CHAPTER-3

ORGANIZATIONAL STRUCTURE IN HARYANA STATE TRANSPORT
CHAPTER – III

Organizational Structure in Haryana State Transport

Organizational Structure defined

The term “Organization” is used as a structure, an entity or network of specified relationship. It lays emphasis on position not on individuals. Organization is an association of persons for achieving certain objectives. It is a rational coordination of the activities of a number of people for the achievement of some common well defined goals, through division of labour and function and through a hierarchy of authority and responsibility. The term ‘Organization’ is also used as a process of on ongoing activity and which lays emphasis on individuals. It is generally said that good organization said that good organization structure need not necessarily ensure better performance while a bad one guarantees poor performance. Organization as a process is the structuring of work, systems and people. In practice, it is concerned with specifying objectives for business and each of its sub-units determining in broad terms the activities and decisions necessary to accomplish these objectives. Structure defines relationships and through them influence actions, actions in turn determine performance.

To adjust the changes in the external environment or to accommodate pressures within the organization, undertakings have to look at their structures from time to time. This becomes more imperative for large organizations which have existed through long periods of stable business environment. State Transport Undertakings have evolved their organization structures over a long period of time during which passenger road transport was under some kind of a legal monopoly.

Types of Organizational Structure

There have been basic changes which took place over the last three decades in the environmental and consequently the State Transport Undertakings could not fulfill their objectives effectively. It is very important that to ensure organizational viability and
customer satisfaction, the STUs should review their organization structure and the process of decision-making to cope with demands and pressures of the external environment and within the organization.

The Road Transport Corporations Act, 1956 and the various Planning Commissions have made various recommendations to improve the functioning of STUs from time to time and this the following types of organizational structures have been emerged.

i) Departmental Undertakings directly under the State Governments;
ii) Municipal Undertakings owned and controlled by the Municipal Corporations;
iii) Companies or Corporations made under the Indian Companies Act, 1956;
iv) Road Transport Corporations formed under the Road Transport Corporations Act, 1950.

The main objective as defined in the RTC Act, “It is obligatory on the part of the transport undertakings to provide an efficient, adequate, economical and properly co-ordinated system of road transport services in areas within their jurisdiction.”

The Government of India recognized the fact in principle with the enactment of the RTC, 1950 that passenger bus services be provided through public sector rather than private sector and thus committed itself to a policy of Nationalization.

Departmental Form of Transport Undertakings

Under Section 133-A of the Motor Vehicles Act, 1939 Road Transport Departments were set up in all the States and the Union Territories of the country not only to regulate and control the flow of traffic but also to register and grant permits to the motor vehicles. The various State Governments, at the beginning starting bus services, took the responsibility of their operation and development and thus made Road Transport Departments by setting up a separate wing known as ‘Roadways Wing’ or Operational Wings or Commercial Wing.
These Transport Departmental Undertakings are entirely financed by the State Governments and their budget accounting and audit thereof are carried out as per Government rules and regulations. The employees are recruited and selected like other civil servants. They have to work under the service rules of the State Government.

Being a Government Undertaking, inter-departmental co-ordination becomes easier in the cases of land acquisition and enforcement of traffic rules and regulations. These Departmental Undertakings may be provided adequate funds from the Government budget. Under the departmental form of management, State Road Transport Undertakings are controlled and administered by the State Transport Departments and the respective Transport Commissioners/Controllers are held responsible for the operation and development of bus services.

Municipal Transport Undertakings

In a city/urban area passenger bus services are managed and controlled by the Municipal Committee or Corporation under the management form of Municipal Transport Undertakings. These undertakings are managed by the Municipality and are headed by the one of its Councilors as Chairman. The Municipality understands its overall responsibility towards its citizens and thus elected representatives help the administration in providing services being the member of the committee or of sub-committee.

The operations under Municipal Form of Undertakings are quite uneconomic on account of heavy subsidy and thus they do not earn profits. These are very popular in Maharashtra and Gujrat. They are able to fulfill the transport needs effectively within the preview of Municipality. These undertakings do not have sufficient funds and which results to run over-aged fleet giving poor quality of service to its users. These services being in the Municipality limit State, Inter-State and rural services are kept away from their operations.
Company Form of Management of SRTUs

Under Section 617 of the Indian Companies Act, 1956, "A Government Company means any company in which not less than 51 per cent of the paid up share capital is held by the Central Government and partly by one or more State Governments and includes a company which is a subsidiary of a Government company as defined."

