APPENDIX VI.1
COMPOSITION AND FUNCTION OF VARIOUS COMMITTEES

1. STANDING COMMITTEE:
Chairman : Vice Chairman of the Corporation.
Members : 1. Dy. Secretary, Finance Department, Government of Gujarat.
2.
4. Chief Commercial Superintendent (W.Rly.)
Secretary : Secretary to the Corporation.
Advisers : 1. Dy. General Manager (Gen.).
2. Dy. General Manager (Adm.).
3. Chief Accounts Officer.
4. Departmental Heads concerned.

FUNCTIONS:
(a) To examine all business to be submitted to the Corporation for transaction.
(b) To make its recommendations on such business before submission to the Corporation after the proposals involving expenditure are examined by the Chief Accounts Officer.
(c) To supervise generally the implementation of the decision of the Corporation.
(d) To perform on behalf of the Corporation such functions and to exercise such powers as are delegated to it by the Corporation.
2. **GENERAL COMMITTEE:**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>Vice Chairman of the Corporation.</td>
</tr>
<tr>
<td>Members</td>
<td>1. Dy. Secretary, Finance Department, Government of Gujarat.</td>
</tr>
<tr>
<td></td>
<td>3. Chief Commercial Superintendent (W.Rly.).</td>
</tr>
<tr>
<td>Secretary</td>
<td>Secretary to the Corporation.</td>
</tr>
<tr>
<td>Advisers</td>
<td>1. Dy. General Manager (Gen.).</td>
</tr>
<tr>
<td></td>
<td>2. Dy. General Manager (Adm.).</td>
</tr>
<tr>
<td></td>
<td>3. Chief Accounts Officer.</td>
</tr>
<tr>
<td></td>
<td>4. Departmental Heads concerned.</td>
</tr>
</tbody>
</table>

**FUNCTIONS: TO CONSIDER**

(a) The question of fixation of fares and stages and finalise fixation of stages and fares to be charged in accordance with orders issued by the Corporation in this connection.

(b) Proposals regarding sites for structure and to finalise the same;

(c) The construction of various structures for State Transport and issue order in connection with those;

(d) The expansion of services in and outside the State of Gujarat and issue orders regarding priority in taking them over etc.

(e) The jurisdiction of the S.T. Units and Issue orders in connection with these;

(f) The re-organisation of the Administration and submit proposals in connection with these to the Corporation.
the reports on the stores reconciliation work and pass suitable orders on them.

Any other proposals which do not fall within the purview of any of the other Committees to place with its recommendations before the Corporation where necessary.

3. S.T. SERVICES BOARD:

Chairman : Chairman of the Corporation.

Members :
1. Vice Chairman of the Corporation.
2. Dy. Secretary, Finance Department, Government of Gujarat.

Secretary : Chief Personnel Officer.

Advisers :
1. Dy. General Manager (Gen.).
2. Dy. General Manager (Adm.).
3. Departmental Heads concerned.

FUNCTIONS:

To select and recommend candidates for appointment as well as promotion to

(i) Class I & II posts.

(ii) Class III posts in the Central Office, in the Central Stores, in Divisions, in sub-Division in the Central Workshop in Ahmedabad, the minimum of the pay scale of which is above Rs. 150/- and posts of Depot Manager but excluding the posts of Senior Clerks in the Central Offices and Central Stores.

(iii) to exercise such other functions regarding selection, appointment, etc., of candidates as may be delegated to it by the Corporation.
(4) **TENDERS AND STORES COMMITTEE:**

Chairman : Chairman of the Corporation.

Members :
1. Vice Chairman of the Corporation.
2. Dy. Secretary, Finance Department, Government of Gujarat.
3. 
5. 
6. 
7. 

Secretary : Secretary to the Corporation.

Advisers :
1. Dy. General Manager (Adm.).
2. Dy. General Manager (Gen.).
3. Chief Accounts Officer.
4. Departmental Heads concerned.

**FUNCTIONS:**

To examine tenders in connection with

(a) Purchase of capital and Revenue Stores & Equipment;

(b) Structural and other works; and

(c) to accept them subject to limits prescribed by the Corporation. To decide the manner in which the surplus stores should be disposed of and to approve the rates for the sale of these.

(5) **INVESTMENT COMMITTEE:**

Chairman : Chairman of the Corporation.

