class-II or Class-III Service be one-twelfth of the period spent on duty and Class-IV Service one-twenty third of the period spent on duty during the first 12 years of service and thereafter one-twelfth of the period spent on duty” employee shall cease to earned leave when the earned leave due amounts to 300 days. The maximum amount of earned leave that may be granted at a time an employee shall not exceed.120 days if he is a Class-I, Class-II or Class-III Service.60 days if he is in Class-IV Service during the first 12 years service and thereafter 120 days.
2. Half pay Leave: 1) the half pay leave admission to a permanent employee in respect of each completed year of service shall-

a) In case of an employee in Class-I, Class-II or Class-III Services is 12 days on medical certificate and 6 days on private affairs;
b) In case of an employee in Class-IV service be 6 days on medical certificate during the first 15 years of service and there-after 12 days on medical certificate and 6 days on private. Such leave may be accumulated without any limit.

The half pay leave due to an employee in respect of any completed year of service in which service was rendered partly in a class III post and partly in class IV post, shall be calculated on a prorate basis in respect of Class-III and Class-IV service and then added up. If any present in the total half pay leave for the particular year should be ignored if it is less than half, or reckoned as one day if it is half of more.

3. Commuted Leave: A permanent employee may commute half pay leave not exceeding half the amount of such half-pay due and admissible to him on medical certificate into full pay leave in cases of sickness, duly supported by a medical certificate.

a. The commuted leave, so granted shall be limited to a maximum of 180 days in respect of employees in Class-I., Class-II or Class-III Services, and 90 days in respect of employee in Class-IV service during the entire service;
b. When the commuted leave is granted, twice the amount of such leave shall be debited against the half-pay leave on medical certificate.
c. The total duration of earned leave and commuted leave taken in connection shall not exceed 180 days.

4. Extraordinary Leave: Extra-ordinary Leave without allowances may be granted or given to permanent employee special circumstances:

a) When no other kind of leave is admissible ;or
b) When any other kind of leave is admissible but the employee applies in writing for the grant of extraordinary leave.

c) Extraordinary leave shall not be debited to the leave account.

5. Maternity Leave: A competent authority may grant maternity on full pay/wage, to a married female employee/ a person employed on the basis of daily wage, for a period of 180 days subject to the condition that it shall be granted up to 2 living children only and she has worked for not less than 160 days in a period of one year service. provided that where a married female employee/ a person employed on the basis of daily wage granted maternity leave as above dies, during her confinement or during the period of six weeks immediately following the day of her confinement leaving behind in either case, the child, leave salary/ wage at the amount of full pay/wage admissible shall be paid foe the whole of that period , but if the child also dies during the said period then, for the days up to and including the day of the death of the child , to the person nominated by the female employee/ a person engaged on the basis of daily wage and if there is no such nominee to her legal representative. A competent authority may grant maternity leave on full pay /wage to a female employee/ a person employed on the basis of a daily wage in case of mis-carriage for a period of six weeks immediately following the
date of mis-carriage. A female employee/ a person employed on the basis of a daily wage incase of sickness arising out of pregnancy, confinement, premature birth of child of miscarriage shall on production of a medical certificate issued by the competent medical officer, be entitled to further leave on full pay/wage for a period not exceeding one month in addition to the maternity leave admissible to her under clause (1) and (2) above.

The application for such leave should be supported by a medical certificate issued by the competent medical officer or by the applicants own medical attendant and in the case of an abortion or miscarriage certify that it occurred after a period of 12 weeks of pregnancy or that it was a case of extra uterine pregnancy, Leave of any other kind may be granted in continuation of maternity leave, if the request to grant such leave is supported by a medical certificate.

**Industrial Relations in APSRTC**

In APSRTC, an industry is a social world in miniature. It is a Corporation of various persons like workers, supervisors, management and employers. It creates a very good industrial relationship. In short, it creates a series of social relationship, not only between employers and employees but also on the industry as a whole and on the community at large. For maintaining good relations, the APSRTC is having trade union with well-structured rules and privileges

*Industrial Relations Policy:* The Industrial Relations policy is evolved at corporate level. The APSRTC as well as all the trade unions functioning in APSRTC shall abide by the code of discipline. In order to determine the
bargaining agent, union membership verification is conducted by labor department in APSRTC for determine the majority union for recognition under clause-3, as the sole representative of all the employees in the entire corporation and under clause-6, in each operational region and non-operational zone including head office. The recognition accorded will be in force for a period of two years and thereafter till such time, fresh verification is conducted. All the policy issues on wage revision, service conditions of employees are negotiated with the state- wide recognized union (i.e. Under clause-3) and settlements are reached under section 18 & 12 (3) of the Industrial Dispute Act, 1947 at corporate level. The process of collective bargaining is used to avoid industrial unrest. In order to settle the individual grievances, grievance procedure is being implemented at all the units of the corporation in order to settle the local issues and policy issues, joint meetings are conducted at different levels, as mentioned here under:

1. Monthly meetings at Depot level by Depot Managers.
2. Monthly meetings at Production unit level by Works Managers.
3. Monthly meetings at Regional level by Regional Managers.
5. Bio-monthly meetings at Corporate level by Executive Directors
6. Quarter meetings at Corporate level by Vice Chairman & Managing Director.

