CHAPTER - IV

RECRUITMENT AND TRAINING
Staffing has become an integral and inevitable part of Personnel Management in State owned enterprise like the Andhra Pradesh State Road Transport Corporation. Having emerged as one of the largest state enterprises, providing variety of passenger transport services to various categories of people in both urban, semi-urban and rural areas, it became necessary for the Corporation to take up staffing responsibility to fill up various positions in various wings of the corporation starting from Headquarters level to Depot level. Without the process of staffing the Corporation may not be in a position to fulfil its objective of providing elimatizer, High-tech, Up-deluxe, deluxe, Luxury, Express Ordinary, City,
as to attain those personal and social satisfactions which they tend naturally to seek within their working environment.  

The soundness of any business depends in toto upon its people, and the mission of Personnel Management it to assure a steady source of sound people that can contribute to the success of business enterprise. 'P-E-O-P-L-E' are the main subject-matter of personnel management and it is its business to educate employers, managers-line and staff-and supervisors to place a high value on the dignity and work of the individual human being. If we define the term 'Management' as, to 'MANAGE-MEN-TACTFULLY', the importance of the 'Management of the Human Resource' becomes quite clear.

In short, the challenge of personnel administration is p-e-o-p-l-e—their development, their well-being and their satisfaction. The basic objective of the Personnel Executive is to assist the entire organisation from top to bottom in bringing about an improvement in knowledge, skill, habits, and attitudes that will ultimately express itself productively in work and constructively in human relations. Personnel
Thus the staffing process in Andhra Pradesh State Road Transport Corporation involves man-power planning selection, development, training and other welfare functions.

CHARACTERISTICS OF MANPOWER PLANNING IN ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

The following characteristics of manpower planning become clear from the management of Andhra Pradesh State Road Transport Corporation.

1. Manpower planning includes an inventory of present manpower in order to determine the status of the present supply of available personnel and to discover undeveloped talent presently within the organisation.

2. In manpower planning, the future manpower demand is estimated. For this the factors like retirement, death, dismissal, resignation, etc., are to be taken into account.

3. A plan is prepared to form an equilibrium between the demand and supply of manpower. Plans are also prepared for matters like recruitment, selection, training, development, transfer, promotions, etc.

Manpower planning at the Corporation level is done as a part of the planning for overall development of the Andhra Pradesh State Road Transport Corporation. The objective is to provide more and more...
job opportunities while utilising the human resources of the country most efficiently. At the micro-level manpower planning is done at Zonal, Regional and Depot levels. This kind of planning is more important because it decides the various measures to be taken such as recruitment, selection, promotion, transfer etc. following this, short-term, medium term and long term planning is also taken up by the Corporation at various levels.

Manpower planning consists of planning job requirements. It should be filled and the duties to be performed. Job analysis is made so that relevant information is furnished about the job. The recruiting officer should have the knowledge as to what posts are to be filled. This description is known through job description and specification of man. When the manpower requirement is ascertained, the process of recruitment starts.

Manpower planning is the process by which management determines how the organisation should move from its current manpower position to its desired manpower position. Through planning management strives to have right number of and the right kinds of people, at the right place, at the right time, doing things which result in both the organisation and the individual receiving maximum long run benefits.
The Andhra Pradesh State Road Transport Corporation is the second largest employer in Andhra Pradesh after the Andhra Pradesh State Electricity Board, employing more than 1,20,000 persons and undertaking the task of providing passenger transport services throughout the length and breadth of the State. As an employer of such a large personnel, it must see that the element of efficiency of the staff is kept up at a high level. In order to maintain the highest degree of efficiency, it is necessary that the right type of persons must be recruited for placing them in various positions of the Corporation. No doubt, the mantle of successful operation of this Undertaking
falls squarely on their shoulders. Hence, recruitment of competent personnel is of paramount importance to the Corporation.

Recruitment is a key to the strong public utility services and the corner-stone of the whole public personnel structure. It determines the tone and calibre of the services. A faulty recruitment policy results in a permanent weakness and becomes haven for dullness and incompetence. Perhaps, choosing the right person for the right job is probably the most challenging decision faced by the Management today. Hence, a sound and scientific system of recruitment policy is sine-qua-non for successful working of the Andhra Pradesh State Road Transport Corporation.

The underlying idea in the adoption of Road Transport Corporations Act, 1950 and the change-over from a traditional Departmental form to a Public Corporation, is mainly to enable the Andhra Pradesh State Road Transport Corporation to run on 'business principles'. But contrary to this expectation, there are certain provisions which endow the State Government with unlimited powers and unfettered discretion particularly with regard to personnel matters. Hence, the degree of flexibility in matters of Recruitment, Selection, promotion, Training and Service Conditions largely
depend upon the directions, controls and instructions issued by the Government from time to time. As per Sec. 45 of Road Transport Corporations Act, 1950, the methods of Recruitment, Promotion, Retirement and all other matters of service have been laid down in the Andhra Pradesh State Road Transport Corporation Employees Recruitment Regulations, 1966 which were approved by the State Government.

