



# **Recommendations**

## **On the Strategy for Human Resources Management/Development**

### **CHAPTER- 2**

#### **TRAFFIC DEPARTMENT**

1. It is in the interest of BMTCL to ensure that the number of Drivers available at any time are kept fully fit and motivated, so that they could carry on their duties without interruption and help BMTCL in maintaining planned schedules of operations. (para-2.5)
2. It is essential to have a multipronged approach in the Recruitment, and properly designed in-service training and preventive Health Care and also giving adequate incentives and channels for promotion to this category. (para-2.5)
3. It would be a good strategy to pay critical attention to the Drivers and Driver-cum-Conductors above 40 years of age, so that they continue to render service without any impairment of their aptitude, motivation and keenness to perform their duties with optimum efficiency. (para-2.8)
4. It would be worthwhile to build up within this category of Drivers/Driver-cum-Conductors, definite channel for movement to higher levels, with suitable augmentation of remuneration, besides providing for lateral movement for those who find Driver's job strenuous due to age and have shown aptitude for related jobs. (para-2.8)

5. What is required in the case of Drivers/Driver-cum-Conductors is to identify and give them some channels for promotion and enhance their remuneration within existing Scale of Drivers/Driver-cum-Conductors, the value of which should bring in some esteem and prestige to the job.

(para-2.9.2)

6. It is to be ascertained from the Drivers whether they are happy with the term “CHALAKA”. (para-2.9.3)

7. BMTC could re-consider and review whether this is a commendable strategy to build up and duly encourage a cadre of dependable, efficient and ‘clean’ Drivers. In order to distinguish and encourage Drivers with blemishless service through 15 years, as against those with enquiries pending against them at the time of fixation, at Selection Grade, one more increment could be considered for the former category. (para-2.10)

8. Suggestions have been received that Drivers after the age of 40 who are willing and who are keen could be retrained in other trades and redeployed within BMTC. BMTC could explore the possibility of such training free of cost, within BMTC. BMTC could also devise a course akin to ITI and enable the Driver to take that course free of cost or subsidized cost. (para-2.11)

9. It would be a good strategy to recruit, in future, persons with ITI Trade qualifications also as Drivers, so that the choice for eventual career advancement and relocation becomes easy, natural and smooth. (para-2.11)

10. Recruitment Rules should be amended, where necessary. Drivers who are relocated, based on their eligibility and selection should retain their lien as Drivers only. (para-2.11)

11. The younger among the Drivers, who could be motivated and persuaded to acquire ITI trade qualifications and also Diploma in Material Management could be easily provided channel for promotion in Mechanical Engineering and

**Stores Departments. They could be fitted in as Vehicle Examiner in the Mechanical Engineering Department and Stores Assistant in the Stores Department. The respective Recruitment Rules should be suitably amended so that the Drivers with the qualifications mentioned above could be considered for the respective posts. (para-2.12)**

**12. It would be worthwhile to decentralize training and relocate the same in the Depots till the proposed well equipped Training Center is established. In addition, mandatory training/refresher courses at Namakkal, Pune and other places should continue to be used. (para-2.13.1)**

**13. The Committee feels that once all the Drivers are trained, it will be an asset to BMTC. BMTC, in the long run, could legitimately be proud to have trained all the Drivers for the good of the Organization, by a cadre of trainers who have been created and developed from within BMTC. (para-2.13.3)**

**14. The Committee is of the view that Drivers must be made aware that GPS system exists to keep track of and correct their aberrations and deviations from their duties. It also helps in measuring the extra trips operated systematically without loss of time, on the basis of which they are entitled to some monetary compensation. In fact, in some form, this should be included in the training capsule for Drivers and Conductors. (para-2.13.5)**

**15. The Committee is of the view that the Drivers with 10 years of Accident Free Driving could be rewarded to recognize their excellence and higher achievement in Accident Free Driving by institution of a new Award "HEERA/VAJRA" insignia for the 10 years of Accident Free Driving. (para-2.14)**

**16. The Committee feels that absence of booking against traffic violation should also be part of criteria for eligibility for the Award. (para-2.14.3)**

17. Total absence of cases of drunken driving and also reputation of having normal and good relations with spouse and family members could also be added to this criteria which will help him develop into a respected member of the society and a good citizen. This will, infact, be creating social and moral capital from out of Human Resources of BMTC. (para-2.14.3)

18. Inclusion of the new conditions suggested above to form part of the criteria for award would justify some monetary incentives. The Committee would suggest a slight and token increase of Rs.50/- (Rupees Fifty only) per month for each category by way of motivation for the aspirants. (para-2.14.3)

19. For instance, Drivers complain of back and knee pain and burning eyes. The Committee also feels that the periodical medical examination of Drivers should not be a routine matter and oriented to just fitness for driving, but also be diagnostic and become real preventive health care measure for the future as well. Though ergonomically designed Driver's space and seat in the Coach are available, it requires continuous monitoring, review and innovation based on the inputs obtained during the preventive medical examination. (para-2.15.1)

20. A system of staggering working hours and putting maximum number of Conductors and Drivers during peak-hours should also be worked out, so that in non-peak hours certain normalcy is built in the actual working of the Drivers and Conductors to enable them to relax and recoup. (para-2.15.2)

21. However, in the long run, as the cadre of Drivers will grow into staggering numbers and new channels for their promotion would have to be thought of, it would be worthwhile to introduce a formal Performance Appraisal Report. This could be simple and focus on their efficiency in mechanically running the buses and also their blemishless driving habits, for an Objective appraisal. (para-2.16)

22. Ultimately, as technology develops, BMTC may consider the position where one person functions both as Driver and Conductor with dependable Ticket Vending Machine and Automatic Lever Operated entrance to the left of the Driver's space and a control panel and screen in front of the Driver. (para-2.17.2)

23. In the long run, as the cadre of Driver-cum-Conductor and Driver-cum-Conductor-cum-Mechanic will grow, channels for their promotion would have to be well laid. It would be worthwhile to introduce a formal Performance Appraisal Report. This could be simple and focus on their efficiency in the multiple skills contemplated in the posts, so that evaluation could be objective and selection to the corresponding higher levels could be easy. (para-2.19)