In order to improve the performance of the corporation it has the following steps are taken for betterment;
The corporation has requested the government of A.P. to prohibit strikes in APSRTC under essential service maintenance Act (ESMA), 1971 and to declare the transport industry in the state of A.P as a public utility Service, in order to provide uninterrupted transport facility to the public. The government has issued orders declaring APSRTC as a public utility service for the purpose of I.D. Act 1947 and prohibited strikes in APSRTC for a period of six months at a time from time to time.

Further a committee consisting of officials of APSRTC and representatives of recognized union was constituted during the year 2002 to study the reasons for the recurrence of the cat call strikes and to submit its report. Based on the recommendations of the committee detailed instructions were issued on the procedure to be adopted to avoid cat call strikes in APSRTC.

Training programmes have been conducted for union leaders in order to train and development a positive approach regarding settlement of grievances of the workers.

Whenever, the unions strike notice on local managers, necessary assistance is being extended by the management as well as higher levels for immediate settlement of the grievances.

Exclusive meetings have been conducted at corporation level with the unions to explain them the situation of the corporation. The efforts made by the management to improve the performance, reduce the expenditure and other steps proposed to improve the performance of the Corporation.

The suggestive views of the unions are also being invited to improve the performance of the Corporation. The unions were also requested to extend
their corporation in the efforts of the management to bring the corporation out of the present financial crises.

- Study tours are also conducted by the corporation with teams of officials and representatives of unions to study the better working conditions procedures and schemes being implemented in the other sister undertakings so as to adopt the same in our organization.

The IR department of APSRTC looks after the activities of Trade Unions, Grievance Redressal activities, Collective Bargaining and Participation in Management.

**Trade Unions:** The intention of trade union Act.1926 legislation has been to encourage the registration of unions. The first trade union was formed in 1952 with the emergency of Employees’ union on 11.07.1952. When APSRTC was still the Road Transport Department of Hyderabad state in 1953, another union by name “workers union “was formed with the same objectives. The supervisors working in the department felt the need of an association exclusively for themselves and formed Supervisors’ Association in 1955.

Hence, the need for recognition of a trade union arose and the management first recognized the “Employees’ Union ‘the year 1956 with the constitution of APSRTC under Road Transport Corporations’ Act, 1950, RTC Employees’ Union was converted into APSRTC Employees’ Union w.e.f.11th January 1958. Some Unions/ Associations were formed between 1967 and 1969 viz., APSRTC National Mazdoor Union in January 1967, APSRTC Ministerial Staff Association in July 1967, Conductors Association in 1968 and Karmic Sangh in 1969.
Though there are about 18 registered trade unions functioning in APSRTC, only the following trade unions are functioning actively. Of these, two unions viz APSRTC Employees’ Union and APSRTC National Mazdoor Union have substantial membership. The other unions are having only membership.

The total number of trade unions in APSRTC the year of verification, the total membership is given in Table 4.3

**Table 4.3 Trade Unions in APSRTC and their Membership**

<table>
<thead>
<tr>
<th>Unions recognized under clause-3 code of discipline</th>
<th>Year of verification</th>
<th>Membership Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apsrtc Employees’ Union</td>
<td>1977, 1985,93, 2001</td>
<td>42,380</td>
</tr>
<tr>
<td>Apsrtc Nationalmazdoor Union</td>
<td>1982,88,91, 96,98, 2003,06,08,10</td>
<td>61,700</td>
</tr>
<tr>
<td>Apsrtc KarMika Parishad</td>
<td>---</td>
<td>64</td>
</tr>
<tr>
<td>Apsrtc KarMika Sangh</td>
<td>--</td>
<td>631</td>
</tr>
<tr>
<td>Apsrtc Staff &amp;Workers Union</td>
<td>--</td>
<td>847</td>
</tr>
<tr>
<td>Apsrtc Workers Union</td>
<td>--</td>
<td>203</td>
</tr>
</tbody>
</table>

Consequent to introduction of zonal set up in APSRTC in 1994. The labour department has considered the “region” as “establishment for the purpose of local recognition under clause-6 of code of discipline in place of “division” existing prior to zonal set up.