The autonomous character of the Andhra Pradesh State Road Transport Corporation is preserved in a different way by keeping the Personnel Management away from the jurisdiction of the Public Service Commission (both Central and State) or from any other outside agencies, in order to enable the Corporation to have its own personnel procedures subject to the directions and instructions issued by the Government from time to time.

As per the Andhra Pradesh State Road Transport Corporation Employees Recruitment Regulations, 1966 various posts in the Corporation are filled by three methods as follows:

1. Direct Recruitment.
2. Indirect Recruitment (Promotion) and
3. Transfer or Deputation of an officer already in the service of Department of the Central
or State Government or a State Road Transport Undertaking.

When suitable departmental candidates are not available for promotion to any post specified under selection by promotion category, such posts may be filled by direct recruitment.

RECRUITMENT AGE

As per Regulation 7 (iii) of Andhra Pradesh State Road Transport Corporation Employees Recruitment Regulations, 1966 the minimum age of the candidate prescribed is 18 years and the maximum age is fixed depending upon the post and the qualifications prescribed for it. However, in no case the maximum age exceeds 45 years. As per the State Government directives the Corporation has also extended age concessions to Scheduled Caste, Scheduled Tribe, Backward Class, Emergency Commissioned officers and Physically Handicapped persons as per Government Rules. The in-service candidates also usually enjoy age relaxation as per Corporation rules.

RESERVATION OF POSTS

The distinct feature of the recruitment policy of Public Enterprises in general and the Andhra Pradesh State Road Transport Corporation in particular is the reservations it is obliged to make in respect of Scheduled Caste/Scheduled Tribe/Backward Class and physically
handicapped candidates. This is also a major area where the State Government have issued specific and legally binding directives. The following are the category-wise reservations.  

1. Scheduled Castes : 14 %  
2. Scheduled Tribes : 4 %  
3. Backward Classes : 25 % (7+10+1+7)  
4. Physically Handicapped : 3% (Class III & IV non-technical posts only).  
5. Meritorious Sportsmen : 1% (Class III & IV posts).  
6. Women : 30%.  

ABSORPTION OF DISPLACED OPERATORS

The Corporation, while making selections for Class III and IV posts, as a binding obligation on its part provides employment to the displaced operations who have worked previously with the private operators and lost their jobs due to the taking-over of routes by the Corporation because of the policy of nationalisation. In these cases, the Corporation has also relaxed the required qualifications prescribed in view of their practical experience.  

CHILDREN OF PRESENT EMPLOYEES

The Corporation as a morale boosting step provides employment to the children of the present
employees by allocating 30% of posts in the Class IV category.\(^7\)

**CHILDREN/SPOUSES OF DECEASED EMPLOYEES**

In addition to the above reservations, as per the Government's directive, a special provision is created to provide employment who died while in service.\(^8\)

**SOURCES OF PERSONNEL**

In order to secure the best possible candidates for the posts to be filled in, the sources tapped by the Corporation are as follows:

1. Advertisement through Press.
2. Employment Exchanges.
3. Internal Circulars.
4. Contracts and
5. Deputations.

**SELECTION FOR NON-COMPETITIVE POSTS**

The two prominent post viz., the Managing Director and Financial Adviser and Chief Accounts Officer are the non-competitive posts and the power of filling up these posts is the prerogative of the State Government of Andhra Pradesh as discussed earlier.
SELECTION FOR COMPETITIVE POSTS THROUGH DIRECT RECRUITMENT

The key competitive posts in the Corporation are Class I posts of all Grades which include Heads of Departments, Senior Scale Officers and Junior Scale Officers. The responsibility to fill up these posts through direct recruitment rests with the Governing Board with the approval of the Government. For performing this job the Governing Board has a standing Committee constituted as per Sec. 12 of the Road Transport Corporation Act.

These Class I posts are filled usually through Interview method. Evaluation of the candidate's merit in the interview is based on making system. The maximum marks of 100 are distributed as follows:

1. Performance in the interview : 20 Marks.
4. Review of last three Merit Rating Records (MRR) : 20 Marks.
5. Total Seniority (Service) : 20 Marks.

With regard to the selection of Class I Junior Scale officers, the Corporation follows a flexible policy in determining the ratio between direct recruitment and promotion.

In case of filling up of the post of Depot Manager under Class I Junior Scale, the methods of direct
recruitment and indirect recruitment are not adopted. But it is filled-up only through transfer of a Junior Scale Officer from the Departments of Operations, Mechanical Engineering, Personnel, Accounts and Stores and Purchase (except Civil Engineering, Medical, Statistics and Security), who is chosen by the Departmental Selection Committee consisting of the officers mentioned below.