24. The Committee feels that this is not at all a happy situation and needs correction to provide opportunities for promotion to the cadre of Conductors, particularly, who toil in running the fleet to maximum number of schedules. (para-2.21.1)

25. Out of the 312, 305 persons ( Male 240 and Female 65) are having 3 years and above qualifying service. On the basis of the information regarding the opportunities available for this category in other Departments, it is observed that the above group of Graduate and Post-graduate Conductors can be considered for appointment as Jr.Assistant-cum-Typist (Rs. 3245-50-3295-75-3745-100-4245-125-4870-200-5270). (para-2.21.2)

26. To sum up, the Recruitment Rules will have to be modified with the following quota:- For every 10 vacancies of Junior Assistant-cum-Typist, 1 is reserved for promotion of Helper (Office) or Havildar, 6 should be available for Direct Recruitment and remaining 3 should be available for promotion of Graduate and Post-Graduate Conductors. (para-2.21.3)

27. Based on the 148 vacancies available, 15 posts are available for promotion, 87 posts are available for Direct Recruitment and remaining 46 posts are available for transfer of Conductors under Regulation 17(1) of C & R Regulations. For these 46 vacancies, Graduate and Post Graduate Conductors can be considered. (para-2.21.4)

28. To sum up, the Committee strongly recommends that this arrangement of transfer under Regulation 17(1) of C & R Regulations of Graduate and Post-Graduate Conductors should be implemented immediately, but their lien should be retained in Traffic Department and the lien period being kept flexible. (para-2.21.5)

29. In the M.I.S Department, there are posts of Statistical Asst. of which 2/3<sup>rds</sup> are filled by promotion from the cadre of Junior Assistant. Statistical Assistant could be considered as a post to which transfer could be made under Regulation 17(1) of C & R Regulations for Conductors with the prescribed qualification. In the Depots, a good number of Conductors are daily engaged INTER-ALIA in Statistical work. They would, therefore, be possessing the requisite and desirable experience and should be considered for the posts of Statistical Assistant. (para-2.22)

30. It will be observed from the statement in para-2.24.1 that the ratio shows an increase between 0.07 and 0.16 as against restriction to 2.3 suggested for operation by the Government. Such slight increase in this core area of operation is justifiable and should be permissible and allowed to cope with the projected minimum increase in the number of schedules. (para-2.24.2)

31. The Committee is of the view that above the Selection Grade, there should be a promotion level, that is, of Assistant Traffic Controller, before the Traffic Controller. For this post, Conductors with 20 years of service could be made eligible. The suggested Scale is Rs.

**3465-75-3540-100-4040-125-4665-200-5465 (15 years) (The existing Scales of Conductors, Selection Grade Conductors and Traffic Controllers have been kept in view while suggesting the proposed Scale). (para-2.24.3)**

**32. In the Traffic Department, the bulk of posts are for manning Drivers and Conductors. In the case of Conductors, at present there is only TC/ATI/TI/ATS are available for promotion. The Committee has observed the existing hierarchy. Under no circumstances, a pyramid like hierarchy can be obtained. With this restriction, the Committee would recommend 291 posts - the same as Traffic Controllers - for Assistant Traffic Controllers. The Committee has already opened up channels of promotion for Conductors in the area of Junior Assistant-cum-Typist in Personnel Department by way of filling up 3 vacancies out of every 10 vacancies under Regulation 17(1) of C & R Regulations. (para-2.25)**

**33. Conductors uniformly welcome the use of Simputers (Electronic Ticketing System) for issuing tickets, since it saved a lot of manual labour and also it was far less time consuming. At the Depots also, handing over of cash was for more easier with Simputers than the conventional Bag system. BMTC is already having a programme of introducing 100% electronic ticketing system. The Committee fully endorses this decision of the BMTC. (para-2.26.1)**

**34. A system of staggering working hours and putting maximum number of Conductors and Drivers during peak-hours should also be worked out, so that in non-peak hours certain normalcy is built in the actual working of the Drivers and Conductors to enable them to relax and recoup. (para-2.26.2)**

**35. The Committee feels that stereo-typing and exclusion of gender will no longer be possible and BMTC will have to accept this inevitability and adopt an inclusive policy and be prepared for recruitment of Lady Conductors, in good number in the long run. While BMTC should firmly**

indicate at the time of recruitment that once recruited as Conductors, they will not be shifted to other jobs, special gender - specific facilities should be provided to meet the peculiar/natural needs of a woman. (para-2.27.1)

36. It has been the experience that the Lady Conductors are not feeling comfortable in outlying Depots or in isolated Bus Stations. It has been found that there is no properly maintained Rest Room for Ladies in most of the Depots. It will, therefore, be necessary to provide such facilities to Lady Conductors. (para-2.27.2)

37. The absenteeism among Conductors will have to be looked upon as seriously as in the case of Drivers and practical and remedial measure taken to minimize this short-coming in the interest of overall performance of the BMTC. Suitable Reward Scheme based on minimum complaint-free attendance could be instituted for Conductors. (para-2.28.2)

38. There is Performance Appraisal for Conductors since there are promotional avenues for them. The Form presently used needs review and revision to bring out the following features:-

**2.29.2 Column-5(a) of Performance Appraisal Report:**

The skills (Relationship Management Skills to deal with commuters, other public, Police, RTO, other Government Departments and Agencies) looked for from Conductors will have to be spelt out. An attempt has been made below:-

- Behaviour/Co-ordination with Driver/Superiors/other BMTC staff.
- Behaviour with commuters/public,
- Behaviour/Co-ordination with Police/RTO/Other Government Departments/Other Agencies,
- Quick issue of tickets and cash, where necessary,
- Understanding and writing Way Bills correctly,

**2.29.3 Column-4 of Performance Appraisal Report:**

**Column-4 dealing with pending default cases, the delinquent person's response to cases against him should find a specific mention in the Annual Appraisal Report. (para-2.29.3)**

**39. There should be a Scheme of continuous and strictly Job-oriented training and Re-training of Conductors, which should also emphasize on the specific duties to be performed by Conductors, including smooth and courteous Relationship Management skills described in para-2.29.2. THE TRAINING SHOULD NOT BE A ROUTINE MATTER. (para-2.30.1)**