These undertakings are not bound to adopt audit laws and procedures of the Government. They can raise their capital by issuing equity and preference shares. They are accountable to legislature as per Section 619 and 619-A which relate to audit and submission of annual Report. These undertakings are governed by the Memorandum and Articles of Association which comprise the objectives and rules of internal management.

The Company Form of Management have more freedom in their financial and other operating policies/matters. These organizations are flexible in their management. They are based on "public accountability" concept which comprises honesty in dealings and good conduct on the part of the employees and the administrators. There are number of similarities between the company form and public corporation. In both cases, financial matters, personnel policies and general administration policies are decided by the Government.

Road Transport Corporations Forms of SRTUs

These statutory corporations got stimulus after the enactment of the Road Transport Corporation Act, 1950. This is the most popular form of organization to manage the affairs of bus transport in India. There seemed to be a competition among the State Governments to set up Road Transport Corporation to manage their bus services. Section 3 of the RTC Act, 1950 clearly states:

The State Government having regarded to:

(a) The Advantage offered to the public, trade and industry by the development of road transport;

(b) The desirability of coordinating any form of road transport with any other form of transport;
may, by notification in the Official Gazette, establish a Road Transport Corporation for the whole or any part of the State under such name as may be specified in the notification.

Section 4 of the Act has also clarified, "Every Corporation shall be a body corporate by the name notified under Section 3 having perpetual succession and a common seal, and shall be the said name to sue and be sued." These Corporations are wholly owned by the State Government. These are created by the enactment of a special law defining its powers, duties and immunities and describing the forms of management and its relationship to the establishment department and ministers. These Corporations are independent to finance and raise its capital either from the treasury or the public and from revenues earned from the sale of goods and services. They are free to sue their earnings in their own way. The employees are recruited and remunerated under the terms and conditions framed by the Corporations.

Section 5 of the RTC Act, 1950 clearly states:

1. "Subject to rules made under the Act, a Corporation shall consist of a Chairman and such number of other members as the State Government may think fit to appoint.

2. Rules made under this Act shall provide for the representation both the Central Government and the State Government concerned in the Corporation in such proportion as may be agreed upon by both the Governments and of nomination by each Government of its own representatives therein, and where the capital of a Corporation is raised by the issue of shares to other parties under Sub-section (3) of Section 23, provision shall also be made for the representation of such shareholders in the corporation and the manner in which the representatives shall be elected by such shareholders."
3. The State Government may, if it so thinks fit, appoint one of the other members as the Vice-Chairman of the Corporation.

4. The term of office of and the manner of filling casual vacancies among members of the Corporation shall be such as may be prescribed.

The Motor Vehicles Act states that a Corporation is not entitled to manufacture or maintain any thing which is not required directly or indirectly for use, for the purpose of the undertaking or the Corporation or to repair, store or provide any service for any vehicle which does not belong to the corporation or is not used directly or indirectly for the purpose to purchase any vehicle for the purpose of sale to another person, to sell or supply to any person lubricants, spare parts or equipment or vehicle accessories. These restrictions are imposed to ensure that the Corporation does not deviate itself from the transport services for which it is created.

The interest of general public can be served more effectively by creation of a Road Transport Corporation as the direct involvement of the State or Central Government may use its powers to stop all mal-practices which are prevailed in the case of private sector. These Corporations are created for social good and justice and not to earn merely profits. These Corporations do have freedom in decision-making process. Incentives schemes for employees can be implemented easily by these Corporations.

Organizational Structure of Haryana State Transport

Prof. Kitchin has quoted rightly that, “In every bus undertaking, regardless of size, there are three main sections - Traffic, Secretarial and Engineering, each having clearly defined function.” The ‘Traffic Section’ deals with the operation of bus services of a State Road Transport Undertaking while the ‘Secretarial Section’ covers the entire internal administration, supervision and coordination among all the sections. The ‘Engineering cell/section’ takes care of the proper upkeep and maintenance of buses.

Generally, there are three forms of organizational structure which are found in the case of SRTUs in India, viz., the Departmental Form, the Statutory Corporate Form and
the Government Company Form. The routine functions of all the SRTUs are nearly same.

