CHAPTER III

OFFICE ESTABLISHMENT

Every organization requires an efficient office establishment for its proper maintenance and administration. The institution of State Transport Bus Management consists of several segments such as traffic operations, fixation of seats in the buses, vehicle management through provision of required number of buses and their maintenance, material management, personnel management and financial management. All these segments need to be integrated into a system for proper management. The present transport management has become system-oriented and more sophisticated with the growth of elaborate transport system.

The Madras State Transport Department, as pointed out in the beginning, was responsible for introducing long distance express buses with limited stops. But, with the reorganization of states and the formation of the Kanyakumari District, the district got nationalized transport buses from Kerala on proportional arrangements. Therefore, the nationalized transport system that was in vogue in the Kanyakumari region became operational to ply buses between Nagercoil and Thiruvananthapuram and subsequently within the District. The number of buses assigned to Kanyakumari region was based on the distance covered by Kanyakumari District and Trivandrum. This was the first step towards nationalization of transport in the Madras State. In consequence, the department of Madras State Transport with the headquarters

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at Madras had a branch office at Nagercoil, the dawn of a separate Transport office exclusively for Kanyakumari District.⁴

According to the Motor Vehicles Act of 1939, a Road Traffic Board was constituted for each district, including Madras city, to function as the Regional Transport Authority. These Boards were subject to the control of the Central Road Traffic Board which was the State Transport Authority. The District Road Traffic Board consisted of the District Magistrate as its Chairman, President of the District Board, and the Superintendent of Police as members.⁵ Subsequently, in 1945, the District Traffic Boards were replaced by Zonal Authorities comprised the Collectors of the Districts, Presidents of the District Boards and the Regional Transport Officer of the zone as the Secretary. In May 1947, this was changed and a Regional Transport Authority was again constituted for each district as before.⁶

Comprehensive amendments were made to the Motor Vehicles Act with effect from 1.1.1956. In the place of the authorities with more than one member as constituted previously, single member Regional and State Transport Authorities were installed. District Collector and the Commissioner of Police in the city of Madras were appointed as the Regional Transport Authorities in the respective regions.⁷ The Deputy Transport Commissioner in the headquarter was appointed as the State Transport Authority. A member of the Board of Revenue was appointed as the Transport Commission to be in charge of the Department.⁸ Collectors were serving as single member Regional Transport Authorities in the District from 1.1.1956. As such there were

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⁵ G.O.Ms.No.1787, Home Department, dated 1st October 1975, p.33.
⁸ G.O.Ms.No.2522, op.cit., p.34.
fourteen regions, excluding the Madras City, each in charge of Regional Transport Officer. The Regional Transport Officer was redesignated as the District Transport Officer. He supervises the work of Motor Vehicles Inspectors within his jurisdiction and serves as the Secretary to the Regional Transport Authority. Besides, there were Joint Transport Officers in certain Districts. But, these posts were later abolished.

The reorganization of the Transport Department which was brought into vogue on 1/1/1956 resulted in the withdrawal of a fulltime Collector, Transport Commissioner and appointment of a member of the Board of Revenue as the Transport Commissioner. The Transport Commissioner was to have general responsibility and over all control over administration. He is assisted by a Deputy Transport Commissioner and this post was created on 1st January 1956. He has been empowered to hear and dispose of revision petitions against the orders passed by the Regional Transport Authority in respect of which no appeal lies. He has to maintain a car and an establishment consistent with his status and degree of responsibilities exercised by him. Further, he was a state touring officer and he possessed powers. The Indian Transport Commissioner

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9 Fourteen regions were Chingleput, South Arcot and North Arcot, Thanjavur, Trichirapalli, Pudukottai, Madurai, Ramathapuram, Tirunelveli, Kanyakumari, Dharmapuri, Salem, Coimbatore and Tirunelveli, Kanyakumari, Dharampuri, Salem, Coimbatore and Nilgiris. (Kongu Manadalam).

10 Tamil Nadu Government Gazette, Madras, Part II Publication No.325, dated 01.10.1975, p.4.


12 The powers and functions of the Deputy Transport Commissioner were (i) annual inspection of Regional Transport Offices (ii) check and counter signature of the travelling allowance bills of all the Regional Transport Officers (iii) review once a quarter of the work done by the Regional Transport Officers and the Motor Vehicles Inspectors (iv) inspection of routes and enforcement work and scrutinising proposals for opening of new routes and (v) scrutiny of files relating to variation of permits of buses on existing routes which are send by the Regional Transport Officer for confirmation of the Transport Commissioner and to inspect the routes as per the orders of the Transport Commissioner whenever necessary. [G.O.Ms.No.2574, Home Department, dated 11th September 1958, pp.5-9.]
exercises the functions of the State Transport Authority throughout the State. He enjoyed the right of granting and other responsible duties in connection with transport Department. He was provided with an office car and office establishment consistent with his status and degree of responsibilities exercised by him. Further, he was a state touring officer. Subsequently, these powers are vested in the hands of the Joint Transport Commissioner. His main duties are annual inspection of Regional Transport Offices, verify and countersignature of the travelling bills of all the Regional Transport Officers, review once a quarter of the work done by the Regional Transport Officers and the Motor Vehicles Inspectors and inspect the bus routes and enforcement work and scrutinizing proposals for opening of new routes. He has the power to appoint Superintendents, Head clerks, Upper Division Clerks, Accountants, Lower Division Clerks, Typists, Attenders and Peons in the Regional Transport Office.

After 1967, the entire situation changed. The name of the Madras State was changed as Tamil Nadu and Madras State transport Department came to be known as Tamil Nadu State Transport Department. Private transport operations like T.V.S. of Madurai, Raman and Raman of Kumbakonam, Annamalai Transport of Coimbatore and a few small operators like T.M.B.S, Ganapathy Motors of Tirunelveli and Pioneer Motor Service of Nagercoil were also nationalized in 1971. As a result, branch offices were opened at various regions like Coimbatore, Kumbakonam, Ramanathapuram, Thanjavur, Trichirapalli, Salem, Madurai, Tirunelveli and other places. When Panrutti Ramachandran became the Transport Minister of Tamil Nadu, he envisaged a new system of dividing the transport department into a number of

Corporations. Because of this division of the department, its employees became the staff of the different corporations. As a result, they lost their right to get pensionary benefits and other privileges.\textsuperscript{18}

The naming of Transport corporations in the name of political leaders of Tamil Nadu created unrest and strikes not only among various political parties but among college students too. Public opinion too to a certain extent was not in favour of such naming of corporations in the name of Political leaders. Moreover, competition also occurred among different corporations. Further, the passengers of breakdown buses of one corporation were not allowed to travel in the buses of other corporations due to misunderstanding among crew members of different corporations. Similar confusion occurred in bus stands regarding the convenience of passengers. Variations in ticket fares prevailed among corporations also created problems among the passengers as well as crew members. All these factors motivated the Government to abolish the transport corporations in the name of different political leaders and the government introduced the State Transport Corporation for the whole state under Four Regional Zones in 1997.\textsuperscript{19}

The Tamil Nadu State Transport Department functions under a Minister for Transport who runs the show with the help of two Secretaries and their staff. The four major divisions are under their supervision. Each division is

under the administration of the Managing Director\textsuperscript{20} and his staff members. There are different branches governed by General Managers.\textsuperscript{21} Each General Manager has under his control branch depots which in under the control of the Branch Officer.

