CHAPTER III

DHEERAN CHINNAMALAI TRANSPORT CORPORATION - AN OVERVIEW

In this chapter an attempt is made to analyse an effective and transport system of very important for economic growth and prosperity of the nation. The objectives of any Transport system is to ensure safe on economic movement of passengers and goods. Road Transport is one of the major segment in the transport sector. It has been estimated that Road Transport provides 90 per cent of all trips made today in the world.

A Public Corporation is a corporate body created by a public authority with definite powers and financially independent. The Public Corporation is an attempt to combine public interest with the flexibility of operational characteristics of a company in the private sector. As the late President Roosevelt, observed, it is clothed with the power of Government but possessed of the flexibility and initiative of private enterprises.¹

The Public Corporation is one which is brought into existence by an enactment of the parliament. Road Transport Corporation in all States are established under the provisions of the Road Transport Corporation Act, 1950.

¹ Earnest Navis, Natural Enterprise, 1946, 25.

The Particulars presented in this chapter are based the data and Informations supplied by Dheeran Chinnamalai Transport Corporation, Tiruchirapalli, Tamilnadu.
In 1950, the Central Government enacted this Act to nationalise the passenger transport services. This Act had a provision to provide guidance to the State Government in the matter of nationalising passenger transport services.

In accordance with this Act, states were required to set up a corporation type of Organisation for passenger transport services.

Accordingly, in Tamilnadu, a decision was taken to nationalise the Motor Transport Service in the State in 1946 and the scheme of nationalisation was launched first in Madras City in October 1947. By July 1948, the entire service in Madras city was nationalised, stage by stage.

With the progressive nationalisation and bifurcation of the bigger ones, the number of transport Corporations were increased and now at present 19 Public Transport Corporations are rendering their valuable services to the population of Tamilnadu. The names of public and their Head office shown in the chart I.
<table>
<thead>
<tr>
<th>NAME OF THE CORPORATIONS</th>
<th>HEAD OFFICE</th>
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<tbody>
<tr>
<td>1. Pallavan Transport Corporation (P.T.C.)</td>
<td>Madras</td>
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<tr>
<td>2. Pattukkottai Azhadigiri Transport Corporation (P.A.T.C)</td>
<td>Vellore</td>
</tr>
<tr>
<td>3. Pandian Roadways Corporation (P.R.C)</td>
<td>Madurai</td>
</tr>
<tr>
<td>4. Marudhu Pandiyan Roadways Corporation (M.P.T.C.)</td>
<td>Karaikudi</td>
</tr>
<tr>
<td>5. Cheran Transport Corporation (C.T.C)</td>
<td>Coimbatore</td>
</tr>
<tr>
<td>6. Jeeva Transport Corporation (J.T.C.)</td>
<td>Erode</td>
</tr>
<tr>
<td>7. Rani Mangamma Transport Corporation (R.M.T.C.)</td>
<td>Dindigul</td>
</tr>
<tr>
<td>8. Cholan Roadways Corporation (C.R.C.)</td>
<td>Kumbakonam</td>
</tr>
<tr>
<td>9. Anna Transport Corporation (A.T.C)</td>
<td>Salem</td>
</tr>
<tr>
<td>10. Dheeran Chinnamalai Transport Corporation (D.C.T.C.)</td>
<td>Tiruchy</td>
</tr>
<tr>
<td>11. Kattabomman Transport Corporation (K.T.C.)</td>
<td>Thirunelveli</td>
</tr>
<tr>
<td>12. Nesamani Transport Corporation (N.T.C)</td>
<td>Nagercoil</td>
</tr>
<tr>
<td>13. Thanthai Periyar Transport Corporation (T.P.T.C.)</td>
<td>Villupuram</td>
</tr>
<tr>
<td>15. Annai Sathiya Transport Corporation (A.S.T.C.)</td>
<td>Dharmapuri</td>
</tr>
<tr>
<td>16. Dr.Ambethkar Transport Corporation</td>
<td>Madras</td>
</tr>
<tr>
<td>17. J.Jayalalith Transport Corporation (J.J.T.C.)</td>
<td>Madras</td>
</tr>
<tr>
<td>18. Puratchi Thalaivar M.G.R. Transport Corporation (PTMGRITC)</td>
<td>Kanchipuram</td>
</tr>
<tr>
<td>19. Mahakavi Bharathiar Transport Corporation (M.B.T.C.)</td>
<td>Ooty</td>
</tr>
</tbody>
</table>
An effective and efficient transport system is very important for economic growth and prosperity of the nation. The objectives of any transport systems is to ensure safe and economic movement of passenger and goods. Road transports is one of the major segment in the transport sector. It has been estimated that Road Transport provide 90 per cent of all trips made today in the world. It gives point in one top service and offer a transportation with a provide and personal security and choice at ones will.