Chart 3.1 has clearly explained the form of organizational structure which are found in India:

**CHART – 3.1**

Organizational Structures of SRTUs

<table>
<thead>
<tr>
<th>Departmental Form</th>
<th>Statutory Form</th>
<th>Government Company Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Transport Departments</td>
<td>Boards of Management</td>
<td>Boards of Directors</td>
</tr>
<tr>
<td>General Manager</td>
<td>Or Transport Commissioner</td>
<td></td>
</tr>
<tr>
<td>Or State Transport Controller</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Or Managing Director (in Government Companies)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Internal Management (Supervisory and Secretarial) Management | Operational Management | Management of Engineering and Technical Services |
The Haryana State Bus Transport services are managed on the basis of Departmental Organizational Structure of the undertaking. The entire managerial powers are vested in the Transport Commissioner who on one hand is the executive of the State Transport Department, and, on the other hand, is responsible for the efficient operation and development of the State bus services as per requirements of the passengers in the State.

Haryana State has set up an example for other States in the field of passenger transport. It is because of good organizational structure that its total fleet of 3864 buses covers a distance of 1.15 million kilometers per day. The Government of Haryana has right stated that, “The Government of Haryana is committed to make endeavors towards creating social value by providing efficient, reliable and eco-friendly modern transport services for the safe movement of people and goods with liberal use of modern day Information Technology and involvement of private sector, which is considered necessary in this era of liberalization and globalization.”

Transport Commissioner

The office of the Transport Commissioner in the Transport Department of Haryana Government is responsible for providing well-coordinated, economical, safe and efficient transportation services to the public of the State. Haryana Roadways a State Government Undertaking is the principal service provider for passenger transport in the State. It has a fleet of approximately 3500 buses being operated by 20 depots, each headed by a General Manager, and 17 sub-depots functioning under the depot concerned. These services being provided to every part of the State as well as to important destinations in the neighbouring States.

State Transport Controller

State Transport Controller is the regulator of all kinds of vehicles. The main responsibility of the office is to create safe and eco-friendly environment for the
The following Acts and Rules are being administered by the office of State Transport Controller:

i) Motor Vehicles Act, 1988;
ii) Central Motor Vehicles Rules, 19898;
iii) Haryana Motor Vehicles Rules, 1993;
iv) Motor Vehicles Taxation Act, 1924;
v) Motor Vehicles Taxation Rules, 1925.

The administration of the relevant Act involves primarily regulation of motor vehicles and includes the following main activities:

i) Registration/transfer of motor vehicles;
ii) Grant/renewal of permits in respect of stage acarriages, contact carriages including tourists permit, and goods carriages including national permits;
iii) Testing fitness of transport vehicles and issue/renewal of fitness certificates to them annually;
iv) Approval of authorized Testing Status;
v) Pollution checks of motor vehicles and issue/renewal of authorizations to pollution check centres for issue of PUC certificates;
vi) Issue/renewal of driving licenses, conductor licenses, driving schools, etc;
vii) Permission for use of red lights on vehicles, and
viii) Controls and regulations relating to road safety and traffic.

In additional to the above senior officers of the Transport Department, Haryana Government, the following other senior positions are also created to manage Haryana State Transport effectively:

2. Joint State Transport Controller (Commercial)
3. Joint State Transport Controller (Technical)
4. Deputy Transport Controller (Technical)
5. Deputy Transport Controller (Traffic)
6. Deputy Transport Controller (Stores)
7. Deputy Transport Controller (Planning and Development)
8. Deputy Transport Controller (Personnel)
9. General Manager (Depot)
10. Secretary, Regional Transport Authority.
11. Senior Mechanical Engineer.
12. Chief Accounts Officer
13. District Attorney
14. Flying Squad Officer (Technical)
15. Fly Squad Officer (Traffic).

From the point of convenience, all the State Road Transport Undertakings have decided their Administrative set up into a number of Regions/Divisions. The Haryana State Transport Department has also its administrative set up at the Head quarter at Chandigarh and at District Headquarters. Under the overall control of Ministry of Transport, Government of Haryana gets executed all its policies, rules and regulations through the Transport Department. The Transport Commissioner and the State Transport Controller being the Chief Executive of the State transport department exercise the overall control. They have to perform the duty of proper regulation and control of motor vehicles and flow of traffic along with the effective operation and development of the state bus services. The Haryana State Transport Department deals with the policy matters and all such matters in which the Government is interested. The Haryana State Transport Department is also responsible to implement the State Transport Policy and to develop the State bus services accordingly. The Haryana Controller holds periodical meetings of the officers of undertaking and chalks out the plans for further development of bus services and also to find out the solution to the problems being faced by them.