**ADMINISTRATIVE WING**

Administrative wing is created to look after the entire administration of the transport department. A hierarchy of officials is appointed to perform different duties and to carry out varied functions. A peep into the available records gives a clue to understand the history of administrative wing.

**General Manager**

Under the present system of administration, the Madurai Division just like other divisions is divided into different branches namely the Madurai Tirunelveli, Nagercoil, Dindugal and Virudhunagar.\textsuperscript{22} The Kanyakumari transport system is called Madurai Division-III-Nagercoil. This sector has a number of depots. The Kanyakumari district State Transport department is under the control of General Manager at Nagercoil, controlling the branches at Ranithottam I, II, III Kanyakumari, Vivekananthapuram, Kuzhithurai, Thiruvattar, Monday Market, Colachel and Marthandam.\textsuperscript{23}

\textsuperscript{20} According to the Companies Act, the Managing Director has been defined as “Managing Director” means a director who, by virtue of an agreement with the company or of a resolution passed by the company in general meeting or by its Board of Directors or by virtue of its memorandum of articles of association, is entrusted with substantial powers of management which would not otherwise be exercisable by him, and includes a director occupying the position of a Managing Director.[ G.O.Ms.No.640, Transport Department, dated 26\textsuperscript{th} April 1977.]

\textsuperscript{21} G.O.Ms.No.343, Transport Department, dated 21\textsuperscript{st} June 1977, p.21.


The overall control of the sector is vested with the General Manager who controls and supervises the various branches. The position and power of the General Manager at Nagercoil are very much similar to that of the Managing Director when the Kanyakumari State Transport Service became an independent corporation. He is the head of the administrative and technical wings of the department. In the administrative side, he is supported by a hierarchy of officials. Under his control the administrative functions are discharged by Administrative Officers, Office Superintendent, Assistants, Junior Assistants and other menial staff members. Though these members take decisions, they have to be approved and sanctioned by the General Manager. In this capacity he is the head of the administrative wing of the sector.

On the technical side, he is supported by the General Foreman, Technical Supervisors like Fitters, Welders, Carpenters, Blacksmith and other workers. In the workshop at Ranithottam, Nagercoil, the control of the work is in the hands of the Senior Foremen supervised by the branch officers who are answerable to the General Manager. All the purchase for the repair of vehicles, their maintenance and operation and all other decisions are to be approved and sanctioned by the General Manager. At times, he has the power to suspend wrong doers for dereliction of duties and misbehavior. In short, the General Manager is at the helm of affairs in both administrative and technical wings.

He is assisted in his duties by Branch Managers at Ranithottam and other depots.

**Branch Manager**

The Kanyakumari District Transport Service was a part of the Kattabomman Transport Corporation, later to be bifurcated and the Kanyakumari District Transport Department christened, the Nesamony

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26 Personal Interview with Mr.Kannan, General Manager, Tamil Nadu State Transport Department, Ranithottam, dated 03.03.2010.
Transport Corporation. It had a Managing Director and a number of Branch Managers stationed at Ranithottam, and other depots. In the administration of regional transport service the post of Branch Managers was created. It was sanctioned to strengthen the administration. Most of the Branch Managers were engineering graduates. They helped supervise the functioning of technical as well as administrative functions in the department. He has to step into the shoes of General Manager when the latter is on leave on other duties. The Branch Manager at various depots is invested with powers to supervise administrative and technical workforce. Assistant Branch Managers and other subordinate officers extend a helping hand in discharging his functions.\(^{27}\)

**Accounts Officers in Ticket Section**

The Ticket Section is functioning under the charge of a Senior Accounts Officer who is working under the Chief Accounts Officer (Main States at Headquarters). In addition to the charge for the Ticket Section Work, the Senior Accounts Officer is also in charge of two other Accounts Sections dealing with passing and making payment of firms, bills, wage bills and preparation of the budget performo accounts and compilation accounts. This section is manned by a Cashier, Junior Assistants and other Clerks.\(^{28}\)

The Ticket Section attends to preparation of indents on ticket requirements of the entire department both city and mofussil, takes delivery of tickets from the Government Press and private printers and distributes the stock to several depots.\(^{29}\) Besides, it maintains separate stock accounts for the several categories of tickets and watches receipt of acknowledgement for the tickets issued. Verification of bills for supply of tickets is also done in this section.

\(^{27}\) Personal Interview with Mr. R. Rethnaswami, Branch Manager, TamilNadu State Transport Department, Vivekananthapuram, dated 02.02.2009.
\(^{28}\) G.O.Ms.No.69, Transport Department, dated 5\(^{th}\) November 1971.
\(^{29}\) Government Memorandum No.10052/Tpt, B.III/ 70-1, dated 08.01.1971.
There are ten depots\textsuperscript{30} including three sub-deposits in the town and seven sub-deposits in the mofussil area for which tickets are issued made from the ticket main store. Separate stock accounts are maintained for receipt of tickets from the headquarters. Besides the above works, this section also receives tickets surrender due to printing mistakes and damaged tickets. The missing leaves are also taken into surrender accounts and obtain orders for their destruction periodically and carefully and watch the disposal of such tickets.\textsuperscript{31}

In the initial stages, operation of services was confined to the city and then services demanded voluminous work in the Ticket Section. But, after the establishment of the depot in Kanyakumari Branch for long distant buses and distant services within the district the work has been much reduced. The present Tickets Section is under the charge of the Accounts Branch. The main functions of Accounts Officers are the control of expenditure and maintenance of accounts, conduct internal audits in the branch offices, look after the matters relating to Public Accounts Committee and advise on financial matters. In addition to these works, Accounts Officers supervise the printing of tickets keeping them under their custody and distributing the tickets to other branch offices.\textsuperscript{32} In the proper execution of accounts, his function is vital in the department and it is necessary that the Accounts Officers are entrusted with this work and not to do other works. The Accounts Officers should concentrate on accounts and they should be able to pay undivided attention to this work. This is not possible so long as they are entrusted with the charge of the Ticket Section.\textsuperscript{33}

\textsuperscript{30} Ten depots are Ranithottam-I, Ranithottam II, Ranithottam III, (city depots), Kanyakumari, Vivekananthapuram, Kuzhithurai, Thiruvattar, Monday Market, Colachel and Marthandam (mofussil depots).