**40. The Training needs of Conductors have also been examined. At present, apart from the job requirements, Conductors are given inputs in motivation, customer service, team building and positive attitudes. Since Conductors are the real face of the BMTC, so far as commuters and public are concerned, it would be desirable for monitoring, on the spot, the behavioral pattern of the trained Conductors to assess the effectiveness of the training and review and redesign the training methods, as is done in Punjab and Haryana Road Transport Companies. In Punjab, the Conductors themselves are asked to fill a Form, 3 days in a month, where they will themselves voluntarily give information regarding any unpleasant incidents with commuters and also indicate what was the provocation. This may seem incredible but true. A systematic approach on these lines will definitely bring about change in the attitude, habit and image of Conductors so that they become good Conductors, acclaimed also as good Conductors by the commuters. (para-2.30.2)**

**41. BMTC is engaging Conductors for Survey work. Since Survey implies and involves Route Survey, Road Survey and Passenger Survey, for any Survey to be effective and technically correct, only persons who have aptitude for and adequate training and experience specifically in each one of the above types of Survey, should be engaged as Surveyors. This will automatically point to giving opportunity to TCs, who are, by and large,**

experienced to do this work. Through training also some relevant skills could be imparted to TCs who are to be deployed as Surveyors.

(para-2.33)

42. It will be seen from the foregoing analysis and proposals that Conductors can reasonably expect three promotions which, in the opinion of the Committee, is a justifiable aspiration in any career. This is in addition to the posts of Junior Assistant-cum-Typist for which they can also compete. (para-2.35.5)

43. Strictly based on the tremendous increase in the volume of work, which this Department has to handle, the Committee suggests that augmentation at supervisory level viz., Dy.Chief Traffic Manager or Divisional Traffic Officer is called for. (para-2.39)

44. It is, therefore, imperative on the part of BMTC to conduct a rigorous review of this ratio and bring it gradually to higher levels (acceptable to Government) so that the potential of the human resources are guarded, nourished, nurtured and allowed to expand to sustain and give durable and better results, simultaneously creating and developing valuable assets in the form of human resources. Slightly higher staff ratio will not seriously affect operating results. (para-7.5)

**CHAPTER – 3****MECHANICAL ENGINEERING DEPARTMENT**

1. It will be worthwhile for BMTC to consider whether maintenance of new fleet of vehicle, like, Volvo could be totally out-sourced to suppliers themselves for 3 to 4 years, beyond initial contract and warranty period. (para-3.5)
2. Since the two Scales are almost identical (with a marginal difference of Rs. 40/- at the initial and Rs.160/- in the maximum), the qualifications and job performed are identical and the recruitment and promotion have not presented any difficulty, the Committee recommends that the posts of Mechanic - B and A could be merged and re-designated as SUB-ARTISAN, which will also come under an hierarchical Class of Artisans. The Committee understands that BMTC has already declared Mechanic-A and Mechanic-B as Class-III posts. The Committee fully endorses this decision. (para-3.5.3)
3. The Department has also suggested that for promotion to Head Artisan, all the skills must be eligible as against the present restriction to only two of the Trades, namely, Auto-mechanics and Electrical. The suggestion is a reasonable and the Committee agrees with this proposition. (para-3.8)
4. The Committee would suggest that basically an awareness should be created among all mechanical staff on the important role they play in this basic step in the operation of vehicles. After this basic motivation, without assuming that all of them know what each one of them should do, a systematic ab-initio and trade/job specific training should be given to all levels. (para-3.9)
5. The Mechanical Department should also take the initiative of formally rotating the Mechanical Trade Staff among various jobs involved

in the Department, particularly, maintenance work. Over a period time, this effort on the part of Mechanical Engineering Department will help the mechanics of all trades formally acquire MULTI-SKILLS, irrespective of their trade - tag attached to them at the time of recruitment. (para-3.9)

6. BMTC should also endeavour, after sufficient interval after the introduction of the rotation of trades, to hold simple tests to ascertain the capacities and all round skills of the mechanics in various Trades. This test could also be formal and the Department should certify that the persons concerned have acquired the requisite proficiency for handling the different types of jobs in the Mechanical Department by this multi-skilled people, who are the creation of BMTC. (para-3.9)

7. In this process BMTC would not only build an asset of such skilled personnel, but also induce them to aspire for further promotion to the higher levels. This will eventually call for revision of the Recruitment Rules for promotion to Assistant Artisan and above, after BMTC gains experience in generating adequate number in multi-skilled category of people. (para-3.9)

8. The Committee would support this idea since the Drivers could be oriented to concentrating on developing mechanical engineering skills in the day-to-day operation, but, the Mechanical Engineering Department will have to assume certain legal and administrative responsibilities under the IMV and MTW Acts, if permissible. This aspect has to be thoroughly examined and the feasibility established beyond doubt, taking particular care that dichotomy does not present itself in the process. After the Mechanical Engineering Department is ready to assume such responsibilities, BMTC may have to seek suitable amendment, if necessary, to the IMV and MTW Acts, both of which are Central Acts. (para-3.10)

**CHAPTER - 4****STORES AND PURCHASES DEPARTMENT**

1. COSP can take the initiative, do some planning on the basis of procurements during the previous two half yearly periods and forecast requirements. Thereafter, the Departments concerned could be asked to confirm and modify, if necessary, the forecast made on the basis of their own actual requirements. (para-4.2.2)
2. Since already there is part computerization, COSP could monitor and consolidate and get the results desired. More people will be required to be given proper training. (para-4.2.3)
3. Computerization with proper monitoring can help to develop a proper system. Basically, COSP himself should arrange the training of the staff, in consultation with the HOD, Training Department, so that they could use the computer properly and monitor the situation. If inter-departmental co-ordination is necessary, COSP should take the necessary initiative. (para-4.2.4)
4. Considering the fact that stores will have to handle almost twice the existing number of inventories, Warehouse with inbuilt racks and special storage spaces, as may be indicated by the variety, the size and the technological up-gradation of inventories, should be thought of by BMTC. This is absolutely essential for accountability of stock received and to ensure that the stock do not degrade during storage. (para-4.2.5)
5. The proposal could be accepted after a detailed study of the volume of materials to be handled by the Department every day. Otherwise, COSP should be given the facility of a separate vehicle, through Out-sourcing, on days when the volume of materials to be handled is substantial. This is necessary both in the interest of taking proper care

of the materials purchased by BMTC and also to provide appropriate assistance to the personnel handling such materials, so that materials in transit do not run the risk of pilferage or loss. (para-4.2.6)