The above explanations can easily be shown through an organizational structure chart.
From the Chart 3.2, it is very clear that the Haryana State Transport has developed an Organisation Structure on department. Under the Ministry of Transport: Government of Haryana, different functions have been assigned to different officers working at the Headquarter at Chandigarh and the District Headquarter.

A Headquarter functional based Organisational Structure Chart is explained through Chart 3.3:
Chart 3.3
Transport Commissioner/Controller

Joint/Dy. Transport Control

Director/General Manager/Regional Transport Authority

<table>
<thead>
<tr>
<th>General Administration</th>
<th>Operation</th>
<th>Technical &amp; Engineering</th>
<th>Accounts</th>
<th>Audit &amp; Inspection</th>
<th>Maintenance Planning of Traffic and Development</th>
</tr>
</thead>
</table>

Chart 3.3 has clearly explained that the entire Transport Department works under the supervisory control of the State Transport Commissioner who performs dual responsibility of looking after the regulation and control of motor vehicles and the flow of traffic and the operation and development of the State bus services.

Depot Level Organisational Structure

The Headquarter at Chandigarh deals with the administrative and supervisory function of the State Transport Department: Haryana Government all Depot level. District Headquarter, the organizational structure deals with the operation of bus services and also the solution to the problems arising at the time of operation of the bus services at the Depot level.

The different functions which are performed at Depot level at the District headquarter are duly carried out by the Operational/Running Staff under the supervision and control of the General Manager of the Depot.

Chart 3.4 explains the different positions through which one can understand the organizational structure at the Depot level.
Chart 3.4

General Manager

Traffic Manager

Workshop Manager

Accounts Officer

Store Purchase Officer

Superintendent

1. Legal Advisor
2. Welfare Officer
4. Section Officer

1. Accountant
2. Accounts Asst.
3. Sr. Accounts Auditor
4. Cashier
5. Asstt. Cashier
6. Ledger Keeper
7. Asstt. Accountant

OPERATIONAL STAFF

1. Station Supervisor, Gr.-I
2. Station Supervisor, Gr.-II
3. Welfare Inspector
4. Clerk

1. Chief Inspector
2. Inspector
3. Sub-Inspector
4. Yard Master

1. Driver
2. Staff Car
3. Recovery
4. Van Driver

1. Conductor
2. Adda Driver
3. Recovery Conductor
# WORKSHOP STAFF

<table>
<thead>
<tr>
<th>1. Foreman</th>
<th>1. Head Painter</th>
<th>1. Fitter</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Service Station Incharge</td>
<td>2. Head Blacksmith</td>
<td>2. Turner</td>
</tr>
<tr>
<td>5. Head Welder</td>
<td>5. Calibrating Mechanic</td>
<td>5. Generator Operator</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. Radiator Repair</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7. Carpenter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8. Welder</td>
</tr>
</tbody>
</table>

Chart 3.4 clearly shows that under the overall supervision and control of General Manager, all the functions at Depot level have been divided into three categories which are:

a. Functions based on general administration of Depot.

b. Functions based on operation of buses.

c. Functions based on workshop of the buses.

General Manager being head of the Depot performs his duties under the direct subordination of Transport Commissioner/Controller of Haryana State Transport Department. All Depot level various functions such as maintaining Bus-Station, setting routes, acquisition of new-routes, Inter-State Bus-Services, control and regulation of traffic, preparation of time-table and duty-schedules are carried effectively. Similarly, proper maintenance of buses is also an important function which is performed in the properly maintained workshop. Well equipped workshop is established at every Depot level at the District Headquarter.

**Growth of Haryana State Transport**

Haryana State Transport, Government of Haryana started its operation at the time of creation of Haryana in November, 1966 with only 475 buses. It operated from three main operational Depots i.e. Ambala, Gurgaon, and Chandigarh. After the
nationalization of the transportation services in 1972. Government of Haryana gave its full attention to grow the department of transport so that it could make possible adequate, well coordinated, economical, safe, comfortable and efficient transport services to the people of the State.