1. Executive Director (Operations) : Chairman
2. Chief Personnel Manager : Member.
3. Financial Adviser and Chief Accounts Officer.
4. Chief Traffic Manager : Member.

OFFICERS UNDER TRAINING (O.U.T.)

For filling-up the posts of Class I Junior Scale Officers like Assistant Traffic Managers, Assistant Mechanical Engineers, Assistant Works Managers, Stores Officers, Purchase Officer and Statistical Officer through direct recruitment, Engineering Graduates either Mechanical or Automobile are selected as 'Officers Under Training'. The maximum age for this post is 27 years and the period of training is 18 months. They are paid Rs.1,000/- as stipend. After successful completion of their training, they will be posted to the above posts.
SELECTION FOR CLASS II, III AND IV POSTS THROUGH DIRECT RECRUITMENT

The Class II, III and IV posts both technical and non-technical are filled by direct recruitment through various selection committees, constituted by the Managing Director from time to time. The Andhra Pradesh State Road Transport Corporation Employees Recruitment Regulations, 1966 empower the Managing Director to constitute the same. Each selection committee consists of three to five members, of whom the concerned Head of the Department, and one Officer from Personnel Department are the compulsory member.

If it is a selection post through direct recruitment, the concerned Executive Director also forms part of the selection committee. The senior most officer of the Department concerned who is the Chairman of the Committee.\footnote{12}

MAN POWER PLANNING FOR CLASS II, III AND IV POSTS

The recruitment authorities will have to make man power planning for all the Class II, III and IV posts and especially for the posts of conductors and drivers, well in advance, in such a way that operations of the services and other works do not suffer for want of sufficient man power as per the standard norms.
PLACEMENT OF REQUISITION ON THE EMPLOYMENT EXCHANGE

After assessing the final position of the vacancies, the recruiting authorities will send proposals to the Regional Manager and Head of the Departments at the Head Quarters for approval well in advance. After the receipt of their approval the Recruiting Authorities will send their requisitions to the Employment Exchanges as per 'Employment Exchange Compulsory Notification Act, 1959' duly indicating the number of vacancies reserved for Scheduled Caste/Scheduled Tribe/Backward Class and Physically Handicapped persons as per the points under communal roster. As per the directions of the Director of Employment and Training, Hyderabad, the Employment Exchange will sponsor seven candidates against each vacancy.

All the applications, received either from the employees within the corporation or outsiders in response to any advertisement received from the employment exchange will be scrutinised with regard to the qualification and the standards prescribed. Guide sheets showing the particulars of each employees/candidates will be prepared by the Recruiting Authority with all particulars relevant, and placed before the committee.
The method of selection is through written test/trade test followed by Interview. Before placing the list of eligible candidates before the Selection Committee for interview the Recruiting Authority will complete the entire process of written or trade test. Usually the trade tests and driving tests are conducted by the Training Officer of the Region and the written tests by any Senior Scale Officer of the Region. After the valuation of the papers on-the-spot the list of qualified candidates is submitted to the Selection Committees.

The chairman of the selection committee is responsible for smooth and strict conduct of selection. The Selection Committee will interview and screen the candidates after cross verification of the candidates' identify. Then the selection committee will award marks based on the performance of the candidate. The marks allotted for interview are distributed as follows:

1. Additional qualifications : 10 Marks.
2. Experience (length of Service) : 15 Marks.
4. Interview : 60 Marks
   Total : 100 Marks.
The minimum qualifying marks for selection is 50 per cent and in case of reserved categories it is relaxed.

Immediately after the interview/screening is over, all the Committee Members will sign on the guide sheets, duly indicating serial numbers of candidates selected and the particulars of the selected candidates who got selected on merit as well as in reservation quota. Then, the Selection Committee will make arrangements to make announcement and display the list.

CLASS II, III AND IV POSTS: BAN ON DIRECT RECRUITMENT

Because of over-staffing the Corporation imposed ban on direct recruitment with regard to filling up of Class II, III and IV posts in August, 1981. Consequently all the general/open recruitments were stopped immediately. The number of vacancies existing in all the departments were identified and filled through the departmental candidates only. With the increase in operations of services in Andhra Pradesh State Road Transport Corporation, it became necessary to open recruitment for essential categories like Drivers and Conductors, so, the ban on direct recruitment was lifted in August 1985 to facilitate direct recruitment especially for Drivers and Conductors.
One of the important morale boosting factors to maintain efficiency in the Public Enterprises is providing adequate promotional prospects to its employees. It enables to secure able and experienced persons within the organisation to occupy higher posts. It is the best way of retaining well-educated, ambitious, capable and talented persons in the Organisation. Thus, the right promotion at the right time is an essential part of the process of developing the full talents of men and women in the service. Adequate promotional prospects are of great significance particularly in public utility undertaking like the Andhra Pradesh State Road Transport Corporation.

