CHAPTER V

ADMINISTRATION AND ORGANISATION OF ROADWAYS

"Administration is that phase of a business enterprise that concerns itself with the over-all determination of institutional objectives and the policies necessary to be followed in achieving those objectives. Administration pre-determines the specific goals and lays down the broad areas within which these goals are to be attained. Administration is a determinative function."

... ...Dr. William R. Spriegel.
ADMINISTRATION AND ORGANISATION is the key for the development of a public utility concern like Roadways. The job of administration is to achieve the common objective for national and social welfare. Good administration needs human intelligence, co-operation and skill as well as technology in order to achieve the objective of organisation. Good administration renders more cheap, good and efficient services to the traffic, distributes the transport services in a planned way in regions, makes provision for research work, and keeps good relation between personnel and traffic. Efficient administration and organisation developed transport services in U.S.A and U.S.S.R and placed them at the zenith of the progress. This was only sound administration that England and Germany re-developed their Road Transport after the great devastation of these services in World War II.

From the administrative point of view the administration of the U.P. Government Roadways is satisfactory. It has got efficient and sufficiently large number of experienced staff, and the whole machinery is well organised and efficiently run.
The Government Roadways are run by the Transport Department of the State. The Transport Department is under the charge of Transport Minister and the present Transport Minister is Hon. Sri . The Transport Minister is armed with all powers for running the department by the council and legislative authority.

**TRANSPORT COMMISSIONER:**

Next to Transport Minister comes the Transport Commissioner who is the Head of the Transport Department. The present Transport Commissioner is Sri Ram Pal Bhardwaj whose Head Quarter is at Lucknow and he guides and initiate the activity of the whole Department. The whole Roadways organisation is looked after by him. He is the root and vein of the Department. It is he who initiates and originates the Schemes and he is the Officer on whom the translation of the Government policy solely rests. He is all in all and can make or mar the very organisation, specially when it is still in its infancy. He is the first Officer of the Department and can go and inspect whichever office or the station of the Department he likes. He is vested with the following financial powers:-

1. **BOOKS PERIODICALS AND OTHER PUBLICATIONS:**

   To purchase books of reference, periodicals, newspapers against sanctioned allotment for the use in his own office and subordinate offices.
2. PRINTING CHARGES:

To give out after calling out quotations, urgent printing works to approved Press without previously consulting the Government and to sanction advertisement and other miscellaneous publicity expenses.

3. HOUSE RENT:

To sanction rent for lands and buildings required by the Roadways.

4. REWARDS:

To grant rewards for non-gazetted staff upto Rs. 250/- in each case.

5. TELEPHONE CHARGES:

To sanction installation of telephones.

6. UNIFORMS:

To sanction supply of uniforms and clothing to staff.

7. PURCHASES:

To sanction purchases in emergent circumstances upto Rs. 5,000/-

8. ADVANCE AND T.A.:

To sanction advances of pay and T.A. to his subordinates.
9. **TEMPORARY POSTS:**

To create temporary posts chargeable to 'Pay of Establishment' at a pay of Rs. 225/- per month for six months.

10. **OVER TIME WORK:**

To sanction payment of over time work etc. etc.

**DEPUTY TRANSPORT COMMISSIONER:**

To help the Transport Commissioner, there is a Deputy Transport Commissioner (Roadways) Sri M.M. Gupta is the present Deputy Transport Commissioner. He is the head of all the regions and incharge of all administrative and operational matter of Roadways. He is vested with all the powers of Transport Commissioner in the matters of Roadways of the entire state. He is the keeper of discipline, guardian of integrity and vested with full powers in the matters of particularly all the non-gazetted staff of the Province. He has power to appoint such staff, dismiss them and subject them to such other orders. Of course he does all this within the orbit of rules and regulations already laid down for the purpose.