Members :
1. Vice Chairman of the Corporation.
2. Dy. Secretary, Finance Department, Government of Gujarat.
3. Financial Adviser & Chief Accounts Officer (W.Rly.)
5. 

Secretary : Secretary to the Corporation.

Advisers : 1. Dy. General Manager (Gen.).
2. Dy. General Manager (Adm.).
3. Chief Accounts Officer.

FUNCTION:

To decide proposals for investment of Funds of the Corporation.

(6) DIVISIONAL SELECTION COMMITTEE:

Chairman : Member of the Corporation appointed by the Corporation on the Committee.

Members : 1. Divisional Controller.
2. Divisional Mechanical Engineer.

Secretary : Divisional Traffic Officer or Divisional Traffic Superintendent as the case may be.

(7) CENTRAL OFFICE & CENTRAL STORES SELECTION COMMITTEE:

Chairman : Vice Chairman of the Corporation.

2. Chief Personnel Officer.

Secretary : Administrative Officer.

Adviser : Controller of Stores.

(8) SELECTION COMMITTEE FOR CENTRAL WORKSHOP:

Chairman : Non-Official Member of the Corporation.

Members : 1. Works Manager.
2. Mechanical Engineer (Operation).

Secretary : Assistant Administrative Officer, Central Workshop, Ahmedabad.
FUNCTIONS OF COMMITTEES REFERRED TO AT SR. NOS. 6, 7 & 8:

To select candidates for posts in Division, in Central Stores, Central Offices and Central Workshops, as the case may be, the minimum of the payscale of which is Rs. 150/- or less excepting posts of Depot Manager (L) and all Class III & IV posts other than Watchman, Gate-Keepers and Head Gate-Keepers in the Security Department/Sections of all State Transport Units. The Central Office Selection Committee and The Central Stores Selection Committee will select candidates in the above categories in addition to the category of Senior Clerk in the Central Office & the Central Stores, respectively.

9. APPELLATE AUTHORITY:

Under the Discipline & Appeal Procedure Code the Corporation constitutes first Appellate Authorities and Second Appellate Authorities to deal with appeals from the staff. The Composition of the Authorities is presented below:

<table>
<thead>
<tr>
<th>Category of Staff</th>
<th>Unit</th>
<th>Composition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Class I &amp; II</td>
<td>All Units</td>
<td>Chairman of the Corporation.</td>
</tr>
<tr>
<td>2. Class III posts, All Units</td>
<td>1. Chairman of the Corporation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>the minimum of the payscale of which is Rs.150/- and above.</td>
<td>2. Vice Chairman of the Corporation.</td>
</tr>
<tr>
<td></td>
<td>the minimum of the payscale of which is below Rs. 150/- and all Class IV employees</td>
<td>2. Non-Official Members to the Corporation.</td>
</tr>
<tr>
<td></td>
<td>Divisions</td>
<td>Same as above.</td>
</tr>
</tbody>
</table>
10. RULES COMMITTEE:

Chairman : Vice Chairman of the Corporation.

Member : 1. (Non-Official Members of the Corporation.
          2. (Corporation.

Secretary : Secretary to the Corporation.

Advisers : 1. Dy. General Manager (Gen.).
          2. Dy. General Manager (Adm.).
          3. Chief Accounts Officer.
          4. Chief Personnel Officer.
          5. Chief Labour Officer.

FUNCTIONS:

To scrutinise, finalise and recommend to the Corporation to provide various Rules and Regulations necessary for the administration of the affairs of the Corporation and to take up specific task of simplifying the Rules, Regulations, Procedures, etc. of the Corporation and also the work of laying down standards of work for recruiting requisite staff.

XXX
APPENDIX VI.

COMPOSITION AND FUNCTIONS OF AD-HOC COMMITTEES

Ad-hoc Committees are appointed from time to time to deal with specific issues and problems. These Committees are dissolved as soon as their work is over. Some of the Committees the Corporation had formed are shown below:


Members:
Chairman: Vice-Chairman of the Corporation.
Members:
Secretary: C.T. & C.M.
Advisers: Dy. G.M./C.A.O.

2. Committee to review Staff Structure in Central Office: (Appointed under C.R. No. 550 dt. 31-10-62).

Members:
Chairman: Vice-Chairman of the Corporation.
Members:
2. Dy. General Manager.
3. Chief Personnel Officer.
Secretary: Dy. Secretary to Govt. Finance Department.
Advisers: Chief Accounts Officer.