\textsuperscript{31} G.O.Ms.No.253, Industries and Labour Corporation, dated 28\textsuperscript{th} January 1971, pp.9-11.

\textsuperscript{32} G.O.Ms.No.7252, Industries and Labour Corporation, dated 19\textsuperscript{th} July 1969, pp.7-9.

\textsuperscript{33} Ibid., pp.9-11.
With the opening of more branch depots after the formation of regions, the responsibility of the Account Officer too increased considerably. Therefore, the most important duty of the Accounts Officers is to take up frequent visit to the branch depots to verify and check the accounts periodically. As much of the time of accounts officers are spent on works relating to the Tickets Section, they are not in a position to perform accounting functions satisfactorily. Moreover, the internal audit work has also become incomplete. Besides, the Accounts Branch is not always to take prompt action with regard to the disposal of audit, objections, sending replies to draft paras proposed for inclusion in audit reports and Public Accounts Committee work. As the proper running of the services depends on prompt and uninterrupted supply of tickets, it is essential to make arrangements for the effective supervision of getting printed tickets, making its needy stock and issue it on time. It is very difficult to attend to accounts work effectively. Hence, the Junior Accounts Officer assisted the Accounts Officers in discharging the work relating to the Tickets Section. The post of Superintendent was created to the tickets section on the grade of Rs.350 – 25 – 650 in 1970. This officer is not only in charge of the work of the Ticket Section, but also he should inspect the tickets stores and connected stock accounts in the Ranithottam depot and other branch depots.

In course of time, there have been considerable increases in the fleet and the number of services of different categories of buses. So, additional depots are required to be opened and new categories of different denomination of tickets are to be printed, stored and supplied. Consequently, the workload of

34 G.O.Ms.No.574, Transport Department, dated 17th July 1972, pp.5-6.
35 Letter from the Director of Tamil Nadu State Transport Department to the Managing Director of Kanyakumari branch, Lr.No.38053/A2/73, dated 23.01.1973 and 03.05.1974.
36 G.O.Ms.No.849, Finance Department, dated 8th July 1970.
37 New Categories of tickets are District tickets, Holiday Concession tickets, Student’s Concession tickets and Stand tickets. [G.O.Ms.No.1751, Industries, Labour and Corporation Department, dated 25th March 1971.]
the Tickets Section increased considerably. Therefore, there has been an increase in the strength of the non-gazette ministerial staff who attended the important and urgent work of the section. For example no proper account has been maintained for the surrender of defective tickets because of printing mistakes. Further, no action has been taken to destroy such defective tickets from utilisation. The entire work carried out by a clerk was checked by another group of clerks. When they check the registers, accounts will be free from defects and there is no scope for description and the book balance will reflect the actual ground balance. It is also necessary to maintain a separate register indicating the indents placed for various categories of tickets, the key numbers given to them and the supply made against the indent. This is absolutely necessary to ensure that indents are placed promptly and that the tickets under any category do not run out of stock and there is no duplication of key numbers of ticket blocks. This work should be entrusted by to an Assistant, who will also be in charge of the Tickets Section and in the absence of the Cashier, he has to go to the press. The work of the Clerks is attending to the work related to the surrender of defective tickets, monitor their accounting and ultimate disposal. Another Clerk’s duty is to accompany the Cashier visiting the branch offices to assist the latter. During the time of the appointment of gazetted and non-gazette officers in 1971, their scale of pay was on Rs.125 – 5 -175 for Assistants, Rs.90 – 4 – 110 – 3 – 140 Junior Assistant and Rs.90 – 3 – 105 – 4 – 125 for ordinary work clerks.

Besides, the appointment of the staff in the Tickets Section is not based on a quantitative assessment of work as the nature of work the Tickets Section needed much of the time for verification. But the staff members have to spend much of their time on frequent visits to Government press. Therefore, additional staff members are to be appointed to look after the Tickets Section. The Cashiers are expected to take delivery of tickets like season tickets, tickets

38 G.O.Ms.No.69, Transport Department, dated 5th November 1971, p.5.
for express buses and counter tickets and other special tickets from Government Press to the branch officer at Kanyakumari, besides issue of tickets to city depots and other branch depots, supervising packing and forwarding of tickets, to assist the officers at the time of destruction of obsolete tickets and to assist the Senior Accounts Officer at the time of quarterly physical verification of tickets.  

In order to assist the Cashier, Junior Assistants-I are appointed in addition to the maintenance of personal Register at Ticket Main Stores, general correspondence inclusive of furnishing of budget figures for proforma account, passing bills from Government Press and transport undertakings and, placing of tickets to various routes. Likewise, Junior Assistant-II maintains a personal register, including stationery items such as issue of tickets, checking of main issue register, preparation of monthly statements, pointing out the printing mistakes of ticket blocks of all kind and the submission to Government Press for rectification and preparation of quarterly stock verification reports. For administrative convenience in the ticket section, Work Clerks are appointed to issue tickets to all the branch offices in Nagercoil, to assist the Cashier in the issue of tickets to the branch depots, submission of monthly stock position report to Senior Accounts Officer on the result of verification and to accompany the Cashier to the Government Press and assist him while taking delivery of ticket blocks.