**CHIEF MECHANICAL ENGINEER:**

The Transport Department has a Central Workshop located at Kanpur. This is under the charge of a Chief Mechanical Engineer who is assisted by a number of Engineers and other Officers. He is very important Officer for the department because on his efficiency depends the running of the Roadways to a great extent. He is responsible for the
major over-hauling of engines renovation of vehicles, body
building, designing and planning the amenities to be provi-
ded in the buses, major repairs and all such big works.
Really speaking he is the Doctor in charge of the fleet and
if he fails whole working of its life may get a great set
back.

FINANCIAL ADVISOR CUM CHIEF ACCOUNTS OFFICER:

To help the Transport Commissioner on financial
side, there is a Financial Advisor-cum-Chief Accounts Officer.
He renders expert advice in matters of Rules and Regu-
tations. He is to see that all wasteful expenditure is avoided
and economy achieved to the maximum possible extent. He
scrutinises all development schemes which are submitted to
the Government especially in their financial implications.
He, as Chief Accounts Officer, supervises and inspects the
working of all other Accounts Officers of the Department.

Below the above Officers, there is a big office
consisting of Personal Assistant to Transport Commissioner,
Head Clerks, other Assistants etc.

DIVISION OF PROVINCE INTO REGIONS:

The above, in brief, is the set up of the Head
Quarters Staff who controls the actual working of Roadways
operation. The whole state was formally divided into nine
regions but to economise expenditure, the Kumaon and Garh-
wal regions were merged in one region known as Kumaon
region. With the expansion of Roadways services it was
necessary to open some new regions for the efficient control and administration of the Roadways. Therefore one new region was opened in 1966-67 and in 1967-68 three new regions were opened. A detailed description thereof has already been given in Chapter IV. Now there are twelve regions ad detailed below with their route mileage (upto December, 1967).*

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of Region</th>
<th>Route mileage (in Kms.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Agra</td>
<td>5,211.32</td>
</tr>
<tr>
<td>2.</td>
<td>Allahabad</td>
<td>3,998.03</td>
</tr>
<tr>
<td>3.</td>
<td>Bareilly</td>
<td>3,102.00</td>
</tr>
<tr>
<td>4.</td>
<td>Gorakhpur</td>
<td>4,654.27</td>
</tr>
<tr>
<td>5.</td>
<td>Kanpur</td>
<td>4,002.00</td>
</tr>
<tr>
<td>6.</td>
<td>Lucknow</td>
<td>3,120.00</td>
</tr>
<tr>
<td>7.</td>
<td>Meerut</td>
<td>2,929.00</td>
</tr>
<tr>
<td>8.</td>
<td>Kumaon</td>
<td>1,214.38</td>
</tr>
<tr>
<td>9.</td>
<td>Aligarh **</td>
<td>1,216.25</td>
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<tr>
<td>10.</td>
<td>Varanasi **</td>
<td>983.36</td>
</tr>
<tr>
<td>11.</td>
<td>Tanakpur **</td>
<td>788.20</td>
</tr>
<tr>
<td>12.</td>
<td>Nainital **</td>
<td>678.50 Approx.</td>
</tr>
</tbody>
</table>

**TOTAL 31,897.31 Kms.**

* Newly opened regions.

**GENERAL MANAGER:**

Each region is under the direct charge of a General Manager. The General Manager is the head of office and is answered for the efficient working of the Roadways in his jurisdiction. He looks to every aspect of working, traffic,

*Transport Commissioner's Office, Lucknow.*
accounts, mechanical repairs and general office and acts as a liaison officer between the Transport Commissioner and the travelling public. He is the officer on the spot to execute the orders received from the above and to transmit above the feelings and requirements of the public in general. He is expected to be on the road mostly, examining checking and judging of the working of the Roadways buses. It is his duty to look public convenience, Government revenue and has to guard against corruption, dishonesty and discourtesy.

**DUTIES FUNCTIONA AND RESPONSIBILITIES OF A GENERAL MANAGER:**

According to the Transport Commissioner, U.P., Government Roadways, the following are the duties functions and responsibilities of a General Manager which he declared on 24th March, 1956.