3. Committee to examine proposal regarding expansion of services: (Appointed under C.R. No. 589 dt. 12-12-62 and C.R. No. 1849 dt. 28-3-67).

Members:
Chairman: Vice-Chairman of the Corporation.
Members:
4. **Committee to consider the situation in Saurashtra Division**: (Appointed under C.R. 1046 dt. 14-9-64).

**Members:**

Chairman : Chairman of the Corporation.

Members : 1. Vice-Chairman of the Corporation.
2. (Non-Official Members of the Corporation.

Secretary : Director of Security.

Advisers : 1. Dy. General Manager.
2. C.T. & C.M.
3. Chief Accounts Officer.

5. **Representatives of the Corporation on the Joint Committee under Settlement**: (Appointed under C.R.No.1080 dt. 16-11-64).

**Members:**

1. Vice-Chairman of the Corporation.
2. (Non-Official Members of the Corporation.
3. Dy. General Manager.
4. Chief Accounts Officer.

Departmental Heads concerned and Chief Labour Officer to be invited in the meeting of the Joint Committee.

6. **Decentralization Committee to examine all questions**: (Appointed under C.R. 1141 dt. 3-3-65).

**Members:**

Chairman : Chairman of the Corporation.

Members : 1. Vice-Chairman of the Corporation.
2. (Non-Official Members of the Corporation.
Secretary: Secretary to the Corporation.

Advisers: 1. Dy. General Manager.
2. Chief Accounts Officer.
3. Departmental Heads concerned.

7. Committee to deal with proposals of M/s. Ibeons Pvt. Ltd. appointed to suggest improved methods of work, lay down norms of work and standard staff structure for C.W.A.: (Appointed under C.R. 1279 dt. 23-7-66 and C.R. 1528 dt. 29-4-66).

Members:
Chairman: Chairman of the Corporation

Members: 1. Vice-Chairman of the Corporation.
3. 4. 5. 6.

Secretary: Mechanical Engineer (HQ).

Advisers: Dy. General Manager.
Chief Accounts Officer.
Works Manager, C.W.A.
Controller of Stores.
Chief Personnel Officer and other Heads of the Departments concerned.

FUNCTIONS:

1. To consider the proposals of M/s. Ibeons regarding improved methods of work to lay down the norms of work and standard staff structure for C.W.A.

2. To negotiate with Labour Union officials for the introduction of Incentive scheme for the employees of the new Coach shop in the Central Workshop, Ahmedabad.
8. Committee to consider the controlled experiment at Shivaji Nagar Depot: (Appointed under C.R. 1419 dt. 29-1-66).

Members:
Chairman : Vice-Chairman of the Corporation.
Secrecy : Mechanical Engineer (HQ).
Adviser : 1. Dy. General Manager.
         2. Chief Accounts Officer.
         3. Works Manager, C.W.A.

9. Committee to deal with proposal in Import Substitution Section at Naroda: (Appointed under C.R. 1443 dt. 29-1-66).

Members:
Chairman : Chairman of the Corporation.
Members : 1. Vice-Chairman of the Corporation.
         3. Mechanical Engineer (ISS).
         4. Dy. General Manager/Chief Accounts Officer/Works Manager, C.W.A./ and Controller of Stores.


Members:
Chairman : Chairman of the Corporation.
Members : 1. Vice-Chairman of the Corporation.
Secretary : Secretary to the Corporation.

Advisers : 1. Dy. General Manager.
2. Chief Accounts Officer.
3. Works Manager, C.W.A.
4. Chief Labour Officer.
5. Chief Personnel Officer.

   (C.R. No. 1579 dt. 17-6-1966).

   Members:
   1. V.C. & G.M.
   2. C.A.O.


   Members:

13. Rajkot city services: To discuss terms and conditions:
    (C.R. No. 1651 dt. 5-8-1966).

   Members:
   1. V.C. & G.M.
   2. Non-Official Member of the Corporation.