6. If BMTC is not considering Out-Sourcing the work relating to testing and inspection of materials (with reference to specifications given in the purchase agreement) acquisition of a family of reliable testing equipments for critical items could be thought of. This would call for both A, B, C and V.E.D. Analyses. Still the Committee would recommend Out-Sourcing, as is done in INVENTORY VERIFICATION. (para-4.2.8)

7. BMTC will have to study in depth keeping in view the security consideration, the jobs that will have to be shed and the saving of space due to such measures, before approaching this policy of Out-Sourcing. (para-4.2.9)

8. All steps in the existing procurement procedures should be subjected to critical and detailed analysis, with reference to the basic fact that BMTC has already opted in a big way for E-TENDERING. (para-4.3.1)

9. A variety of options are available to BMTC, including other systems, like, SAP which are widely used in many MNCs. Such options can be exercised and Systems, like, SAP, the Chairman of the Committee has intimate knowledge, will design totally and precisely user friendly and highly customized deliveries. In the SAP agreements, which BMTC can specifically seek, they will incorporate customer needs faithfully and fully, after the system is in position and operation over a period of time. This requirement can also be built into the Purchase Agreement with SAP by BMTC. (para-4.3.3)

10. Training of all the personnel in the Stores Department at various levels in the SYSTEM is a must. If suitably trained people are created and made available, COSP himself will perceive the potential for

**considerable, if not substantial, reduction in staff. We cannot get away from the fact that computerization implies certain adjustments in Man Power requirement, in most cases - REDUCTION. (para-4.4.2)**

**11. Inconformity with International Nomenclature for Units in Organisations, the Committee feels that the name of Stores and Purchases Department should be changed to "MATERIALS MANAGEMENT" Department. (para-4.4.4)**

**CHAPTER - 5****DEPOT MANAGEMENT**

1. The Committee is of the view that more focus is required on monitoring and putting into effective use the computer systems already in place, so that the benefits of computerization are derived straight away by each employee by his/her individual commitment and involvement and also by BMTC. (para-5.4)
2. In addition to providing feeder service to Bangalore Metro, BMTC will have to concentrate on providing facilities to under-served areas and also new areas of residential colonies and Industrial and Institutional locations. (para-5.5.1)
3. The important step to be taken is to ensure zero deviation from discipline among the traffic staff. Depot has to play a significant role in enforcing discipline. (para-5.6.4)
4. The Committee is of the view that since the Duty Rota was already in existence in some form, proper evaluation and monitoring of its actual implementation and the reasons why it was given up should be carefully analysed by a Committee of Heads of Departments, namely, Traffic, Mechanical and Personnel. (para-5.8.5)
5. The Committee would reiterate that the Duty Rota for a shorter period, say, for three months should be meticulously drawn up on the same basis as originally conceived by KSRTC, which prudently sought the Route preferences of Conductors and Drivers before drawing up such a schedule. (para-5.8.5)
6. An attempt should be made to rationalize allocation of Crew for schedules, which should provide for and facilitate exposure of Drivers and

Conductors to operating in all categories of Routes viz., heavy, medium and light. This will also ensure an even and just access to incentives for the Crew. (para-5.8.6)

7. A system of staggering working hours and putting maximum number of Conductors and Drivers during peak-hours should also be worked out and introduced, so that in non-peak hours certain normalcy is built in the actual working of the Drivers and Conductors to enable them to relax and recoup. (para-5.8.7)

8. The practice of enabling the Drivers and Conductors to avail leave of not more than two days in a month, on their own should be strictly implemented. Availing more than two days leave should be permitted only in extreme exigencies and emergencies, which should be verified to the satisfaction of traffic supervisory staff, who should also certify to that effect. Now that Computer is available in the Depots, details of leave availed by each person working in the Depot should be displayed on the Notice Board to manifest that a fair practice is being followed in respect of planning for and availing of leave, duly taking into account the need for strictly running the Trips according to Schedule. This will also give negative publicity to those prone to habitual absenteeism and availing unauthorized leave, who may reform themselves. (para-5.8.8)

9. Having exhaustively dealt with the core category of Drivers and Conductors, the Committee would suggest that the duties and responsibilities of Supervisory staff should also be clearly and unambiguously laid down specifically for each level of Traffic Supervisory staff with the responsibility for implementing them strictly and clearly assigned to the immediate higher level. (para-5.9)

10. Having subscribed to the total Computerization at the Depot, the Committee feels justice will not be done to the full utility and deriving

the benefits of the System unless a person with specialized knowledge with reliable and durable background in using, interpreting, managing, evaluating and synthesising data of immediate operational utility is posted to assist the Depot Manager in the Depot. Accordingly, an official of the level of Senior Programmer (Class-II) already available and existing in the C & R Regulations may be placed in the Depot. While other duties of the Senior Programmer will be duly defined, the one of utmost primary importance will be minute to minute monitoring of the position of the actual implementation of the daily schedules, the deviations and aberrations, human factor, namely, the Crew attributable to such aberrations and deviations and the failure or otherwise of the Supervisory staff. The Senior Programmer will also do similar monitoring in respect of all other functions discharged by each of the other Departments in the Depot. (para-5.14)

11. Since monitoring will be required for evaluation and use of the data generated in the Computer, it will not be prudent to expect any major change in the Staffing pattern. Wherever there is computerization, no systematic and serious monitoring is done to derive the full benefits of computerization. The Committee would insist on such monitoring being immediately carried out for the benefit of BMTC. (para-5.16.1)

12. Some of the Depots which the Committee has visited, for instance, Electronic City (Depot-19) have been working with a number of vacancies remaining un-filled. It is understood that the Central Office has already initiated action to fill some of the vacancies by deploying Graduate Conductors under Regulation 17(1). The Committee would recommend that this process should be continued so that shortage of staff does not affect functioning of Depots. Simultaneously, there is a need for training and re-training all categories of staff in the Depot, either at the Depot itself or for a group of Depots at a central point for their acquiring better skills and enhancing their performance. (para-5.16.2)