1. He shall be responsible for ensuring the successful co-ordinated, smooth and efficient functioning of the various branches of Roadways in the region viz. administration, traffic, accounts, technical etc.

2. He shall be responsible for maintaining discipline among the employees of his region.

3. He shall inspect his office at least 3 times in a year in accordance with the items of prescribed questionnair and ensure compliance of his inspection notes.

4. He shall supervise and inspect the work of his Assistant General Manager, Accounts Officer,
Service Manager and Stores Officer and see that each of them discharges his duties promptly, efficiently, honestly and with a missionary zeal in harmony in each other.

5. He shall see that the difficulties of his subordinate Officers are solved promptly.
6. He shall dealt complaints more promptly.
7. He shall ensure that all the accidents cases are promptly attended to and proper action is taken.
8. He shall inspect Roadways depots, stations and booking offices in such a way that he is able to inspect and check each and every item as per printed booklet at least once in four months.
9. He shall arrange his tour and work programme in such a manner that he should stay in the night once a month at each depot to gain first hand information and experience of the problems of that place and to see that distribution of pay and other dues of staff is not delayed at any stage.
10. With a view of execution of policies and other departmental works, he should hold periodical conference of Officers and his Staff.
11. He shall ensure that the provisions of the Motor Vehicle Act Taxation Act and the U.P. Road Transport Act and other Acts are not violated.
12. He shall report, at the earliest, all cases of losses embazement, mis-appropriations etc., to the Transport Commissioner and the Accountant General U.P., if necessary.
To assist the General Manager of each region there are Assistant General Managers, Accounts Officer and the Service Manager. All these Officers are gazetted and have the responsibility of their section working to the set standard. Let us see the duties of each of the above officers:

ASSISTANT GENERAL MANAGER:

They are of two types:

1. ASSISTANT GENERAL MANAGER (ADMINISTRATION)

He is the Officer Incharge of the whole office of the General Manager which is too big to be run by a Head Clerk. His chief duties are as follows:

(i) To look after the applications for transfer, leave, increment etc.
(ii) Where the disciplinary action is to be taken to frame charges against the officials concerned and to do all other work connected with this.
(iii) To submit returns to the Transport Commissioner etc.
(iv) To do all other works connected with the establishment section.

2. ASSISTANT GENERAL MANAGER (TRAFFIC)

He looks after the traffic problems. His duties mainly include:
(i) General checking of the traffic in the buses on the road.

(ii) Inspection of the stations.

(iii) Fixation of arrival and departure of buses.

(iv) Exercising the general supervision over conductors and drivers.

(v) Looking after registration, taxation and fitness of vehicles according to the Motor Vehicles Act and Rules.

(vi) To submit statements and returns prescribed and to keep proper accounts etc.

In short he has to maintain all records relating to traffic and is responsible for the efficient and comfortable services to the public.

ACCOUNTS OFFICER:

He is responsible for looking after the accounts and financial side of the Region. He acts like a Financial Controller and Advisor to the General Manager. His chief duties are:

(i) To look after the accounts of the Roadways.

(ii) To arrange for the payment of salary, wages, and other dues pertaining to the region.

(iii) To carry on periodical inspection of accounts of the bus stations of the region.

(iv) To submit periodical statements of accounts to the Transport Commissioner.

(v) To enforce the compliance of various orders issued by the Finance Department of U.P.
SERVICE MANAGER:

He is responsible for the repairs and maintenance of vehicles and for the running of the workshop set up for the purpose. He is like an Officer-in-charge of a hospital. Just as a man needs periodical checkup and treatment, so do the vehicles need repair, overhauling and other patch-work. And he has to arrange for such works. This means that he has to see what is to be done to the vehicles daily, weekly and at other periodical intervals. All repairing and overhauling work is done under the supervision of the Service Manager who is assisted by a large team of technical staff like Senior Foreman, Junior Foreman, Mechanics, Fitters and others.