    1. Rajkot, Junagadh, Bhavnagar and Kutch;

   Members:
   1. V.C. & G.M.
2. Surat, Nadiad and Baroda:
Members:
1. Vice-Chairman of the Corporation.
2. (Non-Official Members of the Corporation.
3. Ahmedabad, Himatnagar and Mehsana:
Members:
1. Vice-Chairman of the Corporation.
2. (Non-Official Members of the Corporation.
3. Ahmedabad, Himatnagar and Mehsana:
Members:
1. Vice-Chairman of the Corporation.
2. (Non-Official Members of the Corporation.

15. Printing: To sanction more than Rs. 25,000/- (C.R. No. 1757 dt. 20-12-1966).
Members:
1. V.C. & G.M.
2. (Non-Official Members of the Corporation.

Members:
1. V.C. & G.M.
2. (Non-Official Members of the Corporation.

Members:
1. Chairman of the Corporation.
2. Vice-Chairman of the Corporation.
3. (Non-Official Members of the Corporation.

Members:
1. V.C. & G.M.
2. (Non-Official Members of the Corporation.
19. **Internal Audit Half Yearly Report:**

To consider the report of the C.S.V. Party on verification of General and Auto stores at Central Stores as on 31-3-66. (C.R. No. 1884 dt. 31-5-67).

**Members:**
1. Chairman of the Corporation.

**Advisers:**
1. Dy. G.M.
2. C.A.O.
3. Controller of Stores.

20. To examine Pay scale of all employees from Class I to Class IV and suggest revised pay scales: Pay Committee (C.R. No. 1893 dt. 31-5-67).

**Members:**
1. V.C. & G.M.

**FUNCTIONS:**
(a) To examine pay scale of all employees from Class I to Class IV and suggest revised pay scales.
(b) To rationalise pay scales and categories at all levels.
(c) Any other matter pertaining to pay and the staff structure.

21. Committee to examine and take various measures of economy in the Corporation: (C.R. No. 1901 dt. 31-5-67).

**Members:**
1. Chairman of the Corporation.
2. Vice-Chairman of the Corporation.
22. **Local Purchase Committee at Division and C.W.A.**:

1. Nadiad and Mehsana
2. Ahmedabad and Central Workshop
3. Surat and Baroda
4. Kutch and Rajkot
5. Junagadh and Central Stores
6. Bhavnagar and Himatnagar

23. **A Committee to examine the proposal regarding the Selection of licensees for Refreshment Rooms:** (C.R. No. 1973 dt. 24-8-67).

   **Members:**
   1. Vice-Chairman and General Manager.
   3. Dy. General Manager.
   4. C.T. & C.M.

24. **A Committee to consider the demands placed by the G.S.T. Workers' Federation:** (C.R. No. 1974 dt. 24-8-67).

   **Members:**
   1. Vice-Chairman and General Manager.
   2. Non-Official Members of the Corporation (3)
   3. Chief Labour Officer.

25. **A Committee to examine the details in connection with grant of concession to the students:** (C.R. No. 1987 dt. 22-9-67).

   **Members:**
   1. Chairman of the Corporation.
   3. Vice-Chairman of the Corporation.
26. **A Committee to supervise the publication 'Pravasi':**

   **Members:**
   1. Dy. General Manager Chairman.
   2. Non-Official Members of
   3. the Corporation.
   4. Chief Labour Officer.

27. **A Committee to examine the revision of Recruitment Rules of the various departments of the G.S.R.T.C.:**

   **Members:**
   1. V.C. & G.M.
   2. Non-Official Members of
   3. the Corporation.
   4. 

   xxx
APPENDIX VI

CENTRAL WORKSHOP

The Corporation has three levels of maintenance and repair installations to meet the maintenance and repair requirements of the fleet owned by it. They are (i) Depot Workshops, which carry out the daily maintenance programme and minor repairs, (ii) Divisional Workshops, which take care of the periodical maintenance programmes, carry out the major repairs, undertake repairs and/or reconditioning of some of the spare parts and handle within their limited capacities, the repairing of the vehicles which have met with accidents, and (iii) the Central Workshop, which acts as a monitor of the entire organisation from the workshop angle and as such carries the responsibility of looking after the entire fleet of the Corporation. Its main job, however, consists of (a) building new bodies on the chassis, (b) undertaking major reconditioning jobs of vehicles as well as assemblies, (c) retrieving of spare-parts, (d) retreading of tyres, and (e) repairing and reconditioning of vehicles which have met with heavy accidents and the repairing of which could not be undertaken at the Divisional Workshop level.