The Andhra Pradesh State Road Transport Corporation Employees Service Regulations, 1964 and the Andhra Pradesh State Road Transport Corporation Employees' (Recruitment) Regulations, 1966, provide guidelines to the Corporation in providing promotional opportunities.

Regulation (4) of 'Andhra Pradesh State Road Transport Corporation Employees Service Regulation, 1964 lays down that no member of service or class of service shall be eligible for promotion from the category in which he was appointed to the Service, unless he has
satisfactorily completed his probation in that category.

Regulation (4)(b)(i) lays down the following criteria through which the promotions can be made in the Corporation.

"While selecting the departmental candidates for selection, 'Merit' must be taken as the basis as judged by the Selection Committee by written/interview and by verification of Service Records. But when all the candidates possess equal merit, then the 'Seniority' in Service at the lower posts must be taken into account".16

An overall view of the appointments in the Corporation especially at the higher levels reveals that most of the appointments are made through promotion only provided the inservice candidates possess the requisite qualifications. When suitable candidates are not available then the candidates are taken from outside either through direct recruitment or deputation. In addition to these, at levels, where a quantitative change in job requirements occur as from operative to supervisory levels, work performance and the individual potentiality to develop for the higher job should be the sole criterial of promotion.17

With regard to the promotion of reservation candidates like Scheduled Castes and Scheduled Tribes,
Regulation 4(b)(ii) of Employees Service Regulation lays down that 'in case of Scheduled Caste/Scheduled Tribe candidates, so long as such candidate is considered fit for promotion or appointment in a service or class to a Selection Category, or to a selection grade it should be made according to seniority and a Scheduled Caste/Scheduled Tribe candidate should be superseded only where the appointing authority comes to the conclusion that the candidate is unfit to hold the post. A Scheduled Caste/Scheduled Tribe candidate does not have to compete with others on the basis of comparative merit. No Scheduled Caste/Scheduled Tribe candidate who is fit for promotion/appointment can be superseded by any junior on the ground that the latter possesses superior merit and ability.

SELECTION FOR CLASS I POSTS THROUGH PROMOTION

The usual practice adopted by the corporation for filling up the posts of Class I, Officers viz., Heads of Departments, Senior Scale Officers and Junior Scale Officers is through the Selection Committee, constituted by from among the member of the Board for the purpose. Only through interview method, based on marking system, the Selection Committee assesses the merit of the candidates as discussed under "selection for Competitive posts through Direct Recruitment".
The Chairman of the Board himself acts as the Chairman of the Selection Committee and the Vice-Chairman and Managing Director is one among them. The Executive Director (Administration) and the respective Head of the Department are also associated with the Selection Committee in the selection process. But unfortunately, they have no say in the matter of selection through promotion.

SELECTION FOR CLASS II, III POSTS THROUGH PROMOTION

The filling up of Class II and III posts through the method of promotion is also done by the "Departmental Promotion Committee" which are constituted by the Managing Director from time to time. These Committee are different from the Selection Committees meant for direct recruitment. Each Departmental Selection Committee consists of two to four members from among whom, the concerned Head of the Department and an Officer from Personnel Department should be present. If it is a selection post through promotion, the Executive Director concerned should also be one of the members. The senior most Officer of the Department concerned, who is also a member of the Committee acts as its Chairman.  

The method of selection for the promotion of various posts in Class II and III is variegated. For some selection posts, which are now under Class II category like Office Superintendent, Accounts Superintendent, Foreman, Chief Inspector, Statistical Superintendent,
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Department</th>
<th>Promotion Through Selection</th>
<th>Method of selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Personnel</td>
<td>Senior Head</td>
<td>Office Superintendent Written Test + Interview + Performance Records.</td>
</tr>
<tr>
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<td></td>
<td></td>
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</tr>
<tr>
<td>2.</td>
<td>Accounts</td>
<td>Accountant/ Audit Inspector</td>
<td>Accounts Superintendent.</td>
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<td></td>
<td></td>
<td></td>
<td>do</td>
</tr>
<tr>
<td>3.</td>
<td>Mechanical</td>
<td>A.M.F.</td>
<td>M.F.</td>
</tr>
<tr>
<td></td>
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<td></td>
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<td>do</td>
</tr>
<tr>
<td>5.</td>
<td>Mechanical</td>
<td>Draughtsman-Gr.I.</td>
<td>Chief Draughtsman</td>
</tr>
<tr>
<td></td>
<td>Engineer</td>
<td></td>
<td>do</td>
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<td></td>
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<td>do</td>
</tr>
<tr>
<td>7.</td>
<td>Purchase</td>
<td>Senior purchase Asst.</td>
<td>Purchase Superintendent.</td>
</tr>
<tr>
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<td>do</td>
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<tr>
<td>8.</td>
<td>M.I.S.</td>
<td>Senior Statistician</td>
<td>Statistical Superintendant.</td>
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<td></td>
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<td></td>
<td>do</td>
</tr>
<tr>
<td>10.</td>
<td>Civil</td>
<td>Senior Overseer</td>
<td>Junior Engineer</td>
</tr>
<tr>
<td></td>
<td>Engineer</td>
<td></td>
<td>do</td>
</tr>
<tr>
<td>11.</td>
<td>Canteen</td>
<td>Asst.Canteen Manager</td>
<td>Canteen Manager Written Test + Interview.</td>
</tr>
</tbody>
</table>