13. Some sample study, incognito, of the actual maintenance works should be taken up to quantify shortcomings in such maintenance works. (para-5.17)

14. The duties and responsibilities of the Supervisors should be re-stated in categorical terms with an imperative indication to them that they will be held responsible for each and every item of maintenance work. BMTC may also take the initiative of rotating the mechanical trade staff among various jobs involved in maintenance work. (para-5.17)

15. In the long run, promotions above Head Artisan should be possible for all trades, once BMTC by its pro-active approach, is satisfied that persons belonging to various trades have acquired minimum, requisite multi-skills to aspire for such promotion, which should be formally tested, enabling them to be eligible, fit and be in a state of readiness to compete for promotion as and when the call comes. (para-5.17)

16. The Depot Manager should himself be in a position to impart such training in such simple procedures. (para-5.18.1)

17. Simultaneously, Controller of Stores and Purchases cannot escape the responsibility of giving his inputs specifically for such training, since such an efficient Assistant Store Keeper brings relief ultimately to COSP as well. (para-5.18.1)

18. A sample study should be taken up by CAO-FA/Dy.CAO, in consultation with COSP and the limit enhanced to a practical and reasonable level, with the rider that CAO-FA/Dy.CAO will ensure recoupment of imprest money within 24 hours. This is POSSIBLE with the user friendly computer system facility already available. (para-5.18.2)

19. The Committee fully endorses the findings and recommendations in the CISF Report insofar as installation of latest equipment for surveillance and other gadgets and would suggest to BMTC to fully implement the same. Otherwise, it will be story of locking the stable after the horses have bolted. (para-5.19.1)

20. CISF have also recommended considerable increase in staff, like, Security Guard and also change in Class and Designation of Supervisory staff. The Committee would suggest that the actual staff requirement for security in Depots and Central Workshop and other places should be carefully worked out, by a Committee of CAO-FA/Dy.CAO/CPM/CSVO with CPM as the Convenor. (para-5.19.2)

21. All Circulars and GSOs issued from time to time should be fed into the Computer, so that they are readily available to all at the Depot level. In Depots, the file containing Circulars should also be continuously up-dated. Heads of Departments should be in a position to maximize the use of Net-work facility effectively in this and other matters as well. (para-5.20)

**CHAPTER - 6****CIVIL ENGINEERING DEPARTMENT**

1. The comparative position clearly indicates the grotesque situation, which underlines the urgent need that this Unit has to be strengthened straight away at least to the level of NWKRTC, if not KSRTC. Allowing the meagre staff to stretch themselves to their utmost to cope with the increased quantum of work, both in volume and quality, will ultimately affect the quality of work and mistakes will happen. From basic HR angle, this position needs to be immediately corrected. (para-6.4)

2. The Civil Engineering Department has also indicated the need for local accounting staff to facilitate easy preparation and scrutiny of bills and the Committee would recommend for a such facility to this Unit as, in PWD, each Division has a Divisional Accountant to promptly handle all such items of work. (para-6.5)

3. In order to provide relief to higher levels, the Unit has proposed the following delegation which appears reasonable and may be agreed to:

Estimate of urgent works without calling for works.	Upto Rs.2,00,000/- not more than CSR presentment/temporary works.	Director (S, V & E)
	Upto Rs.5,00,000/- not more than CSR presentment/temporary works.	Managing Director.

(para-6.6.1)

**CHAPTER - 7****PERSONNEL DEPARTMENT**

1. The Committee is strongly of the view that the HRD policy of BMTC should emanate from Personnel Department and the present HRD should concern itself only with the co-ordination and execution of the meticulously planned and designed programmes of training and it should be renamed as TRAINING DEPARTMENT. The existing PERSONNEL DEPARTMENT should be renamed as H.R DEPARTMENT or even a better name would be HUMAN RESOURCES MANAGEMENT DEPARTMENT (H.R.M). (para-7.2.1)

2. It is, therefore, imperative on the part of BMTC to conduct a rigorous review of this ratio and bring it gradually to higher levels (acceptable to Government) so that the potential of the human resources are guarded, nourished, nurtured and allowed to grow to sustain and give durable and better results, simultaneously creating and developing valuable assets in the form of human resources. Slightly higher staff ratio will not seriously affect operating results. (para-7.5)

3. The Committee would suggest that the existing sanctioned strength for Personnel Department merits a review and could be augmented suitably to cope with the increased work load. To be precise, strengthening has to start from Supervisory and Officer's level by positioning the full complement of the hierarchy of Officers, namely, Class-I (Selection Grade), Class-I (Senior), Class-I (Junior) and Class-II. (para-7.6)

4. Since progressive Computerization is already obtaining in BMTC, the strengthening at other levels cannot be predicted precisely and the Officers, who are computer friendly and literate should be able to take care of routine work, without physical assistance from staff levels. Even

then, any minimum additional requirement that is indicated should be in position in the Department. As in the case of other Departments, the Committee would recommend a proper Work Study, both work measurement and method study, to precisely estimate the additional staff required. (para-7.6)

5. The Committee strongly subscribes to the view and principle that in any Organisation, there should be promotions at all levels at regular intervals to keep the employees committed, dedicated and contented and in return, they support and contribute through co-operation by excellent performance to the endeavour of the Organization in strengthening itself towards financially successful and sustained operations. (para-7.7.1)

6. In particular, a progressive and forward looking Organisation, like, BMTC, which has been amply successful in its operational results, which would not at all have been possible but for the dedication and commitment of each and every one of the staff, the situation of such category of people being left out needs immediate correction. Accordingly, the Committee had tried to evolve reasonable chances of promotion for Junior Assistant-cum-Typist and Conductors. (para-7.7.3)

7. To sum up, the Committee would recommend fast track promotion policy in BMTC, if it is sustainable and affordable based on its own successful financial operations and should be in place on experimental basis for, say, one or two years. The promotion policy will have to be carefully designed for each Department, depending upon the number of channels and the minimum number of years which is practicable. In any case, the policy should be reviewed every year and this approach should be shared and subscribed to by the Officers and staff. (para-7.7.5)