The each region has a number of Roadways Stations which are under the charge of station superintendents. They are the hands through whom the work of running the vehicles is actually got done. They are like station masters of the Railway Stations. They are the official on the spot and have to perform fixed type of duties which are:

(i) To maintain law and order at the station with the help of policies.
(ii) To see that scheduled timings of the buses are observed in arrivals and departures.
(iii) To see that no bus leaves the station without proper checking.
(iv) To look to public amenities and complaints etc.
(v) To frequently take round amongst the standing buses to see that drivers throughout remain in
their buses when tickets are being issued and the conductors allow those passengers into the bus who hold proper tickets.

(vi) To submit statements and returns prescribed and to keep proper accounts etc.

In short, he has to maintain close touch with the public and his staff whom he, as a disciplinarian, should always try to carry with him by his tact.

The buses have to definitely stop on these stations in addition to other halting points. These stations have well established booking offices and such other things which may be noticed on any Railway Station as waiting Halls, water amenities etc. These stations receive instructions from the General Manager's office and send statements and returns to it. The money received on account of the sale proceeds of tickets is either deposited in the nearest Government Treasury or sent to the Head Quarter of the Region or any other place covered within the Head Quarter of the Region, if considered suitable for the purpose.

ADMINISTRATION OF KANPUR REGION:

The administration of Kanpur Region is conducted in the same way as of the other Regions. That is to say that Kanpur Region is administered by the General Manager, Assistant General Managers, Accounts Officer and Service Manager. But the only difference and new thing is that Kanpur region has been divided into four sections and each section is under the charge of an Assistant General Manager:
(1) ASSISTANT GENERAL MANAGER (ADMINISTRATION): 
He looks after the administration of the office of the General Manager.

(2) ASSISTANT GENERAL MANAGER (TRAFFIC): 
He looks after all the work of traffic side. He is responsible for drawing up schedules and time-tables, number and places of stoppages, inspection and supervision, reporting of accidents, facilities to passengers etc. He deals with the complaints and take serious action against the guilty.

(3) ASSISTANT GENERAL MANAGER (CITY BUS SERVICE): 
He looks after the working of the city bus service. He starts new routes if he finds that sufficient traffic would be available on that routes. He deals with all the complaints regarding the working of the city bus service.

(4) ASSISTANT GENERAL MANAGER (ETAWAH): 
He is responsible for the working of buses on Etawah side and makes all the necessary arrangement for its proper running.

Kanpur region renders its services in the following districts:

1. Kanpur
2. Fatehpur
3. Etawah
4. Fatehgarh
5. Mainpuri.

Kanpur Region has been divided into 5 depots:

1. Kanpur
2. Fatehpur
3. Etawah
4. Furrukhabad
5. Mahoba.
The whole Administrative and Working machinery of the Roadways organisation in U.P. (with special reference to Kanpur Region) will become clear by the following chart:

TRANSPORT MINISTER

TRANSPORT COMMISSIONER

CHIEF MECHANICAL ENGINEER DEPUTY TRANSPORT COMMISSIONER (ROADWAYS) CHIEF ACCOUNTS OFFICER

GENERAL MANAGER GENERAL MANAGER GENERAL MANAGER GENERAL MANAGER GENERAL MANAGER GENERAL MANAGER GENERAL MANAGER GENERAL MANAGER

AGRA ALLAHABAD BAREILY GORAKHPUR KANPUR LUCKNOW MEERUT KUMAON ALIGARH VARANASI TANAKPUR

ASST. GENERAL MANAGER ASST. GENERAL MANAGER ASST. GENERAL MANAGER ASST. GENERAL MANAGER ACCOUNTS OFFICER SERVICE MANAGER (WORKSHOP)

ADMINISTRATION TRAFFIC CITY BUS SERVICE ETAWAH

TRAFFIC SUPERINTENDENT STATION SUPERINTENDENT

SENIOR STATION INCHARGE

JUNIOR STATION INCHARGE ASST. CASHIER

CONDUCTOR DRIVER CLERKS MECHANICS PEONS ETC.
Each of the above depots is under the charge of a Senior Station Incharge who has got sufficient staff under him and he is responsible for all the routes operated under his depot. He has also to maintain the accounts of his depot and various statistics of income and expenditure. Moreover, there are the first, second and third section in each depot—traffic, office and workshop. In the first, there are ticket examiners, booking clerks, drivers and conductors. They are under the charge of a Traffic Inspector who is under the Station Incharge or Superintendent. In the second section, there is one Office Superintendent, Cashier, Store Keeper and Clerks. In the third section, there are supervisors, mechanics, fitters etc.