**Accounts Officers**

Accounts Officers are fully responsible for the upkeep of the accounts sections of the Transport Department. The main functions of the Accounts

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40 Personal Interview with Mr.K.Rajendran, Cashier, Tamil Nadu State Transport Department, dated 28.04.2009.
42 Personal Interview with Mr.R.Jayakumar, Junior Assistant (Ticket Section), Tamil Nadu State Transport Department, Ranithottam, dated 02.02.2009.
43 Personal Interview with Mr.Hussian, Clerk (Ticket Section), Tamil Nadu State Transport Department, Ranithottam, dated 02.02.2009.
Officers are the control of expenditure and maintenance of accounts, preparation of budget and profoma accounts, internal audit, matters relating to Public Accounts Committee and advice on financial matters. The Government order does not envisage supervision of ticket printing work, custody and distribution of tickets or any other stores by Accounts Officers. As the proper execution of accounts and audit functions is vital in a commercial organization, it is necessary that the Accounts Officers who are entrusted with this work are not saddled with other works. The Accounts Officers should concentrate on accounts and they should be able to pay undivided attention to this work.\textsuperscript{44} With the opening of more outstation depots and formation of regions, it is all the more necessary not that Accounts Officers take up frequent checks of depots accounts. As much of the time of Accounts Officers is spent on works relating to the Ticket Section, the delegating audit and accounting functions could not be attended to satisfactorily. The internal audit work has also fall in to arrears.\textsuperscript{45} Besides, the Account Branch is not all to take prompt action in regard to disposal of audit, objections, sending replies to draft paras proposed for inclusion in audit reports and Public Accounts Committee work. The running of the service depends on proper arrangements which are made for the effective supervision of the work of getting tickets printed, keeping them under their safe custody, stocking and timely issue. In the existing administrative set up, the Accounts Officer finds it difficult to attend to accounts work and the works related to Tickets Section effectively.\textsuperscript{46}

**Senior Accounts Officer**

The Senior Accounts Officer is working under the Chief Accounts Officer. The Tickets Section (Main Store) at the headquarters is functioning under the immediate charge of the Senior Accounts Officer. In this case the

\textsuperscript{44} G.O.Ms.No.69, Transport Department, dated 5\textsuperscript{th} July 1971, p.7.
\textsuperscript{45} Letter from the Director of State Transport Department to the Secretary to Government of Industries Department, No. 2/CAO/70, dated 08.12.1970.
\textsuperscript{46} G.O.Ms.No.849, Finance Department, dated 8\textsuperscript{th} July 1964.
Accounts Sections dealing with passing and making payment of firms bills, wage bills and contingent and miscellaneous bill and preparation of budget and proforma accounts and compilation of accounts are also under the charge of Senior Accounts officer. Moreover, for the administrative convenience the Cashier, Junior Assistants, Clerks and Lower Division Clerks assist him in discharging his duties. His main duties are preparation of indents for tickets requirements of the entire department (both city and mofussil), taking delivery of tickets from the Government Press and Private Printers and distributing the stock to several depots both in the city and mofussil, maintaining separate stock accounts for the several categories of tickets and collecting the receipt of acknowledgement for the tickets issued. Verification of bills for supply of tickets is also done by him. Besides, the Senior Accounts Officer receives the tickets surrendered due to printing mistakes, damaged tickets and missing leaves and takes them into surrender accounts and obtains order for their destruction periodically and watches disposal of such tickets.

Compilation of Accounts

At present, the accounts of the Depot are rendered by the Treasury Officer to the Accountant- General as Accounts Officer is furnishing compiled accounts to the Accountant – General, Madras. The monthly accounts to the Accountant General are due by the 8th of the succeeding month. For this purpose the relevant figures relating to collection and remittances at Nagercoil should be obtained by the 5th at the latest. Regarding withdrawal and disbursement of salaries and wages since these have to be incorporated in accounts the Accountant General should be asked to instruct the Treasury Officer to furnish a list of payment as is being done by the Treasury Officer. The Treasury Officer should be instructed immediately by Accountant General.

48 G.O.Ms.No.69, Transport Department, dated 5th November 1971, pp. 5-9.
49 Ibid., p.10.
51 G.O.Ms.No.3528, Home Department, dated 18th December 1956, pp.7-8.
to classify the transaction relating to the Madras State Transport Department under ‘cash remittances’ and also to credit the remittances relating to Revenue realized under I-Remittances’. As the Revenue collected on the 1st is to be remitted by 2nd immediate instructions are necessary both to the Treasury Officer and our departmental staff at the depot. The rendering of accounts by the staff will entail the maintenance of a complete set of accounts relating to the unit at Nagercoil pertaining to various transactions. This would require opening up of a minor head of account under Major Budget head (Road and Water Transport Scheme) under which should be recorded the receipt and expenditure relating to the depot.\(^5\) The expenditure in the Nagercoil depot may be shown under a separate group head “Nagercoil Depot”. The detailed heads of account that will be necessary under this head will be the same as those for “Government Bus Service”. Regarding capital expenditure, such as purchase of buses, lands and building, a separate sub head “Nagercoil Depot” opened and 82- B under cash minor head. Budget estimates should be prepared under the new head.\(^3\) The Accounts of the depot should also be compiled in the branch office and they should render accounts to the head office at Madras for incorporation in the main accounts of the department to be rendered by the Accountant General of Madras.

**Bills**

The Wage bills and other expenditure receipts are being attended to by the establishment section which is in charge of an Upper Division Clerk. The salaries of all establishments relating to ministerial, traffic and technical workers are drawn from the Treasury by presenting bills and are being paid on the 1st working day of each month. There are only permanent staff including conductors and drivers and they are paid on the first of the month like the

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52 Endorsement No.128274.Tr.III 56-2, dated 08.11.1956.
Besides, payment of bills as far as establishment and wage bills are concerned, they may be continued to be drawn from the Treasury. Again, purchase of stores is a matter of District Transport Superintendent and he has to authorize to draw cheques. The payments are to be made by Accounts Officer and the suppliers should be asked to submit the bills to District Transport Superintendent who will check the bill with stores receipt book and send them to the Account Officer with pass orders for payment and issue of cheques. It is decided to make all purchase at Madras office, the only other payments that may have to be made by the District Transport Superintendent will be office expenses such as electric current charges, Telephone charges and other office contingencies. Moreover, bills will be received by the District Transport Superintendent and after stores receipt book rectification sent to Account Officer for payment. However, it may be necessary to authorize the local officer to incur urgent expenditure to meet emergencies such as accidents and breakdowns, the purchase of spare parts for immediate use and in such case either he should be given our imprest of the required amount subject to recoupment regularly by sending bills to Madras or be authorised to draw the amount at Treasury by presenting abstract bill to be adjusted by presenting detailed bills. Moreover, the Government Issue cheque by Accounts Officer on the Treasury and it is desirable that the District Transport Superintendent to given a permanent advance of Rs.1, 00,000. He may incur expenditure out of this and recoup it from the Treasury by presenting detailed bills or by sending bills to Accounts Officer who issues cheques.