As per the code of discipline, the union recognized under clause,3 (State wide recognition) shall have the right to represent all the issues of policy nature viz., revision of pay scales & allowances of employees matters related to the service conditions of the employees and all other issues related
to the general interest of the employees. The union recognized under clause-6 (Regional Recognition) shall have the right to represent the matters of purely local nature and grievance of their own members in those establishments. They cannot represent any issues of policy nature.

**Grievance Redressal procedure:** To settle the individual grievance of the employees the corporation is adopting the grievance handling machinery at various levels. A model grievance form was designed and was made available at all the units for the use of the employees. This shall be filled up by the aggrieved employee and put it in a separate box called “GRIEVANCE-BOX” at the unit. The unit officer shall entrust the opening of the box to a clerk and recording the grievance in the grievance register. Immediate action should be taken by the unit officer to settle the grievance and a reply should be given within one day to the aggrieved employee. The individual employee may also be called and position may be explained.

In case grievance like drawl of increment or deduction of provident fund, transfer of employee from one unit to another, the unit officer under whom the employee is now working should take initiative to obtain the particulars from previous unit where the employee has worked instead of merely referring the matter to unit officer.

Pay irregularities represented by the employees on the payday should be given top priority to attend irregularities immediately the next day. In APSRTC major portion of the workmen at Depots. To redressal the grievances of the workmen, the grievance committee will be constituted by the Depot Manager who is the Head of the Depot.
First the Depot Manager will issue a letter to a secretary of the recognized union to nominate one number of the union i.e. driver (or) conductor from the traffic wing and one number from the maintenance wing other than the Depot Secretary. One receive of the names of two numbers from the Depot Secretary of the recognized union the Depot Manager will constitute grievance committee.

**Collective Bargaining and Participation in Management**

Collective bargaining process In APSRTC with regard to promotion to employees, up gradation of salaries, arranging good living facilities, in crease in productivity and working conditions, wage agreement process is being implemented since 1960 for the period of every 4 years and so far the organization has signed 10 wage agreement till to date. The revision of wage agreements occurs in APSRTC once in 4 years.

In order to strive towards participative management, the general secretary of the recognized trade union is being invited to participate in the monthly performance review meetings at corporate level. Similarly, the zonal secretary of the recognized union is invited to attend the zonal level performance review meetings.

The workers participation in management in APSRTC is given its due weightage in Works committees, Grievances, Grievance committees, Hospital committee, Provident fund trust committee, Employee’s deposit linked insurance fund (EDLIF) committee, Staff retirement benefit scheme (SRBS),committee, Staff benevolent-cum thrift committee, Staff benefit fund committee, APSRTC Sports & cultural organization (ARTSCO) committee,
Quality circle committees etc. meetings of the committees are held periodically once in a month. Further depot advisory councils and regional advisory councils have been constituted to enable participation of the recognized union and some exemplary employees in improving operational efficiency of the respective units. In APSRTC the workers participation is practiced in 3 forms. They are: works committees, advisory councils, and government orders.

The Industrial Relations Dept. of APSRTC has been cordial and functioning well over the years. As a mark of an effective functioning, it has also received the following awards for its:

1. The Government of Andhra Pradesh presented May Day Award for the year 1992 to APSRTC for Best Management (Special Award) for outstanding contribution towards harmonious Industrial Relations and Labour Welfare.
2. The Government of Andhra Pradesh presented May Day Award for the year 1993 to APSRTC for Best Management for outstanding contribution towards harmonious Industrial Relations and Labour Welfare.
5. The Government of Andhra Pradesh presented May Day Award for the year 1997 to APSRTC for Best Management for outstanding contribution towards harmonious Industrial Relations and Labour Welfare.

6. The Government of Andhra Pradesh presented May Day Award for the year 1998 to APSRTC for Best Management in service undertakings especially for encouraging women workers in the category of conductors.

**Separations and Retirement Benefits**

In APSRTC an employee shall retire from service with effort from the afternoon of the last day of the month in which he attains the age of 58 years. An employee may, after giving one-month notice to the competent, or payment of one-month salary (Pay+DA) in lieu of notice, retire from service voluntarily on or after putting in a minimum service of 20 years in the corporation.