As per the information compiled in table 3.1, the total strength of Depots, Sub-Depots increased to 20 and 17 respectively in 2009 as compared to 03 in 1966 at the time of creation of Haryana. All the twenty Depots and Seventeen Sub-Depots have permanent buildings and are self-sufficient in the matter of maintenance and repair of buses facilities. The total number of buses is also increased to 3864 in 2009 as compared to 475 buses in 1966. It has also set up 91 Modern Bus Stands all over the State besides a number of Bus Queue Shelters.¹


Table 3.1
Depot-wise Fleet and Kilometrage during 2007-08

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Locations of Depots</th>
<th>No. of Buses</th>
<th>Total Kilometrage (Lakhs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Faridabad</td>
<td>198</td>
<td>232.95</td>
</tr>
<tr>
<td>2.</td>
<td>Ambala</td>
<td>187</td>
<td>247.27</td>
</tr>
<tr>
<td>3.</td>
<td>Gurgaon</td>
<td>175</td>
<td>202.74</td>
</tr>
<tr>
<td>4.</td>
<td>Chandigarh</td>
<td>224</td>
<td>298.97</td>
</tr>
<tr>
<td>5.</td>
<td>Rohtak</td>
<td>150</td>
<td>180.68</td>
</tr>
<tr>
<td>6.</td>
<td>Karnal</td>
<td>160</td>
<td>210.53</td>
</tr>
<tr>
<td>7.</td>
<td>Hisar</td>
<td>186</td>
<td>246.62</td>
</tr>
<tr>
<td>8.</td>
<td>Rewari</td>
<td>129</td>
<td>165.56</td>
</tr>
<tr>
<td>9.</td>
<td>Jind</td>
<td>150</td>
<td>209.52</td>
</tr>
<tr>
<td>10.</td>
<td>Bhiwani</td>
<td>163</td>
<td>205.79</td>
</tr>
<tr>
<td>11.</td>
<td>Kaithal</td>
<td>134</td>
<td>182.31</td>
</tr>
<tr>
<td>12.</td>
<td>Sirsa</td>
<td>156</td>
<td>206.05</td>
</tr>
<tr>
<td>13.</td>
<td>Sonepat</td>
<td>202</td>
<td>239.09</td>
</tr>
<tr>
<td>14.</td>
<td>Yamunanagar</td>
<td>152</td>
<td>188.39</td>
</tr>
</tbody>
</table>

48
<table>
<thead>
<tr>
<th></th>
<th>City</th>
<th>Road Length</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Delhi</td>
<td>118</td>
<td>158.89</td>
</tr>
<tr>
<td>16</td>
<td>Fatehabad</td>
<td>152</td>
<td>194.36</td>
</tr>
<tr>
<td>17</td>
<td>Kurukshetra</td>
<td>158</td>
<td>221.00</td>
</tr>
<tr>
<td>18</td>
<td>Jhajjar</td>
<td>120</td>
<td>145.51</td>
</tr>
<tr>
<td>19</td>
<td>Panipat</td>
<td>109</td>
<td>134.62</td>
</tr>
<tr>
<td>20</td>
<td>Narnaul</td>
<td>107</td>
<td>130.57</td>
</tr>
</tbody>
</table>

|   | Total       | 3133        | 4001.42    |

Source: Compiled from the publication of Statistical Abstract, Haryana 2007-08.

The Governor of Haryana has always been interested to promote the transport department by penetrating more and more in the uncovered areas with a sole objective to meet the needs of the increasing number of traveling passengers.

Since the Haryana Government took initiatives from the beginning of its creation in 1966 in increasing the Road Length so that all the villages, towns and cities could be inter-connected. Government made sincere efforts in linking remotest parts of the State with metaled roads. Graph 3.1 clearly shows the increasing trend of Road Length as it was only 6137 kms. In 1966-67 and reached to a great number of 24505 kms. in 2007-08.
The Haryana State Transport can only progress with the progress of roads in the State. Graph 3.1 clearly depicts the progress of roads in the State. It was hardly 6137 kms. in 1966-67 at the time of creation of separate Haryana State whereas it has gone to 24505 kms. in 2007-08.

The State Government has proposed to construct Express Highways and Freeways for speedier vehicular traffic. Government has also invited private sector to invest in the Road construction work on ROB and BOT basis including four lane ROB.