Asset register and depreciation register opened on 1/11/1956 for the purpose of booking the value of all assets contains the details of buses, workshop plants and machinery, furniture and tools. The depreciation

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54 Letter from the Deputy Transport Commissioner of Madras State Transport Department, Lr. No.121/Acts.V (3)/56, dated 04.11.1956.
56 Transport Department Policy Note 2009-2010, Demand No.48, Madras, p.32.
contribution should also be recorded in the depreciation register. The accounts relating to suspense transaction and stock purchase are to be maintained which is an additional work of the staff members of the depot. The stock verification may have to be attended to by the stock verifier at Madras who should be sent periodically for verification. Separate proforma for accounts of the depot will have to be maintained and necessary ledgers and journals are opened.

Chief Cashier

Chief Cashier is working under the Accounts Officer. His main duties are taking delivery of tickets like season tickets, express line and counter tickets and other special tickets from Government Press, Madras City to Kanyakumari Branch. Besides, he serves as a supervisor of the issue of tickets to city depots and other outstation depots. Moreover, he looks after packing and forwarding of tickets to Kanyakumari Branch and other outstation depots. Further, he is the General Supervisor of Tickets Main Stores. He is assisting the Senior Accounts Officer at the time of quarterly physical verification of tickets and to assist the Officers at the time of destruction of obsolete tickets.

Assistant Store Keeper

Besides them, Store Keepers are also appointed in various branch offices. The Deputy Transport Superintendent requires one Assistant Storekeeper for the stores in the Ranithottam Workshop. Only one Assistant Storekeeper is engaged in the Stores at Ranithottam who has to keep his office open for 24 hours. In 1958, as the Assistant Store Keeper finds difficult to supply spare parts to different workshops and to make entries in the register concerned, additional staff members are appointed in the pay scale of Rs.80-110. However, the Assistant Storekeeper as a single staff finds it difficult to

58 Ibid., pp.11-13.
attend to the above works. He has to come for duty in day and also during
nights too.\(^5\) So, for the convenience of administration, additional staffs are
appointed in 1958 on the pay scale of Rs.80-110 per month.\(^6\) The Assistant
Storekeeper has the power to purchase spare parts and required equipments.
Though Assistant Storekeeper is authorized to maintain quantity balance sheet,
it is noticed that no proper account has been maintained. It was ascertained at
the Head office that all the stores issued to the depot are charged off finally by
him in the Accounts. At present, the Store Keepers give voucher slips namely
lose leaf system for obtaining spare parts from the stores and maintain Store
Receipt Book and Stores Issue Books.\(^6\) The store ledgers corresponding to
Priced Stores Ledger should be maintained in Stores to enable Price Stores
Ledger keepers to maintain correct period stores account. One additional clerk
is appointed for stores branch for reconciliation of monthly receipts and issues
and their financial adjustment in accounts.\(^6\)

**District Accountant**

Usually, District Accountant is the cadre of Upper Division Clerk. This
district Accountant is in charge of cash book. The cash book is a simple form
indicating only receipts and expenditure. His main duty is to accept all cash
received relating to revenue realized by way of sale of tickets, the amount
drawn from Treasury for disbursement of salaries and the imprest cash of the
District Officer. Moreover, he entered the cash transactions and analyzed as
relating to revenue, establishment, unreturned balances relating to change due
to passengers, miscellaneous receipts and petty cash into the cash book. All
receipts and disbursements are entered in the respective columns daily. He also

\(^5\) G.O.Ms.No.2619, Industries and Labour Corporation Department, dated 1\(^{st}\)
September 1958.
\(^\) G.O.Ms.No.1329, Industries and Labour Corporation Department, dated 3\(^{rd}\)
March 1961.
\(^\) G.O.Ms.No.2099, Industries and Labour Corporation Department, dated 11\(^{th}\)
April 1961.
maintained a subsidiary cash book showing details of each item of receipt and disbursement. The District Officer verifies the actual cash balance once in a month.\textsuperscript{63}

\textbf{Lower Division Clerks}

The Lower Division Clerks assisted the Accounts Officer. Their main duties are attending to receipt and remittance of cash from the Conductors. Even though the entire staff of ticket and cash section is intended to work in three shifts each clerk is now working for eight hours per day. He is responsible for collecting the cash of the entire day on which he is on duty and its final remittance to the Treasury before he completes duty. There is strong room for the safe custody of the money. There is an iron chest for temporary deposit of cash till its remittance to Treasury.\textsuperscript{64} This arrangement was due to the difficulty in relieving the clerk after the prescribed hour of shift because the cash collections so far made by him have to be handed over to the next man on duty and finally the remittance has to be made by the third clerk at the end of the day. This involves the counting of cash at every change-over and the responsibility for the remittance of entire money on one clerk. To avoid the system of working 24 hours by each clerk is being adopted as a formal arrangement without any orders.\textsuperscript{65}

\textbf{Clerks}

Clerks function under various branches of the department. The procedures of accounting the collections on chitta or depot cash books are maintained by them. The value of tickets sold is worked out by the Conductor himself in the Way Bill form and the clerk checks only the number of the tickets returned with the corresponding entry in the Way Bill. The cash remitted by the Conductor is entered in banking sheet against it. No chalans are

\textsuperscript{63} G.O.Ms.No. 237, Transport Department, dated 5\textsuperscript{th} April 1974, p.3.  
\textsuperscript{64} G.O.Ms.No.3528, Home Department, dated 18\textsuperscript{th} December 1956,  
\textsuperscript{65} G.O.Ms.No. 473, Home Department, dated 6\textsuperscript{th} March 1974, pp.47-51.
prepared in this depot and the signature of the Conductor is the sole authority for the remittance of amount. 66

**Police Guards**

With effect from 1.1.1974, the Kattabomman Transport Corporation Limited was formed for the management of the bus transport system in Kanyakumari and Tirunelveli Districts. Consequent to the formation of the Corporation, the Ranithottam Workshop and Kuzhthurai Depot were transferred to the Kattabomman Transport Corporation on 17/9/1974. The Managing Director of this depot appointed Police Guards to safeguard the Ranithottam and Kuzhthurai Depots. 67

**TECHNICAL WING**

Similar to the administrative wing a group of technical trained personnel are appointed to carry out the technical aspect of the transport department. Hereto, a group of officials from Mechanical Engineer down to class IV technical assistants are employed not only to carry out body building work but to undertake repair work to the buses damaged in accidents and other technical snag.