Provided that he shall not be permitted to retire voluntarily, if he is under suspension on a charge of “misconduct” or department disciplinary/ court proceedings” are pending or contemplated against him which in the opinion of the competent authority, are likely to culminate in major penalty of dismissal or remove from service. In case of death of a retired employee an amount of RS.5000/- towards funeral expenses is being paid to the spouse or the family member of the deceased.

a) **Staff Benevolent-cum Thrift Fund:** In case of normal retirement, the amount recovered from employee will be refunded along with an interest of 8% per annum. In addition to this, Retirement Ex-Gratia of Rs.300/- for each year of SBT contribution period is paid.
b) **Staff Retirement Benefit Scheme:** Contribution of member employee is Rs.100/- per month. The management contribution to SRBS has been revised from Rs.3.00 Crores per year to Rs.6.00 Crores per year w.e.f.01.04.2009. Retirement Benefit is revised from the exiting range of Rs.540/- to Rs.2320/- (maximum) to that of Rs. 560/ to Rs.2420/- w.e.f.01.04.2008 given ranging from Rs.560/- to Rs.2420/- per month depending upon the membership period.

c) **Facilities provided to the APSRTC Retired Officers/ Employees:** “APSRTC Retired Employees Medical Facilities Scheme 2003”. has been introduced in the corporation in the year 2005. All the retired officers/employees are eligible to become members of the scheme by paying the requisite membership contribution as one time measure.

Officers-Rs.25,000/-,Class-II-Supervisors-Rs.20,000/-,Class-III&Class-IV Employees-Rs.15,000/-.

Under the scheme the retired officers/employees and their spouses are provided medical facilities on the same scale as provided to the in-service employees at APSRTC hospital/ dispensaries and with a ceiling up to Rs.4.00 lakhs between the retired employee and spouse during the life time of the retired officers/employee when specialist treatment is provided in other hospitals in the heart, kidney, brain surgery, cancer etc.

Employees who have not opted for APSRTC retired employees medical facilities scheme 2003 are provided with free consultation with the civil surgeon, civil asst. Surgeon and for other clinical examination like urine,
blood etc. in APSRTC Hospital at Taranaka or in any of the RTC dispensaries.

The total number of retirements of various categories in APSRTC during 2007-08 to 2011-12 is exhibited in Table 4.4. It is observed that a huge number of employees i.e. 15,020 in various cadres during the said period. Majority of them are drivers and conductors. The reason might be the personal problems, health and financial problems.

**Table 4.4 Number of Retirements of Certain Categories during 2007-08 to 2011-2012**

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>DY.SUPDT (MECH)</td>
<td>41</td>
<td>31</td>
<td>56</td>
<td>39</td>
<td>24</td>
<td>191</td>
</tr>
<tr>
<td>MECHANICS/ARTISANS</td>
<td>97</td>
<td>97</td>
<td>98</td>
<td>176</td>
<td>60</td>
<td>528</td>
</tr>
<tr>
<td>HELPER/ SHRAMIKS</td>
<td>118</td>
<td>85</td>
<td>116</td>
<td>178</td>
<td>192</td>
<td>689</td>
</tr>
<tr>
<td>DY.SUPT (TRAFFIC)</td>
<td>94</td>
<td>52</td>
<td>40</td>
<td>21</td>
<td>09</td>
<td>216</td>
</tr>
<tr>
<td>ADC/CONTR</td>
<td>667</td>
<td>586</td>
<td>608</td>
<td>379</td>
<td>319</td>
<td>2559</td>
</tr>
<tr>
<td>DRIVER</td>
<td>572</td>
<td>713</td>
<td>1044</td>
<td>1241</td>
<td>1492</td>
<td>5062</td>
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<tr>
<td>CONDUCTOR</td>
<td>822</td>
<td>870</td>
<td>1150</td>
<td>1145</td>
<td>1335</td>
<td>5322</td>
</tr>
<tr>
<td>JA(PER)</td>
<td>33</td>
<td>36</td>
<td>34</td>
<td>29</td>
<td>22</td>
<td>154</td>
</tr>
<tr>
<td>JA(STAT)</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>JA(FIN)</td>
<td>38</td>
<td>37</td>
<td>42</td>
<td>39</td>
<td>38</td>
<td>194</td>
</tr>
<tr>
<td>JA(PUR&amp;MAT)</td>
<td>9</td>
<td>6</td>
<td>10</td>
<td>19</td>
<td>26</td>
<td>70</td>
</tr>
<tr>
<td>STENO</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>8</td>
<td>6</td>
<td>27</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2499</strong></td>
<td><strong>2520</strong></td>
<td><strong>3202</strong></td>
<td><strong>3276</strong></td>
<td><strong>3523</strong></td>
<td><strong>15020</strong></td>
</tr>
</tbody>
</table>

*Note: Compiled and Tabulated from the Annual Administration Reports of APSRTC.*