While the working of the former two, viz. Depot Workshop and Divisional Workshop has been examined in Chapter VII, a broad synopsis of the working of the CWA (Central Workshop, Ahmedabad) is presented here.

Before the inauguration of the Corporation on 1st May, 1960, the CWA enjoyed the position of the Regional Workshop of the erstwhile BSRTC. Being a regional workshop then, it was not equipped with the machineries and equipments for body building and heavy repairs as that aspect was looked after by the Central Workshop, Dapodi. The Workshop attained its present central position on the formation of the GSRTC.
New and up-to-date machineries were immediately purchased to enable it to look after its job efficiently and effectively.

The Workshop is now having the following main shops:

1. Engine Shop.
2. Chassis Shop.
3. Electrical Shop.
5. Coach Shop.
6. Tyre Shop.
7. Electroplating Shop.
8. Paint Shop.
10. Old Stores.

Besides these shops, there are these non-technical administrative sections: (a) Traffic Section. (b) Production Section. (c) Planning Section. (d) Labour Section. (e) Statistics Section. (f) Accounts Section (including Time Keeping). (g) Administration Section. (h) Security Section.

1. Engine Shop:

A new engine, which can generally give 3,25,000 kms. on good roads, gives only 1,75,000 kms. on the bad roads. Similarly, a reconditioned engine can give 1,75,000 kms. on good roads and 60,000 to 70,000 kms. on bad roads. As a large number of buses of the Corporation plies on kutcha roads, the engines require early reconditioning. All such engines are sent to the CWA.

On receipt of the engines, the Shop which is supposed to look after their reconditioning, open them at the Pre-Inspection Section. A systematic inspection is made after cleaning all the parts of the engine. The repairable parts are then sorted out and sent to the Machine Shop for repairing. A 'tray' consisting all the spare-parts of the engine
is kept ready at the Engine Sub-Stores as per the production programme from which an engine is assembled on the assembly line. The reconditioned engines are then tested on the dynamometer for four to five hours and will be declared to have passed after obtaining the set 'Horse Power' and 'Fuel Consumption' standards. The engines will then be returned to their respective units.

The Shop is also responsible for reconditioning and calibrating Fuel Injection Pumps and repairing and reconditioning of Atomisers.

The yearwise production performance of the Shop is given in Table VI.A.1.

<table>
<thead>
<tr>
<th>Year</th>
<th>Engines reconditioned</th>
<th>F.I.P.s calibrated/reconditioned</th>
<th>Atomisers repaired/reconditioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960-61</td>
<td>595</td>
<td>942</td>
<td>5,500</td>
</tr>
<tr>
<td>1961-62</td>
<td>846</td>
<td>916</td>
<td>9,437</td>
</tr>
<tr>
<td>1962-63</td>
<td>631</td>
<td>1,463</td>
<td>8,675</td>
</tr>
<tr>
<td>1963-64</td>
<td>789</td>
<td>2,022</td>
<td>9,144</td>
</tr>
<tr>
<td>1964-65</td>
<td>762</td>
<td>2,017</td>
<td>9,620</td>
</tr>
<tr>
<td>1965-66</td>
<td>789</td>
<td>1,978</td>
<td>9,955</td>
</tr>
<tr>
<td>1966-67</td>
<td>730</td>
<td>2,149</td>
<td>12,381</td>
</tr>
<tr>
<td>1967-68</td>
<td>665</td>
<td>2,056</td>
<td>13,070</td>
</tr>
<tr>
<td>1968-69</td>
<td>675</td>
<td>1,849</td>
<td>11,190</td>
</tr>
<tr>
<td>1969-70</td>
<td>663</td>
<td>1,936</td>
<td>12,482</td>
</tr>
<tr>
<td>1970-71</td>
<td>717</td>
<td>1,831</td>
<td>12,325</td>
</tr>
<tr>
<td>1971-72</td>
<td>1,001</td>
<td>2,181</td>
<td>15,722</td>
</tr>
<tr>
<td>1972-73</td>
<td>1,486</td>
<td>3,166</td>
<td>22,868</td>
</tr>
</tbody>
</table>

(2) **Chassis Shop:**

The Shop is responsible for checking of the new chassis when received, before it is sent to the Coach Shop for body building. It has also to look after the repairing and reconditioning of the old chassis.