**REGIONAL ADVISORY COMMITTEES:**

A public utility undertaking needs the maintenance of healthy relations with the general public. Therefore, the Government considered it necessary to set up Regional Advisory Committees, one in each region. A provision to that effect was made in the U.P. Road Transport Act, 1950. These Committees consist of the Commissioner of the Revenue Division as Chairman, Superintending Engineer, P.W.D., 3 members of the State Legislature, 2 presidents of local bodies of the district, the Deputy Transport Commissioner (Roadways) and the General Manager of the region as Secretary. These Committees advise the General Managers on all matters regarding improvement of services and expansion of amenities such as new stations, lighting arrangements, sanitation, halts, time-tables, issue of tickets, waiting halls, supply of drinking water etc. etc.
DAILY ROUTINE OF ROADWAYS BUSES:

In this connection, it will not be out of place to say something about the daily routine of Roadways buses. I am, therefore, outlining the daily routine of a Roadways bus in the following paragraphs:

First of all the conductor and driver report for duty to the depot duty clerk half an hour before the scheduled departure of the bus. The driver examines the petrol, mblil-oil and water in the engine and light and air pressure in the wheels. The peon at the depot meanwhile cleans the seats of the bus.

In the meantime, the booking clerk issues the tickets to the passengers and after having booked the tickets, he hands over the chalan form to the conductor 5 minutes before the departure of the bus. Thereafter, the conductor checks the passengers and luggage with the help of the chalan. If any body is found having no ticket, he is issued a ticket by the conductor and if the luggage is heavy, extra fare is charged from the passenger concerned according to the weight of the luggage. When all checking is over, the bus starts from the station to its terminus.

In the distance between the places of start and arrival of bus, the bus is stopped at every permanent stoppage indicated by a board. The bus may also be stopped at the request of any passenger and with the prior permission of the conductor, but this is done in special circumstances. It is also stopped at those places where Traffic Inspector comes for checking. The conductor is provided with a whistle with the help of which he asks the driver to stop and run the bus.
After arrival of the bus at the terminus, the conductor reports to the duty clerk about the time of their arrival. Then both the driver and conductor are given rest. After sometime, the bus is again checked as usual and it is made ready for the next route in the usual manner. This continues throughout the day until it completes the required journey.

If, unfortunately, bus meets with an accident during the journey the conductor informs the nearest Police Station and message is also sent to the nearest bus station. On receiving such a message, the Station Incharge reaches the spot at once. If the accident is of serious nature, then the Regional Transport Officer along with Police and a camara-man reaches at the spot and makes the necessary enquiry. An arrangement is also made to transport the passengers of ill-fated bus by another bus.

If the bus breaks down in the way, the Station Incharge of the nearest station is informed. He sends mechanics to repair it. If the break down is of serious nature, another bus is sent at the spot to pick up the detained passengers.

At the end of the day, the bus is again brought to the garage of the depot and handed over the the mechanic or other engineering staff. If any defect develops during the day, the driver tells it to the mechanic. Thereafter, both driver and conductor report themselves to the duty clerk who enters the time of their arrival in the duty slip. Then conductor hands over all the money received by way of fares to the Cashier. In the end, the Station Incharge tells them about their duty for the next day.
The bus, which has been parked by the driver, is fueled and inspected by the garage staff. Tyre pressure, engine and differential oil levels are checked and made up where necessary. The inside of the bus is cleaned, the radiators are filled with water and the lights and horns are checked. In this way, all the Roadways buses are made ready for the next day.