**Technical Staff**

Generally in the technical wing, technically qualified persons are appointed as branch Managers. They discharged several functions like controlling and maintaining the technical staff like Mechanical Engineer down to class IV workers such as Fitter Grade I,II,III, Electrician Grade I,II,III, Tinker Grade I,II,III, Welder Grade I,II,III, Turner Grade I,II,III, Carpenter Grade I,II,III, Blacksmith Grade I,II,III, Hammerman, Liner Grade I,II,III, Painter Grade I,II,III, Tyreman Grade I,II,III, Boiler Attender Grade I,II, Tyre

Retrader cum Vulcaniser Grade I,II,III, Watchman, Pump Tester Grade I,II,III, Parking Controller, Time Keeper and Chargeman. 68

The Mechanical Engineer serves as the overall supervises in the workshop at Ranithottam and other workshops established at various centers. Besides, he is responsible to supervise repairs and maintenance of the buses. In discharging these duties he is assisted by Assistant Engineers, who are responsible for maintenance of buses. At Ranithottam Workshop in addition to repair and maintenance work of the running fleet, it actively engaged in body building work too 69. In this venture a group of technical staff like Foreman in the grade of I and II and Machines, Electricians, Fitters, Welders, Blacksmith and Carpenters, Painters, Tyreman, Liner, Tinker and Tailors of different grades were appointed to carry the respective works.

TRAFFIC WING

Traffic Wing played a significant role to see movement of buses. It not only regulates the plying of buses within the prescribed time limit but inspect the conductors in the issue of tickets and verify the passengers whether the passengers obtained the tickets or not. Moreover, some of the officials were engaged to regulate the flow of buses.

Drivers and Conductors

Drivers and Conductors play a vital role in the operation of road transport. Both of them serve in co-operation with each other in this venture. According to the Motor Vehicles Act 1939 Conductors and Drivers should possess a license pertaining to each trade. The very nature of the job of a Conductor in a stage carriage having larger seating capacity with a number of daily services upto a maximum of 250 miles per bus per day calls for constant vigilance of his part in the matter of collection of fares and issue of tickets to passenger and

68 G.O.M.s.No.659, Transport Department, dated 7th December 1974, p.5.
regulating their entrance into and exit from the stage carriage every now and then. In addition, a Conductor with his limited academic knowledge would not be in a position to make the various calculations involved in filling up the details as required by the department.\textsuperscript{70} The Conductors of buses are expected to maintain the trip-sheet. This form is intended to give the absolutely essential details with the least trouble in calculations, such as the starting time and reaching time.\textsuperscript{71} During the time of verification, they produce the static details, such as the route description with enroute stations, the distance of the route and daily kilometer every day, because these details are readily available in the part B of the trip-sheet permit carried in the vehicle. The main purpose of maintaining trip-sheet is to know accurate information then and there regarding the starting and ending of a particular trip which might be varying according to prevent conditions without making the Conductors to mental strain during working hours.\textsuperscript{72}

According to the rule 275 of the Madras Motor Vehicles Rules, the Conductors of the stage carriage in Tamil Nadu State Transport Department atleast should possess the minimum qualification of S.S.L.C to maintain the trip-sheets. The trip-sheet contains information like the distance of the route, mention of important intermediate stations, the total daily kilometers, hours of duty, interval of rests are provided.\textsuperscript{73} Besides, while proceeding on a route, the driver of a public service vehicle has to concentrate his mind to drive the vehicle safe while the Conductor has to discharge his duties like collection of fare, issue of tickets to passengers, informing the name of the station and taking care of the passenger’s luggage inside the vehicle and mail bags exchange work. With these duties, they also have to keep up to the schedule of timing prescribed by the transport authorities.\textsuperscript{74} The introduction of Log-Sheet created

\textsuperscript{70} G.O.Ms.No.1327, Home Department, dated 2\textsuperscript{nd} June 1969, pp.15-17.
\textsuperscript{71} G.O.Ms.No.2290, Home Department, dated 4\textsuperscript{th} August 1960, p.11.
\textsuperscript{72} The Fort St.George Gazette, Part V, Madras, dated 09.07.1969, pp.426-427.
\textsuperscript{73} G.O.Ms.No. 697, Industries Department, dated 21\textsuperscript{st} February 1968.
\textsuperscript{74} G.O.Ms.No. 1480, Industries Department, dated 8\textsuperscript{th} April 1968.
unnecessary complications to the Conductors in certain cases the drivers, where the invoices are maintained by the Drivers, due to the fact that the Government has introduced stages for each four kilometers and the numbers of buses as well as frequency of the services are increased. This kind of work would not certainly be within his knowledge or purview and he cannot be entrusted with or expected to work out details such as the exact quantity of diesel oil, lubricant oil or brake fluid consumed and their cost as well.\textsuperscript{75} Where more than one Conductor or one Driver is working in a single stage carriage, it will be very difficult to fill up the salaries for the drivers and conductors. Likewise, it may not be quite proper to allow any refund to be made by the Conductor himself or for the matter of that to enable him to incur miscellaneous expenditure as envisaged under the Transport workers Act and Rules, the daily hours and hours of rest are to be observed. The line staff is not to work for more than eight hours daily. Ordinarily, in the town service trip-sheet, there is no need to mention the distance in kilometers as well as the important intermediate stations for they are mentioned in the permit itself. Further, the town service being operated within the Municipal town contains many stages and by mentioning the important places alone in the trip-sheet.\textsuperscript{76} Besides, the conductor surrendered the unsold tickets in the cash counter. The value of sold ticket is assessed by the conductor himself and only the number of tickets returned are checked while collecting the cash. No imperst is given to conductors. The amount collected is entered in the banking sheet showing the name of the conductor, way bill number, cash paid in, bus warrants handed over and the signature of Conductor is obtained is the banking sheet itself.\textsuperscript{77}

\textsuperscript{75} Letter from the Transport Commissioner to the Director of Madras State Transport Department, Lr.No.23216/E/57, dated 03.03.1968.
\textsuperscript{76} G.O.Ms.No.2069, Industries Department, dated 8\textsuperscript{th} May, 1968.
\textsuperscript{77} G.O.Ms.No. 1064, Industries Department, dated 14\textsuperscript{th} September, 1969.
Checking Inspector:

The post of Station-Master in the scale of 60-125 was created by the Madras city of the Madras State Transport Department, in lieu of the post of Checking Inspector, transferred to Kanyakumari Branch. It was a hardship to transfer a state on Master from Kanyakumari Branch to Madras. In this circumstance the Director requested one post of Checking Inspector to Kanyakumari Branch for a period of six months.  