8. Another significant point which the Committee would like to emphasise is whether recruitment or promotion, the motion for such action

should be meticulously planned much in advance so that recruitment or promotion takes place within a time frame, whether Direct Recruitment or Promotion, within a span of 3 to 6 months. (para-7.7.6)

9. Since BMTC has already installed Computer System between Depots, Central Workshops and also between Depots, Central Workshops and Central Office, (there is 100% inter-link), it should be made compulsory on the part of all Officers and staff to learn computer operation thoroughly, so that their jobs are also made easy and BMTC gets the best out of a synergy of available man power and the installed system. The Performance Appraisal Report should also have a column, which should indicate the proficiency of each Officer and staff in computer literacy and operation. BMTC has already a plan for sending Officers and staff for training in computer. BMTC has already disbursed advance to 30 Officers and 18 other staff to purchase computers and most of the persons, who availed of the advance, have purchased the computers. BMTC has also sent them for training. It is, therefore, necessary on the part of Officers and Supervisory staff to become excellent users of computers. There is also proposal not to grant the increment if the Officers and Supervisory staff did not acquire the expected proficiency in computer. The Committee fully endorses this approach in the interest of real and futuristic development of personnel, in the context of 100% Computerization envisaged in BMTC. (para-7.9.1)

10. The present MIS Department should fully utilize the Computer System available in generating useful statements for review and corrective action in respect of performance of each Depot and the Workshop. It will not be difficult to prepare simple statements covering critical items in Key Areas of all Departments. (para-7.9.2)

11. The Committee has observed that Director (Technical) holds ORC meeting once every week to review performance in critical and Key Result Areas, like, KMPL, Revenue and actual number of schedules operated.

The meeting is attended by all HODs, Depot Managers and some other Officers, whose presence is required. Each meeting is held for 4 to 5 hours, excluding commuting time. Thus, the total Man Hours at top levels expended is considerable. While the Committee appreciates the zest, keenness and result oriented approach with which Director (Technical) conducts the reviews and tries to find workable solutions, the Committee feels that with the huge computer system already available in BMTC, the need for the physical presence of as many Officers at the meeting should be examined. The background paper for the meeting is prepared by MIS Department. If it is prepared in a more systematic manner to bring out sensitive information focused on highlighting the deficiencies Depot-wise and Activity-wise, instead of calling all the Officers, the option of calling only under performing Officers could be considered. In fact, the Committee would urge that maximum use of communication through Computer should be resorted to and even guidance and orders for corrective action in respect of deficient areas can be communicated through Computer (the Chairman of the Committee has intimate knowledge that in most of Multi-Nationals, as also reputed firms in this Country, the frequency of physical presence of Officers for review meetings has been minimized, as most of the work is done through Teleconferencing and other computer facilities). The Committee would also suggest whether the frequency of the ORC meetings could be changed in such a way that under-performing Officers are called every week, while others are called once in a fortnight or even after a longer interval. (para-7.10)

12. For better management of work of BMTC Central Office, a practical arrangement, which underlines that each Department should fully and indisputably own and actually process the work relating to items rationally allocated to them, should be strictly followed. In other words, there should be no criss-crossing of work from one Department to

another. Once an item of work is identified to be dealt with in one Department, at no stage that item should be sent to another Department for part execution or completion, which would be irrational. This indirectly involves duplication of human efforts and should be avoided. In this context, the Committee would also suggest a review of all items of work allocated to each Department under broad headings to rationalize allocation, identify grey areas, analyze the sensitivities involved and finally allocate to one specific Department. Once again this should be entrusted to the Committee of Heads of Departments with CPM (the proposed HRM) as the Convenor. (para-7.11)

13. As a policy of HRD (HRM), the Committee would recommend complete computerization and storing of all records of Personnel Department, after due perusal and certification by a responsible Officer. (para-7.12.1)

14. In this matter, the Committee would suggest holistic approach for BMTC, and a comprehensive review, which should take the over-all space available in all Departments, space that could be saved because of computerization of records and re-allocate space and re-locate Departments/Sections, keeping in view compactness and contiguity of each Department for healthy working conditions for the staff. (para-7.12.1)

15. In spite of Computerization, quite a few records in the Personnel Department may have to be preserved in the existing form to be presented and produced before legal authorities and others. It is, therefore, necessary to have a separate record room with an exclusive Record Room attendant, who should be trained in the Management of Records. (para-7.12.1)

16. For Record Room, the latest HIFI racks with collapsible aluminum ladders, if necessary and periodical fumigation and deodorant facilities should be available. All the Departments should immediately review all the

old records and weed out unwanted and obsolete ones, before taking on computerization of existing records. This will automatically make for cleanliness and presentable look of Sections. (para-7.12.1)

17. The Committee would also emphasize and reiterate the need for providing immediately a Rest Room and separate Cloak Room for Ladies in each floor of Central Office. (para-7.12.2)

18. The Committee, would, therefore suggest BMTC straight away consider doing away with the List of 259 persons who are dependents of deceased employees of BMTC as early as possible. (para-7.13.9)

19. BMTC should streamline its Recruitment procedures so that Recruitment takes place at sufficient speed to take care of the vacancies created by Attrition, if any, in addition to the normal retirement and also decide on appropriate policies for promotions at reasonably regular intervals, as recommended by the Committee to retain the employees in BMTC. (para-7.14.1)

20. It would be a constructive and pro-active approach for BMTC to create talents from within the group of employees available in the Organization by inculcating right attitudes, values and motivation, simultaneously enabling them to build their capacity and capability by equipping them with the required knowledge and skillsets, which should again be a dynamic process, requiring constant updating. (para-7.14.2)

21. The Committee has felt the need for setting up of a separate Cell to be named ESTABLISHMENT AUDIT CELL to continuously check details of employees personal details and in-service avilment of entitlement of leave, medical benefits, LTC and other benefits as also disciplinary matters. To start with, the minimum staff for the Cell, which will be under the Supervisory control of the Administrative Officer, is as under:

- |    |                       |         |
|----|-----------------------|---------|
| 1. | Superintendent (Est.) | 1 post  |
| 2. | Supervisor (Est.)     | 1 post  |
| 3. | Assistants            | 2 posts |

- NOTE:** a) Because of Computerization, the requirement of staff has been optimized and minimized.
- b) Only persons with thorough knowledge and familiarity and are upto-date with Service Rules should man these posts. They also require periodical training to meet the above requirements.