Chief Security Inspector, and Junior Engineer written test or trade test, interview and perusal of records are compulsory. But there are certain posts like Conductor, Chief Draughtsman which are filled through interview and perusal of records. There are some no-selection posts which are kept under Class III viz., Stock verifier Grade II, Leading Hand, Traffic Inspector Grade III, Storekeeper, purchase Clerk, Statistical Assistant, Security Assistant Sub-Inspector, Sub-Over Sear and Assistant Canteen Manager which are not covered by the written test/trade test and interview.

The first important factor which is taken into account to consider promotion is Merit Rating estimated through perusal of Merit Rating Records and Personal Cases for the last five years. Next the length of service/additional qualifications and performance in the interview are also taken into account if interview forms part and parcel of the selection procedure. Thus, the following standards are adopted to select and appoint the candidate by the selection committee:

I. Selection with Interview

1. Record of Service (MRR) : 50 Marks
2. Length of Service : 15 Marks
3. Additional Qualifications : 10 Marks
4. Interview : 25 Marks

Total : 100 Marks
II. Selection without Interview

1. Record of Service (MRR) : 55 Marks
2. Length of Service : 25 Marks
3. Additional Qualifications : 20 Marks

Total : 100 Marks

It may be noted that selection through promotion method does not apply to Class III posts in the Medical Department and Class IV posts of the Corporation.

APPOINTMENTS ON DEPUTATION

Now-a-days, appointment of Government Officials on deputation has become a common feature with regard to the filling up of various specialised posts in public enterprises. The Andhra Pradesh State Road Transport Corporation also has the practice of drawing the government officers on deputation for its various posts. The notable among them are, the most glamorous and powerful posts like Managing Director, the Financial Adviser and Chief Accounts Officer, Chief Vigilance and Security Officer, Land Acquisition Officer at the Headquarters level and the Vigilance and Security Officers are as follows:

Managing Director : IAS/IPS State Government
Financial Adviser and Chief Accounts Officer : Chartered Accountant Finance Department
Chief Accounts Officer : Accountant
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C.V. & S.O.  IPS  Police Department
L.A.O.  R.D.O.  Revenue Department
Vigilance and Deputy Superintendent of
Security Officer  Police.

Regulation 1.4 of the Corporation's Employees (Recruitment) Regulation 1966 lays down that 'the appointing authority may appoint an official already in the service of the Department of Central/State Government or a State Transport undertaking'.

The Pay, Allowances, Service conditions, Provident Fund, Disciplinary procedures and various other service matters are governed by the State Government rules from time to time. This type of arrangement is made mainly to make use of various specialised services of the departments of State Government like Revenue, Police and Finance. This arrangement also provides a way to have direct contacts between the corporation and the government departments. By doing so, the Corporation can take the shelter of the government whenever problems arise with regard to security, finance and land acquisition matters.

An over all view of the arrangement of filling up various posts in the Corporation by deputation from State Governments shows that this arrangement is not a
healthy practice. Specially, in the initial stages of their establishment the public enterprises used to resort to this type of practice due to dearth of personnel. But nearly 60 years have been completed since the establishment of Road Transport Department in 1932 but even today the Corporation is not fully equipped with the arrangements of its own from within the corporation itself with regard to these services. Borrowing the services of the Government Departments and having the civil servants as deputationists in the corporation damages the very concept of Public Corporation and makes it more or less a Government Department which is not run on business principles.