Checking Inspectors are appointed to check the Conductors regarding the issue of tickets. The special rules of the Tamil Nadu State Transport Subordinate Service provide for the appointment to the post of Checking Inspector in the Tamil Nadu State Transport Department by promotion from among the holders of the posts of Conductors based on seniority and fair service in the department and by direct recruitment. In order to infuse new blood in the department, in November 1968, the Government sanctioned hundred posts of Checking Inspectors, out of which fifty posts were filled up by promoting Conductors in the department and the remaining fifty posts were directly recruited to fill up by the Director of the transport Department. But a number of representations were received from different labour unions and the staff of the department was completely against the decision of the Government. Consequent to these representations, the fixing ratio for appointment of Checking Inspector was 1:3.

80 G.O.Ms.No.216, Transport Department, dated 18th December 1971, p.37.
81 G.O.Ms.No.744, Industries Department, dated 22nd July 1969.
Menial Staff

In every office establishment, the services of menial staff are absolutely necessary to keep the office premises clean and to move the files to the higherups and vice versa. A study of the records reveals the appointment of Peons, Attenders, Scavengers, Sanitary workers, Watchmen and Gardeners, each to carry out certain specific works. However, many records are not available to provide an elaborate account on them though, they are regularly paid\textsuperscript{82} servants of the transport department. From a government order it is understood that the services of scavenger were utilized for cleaning the buses.

Service Benefits to Workers

The government directed that the workers in the Kanyakumari Branch of the Tamil Nadu State Transport Department were transferred from the former Travancore-Cochin State be granted casual leave, national and festival holidays.\textsuperscript{83} The traffic and technical workers of Kanyakumari Branch were recruited after the States reorganization on 01/11/1956 and are allowed to enjoy national and festival holidays for fifteen days\textsuperscript{84} during the year 1974 as in the case of similar staff at Madras. During these holidays, the government granted the full wages of the day to the workers. Besides, the workers of State Transport Central Workshop can accumulate leave at any one time upto 45 days. The total of earned leave actually availed of and the earned leave surrendered should not exceed the maximum leave admissible at any one time for 45 days. In those cases, it is clear that the workers to avail earned leave for

\textsuperscript{82} Chargeman 200-5-250-10-300; Gardener 130-3-160-4-180-5-195; Sweeper and Sanitary worker 130-3-160-4-180-5-195.
\textsuperscript{83} G.O.Ms.No.324, Transport Department, dated 9\textsuperscript{th} July 1975, p.13.
\textsuperscript{84} Grant of national and festival holidays are on New years day, Thiruvalluvar day, Republic day, Moharam, Pankuniuthiram, Tamil New year’s, MiladiNabi, Good Friday, May Day, Independence day, Gandhi Jayanthi, Audha Pooja, Deepavali, Ramzan and Christmas, [G.O.Ms.No.2390, Industries and Labour Corporation Department, dated 3\textsuperscript{rd} October 1972.]
30 days surrendered earned leave for 30 days in a year.\(^5\) According to Madras State Transport Corporation, subordinate service rules, the traffic and technical staff of the entire Kanyakumari Branch, recruited after the reorganization on 01/11/1956 is eligible for twelve days of festival holidays\(^6\) and three additional national holidays.\(^7\)

The workers of the Tamil Nadu State Transport Department are entitled to Pension and Provident Fund and the Family Pension Benefits, as applicable to the regular Government Servants under the Madras Liberalized Pension Rules, 1960 and the Madras Government Servants Family Pension Rules, 1964 with effect from 1974. While processing the pension and gratuity cases, many difficulties are being experienced due to the non-availability of the service particulars in almost all the service books of the traffic and technical staff of this department for the earlier period of their services.\(^8\)

In addition, dispensaries are attached to each City Depot, State Transport Central Workshop at Kanyakumari Branch. The cost of the costly medicine which is not stocked in the dispensary but purchase by the staff for treatment is reimbursed. Besides, a family planning unit has been attached to this department.\(^9\) Moreover, the Fines Fund was also utilised for giving financial assistance to workers who sustained injuries and workers who were affected by fire and flood accidents. Fair Price Shop is functioning with effect from 1\(^{st}\) May 1964. All rationed articles are supplied to the workers and they are also giving

\(^5\) G.O.Ms.No.12, Transport Department, dated 16\(^{th}\) November 1971, p.36.
\(^6\) Festival holidays are Pongal, Mattu Pongal, Moharam, Telugul, New-year day, Good Friday, Tamil New year’s day, Vinayakar chathurthi, Ayudha pooja, Deepavali, Ramazan and Christmas [G.O.Ms.No.324, Transport Department, dated 9\(^{th}\) July 1975, p.13.]
\(^7\) National holidays are Independence day, Republic day and May day [G.O.Ms.No.2087, Industries and Labour Corporation, dated 4\(^{th}\) September 1971.].
\(^8\) G.O.Ms.No.212, Transport Department, dated 28\(^{th}\) March 1974.
\(^9\) G.O.Ms.No. 1903, Industries and Labour Corporation Department, dated 1\(^{st}\) April 1964.
The scheme of giving apprentice training to the workers under the Apprentice Act, 1961 was also there. It provides training to diploma and degree holders as paid apprentices in the departmental workshop. This department imparts training to forty trainees in city depot and thirty trainees in Kanyakumari Branch per year. Apart from this, the scheme of training sons and dependents of employees of the Department is also continued.  

The High Power Committee has recommended that the ministerial staff of the department who is required to work for eight hours between 6 PM and 6 AM the next morning paid night duty allowance. The traffic and technical staff who have to stay away from headquarters during nights in connection with their duties were allowed night halt allowances. Besides, the traffic and technical staff of the department every year were given three sets of uniforms with stitching charges supplied by the department.

In this department rubber stamps are used by Registering Officers for making endorsement on the documents presented for registration by registering public. As the endorsements to be made each day by a registering officer are too many therefore, registration work will be hampered and delayed if all the endorsements are to be written out by hand without rubber stamps. The registration fees are collected for services rendered by this department and

94 (i) the uniforms should be stitched and produced for inspection within a fortnight from the date of receipt of cloth and stitching charges and (ii) necessary precautions should be taken to see that the workers do not abuse the concession [G.O.Ms.No. 2154, Industries Labour and Corporation Department, dated 5th August 1967.]
hence it is incumbent on this department to see that the endorsements made under the Indian Registration Act on the documents admitted for registration are clear and readable. Moreover, the stamps used by the Sub-Registrars in the 402 registration offices in the State will therefore have to be renewed from time to time. The newly opened offices will have to be also supplied with rubber stamps. These renewals and new supplies are made by the District Superintendent of Police. Of late, the work of renewals and supply of new rubber stamps is not being attended to by the District Superintendent of Police promptly. For instance, an indent for the supply of rubber stamps opened with effect from 01/06/1969 was sent to the District Superintendent of Police on 30.06.1969. The stamps have not been supplied though the District Superintendent of Police was reminded several times. The Government have delegated power to Heads of officers (on 1969) to incur an expenditure not exceeding Rs.5/- per rubber stamp at a time towards repairing charges only. This does not solve the problem in this department of having to see that rubber stamps in good conditions are always kept in the 402 Registration of documents under the Indian Registration Act and the administration of other enactments. The number of rubber stamps requiring renewal every year is considerable. Besides, for the new offices which are opened every year to meet the demands of the public, supply of fresh rubber stamps will have to be made without any delay.