The Cell should be set up without any loss of time.

(para-7.15)

**CHAPTER - 8****TRAINING DEPARTMENT  
(AT PRESENT H.R.DEPARTMENT)**

1. It is the fundamental duty of the Training Department to identify the specific skillset required in each Department and give appropriate inputs in the Training courses so that the employees who receive the Training and come out with better appreciation of the jobs with better efficiency and capacity to perform. (para-8.4)

2. At present, the Training Department engages itself with training of only BMTC employees. Keeping in view the substantial increase in the number of schedules by 2010, BMTC has a proposal to set up a sophisticated training center with all equipment and facilities. Even at that point, there is no probability of BMTC training establishment to be in a position to impart training to personnel from other Organisations, since their hands will be too full to provide this home facility even for BMTC. (para-8.5)

3. At present, the Training Officers draw programmes in a cursory way with what they think should be the inputs for training of Drivers, Conductors and Mechanics and Personnel from other Departments. This approach needs to be modified. The Training Department should first have an ANNUAL CALENDER OF TRAINING PROGRAMMES for various categories of personnel of BMTC. Thereafter, they should invite suggestions from various Departments, particularly, Traffic, Mechanical and Stores Departments, as to on what matters the training should focus on in so far as their Department is concerned. An Algorithm should emerge after such discussions from which to choose the best and effective Courses. No doubt, the basic concept of training itself would require them to concentrate on suggestions relating to improving the operational efficiency

of each functionary of BMTC taking training. Having taken the suggestions, the Training Department should discuss the suggestions in a meeting of all the Heads of Departments and arrive at a suitable design of training, course content, duration of training and also the number of persons to be trained in each Course (this number is to be a committed number from each Department so that there is no change in the number later). The faculty could be drawn from various Departments in BMTC, since they will be in a better position to explain the operational nuances, so that, the personnel are trained in the best manner to cope with the actual work required to be performed in the Department concerned. The programme of training, as already stated, should cover all the Departments. It should be representative and tailor-made to each Department. It should be conducted, even if it is for a short duration for each Department, to begin with, at least ONCE IN SIX MONTHS. The course content of each programme should be reviewed every six months to eliminate aspects, which are no longer required because of technological innovations and procedural simplifications, as also to bring in new aspects which may be included as inputs to enhance operational efficiency. The Training Department should also include in the programmes/courses the subject of Relationship Management Skills/Communication Skills, like, relationship of BMTC employees with those outside, namely, commuters, vendors, purchasers, media and all such sections of people with whom BMTC has to deal with all the time. In fact, the Officers in the Training Department should be highly motivated and committed and do the jobs well after understanding the basic principles, as also objectives of training, which the Committee feels, is necessary to make the Training meaningful and successful in every sense and the participants have a unique experience of having gone for a memorable, good and effective training programme. BMTC should carefully select right type of Officers to man this important Department, that is Training. (para-8.6)

4. Incidentally, the working lunch served for Drivers, Conductors and Mechanics undergoing training has got a monetary ceiling of Rs.24/-. The Committee need hardly emphasize that this is a totally unrealistic amount which needs revision, say upto Rs.40/- which should be acceptable to Finance. Once again, it should be the duty of the Officers of the Training Department to ensure that really nutritive items, like, Soyabean, Ragi, some fruits and other items (not necessarily coffee or tea but little quantity of milk) are included in the lunch served for the trainees, since, it has to be kept in view that it is not the white collared people they are training but, Drivers, Conductors and Mechanics, who need reasonable energy levels to stand the inputs of training and then go back to work with full energy. (para-8.7)

5. The Committee is of the view that in order to keep the LEARNING PROCESS continuously in progress to sharpen competitive capability and skills, Officers and staff of BMTC should be regularly sponsored for training outside in Organizations/Institutions, like, Indian Institute of Management (IIM), Indian Institute of Technology (IIT), National Institute for Training of Industrial Engineers (NITIE), Tata Institute of Social Sciences, Mumbai and Indian Institute of Personnel Management (IIPM), New Delhi and Indian Institute of Material Management (IIMM ) and Central Institute of Road Transport (CIRT), Pune. Most of the IITS (who have their own business schools) and IIMS run even short duration programmes, with intensive course contents relevant to various management aspects/subjects. BMTC should have a Committee of all Heads of Departments with present CPM (to be re-designated as Head of the Department, HRD) as the Convenor and select carefully the persons at various levels, who should be sponsored for such training, taking into account the aptitude of the persons and the utility of such training for BMTC. After attending the training, the person concerned should submit a brief report to the HOD or higher Officers on how he has gained from the programme and how much of what he has learnt can be put into

**practice in BMTC. BMTC should also write to the concerned Organization how beneficial the programme has been to BMTC and if specific aspects relevant to transport sector and BMTC are to be included in such future programmes, the same should be suggested to those Organizations. The Chairman of the Committee is quite aware that those Organizations are receptive to such constructive and positive suggestions which they use in enriching their programmes. (para-8.8)**

**CHAPTER - 9****SECRETARIAL DEPARTMENT**

1. It would be, therefore, necessary to have a Board Section with a full time Secretary to the Board of a level of HOD (preferably with Personnel and Accounts background), with one Supervisor (Est), a Junior Stenographer to help the Secretary, One Junior Assistant-cum-Typist familiar with computer operations and one Helper (Office). (para-9.2)

**CHAPTER – 10****LABOUR AND WELFARE DEPARTMENT**

1. At present there are three Officers, namely, CLWO, Dy.CLWO and LWO in the Department. There is One Supervisor, One Assistant, Four Junior Assistant-cum-Typist and One Helper (Office). The Committee understands that LWO was not really functioning under this Department and his services were utilized elsewhere. Keeping in view the fact that, as in other Departments, volume of work has increased in Labour Welfare Department also since 1997-98, because of the increase in the number of schedules and basically the number of crew, certain augmentation of the staff may be necessary. However, a correct assessment could be made only when all the sanctioned staff are in position in the Department and are working in full strength continuously, say, for a year. This review appears necessary in the opinion of the Committee. (para-10.2)