(3) **Electrical Shop:**

Everything electrical is the job of this Shop. The Shop, thus, is supposed to take care of (a) Dynamos, (b) Starters and (c) Armatures. The repairing and reconditioning of these is to be looked after by this Shop. It has also to see that there is proper light fitting in the bus.

The production targets achieved yearwise is exhibited in Table VI.A.2.

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Dynamos repaired/reconditioned</th>
<th>No. of Starters repaired/reconditioned</th>
<th>No. of Armatures repaired/reconditioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960-61</td>
<td>973</td>
<td>1,347</td>
<td>1,861</td>
</tr>
<tr>
<td>1961-62</td>
<td>1,126</td>
<td>1,523</td>
<td>2,285</td>
</tr>
<tr>
<td>1962-63</td>
<td>1,000</td>
<td>1,553</td>
<td>2,191</td>
</tr>
<tr>
<td>1963-64</td>
<td>1,455</td>
<td>1,966</td>
<td>5,370</td>
</tr>
<tr>
<td>1964-65</td>
<td>1,610</td>
<td>2,646</td>
<td>2,777</td>
</tr>
<tr>
<td>1965-66</td>
<td>1,797</td>
<td>2,734</td>
<td>3,303</td>
</tr>
<tr>
<td>1966-67</td>
<td>1,908</td>
<td>2,614</td>
<td>2,441</td>
</tr>
<tr>
<td>1967-68</td>
<td>1,802</td>
<td>2,635</td>
<td>2,351</td>
</tr>
<tr>
<td>1968-69</td>
<td>1,596</td>
<td>2,453</td>
<td>1,427</td>
</tr>
<tr>
<td>1969-70</td>
<td>1,441</td>
<td>2,256</td>
<td>1,227</td>
</tr>
<tr>
<td>1970-71</td>
<td>1,170</td>
<td>2,244</td>
<td>1,076</td>
</tr>
<tr>
<td>1971-72</td>
<td>1,295</td>
<td>1,615</td>
<td>1,292</td>
</tr>
<tr>
<td>1972-73</td>
<td>1,142</td>
<td>1,408</td>
<td>1,287</td>
</tr>
</tbody>
</table>

* Ibid.
(4) Machine Shop:
The machine is an important part in a bus. Everything relating to it is looked after by this Shop. The repairing and reconditioning of the machine is done at this Shop. The Shop also undertakes the assembly of the machines.

(5) Coach Shop:
(a) New Coach Shop: This is the most important shop of the CWA. On the conversion of CWA from the regional workshop, immediate steps were taken to make it self-reliant as CWA. New machineries and other allied equipments were purchased keeping in view the new job of body building. Since then there has been a constant growth of the Coach Shop. The present position is that 'a coach a day' is built by this Shop. The production performance is presented in Table VI.A.3.

<table>
<thead>
<tr>
<th>Year</th>
<th>New Bodies built</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960-61</td>
<td>3</td>
</tr>
<tr>
<td>1961-62</td>
<td>206</td>
</tr>
<tr>
<td>1962-63</td>
<td>264</td>
</tr>
<tr>
<td>1963-64</td>
<td>298</td>
</tr>
<tr>
<td>1964-65</td>
<td>310</td>
</tr>
<tr>
<td>1965-66</td>
<td>319</td>
</tr>
<tr>
<td>1966-67</td>
<td>434</td>
</tr>
<tr>
<td>1967-68</td>
<td>466</td>
</tr>
<tr>
<td>1968-69</td>
<td>528</td>
</tr>
<tr>
<td>1969-70</td>
<td>405</td>
</tr>
<tr>
<td>1970-71</td>
<td>424</td>
</tr>
<tr>
<td>1971-72</td>
<td>621</td>
</tr>
<tr>
<td>1972-73</td>
<td>672</td>
</tr>
</tbody>
</table>

* Ibid.
The Corporation saves around Rs. 4,000 per body, being the difference in the cost of body building by the Shop and the cost charged by the outside body builders. Taking this figure as constant (and it is so), the Corporation has been able to save a substantial sum of Rs. 197.92 lakhs till 31.3. '73.