As the District Superintendent of Police was unable to supply replacement rubber stamps i.e. renew stamps already supplied that have become unfit for further use and supply of new rubber stamps for the use of new offices and as the public cannot be inconvenienced on this account through delays in attending to their work or have illegible impression of endorsement in

99 Other enactments like registration of marriage under the special marriage Act, and the Madras Hindu Marriage (Registration) Rules and registration of Chief Fund etc.
their documents and records [Eventhough they pay for the various services rendered to them by this department]. Subsequently, it is not possible for this department to make out the extra cost since the cost incurred by the Government Press, for the manufacture of the rubber stamps is not available in this department. However, it may be presumed that the cost of having a rubber stamp by a private firm and the cost incurred by the Government Press for supplying such a stamp are to be the same.

Student Concession Tickets are also provided by the State Transport Department. When the bus services of erstwhile Travancore – Cochin State were taken over in 1956 by the Madras Government, the system of issuing Student Concession Ticket was also allowed to be continued in the service operated by Madras State Transport Department in Kanyakumari District. According to the prevailing system the students in the Kanyakumari District are issued with Concession ticket on 50 percent of the value of the regular fare. This concession has been continued in services operated within the Kanyakumari District and made available to the students of the Kanyakumari district attending Schools and Colleges. When services commenced operation in Tirunelveli district in 1967, as a result of the nationalization policy of the Government, issue of students concession tickets has been extended to the Students of the Tirunelveli District also who are attending schools and colleges, both in Tirunelveli and Kanyakumari districts.

In 1970, an audit was conducted and it pointed out issue of Student Concession Tickets to Tirunelveli was not covered by any Government Order and therefore, the system was discontinued in August 1970. At that time, the Joint Director of the Kanyakumari district stated that the Students Concession Tickets may be continued to the students of the Tirunelveli District, if they are

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100 G.O.Ms.No.1046, Industries Department, dated 23rd March 1966.  
102 G.O.Ms.No.479, Transport Department, dated 8th June, pp.3-5.  
attending school and college in the Kanyakumari District, because, they depend solely on the State Transport for their travel to places which are not connected by the train services. The bulk of the students hail from Radhapuram firka of Tirunelveli district adjoining Kanyakumari district to attend classes in the Aringar Anna College established at Aromboly of Kanyakumari District which has attracted a number of students from the border areas of Tirunelveli district.104

At present, travel concession is not only given to the students but to other important persons.105 With a view to benefitting all students and to give a real meaning to the Concept of Education for all, all the students studying from 1 to Standard XII in all schools including private recognized schools and students studying in Government Polytechnics and Government Arts and Science Colleges are provided with Free Travel Bus Pass to travel from residence to School/Polytechnic/Colleges and back to home.106 The free bus pass will be valid on all days including holidays. Similarly students studying in holidays will be given 50 percent concessional travel pass to travel from the residence to College, Private Polytechnics, Indian Technical Institutes and Arts and Science Colleges and back. These passes will be valid on all days including holidays. During the year 2008-2009, 29.21 lakhs students have been benefited.

Besides, for the benefit of general passengers, monthly season tickets are issued.107 Moreover, ten percent discount on fare is given in the buses of the State Express Transport Corporation when reservation is done by Senior Citizens who have completed 60 years of age. Apart from these concessions,

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107 Transport Department Policy Note 2009-2010, Demand No.48, pp.21-22.
ten percent discount on the fare is given in the State Express Transport Corporation when reservation is done for eight or more members as a group.\textsuperscript{108}

**Institution of Road Transport**

The Institution of Road Transport is registered under the Societies Registration Act, 1860, in the year 1976. This institute has entered its thirty fifth year and continues to expand its services. It undertakes applied research on issues pertaining to road transport, performs quality monitoring by conducting tests on random sample of spare parts procured by the State transport Undertakings in Tamil Nadu. Moreover, it undertakes training activities to the employees of State Transport Undertakings. Consequently, the Automobile Research Oriented Engineering College was started at Erode and functioning from October, 1984, under the management of Institute of Road Transport.\textsuperscript{109} Its main activities are conducting Managerial and Supervisory Training, Research, Material Testing and Driver Training for the benefit of State Transport Corporations. A research oriented Medical College was set up at Perundurai in Periyar District in 1987. The institute is offering training to twenty courses on subjects, like fleet maintenance, accident investigation, computer applications, material management, financial management, correspondence course on company system of accounts and human resource development were conducted for the employees of various State Transport Undertakings.\textsuperscript{110}

**Driver Training Wing**

The Driver Training Wing of the Institute is functioning at Gummidipoondi. It offers induction training course for Heavy Passenger

\textsuperscript{108} Ibid., p.23.
Transport Vehicle Drivers. In addition to this, orientation course for serving drivers from undertaking like Lignite Corporation was also being conducted.\footnote{Ibid., pp.435-437.}

Recently the number of Heavy Vehicle Driver Training Centers has been increased to seventeen.\footnote{Ibid., pp.15-16.} These centers have trained 45,064 persons from its inception to the present day. To improve the quality of driver training, training institutes at Chennai, Trichy, Udumalpet and Madurai were started at a total cost of Rs.5.20 crores. Consequently, Tamil Nadu is the first State in the country providing this facility to the drivers for training. Besides these, the proposal for establishment of Model Driver Training Academy at Chrompet (Chennai) has been approved by the Ministry of Shipping, Transport and Highways.\footnote{Transport Department Policy Note, op.cit.,p.34.}

Thus it is evident that for the smooth functioning of a transport department in this district, a hierarchy of officials is required to look after the administrative wing, technical wing and traffic wing besides a number of menial and manual labourers. Their services are inevitable for the growth and progress of any department including body building and undertaking of repair works.