Conforming to the policy of the Government to keep the fleet strength of the Transport Corporation within Management Unions, C.R.C. was bifurcated and Dheeran Chinnamalai Transport Corporation Limited, was formed as 13th Passenger Transport Corporation in our state. Dheeran Chinnamalai Transport Corporation Limited, (DCTC) is undertaken by the Tamilnadu Government. This Corporation was Registered an 1.1.1985 and commenced service on 1.4.1985 under the Government Order MS.No.1139 at Transport Department, dated, 29.9.1984 bifurcated the C.R.C. Ltd, and C.R.C. Unit II functioned in the Trichy was attached to this Corporation. The following fleet is taken over from C.R.C. Limited as on 1.4.1985 with 348 old fleets.

This Corporation has 20 branches located in 15 places at Trichy.
The newly started Corporation commenced its function on 01.04.85 with 349 buses covering both Town and Mofassil routes. The total fleet held by the Corporation has nearly doubled, numbering 736 as on 31st March, 1992, within a span of 7 years.

The Corporation initially had 2 units, Unit I Town Services with branch office at T.V.S. Tolgate and Unit II with its office at Williams road. The services which eminates from Mainguard Gate towards Southern side were controlled by Unit I and the buses which are bound for North, East and West side were regulated by Unit II. Most of the services attached to Unit I, operated within the limit of Town area of Tiruchirapalli where as Unit II served major mofussil sectors.

But for the efficient functioning of the Corporation, the entire span of operation has been rearranged and bifurcated as per the needs. It now has 15 branches as listed in the Chart 4.2 few combining both. Out of which, 4 branches take up the responsibility of plying buses around Trichy Town limit.

The Number of routes held by D.C.T.C. as on 31st March 1992, numbering 410, out of which Town route constitute 264 as against 362 and 215 in 1986 respectively.
Only during 1987, the Corporation constructed its own administrative block at Periyamilagupparai at a cost of Rs.50,00,000. A separate F.C. unit has also been set up by the Corporation at D.C.T.C. in 1991 and the then existing F.C. units at Karur, Ariyalur, Trichy Mofussil had been amalgamated with the new unit. The Corporation has got its own bus body building unit at Karur. The number of bus bodies constructed by its unit amounted to 154 in the year 1992. Apart from this, the Corporation also purchases buses from outsiders and thus the different types of vehicles owned by the Corporation are Ashok Leyland, Telco and Ford.

Engine reconditioning and type retreading activities are also undertaken in the workshops of the corporation, with the Central Workshops at Thuvakudi. The number of engines reconditioned ranges between 14532 and 26434.

The Corporation has introduced 139 new buses towards augmentation and replacement during the year 1990-1991. Three driving school buses are owned by the Corporation in order to provide driving instructions and to improve the efficiency of the operation crew and two ambulance vans to rush the injured to the hospital.
The Corporation has computerised financial, accounting, payrolls, inventories, P.F.Trust accounts, Management information system and Invoice Audit etc. It has successfully introduced "On line town ticketing system in Rockfort Branch and action has been taken to introduce it to other branches too.

The Corporation provides various statutory as well as non-statutory labour welfare measures to its employees. It has constructed 511 houses at D.C. Nagar, Trichy through D.C.T.C. Co-operative House building society and handed over to the employees.