As pointed out by the Estimates Committee in its Report on Personnel Policies of Public Undertakings in 1964 "the practice of depending upon Civil Servants for managing the posts, particularly to non-technical ones, is not conducive to efficiency. Such officers who have no stake in the undertaking could hardly be expected to put-in their best. They failed to develop a feeling of attachment to the undertaking and did not identify themselves with its problems. Further this arrangement would affect the promotional prospects of the regular employee".19
Thus, the permanent solution to this problem is as recommended by the ARC necessary steps must be taken to eliminate the climate of dependence on the deputationists. The Civil Servants who are already in the service must be permanently absorbed within the organisation and must be brought within the jurisdiction of the Corporation rules and regulations with regard to their service conditions, pay and allowances. Further those civil servants who are interested in the service of the Corporation and opted for permanent absorption in the Corporation must be selected and the posts must be filled with. Otherwise, the Corporation must make its own arrangement to fill up these deputation posts through the method of Andhra Pradesh State Road Transport Corporation Service Recruitment done by the Andhra Pradesh State Road Transport Corporation Recruitment Board as suggested in the last chapter.

POSTING AND TRANSFER

Regulation 5(a)(b) of the Andhra Pradesh State Road Transport Corporation Employees Recruitment Regulations 1966 lays down that, a member of a Service or Class of service may be required to serve anywhere and in any post borne on the cadre of such service or class in the corporation and all transfers and postings shall be made by the competent authority.
This Regulation has been subjected to severe criticism by all the unions of the employees of the Corporation stating that it is often as a weapon to victimise the unwanted candidates and at the same time help some people in whom the management is interested.

In recent transfer case which was challenged by an affected officer of the corporation in the High Court, the Bench observed that the transfer of an officer from the post of Deputy General Manager (Planning and Coordination) to the post of Deputy General Manager (Mechanical) was not in conformity with the regulation (5). These posts were different which require distinct qualifications and the methods of recruitment to these two posts were also different and distinct. Hence the Bench stated that 'Regulation (5) does not enable a person who cannot be opted to a particular post by lack of qualification to be appointed to another post and be transferred to the former post.'

With regard to Class III and IV employees at the Regional level the powers of transfer and placement were given to the concerned Regional Managers. This practice continued upto May, 1985. But the corporation decided later to restrict this power only upto the posts to which regional seniority could be maintained. Accordingly, for the first two supervisory posts seniority is
maintained at the state level by the headquarters and all transfers and placements are made by the Vice-Chairman and Managing Director. The rest of the supervisory cadres starting from Rs.655-25-880-30-1095-35 pay scales are dealtwith by the concerned Regional Manager with the consultation of the Headquarters.25

TEMPORARY PROMOTIONS

The Corporation is resorting to make temporary promotions especially at the higher levels whenever the need arises as per emergent basis. Regulation 30(1)(i) of the Andhra Pradesh State Road Transport Corporation Employees' Recruitment Regulations, 1966 lays down that "where it is necessary in the administrative interest to fill emergently a vacancy in a post borne on the cadre of a higher category in a service or class by promotion from lower category and if the filling of such vacancy in accordance with these regulations is likely to result in undue delay, the appointing authority may promote a person temporarily otherwise than in accordance with these regulations.

The Corporation followed this type of arrangement especially in 1978 when the Regional set-up of the Corporation came into operation. At that time bulk promotions were made temporarily to fill-up the various
Class I posts emerged at the six Regions of the Corporations. But this arrangement was severely criticised by various Employees' Unions of the Corporation and they have opposed it tooth and nail.

A careful analysis of the above practice reveals that there is a danger of appointing unsuitable, inefficient, and meritless officers at the higher levels of policy and decision-making. This is against the norms fixed for making appointments to such posts through promotions by selection with a vigorous and systematic selection procedure by a Selection Committee. This will certainly damage the efficiency and standards of the services and may result in permanent weakness of the Corporation. Further, this can be treated only as a stop-gap-arrangement, but cannot be made a precedent.

Regulation 34 of the Andhra Pradesh State Road Transport Corporation Employees (Recruitment) Regulations, 1966 lays down, "if in any of the following categories, a sufficient number of approved candidates, who have successfully completed their training is not available for filling up the post reserved for to be filled by direct recruitment, such posts may be filled temporarily by departmental promotion until approved candidates, who have successfully completed their training, become available to replace the promotees.
and the reverted person shall subsequently be considered for promotion against the quotas of vacancies reserved for being filled by promotion. Such categories are:

a) Assistant Mechanical Engineer.
b) Assistant Works Manager.
c) Assistant Traffic Manager.
d) Chargemen.
e) Traffic Inspector Grade II
f) Head Depot Clerk and
g) Artisan.

There are number of instances when the Corporation has clearly adopted this policy in filling-up the above posts, especially when new Depots, Divisions and Workshops are opened by the Corporation.\textsuperscript{26}

An analysis of the above arrangement reveals that in the first instance, the above posts are to be filled by direct recruitment and by the candidates who have successfully completed the training. In order to meet urgency, if these posts are filled temporarily by the lowest grade candidates who have never received any amount of training, it results in incompetence. The degree of efficiency in work and attitude may also be eroded. If once we promote the lower grade persons to the higher posts, and revert them again to their original
cadres after securing the trained candidates, it may result in frustration and disappointment among the lower cadres. This may further lead to industrial disputes and unrest. Thus, as a matter of principle this practice can be avoided completely in the interests of the organisation as well as the employees of the Corporation.