(b) Old Coach Shop: Bad roads take a heavy toll of the bodies of the buses. Complaints about damage to the coach bar, side pillars, flooring and side paneling, etc. are most common. A body needs complete reconditioning on completing 2,40,000 kms.

The procedure for the reconditioning of the bodies is as under:

The Shop prepares a programme for the reconditioning of the bodies and the units are accordingly advised to send the buses to the CWA as per the schedules supplied to them. On the receipt of a vehicle in the CWA, it is thoroughly checked at different stages of the repair shop and the shop-in-charge is supplied with all the details of the repairs. A detailed sectionwise schedule is then prepared covering the period of repair at each stage and the completion of the entire job.

As it may be observed from Table VI.A.4, a good deal of work has been done by this Shop.

Special mention must be made of one of the noteworthy features of the Coach Shop. Looking to the shortage of chassis, the Shop has adopted a plan under which bodies are built up on a dummy chassis. As soon as a chassis is received the entire body is transferred to it and immediately fitted to enable the Corporation to put it on the road much sooner than it otherwise would be. This has another good effect on the man-power planning at the CWA as the shortage
of chassis for some time may require the retrenchment of persons, who may not again be available at the time of a sudden inflow of chassis. The body building activity, thus, has become a regular feature.

(6) **Tyre Shop:**

A new tyre costs around Rs. 700 and it gives about 45,000 kms., on an average. However, new tyres are not easily available since the second half of 1970 as the demand for them has considerably gone up and as the manufacturers of tyres do not get required raw materials. This has given rise to black-marketing of the tyres. This situation has laid a serious constraint on the Corporation. It cannot afford to purchase the tyres at the black market price as it has to face the watch-dog eye of the Auditors, the Government, the Legislature and the public. It cannot

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encourage the black-market activity. On the other hand, if the tyres are not procured, the buses will have to be put off the road, causing a lot of inconvenience to the travelling public. Apart from the loss of revenue, the overheads like the wages and salaries of the crew and the depot/divisional staff, loss of interest on the capital invested in the bus, etc., will continue to be heavily burdensome to the Corporation.

The Corporation has tried to solve the riddle to a certain extent. The Tyre Shop at the CWA and a Tyre Retreading Plant at Rajkot is looking after the retreading of tyres. The Shop at the CWA is furnished with Full Circle Tyre Retreading Moulds and Sectional Repair Moulds. A large part of the machinery of the Shop is an imported one. The Shop works three shifts.

Before undertaking the retreading process, the worn-out tyre is thoroughly checked on the 'tyre spreader'. Those tyres which are found retreadable will be buffed and rasped. Cushion gum and the tread gum will be applied on the major and minor defective spots. These are then placed on the sectional moulds where the curing takes place. A majority of the tyres are treaded at the Sectional Repair Moulds to remove the through-cuts and other defects. They are then sprayed with retreading cement. Before finally putting such a tyre on the Full Circle Mould, where it will be kept for two hours for curing, 'camel back' or 'slab' is applied on the crown of the tyre.

A retreaded tyre costs around Rs. 150 — 175 and gives about 20,000 kms.

The production performance of the Shop is exhibited in Table VI.A.5.
(7) Electroplating Shop:

What has been said about the shortage of tyres is also true of some of the spare-parts. Again, there is a risk that the spare-parts get obsolete and create a headache, for the Corporation. A continuous rise in prices poses another serious problem for the Corporation. The Electroplating Shop of the CWA tries to ease the problem by rendering a useful service. The Shop is equipped with an electroplating plant of a famous manufacturer in West Germany. The plant has the plating baths of (a) copper, (b) nickel, (c) hard chrome, and (d) bright chrome. Those spare-parts which are worn out are coated with copper, nickel or hard chrome at the worn-out spots and are then ground according to the standard size. The spare-parts,

* Ibid.
thus reconditioned, are used again. Coating is also done to some of the parts like stub axle, steering rocker shaft, fuel injection pump, rocker shaft, differential cages, cam shaft, wheel hubs, couplings, etc., while other parts such as guard rail, sit boss, grab rail, sockets, etc., are electroplated with bright chrome for shining them. Table VI.A.6 reflects the annual production at the shop till 31-3-1973.