The Corporation has got a library which has been functioning since 1985. 25 per cent of the cost of the books is met by the worker's contribution and the rest by the Corporation.

FINANCIAL RESULTS OF THE CORPORATION

The Company's Gross earnings has reached Rs.48.77 crores in the year 1991 as against 41.77 crores in the previous year accounting for 16.75 per cent increase. The earnings has gone upto 505 PS/KM from 452 PS/KM in 1989-1990, accounting for an increase of 11.72 per cent. The Corporation has ended up with a marginal loss of Rs.89.54 lakhs during the year 1991 after charging depreciation of Rs.662.36 lakhs. Besides, it has paid contribution of Rs.10.10 lakhs to the institute of Road Transport, Madras
and housing development charges of Rs.30.55 lakhs during the
year. The company acquired the fixed assets for Rs.813.47
lakhs as against 691.47 lakhs in the previous year.

ORGANISATION STRUCTURE AND MANAGEMENT

The total operative strength of the Corporation
has increased to 4980 in the year 1992 as against 4392 in
the previous year. The men/bus has averaged at 7.05. A
"Selection Committee" comprising of one personnel officer
and two experts will select the suitable hands as per the
norms of employment exchange.

The norms and management structure of the
Corporation is briefed below:

NORMS

The Motor Vehicle Act 1949 (Amendment 1988) states
that, the Corporation shall consist of 12 members including
a Chairman. All members shall be official members.

The Managing Directors of the neighbouring
Transport Corporations are appointed as members.

The State Government shall appoint one member of
the Corporation as Chairman and may, if it thinks fit,
appoint another member as Vice Chairman, and their
representatives if any.
This Corporation comes under the administrative control of Transport departments of the Government.

The Commissioner and Secretary to the Government Transport Department is the Ex-officio chairman of the organisation. There are 15 departments of the Corporations various personnel working in the different branches and their hierarchy level is diagrammatically represented in chart.

The chart representing the Organisational structure of D.C.T.C. clearly shows the Managing Director as Chief Executive of this Corporation. He occupies the prime position in the hierarchy and exercises overall control on the working of various branches. He is assisted by the General Manager and Chief Accounts Officer.

The General Manager has control over various departments such as purchases and stores, Technical, Traffic and Planning, Works, FC, Civil, City Operations and Mofussil Operation etc., Each department comes under the direct control of a Deputy Manager who ranks second in the hierarchy level and is answerable to the General Manager.

The Deputy Manager of Technical Section is assisted by 3 Assistant Managers, 2 are exclusively posted for inspecting the maintenance aspects of all branches by dividing it into 2 divisions and one Assistant Manager for
DIVISIONAL STRUCTURE

GENERAL MANAGER

Divisional Manager (City operation Trichy)  Divisional Manager (Mofussil Operation Trichy)  Divisional Manager (Karur)

BM  BM  BM  BM  BM  BM  BM  BM  BM  BM
RFI  RFI  CONT  DCN  I  I  I  ARR  JKM  PBR  MNP

BM  BM  BM  BM  BM  BM  BM  BM  BM
KRR  KRR  MSI
(Town Mofussil)

RFI - Rock Fort I  ARR - Ariyalur  MNP - Manapparai
RFII - Rock Fort II  JKM - Jeyankondam  KRR - Karur
Cont - Contomment  THR - Thuraiyur  MSI - Musiri
DCN - Dheeran Nagar  PBR - Perambalur
training purpose and is responsible for D.C.T.C. III and Training Centre for all categories. All other Assistants and Junior Assistants of the Section is controlled by a Junior Superintendent who is accountable to the General Manager.

The authority of Traffic and Planning section is delegated to 3 Assistant Managers for Commercial, Planning and Operation divisions respectively.

The Assistant Manager for Commercial Section has 2 Junior Superintendent under his control for Commercial and taxes.

A Senior Superintendent (Permit) along with his subordinate staff and RTO's office attendant, enables the AM (Planning) to maintain RC permit book upto date. Along with him, a Junior Superintendent in the same rank assumes the responsibility of conducting routes survey and study the occupancy ratio and the route selected for augmentation, and for modification of the existing routes.