The promotional policies of the Corporation have miserably failed because of frequent changes in the policies of the Corporation, uncertainty in the implementation of agreements concluded between the employees unions and the management with regard to promotion, confusion created in the interpretation of the Regulations of the Recruitment and Service matters, and undue favouritism shown in assessing the merit of the candidates for promotion ignoring the meritorious ones. There is naturally a hue and cry among the employees that the discretionary powers of the Corporations with regard to promotion are misused to benefit the favoured few. As a result the recruitment and promotional regulations followed by the Corporation are subjected to constant attack by the trade unions and they are even dragging the Corporation to the court of law.
Training is a vital element in the process of personnel management of the Andhra Pradesh State 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. It is a practical education and prevents obsolescence. In order to keep its wheels continuously running and enable it to fulfil its established motto, i.e., performance per excellence strong and vigorous training programmes are indispensable to the employees to this corporation.

The Road Transport Corporation's Act uses the term 'Training' as such and empowers the Corporation to take steps for the advancement of the skills of the persons employed and to give assistance for the provision of facilities for training, education and research. Besides selecting educationally qualified persons for filling up various posts, the corporation is required to ensure that these persons are well trained in the required fields and to encourage them to play their roles in the accomplishment of the Corporation's objectives. Though an infrastructure exists in the country for imparting technical education yet a perceptible gap exists in the subjects being taught in the colleges.
Training School at Hyderabad

Even after the formation of the Andhra Pradesh State Road Transport Corporation in January 1958, the R.T.Ds Training School at Hyderabad continued to provide a variety of training programmes to the various personnel. Orientation and Induction courses were provided by the School to the newly appointed employees with regard to the rules, regulations, policies and procedures of the job in which they were required to work. Induction courses were conducted to Drivers and Conductors in order to enable them to receive full benefit in their specific jobs. In-service personnel were provided with refreshers courses to get them well acquainted with new skills and techniques. In 1961, when the 'Apprentice Training Act, 1961' was passed, this training school responded to it, and provided for the training of I.T.I. candidates. Continuous vigilande was exercised over the Drivers, Conductors Mechanics and Artisans, and the professionally weak candidates were sent to the refresher courses organised by the Departmental Training School at Hyderabad. After the formation of the Regional set up, this training School has been attached to the Hyderabad Region.

Training School at Vijayawada

A noteworthy feature in the training activities
of the Corporation during the 1963-64 was the opening of the second departmental training school at Vijayawada for providing training facilities to the personnel of the mechanical and operating service. This training school was provided with an attached hostel to accommodate 130 trainees and endowed with latest training equipment including audio-visual units. This training school imparted training to both in-service employees as well as direct recruits. Periodical and standardised refresher courses were conducted for all the technical and non-technical personnel. In addition to this, 'A' Grade Mechanical Apprentices under Apprentice Act 1961, besides I.T.I. candidates were trained. Candidates selected through competitive tests as 'officer trainees' were also trained before being absorbed as officers.

In 1964, the National Productivity Council conducted 'Supervisory Development courses for Supervisors' both at Hyderabad and Vijayawada in April 1964 under the directorship of WILBURG EKLUND. These course covered number of subjects related to the Supervisors.

In 1965, a special scheme for the Training of Regional Transport Officers in the Central Workshop of the Corporation was prepared and implemented. After the formation of the Regional set up this Training
School is attached to the Vijayawada Region.

In 1967-68, a new pattern of training was introduced for the first time in the Corporation for developing the knowledge and skills of the Depot Managers, with the cooperation of the National Productivity Council experts, a number of training programmes were conducted on subjects like:

a) Material management;

b) Administrative work study;

c) Personnel management and financial management.

**Transport Academy**

With the rapid expansion of the organisation and services, the need to develop supervisory and managerial talents among the personnel became inevitable. To meet this need, a Staff Training College was started from January 9, 1975 at Nagarjunasagar. But the location of the Staff Training College was not conducive to the right accomplishment of its functions. It became so hard to mobilise the required staff to Nagarjunasagar because of its inaccessibility. Thus, with a view to obtain the services of experts as faculty members, and enable the senior officers working in the Corporation to be available at a short notice with minimum dislocation of work, the Staff Training College
was shifted to Hyderabad.\textsuperscript{33}

At present, the Staff Training College at Hyderabad organises supervisory and management development programmes in order to improve the competence of the personnel employed in this capacity.