The brief details of different kinds of National Highways, State Highways, District Roads and rural and other roads are as follows:

a. National Highway No.01 with four-lane half-way complete, passes through Haryana from Delhi to Ambala, linking Punjab, H.P. and J&K.

b. National Highway No.02 (Delhi-Mathura Road) with four-laning in progress passing through Faridabad and linking vast areas to U.P., M.P., etc. right upto Bombay.

c. National Highway No.08 (Delhi-Jaipur Highway), four-laning already taken in hand, passes through prestigious industrial estate Gurgaon.

d. National Highway No.10 passes through Haryana from Delhi to Dabwali.

2. A Publication of Government of Haryana regarding Transport in Haryana, Industrial Model, Township Manesar, and Growth Centre Bawal and linking vast areas upto Ahmedabad and Bombay.
The total kilometers of Roads of different kinds are as under:-

A) National Highways: 656 kms.
B) State Highways: 3135 kms.
C) District Roads: 1587 kms.
D) Rural and other Roads: 17190 kms.

Roads are considered as an infrastructure for socio-economic development of a nation. Road density and vehicle density are indicators of development of a region. The Road length in Haryana State shows an upward trend. Table 3.2 shows that Road length in Haryana was simply 6137 kms. in 1966-67 whereas it has been reached to 24505 kms. in 2007-08.

Table 3.2
Road Length in Haryana (kms.)

<table>
<thead>
<tr>
<th>Year</th>
<th>Metalled</th>
<th>Un-metalled</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1966-67</td>
<td>5,321</td>
<td>816</td>
<td>6,137</td>
</tr>
<tr>
<td>1970-71</td>
<td>9,107</td>
<td>2,409</td>
<td>11,516</td>
</tr>
<tr>
<td>1975-76</td>
<td>15,280</td>
<td>1,059</td>
<td>16,339</td>
</tr>
<tr>
<td>1980-81</td>
<td>18,260</td>
<td>2,256</td>
<td>20,516</td>
</tr>
<tr>
<td>1985-86</td>
<td>20,285</td>
<td>2,056</td>
<td>22,347</td>
</tr>
<tr>
<td>1990-91</td>
<td>21,797</td>
<td>1,220</td>
<td>23,017</td>
</tr>
<tr>
<td>1995-96</td>
<td>22,568</td>
<td>918</td>
<td>23,486</td>
</tr>
<tr>
<td>2000-01</td>
<td>22,960</td>
<td>746</td>
<td>23,706</td>
</tr>
<tr>
<td>2005-06</td>
<td>23,013</td>
<td>245</td>
<td>23,258</td>
</tr>
<tr>
<td>2006-07</td>
<td>23,090</td>
<td>334</td>
<td>23,424</td>
</tr>
<tr>
<td>2007-08</td>
<td>24,093</td>
<td>412</td>
<td>24,505</td>
</tr>
</tbody>
</table>


There has been a steep rise in the Registration motor vehicles in Haryana since the creation of separate State of Haryana in 196. Table 3.3 shows that the registered number
of 2564 of all kinds of motor vehicles in Haryana has reached to 40,4.076 in 206-07. This entire has forced the Government to give full attention to the Transport-sector.

Table No. 3.3

Motor Vehicles Registered in Haryana

<table>
<thead>
<tr>
<th>Year</th>
<th>Cars</th>
<th>Jeeps</th>
<th>Trucks</th>
<th>Taxes</th>
<th>Tractors</th>
<th>Buses</th>
<th>Motorcycles Scooters</th>
<th>Auto-Risha-sha</th>
<th>Misc.</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1966-67</td>
<td>206</td>
<td>122</td>
<td>309</td>
<td>2</td>
<td>661</td>
<td>156</td>
<td>208</td>
<td>2569</td>
<td>270</td>
<td>4937</td>
</tr>
<tr>
<td>1970-71</td>
<td>544</td>
<td>338</td>
<td>1120</td>
<td>7</td>
<td>2708</td>
<td>208</td>
<td>2569</td>
<td>270</td>
<td>23</td>
<td>7787</td>
</tr>
<tr>
<td>1975-76</td>
<td>487</td>
<td>185</td>
<td>1003</td>
<td>13</td>
<td>3419</td>
<td>199</td>
<td>4559</td>
<td>112</td>
<td>1139</td>
<td>111116</td>
</tr>
<tr>
<td>1980-81</td>
<td>440</td>
<td>302</td>
<td>2206</td>
<td>15</td>
<td>8650</td>
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Source:- State Transport Commissioner, Haryana.