Traffic Inspectors and Checking Inspectors who do the line checking and operation regulation come under the direct control of the AM (Operation).

The responsibility of works department is vested with 3 AMS each for Reconditioning, spring and Tyres, next to Deputy Manager (works). The Assistant Engineers and
Junior Engineers in that section are responsible for reconditioning the unit assemblies and supply to branches and Central Workshop.

The Deputy Manager (Purchases and Stores) exercise his control over 2 AMs, of purchases and Stores each, who in turn guide their respective subordinate staff.

The fitness centre of D.C.T.C. performs its functions with a Deputy Manager and an AM whose duty is to obtain fitness certificate from RTO by attending FC jobs periodically and major body repairs etc.

The Civil section is subdivided into Civil and Planning Sections. The AMs in charge of these sections should decide about the construction of building, depots, workshops etc. as well as the building maintenance periodically.

The Chief Accounts Officer who ranks equal to the General Manager is responsible for the activities carried out in the maintenance of accounts and has overall control over the financial aspects of the concern. He is assisted by 4 Assistant Managers for compilation, Bills, IAD, Stores Accounts and Invoice Audit.

The Assistant Manager of Compilation Section has 2 Senior Superintendents, one for compilation work and another for cash and Secretary function where he along with his Junior Assistant assist in preparing Secretarial work, Bank reconciliation statement etc.
In the Bill Section, One Senior Superintendent with the assistance of his assistants deal with firm bills and civil bills and Junior Superintendent is incharge of Branch Petty cash bill section is entrusted exclusively to a Senior Superintendent who is responsible for the preparation of pay bill through EDP section and verification.

The IAD and Stores Account Sections have one Senior Superintendent each who are answerable to AM (IAD and Stores) 10 Assistants are posted at Head Office to assist the Senior Superintendent and 3 Assistants to each Junior Superintendent who is responsible to the Senior who audit periodically the branches and workshops.

The AM (Invoice Audit) controls a Senior Superintendent, 4 Junior Superintendents and Assistants and Junior Assistants numbering 50, to audit invoices, ticket books, Police warrant bills etc. They are also to verify the accuracy of the collection amount daily with collection statement prepared at branches. A Junior Superintendent is specially posted to Provident Fund Section.

DIVISIONAL STRUCTURE

There are at present 4 Divisions under this corporation namely.

- City Operations (Trichy)
- Mofussil Operation (Trichy)
- Ariyalur Divisions
- Karur Division
Each division is supervised by a Divisional Manager, who is incharge of the Division. Each Division is further classified into different branches (Depot). The organisation chart of the division is explained diagrammatically.

DEPOT STRUCTURE

Each depot is looked after by a Branch Manager who is a subordinate to the Divisional Manager. He is assisted by Junior Superintendent (Administration), Assistant Engineers and Junior Engineers (Maintenance) which includes ABC Group leaders in Technical staff to pay attention to day and periodical maintenance jobs according to group of vehicles. The Depot structure is depicted in the chart.

The Corporation operate its town services around Trichy, Ariyalur, Jayankondam, and Thuraiyur. The Town division of the Corporation covers the Town Services at Trichy Town alone.

For an efficient and co-ordinated town services in Trichy Town, the corporation has bifurcated the services of Unit I into town and mofussil services, by merging the town services of all with the Town service of unit 1, the corporation had formed 2 branches exclusively for Town services at Rockfort and Subramaniyapuram. During 1990, to render efficient services and to cater to the growing needs
of the growing population, the then branches were subdivided into 4 in number viz., Rockfort I, Rockfort II, Contonment, D.C. Nagar branch. Thus among 15 branches of the Corporation, Trichy Division constitute the above mentioned 4 branches.

The Town Division which had only 78 buses on the date of its commencement now has 220 buses to its credit. It covers the entire Trichy Municipal area without any exception.