The staff Training College also conducts refresher and inductory courses on a regular basis to improve and up-date the skills of the supervisory and managerial staff. Experts are invited to address the participants from various reputed institutions like Institute of Defence Management, Administrative Staff College of India, Central Institute of Road Transport and National Productivity Council. This college also avails the services of various Technical Managers, Chief Executives of companies like M/s Duniop, Brakes India, Tata, Ashol Leyland and Indian Oil Corporation, for enlightening and interacting with the trainees. In addition to these, the senior and experienced officers of the Corporation are also invited to deliver lectures. Each course is appraised and evaluated by the participants for further improvement.

**Principal : Staff Training College**

The Staff Training College at Hyderabad is headed by a Senior Scale Officer, designated as 'Principal' Staff Training College. He is assisted by two
Chief inspectors, one Senior Traffic Inspector and one Driving Instructor is conducting training programmes.

**Zonal Training Schools**

With establishment of the Regional set up in 1978, significant developments took place in the field of training. It was decided to have a training school in every Region and to that effect the other three regional training schools were started at Cuddapah, Nellore, Karimnagar and Vizianagaram in addition to the already existing schools at Hyderabad and Vijayawada.

The training schools are headed by Junior Scale Officers, designated as Regional Training Officers under the control of their Regional Managers in the corporation. The general practice is a Depot Manager is transferred to the Region as Training Officer. He is assisted by Mechanical Supervisor, Traffic Supervisor, Mechanical Foreman (Electrical) and Driving Instructor. In addition to the regular staff, such officers within the Corporation and outside agencies like Tata, Lucas, T.V.S. Excide Batteries have been invited to provide instructions in their respective fields of specialisation. The curriculum in the Regional Training Schools includes both class room lectures and workshop practi- cals. The methods of training are:

1. Lecturing method usually in mother tongue;
2. Demonstration method;
3. Exhibition of work;
4. Practical operations;
5. Instruction on the machines in workshops and
6. Audio-visual.

Mostly, the Drivers, Conductors, Mechanics, Assistant Depot Clerks are given training. Periodical refreshing courses in latest changes and systems in all branches are provided. A four-week programme of pre-entry training is provided respectively to the Drivers Conductors and Mechanics at the Regional level.

After successful completion of the course, the candidates are again tested and posted in their respective vacancies.35

Deputation of Officers to other Training Institutions in and out side India

The praise-worthy arrangement made by the Andhra Pradesh State Road Transport Corporation with regard to training facilities provided to the officers of the Corporation is deputing responsible officers to other training institutions not only in India but also other countries for specialised training and refresher courses. Since the formation of the Andhra Pradesh State Road Transport Corporation the Corporation has been rightly utilising these opportunities by sending
its officers to countries like West Germany, United Kingdom, Berlin, Hambrug, Cologne and Italy, under 'Intensive Training Programme' in various subjects like Motor Mechanism, Industrial Administration with special reference to Transport Planning. These training programmes have been sponsored by various internationally reputed companies like M/s Leyland Co., Lucas-Shire, M/s Mercedez Benz and M/s Premier Automobile. Whenever the foreign countries made available training programme under British Council Scholarship, Indo-French Technical Co-operation Programme and Colombo Plan, the Corporation fully took the advantage of these programmes.

Besides deputing the officers abroad, the managerial as well as technical training facilities offered by various training institutions within India are also being utilised by the corporation for the benefit of its officers as well as supervisors.

The institutions which extended training facilities to the Corporation so far are:

1. Administrative Staff College of India, Hyderabad.
3. Central Institute of Road Transport, Pune.
An Overview

Personnel policies and practice have come to occupy a place of prime importance in the nationalised road transport undertaking like the Andhra Pradesh State Road Transport Corporation. The Andhra Pradesh State Road Transport Corporation which is pioneering organisation in the field of nationalised road transport in the country has got its own personnel policies and practices. Though the objective of establishing the Andhra Pradesh State Road Transport Corporation by adopting R.T.Cs Act 1950 was to provide autonomy in various aspects including personnel management, still
the permissive and flexible provisions of the R.T.C. Act are enabling the State Government of Andhra Pradesh to interfere even in minute personnel matters leaving the Corporation ineffective. The various aspects of personnel management like Classification, recruitment, promotion, training, superannuation all are under the super influence of the State Government. With the result the Corporation is unable to frame its own independent personnel policies and procedures to suit its needs.

In view of lack of effective personnel policies and procedures the Corporation is facing number of deficiencies on all aspects of personnel management. Hence, it is time to streamline the entire gamut of personnel management system keeping in view the changing needs and requirements. Further the interference of the State Government should be withdrawn from this area and the Corporation must be left with free hand to mould its own personnel policies. With scientific approach backed by professional content, all the aspects of personnel management must be strengthened to improve the quality of the personnel and the efficiency of the Corporation.
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