As per Economic Survey of Haryana 208-09, the Haryana Roadways operates about 10.68 lakh kms. Daily and carries 10.76 lakh passengers every day with a staff of 18,491 (as on 30.11.08). The State Government is always keen to improve the transport department. It has given its full attention to modernize the transport operations, development and up-gradation of infrastructure as well as to special attention to the Road
safety, Human Resource Development and E-Governance. The total plan outlay of the department has been raised from 56.00 crores during 2004-05 to Rs.173.47 crores during 2008-09 to ensure timely replacement of the buses and to upgrade and modernize the infrastructure of the Department.

A total 59 buses during 2005-06, 199 buses during 2006-07 and 142 buses during 2007-08 were replaced with new buses. During April-November, 2008 also 163 buses have already been replaced. To remove the traffic congestion on Gurgaon-Delhi route, 15 Low-Floor AC-CNG buses have been purchased. The transport department of Government of Haryana has spent Rs.70.62 crore during 2005-06, Rs.57.43 crore during 2006-07 and Rs.110.16 crore during 2007-08 and Rs.135.80 crore during 2008-09 for acquisition of new fleet.

With a sole objective of providing adequate, safe, economical, comfortable and efficient transport services to the people, the transport department of Haryana has introduced new bus services with advanced technology like Saarthi Volvo AC bus services, Haryana Gaurav Bus Services, Haryana Uday CNG Low-Floor AC/CNG and Semi Low-Floor buses. Similarly, the Government has proposed to purchase 1000 new buses in the 11th Five Year Plan (2007-12) in addition to the replacement of 2755 buses. The total fleet strength of Haryana Roadways is to increase from 3500 to 4500 at the end of XIIth Five Year Plan. This includes CNG buses, Haryana Gaurav buses, AC buses, Delhi buses, etc.

3. Economic Survey of Haryana 2008-9, a publication of Haryana Govt., pp.66
4. Ibid, pp.66.
The Government of Haryana involving Private Sector has proposed to construct new Bus-stands, Workshops and Bus-queue shelters at many places. The Haryana State Transport has spent Rs.4.20 crore during 2006-07 and Rs.10.19 crore during 2007-08 for the land & Building Programme of the department. Rs.5 crore is earmarked for Annual Plan of 208-09. The Haryana Roadways Engineering Corporation has started fabricating its own bus bodies for Haryana Roadways and has also raised its share capital from Rs.5 crore during 206-07 to Rs.6.00 crore during 2007-08.

Apart from the Depot Management system, the Transport Department has proposed to introduce on-line-advance Reservation and Ticketing System. By implementing Road Safety measures strictly, the Government has been able to steadily bring down the rate of accidents from 0.21 per one lakh kms. In 1994-95 to 0.08 during 206-07 and 207-08 in spite of enormous increase in the volume of traffic. Feeling its social responsibility towards the people of Haryana, the Haryana Roadways is providing free/ concessional travel facilities to different sections of the society like students, unemployed youth going for interviews, 100 percent handicapped people, the blind, freedom fighters, besides ex and present MLAs/MPs, press correspondents and Police/Jail staff, etc. The State Transport Department has also set-up Driving Training Schools in collaboration with M/s Ashok Leyland Ltd. at Kaithal, with M/s. Maruti Udyog Ltd. At Bahadurgarh and at Rohtak, with M’s Tata Motors Ltd. at Nuh in Mewat District.

After analyzing the organizational structure of Haryana State Transport one can say, the department by and large is not structured to meet the new challenges of the people of Haryana. The Department is good at providing an average service to an average people. To compete with the private sector it will have to improve itself in the field of Research and Development, planning, training and in giving more and

5. Ibid. pp.68.
more facilities to the ultimate consumers/users of buses within the buses and at the bus-
stands also. Issues like technology up-gradation, environmental effects and
modernization of its workshops and bus-stands will have to be taken into consideration so
that the Government may carry out its commitment of providing adequate, well co-
ordinated, economical, safe, comfortable and efficient transport services to the people
of the State.

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