Table VI.A.6*

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (Rs.)</th>
<th>Year</th>
<th>Value (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960-61</td>
<td>NA</td>
<td>1967-68</td>
<td>0.76</td>
</tr>
<tr>
<td>1961-62</td>
<td>NA</td>
<td>1968-69</td>
<td>1.21</td>
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<tr>
<td>1962-63</td>
<td>1.50</td>
<td>1969-70</td>
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</tr>
<tr>
<td>1963-64</td>
<td>1.00</td>
<td>1970-71</td>
<td>0.41</td>
</tr>
<tr>
<td>1964-65</td>
<td>1.57</td>
<td>1971-72</td>
<td>NA</td>
</tr>
<tr>
<td>1965-66</td>
<td>0.43</td>
<td>1972-73</td>
<td>NA</td>
</tr>
<tr>
<td>1966-67</td>
<td>0.68</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(8) **Paint Shop:**

All the buses, which are either newly built or repaired and reconditioned, need to be painted. The Shop has 'spray booths' wherein the spray painting is done to the buses. In case of the old reconditioned buses, the old paint is stripped off completely before spraying the fresh paint. The entire show of the bus may make or marr the image of the CWA and hence the Shop has its own importance.

(9) **Inspection Shop:**

Before a vehicle leaves the floor of the CWA, it is

inspected thoroughly at the Inspection Shop to find out that it has been repaired and/or reconditioned in such a way as to be able to serve satisfactorily. Quite strict checks are applied by the Shop.

(10) Old Stores:

There is a regular inflow and outflow of the assemblies, spare-parts, tyres, etc. to and from the CWA. It is, therefore, essential that a stores is maintained to keep a proper control and account thereof. The Old-Stores looks after this function. It handles the receipt of the old assemblies, spares, etc. from the different units of the Corporation. When they are dealt with as per their requirements they are issued back by the Stores.

The Shops are headed by Superintendents and are assisted by the Dy. Superintendents.

There are numerous administrative jobs to be performed at the CWA. These are looked after by various Sections as under:--

(a) Traffic Section:

It looks after the vehicles which are received for repairing and their returning to the concerned unit. Similarly, when the new chassis is received for body building, the Section has to follow all the procedure regarding its registration, etc.

(b) Production Section:

The Section chalks out the production programmes, fixes the targets, finds out the variations, if any, in the targets set and the actual production performance and takes remedial measures. All these become particularly necessary because the vehicles which are received at the CWA should not be unduly detained as that would mean (a) loss of revenue to the Corporation, (b) continuously rising overheads, and (c) inconvenience to the travelling public.
(c) **Planning Section:**

The entire operational part of the CWA would come to a standstill if no advance planning about the assemblies, the spares, the vehicles, etc. is done. The Planning Section working in close collaboration with the other Sections undertakes this delicate and difficult task.

(d) **Labour Section:**

CWA employed 1,545 persons as on 31-3-1973, including the technical and the administrative staff. The Section is supposed to look after the various problems of labour. The Section carries the responsibility of maintaining cordial industrial relations through the successful working of the Works Committee, etc. It has also to take care of the Welfare measures and of the discipline in the Workshop.

(e) **Statistics Section:**

The Section collects and computes various types of statistical data for the purpose of using them on the spot as well as for onward transmission to the Statistical Department of the Central Office.

(f) **Accounts Section (including Time Keeping Office):**

All transactions involving money and, consequently, accounts are to be handled by this Section. Wages and salaries are to be paid; a few local purchases may have to be made. The Accounts Section has to take care of everything both from the accounts and the propriety angle. The monthly pay bill is also to be prepared by this Section.

It is queer that the T.K. Office is attached to this Section. It is an undesirable diversion from the established practice of attaching it to the Labour Section. The present arrangement would weaken the internal check.

(9) **Administration Section:**

As already said elsewhere, the Administration Section
looks after the work relating to administration as well as personnel. The Section handles both these functions at the CWA.

(h) Security Section:

This Section has its own importance at the CWA. The value of the stores and spares lying at the CWA runs into lakhs of rupees. If strict vigilance is not exercised, the Corporation may have to suffer from serious losses. The Section looks after the safe custody of the spares, assemblies and tyres lying at the CWA.

The Sectional Heads of these Sections are administratively responsible to the Works Manager whereas, functionally, they are responsible to their Departmental Heads at the Central Office.

The working of the CWA is looked after by the Works Manager who is assisted by the Dy. Works Managers and other technical as well as administrative staff.