CHART
THE OPERATION OF THE TOWN DIVISION OF D.C.T.C. ON DIFFERENT SECTORS

<table>
<thead>
<tr>
<th>Name of the Sector</th>
<th>No. of buses in Each sector</th>
</tr>
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<tbody>
<tr>
<td>Junction to Srirangam</td>
<td>81</td>
</tr>
<tr>
<td>M.G.G. to K.K. Nagar</td>
<td>10</td>
</tr>
<tr>
<td>M.G.G. to B.H.E.L, R.E.C. Thuvakudi</td>
<td>25</td>
</tr>
<tr>
<td>M.G.G. To Pettavaithalai</td>
<td>7</td>
</tr>
<tr>
<td>M.G.G. To Small Arm Project</td>
<td>6</td>
</tr>
<tr>
<td>M.G.G. To Golden Rock</td>
<td>12</td>
</tr>
<tr>
<td>M.G.G. to Mannachanallur</td>
<td>7</td>
</tr>
<tr>
<td>M.G.G. to Lalgudi</td>
<td>14</td>
</tr>
<tr>
<td>M.G.G. To Junction Via Woraiyur</td>
<td>17</td>
</tr>
<tr>
<td>M.G.G. to Ramji Nagar</td>
<td>10</td>
</tr>
<tr>
<td>M.G.G. to Kumaravayalur</td>
<td>5</td>
</tr>
<tr>
<td>M.G.G. to Kulumani</td>
<td>3</td>
</tr>
<tr>
<td>Route Description</td>
<td>Frequency</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>M.G.G. to Edamalaipattiputhur</td>
<td>4</td>
</tr>
<tr>
<td>M.G.G. to Gunaseelam</td>
<td>6</td>
</tr>
<tr>
<td>M.G.G. to Samayapuram</td>
<td>5</td>
</tr>
<tr>
<td>M.G.G. to Junction Via T.Nagar</td>
<td>5</td>
</tr>
<tr>
<td>Junction to Samayapuram</td>
<td>7</td>
</tr>
<tr>
<td>Junction to Keeranur</td>
<td>7</td>
</tr>
<tr>
<td>Junction to D.C.Nagar</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>236</strong></td>
</tr>
</tbody>
</table>

Out of 264 town routes held by the corporation, the town division has held more than $\frac{1}{4}$th of the total routes numbering 7 in 1992, covering all the sectors of the Trichy Town. The different sectors and the number of buses operating in the sectors of the Trichy Division are shown in the above chart.

Corporation has also 25 exclusive buses for the employees of Bharath Heavy Electricals Ltd. from all parts of Trichy Town. It is also operating 6 ladies specials starting from various places like Ponmalaipatti, Srirangam, Golden Rock, Thuvakudi, Junction Airport connecting all the high schools and colleges terminating at Seethalakshmi Ramaswami College.
The Trichy Division has regularised the Town bus operation in 2 ways, one as buses emanating from Chinthamani bus stand towards Northern and Southern and another emanacting from Central Bus Stand towards South side. This division also operated 17, four door vehicles with separate partition for ladies. Late night service is also run by the Division from 11 p.m. till 4 a.m. the conveyance and convenience of the passengers.
CHIEF ACCOUNTS OFFICER - CUM - SECRETARY

AM (A/c) (Compilation)
   ▼
Sr. Supt. (Compilation)
   ▼
Assts/ Jr. Assts.

AM (A/C) (Bills)
   ▼
Sr. Supt. (Cash & Secretary function)
   ▼
Assts/ Jr. Assts.

AM (A/C) (IAD & Stores Accounts)
   ▼
Sr. Supt. (Bills)
   ▼
Sr. Supt. (Wages)
   ▼
Assts/ Jr. Assts.

AM (A/C) (Invoice Audit)
   ▼
Sr. Supt. (IAD)
   ▼
Sr. Supt. (SA/Cts)
   ▼
Assts/ Jr. Assts.

Sr. Supt. (Invoice Audit)
   ▼
Assts/
Jrs. Assts.

Sr. Supt. (invoice Audit)
   ▼
Assts/
Jr. Assts.

Sr. Supt. (Provident Fund Section)
   ▼
Assts/
Jr. Assts.