2. The Committee recommends that a detailed study should be made in this regard and decision taken thereon. However, major ailments, like, Cancer, Heart Related Treatment, Kidney failure and Brain related ailments, which involve considerable medical expense for treatment, may be dealt with under the existing schemes. (para-10.3(a))

3. BMTC could seek assistance of qualified and Professional Counsellors to maintain the morale of the employees and to consult on their family related matters. (para-10.3(b))

4. In this connection, BMTC would already have kept in view the options available. One option could be to provide all or bulk of the accommodation in a Township with all facilities in a central place, which would be equidistant from most of the Depots or would not be much of a strain to the staff reaching their work places. The other option would be to have accommodation in select Depots, which are nearer to a group of

**Depots.** Some such accommodation for the minimum Crew could be built in the existing Depots, above the commercial places, with access to the residential premises from a different direction from that of the commercial space to keep privacy of the residents. This would somewhat obviate the need for transportation of the Crew to different places. This will involve the need to provide unfailing transport to the Crew from their residence to their work places promptly. It has to be borne in mind that the commuting time for the staff to their work places should be minimum. Considering the already choked roads in Bangalore and the extreme difficulty of commuting on roads, this aspect has to be carefully planned. Ultimately BMTC may have to workout a mix of both these options. (para-10.3(d))

**5.** The Committee has already suggested that in the proposed Training Institute, provision should be made for training of Drivers and other employees in Professional courses, like, ITI and BMTC could itself conduct full scale ITI courses. This idea could be usefully extended by BMTC by creating facilities of Centers of Open Universities which run Professional Courses and encourage employees enroll for such courses through the Center in BMTC. While doing so, BMTC may have to help employees only in such courses, which will be ultimately beneficial to BMTC's operation. (para-10.4)

**6.** The Committee observes that major sports activities do not exist at present in BMTC, although a large number of employees are working in a compact area, like, Bangalore, possibly because the bulk of the employees, like, Drivers, Conductors and Mechanical staff are fully engaged in the duties assigned in their respective places and no spare time is found for such activities. Nevertheless, taking advantage of the climatic conditions obtaining in Bangalore, which helps in carrying on sports activities, the Committee would subscribe to the view that full encouragement should be given to such activities by selecting carefully one

or two athletics and one or two games items. A trial event could easily provide an occasion for searching such talents. The Committee, would therefore, strongly recommend that BMTC takes appropriate initiatives in this matter, in addition to whatever has already been done which, in the opinion of the Committee, is inadequate. A common event, at regular/frequent intervals, for all RTCs, could be arranged. This will certainly help, identify and attract and locate talents to be carefully nurtured to reach State and National Level capabilities. (para-10.5)

7. The Committee would recommend holding inter-Depot events in Out-Door Games, like, Cricket, Lawn Tennis, Volley Ball, Kabaddi, Foot Ball, Basket Ball, Throw Ball, Ball Badminton (Ladies) and Athletics. Likewise, In-Door Games events for Chess, Carrom, Table Tennis, Shuttle and Squash can also be arranged. In such efforts, BMTC can take guidance and help from eminent and experienced (Example – Sriyuths: Prakash Padakone, Syed Kirmani, Srinath, Mahesh Bhoopathi and others) Sportsmen and other persons involved in games, who are located in Bangalore. The Committee is sorry to note that BMTC Management has set up a well equipped Gym, which is hardly being utilized by the employees. Efforts should be made to fully utilize the Gym. (para-10.6)

8. While complimenting BMTC for allowing what is already obtaining in Cultural Activities, there should be deliberate endeavour to promote such activities. A Committee with CPM and CLWO should be set up to focus attention on both Sports and Cultural Activities so that they are organized in a pre-planned and systematic manner to achieve the objectives in this regard. (para-10.8)

9. BMTC could consider setting up a good library, which should have in its volumes of books, publications and magazines in Kannada and English, which are of immediate interest to its operations, both technical and professional, (including important Judgments of various Courts, which

are specific to BMTC/KSRTC or on issues of common interest) as also of interest to its employees. In case, over a period of time, the employees would desire this facility to be thrown open to the families of employees, a nominal initial and token donation or some sort of contribution could be thought of. BMTC could also explore with the Department of Libraries, Government of Karnataka, the possibility of that Department setting up a Public Library in any of the premises owned by BMTC, which it can offer for such Library. (para-10.9)

10. The Committee sees no reason why the incentive should be denied any longer to Category-B and C employees, because the targets are achieved, there is better performance and BMTC has been continuously earning profits. The Committee would, however, suggest that based on the innovations that have taken place because of computerization, automation and such other factors, there should be a fresh approach to any Incentive Scheme to be introduced by BMTC and it should evolve its own incentive schemes, with the intention of extending the benefit to its employees. (para-10.10.4)

11. The Committee has already made a reference to the need for providing and where already existing, upgrading the conditions in Ladies Rest Rooms in Bus stations/Depot. At present, no serious attention seems to be paid to this important matter. The Committee would, therefore, urge that the Management should see the conditions actually obtaining in each Depot and Bus Station and endeavour to provide the basic needs, including clean, well maintained toilets and Change Rooms, keeping in view the specific biological needs of women employees. The Committee has been told that there are some practical difficulties in introducing Crèches because of the difficulty in finding a central location, as the Lady Conductors will be operating in a labyrinth or maze of routes. The Chief Labour and Welfare Officer explained that they are continuing and maintaining their efforts to set up the Crèche system, at appropriate and

convenient locations. The Committee would like BMTC to pursue and set up the Crèches as early as possible. (para-10.11.2)

12. BMTC should lead by following extraordinary practices to enable gender empowerment. There should be gender inclusive policies and adequate support system. BMTC should also formulate comprehensive maternity policies, both pre-natal and post-natal, by proper allocation of routes and also providing flexible work schedules to lady employees, especially during pre and post-natal periods. BMTC should enable women to work nearer to home. This will be particularly useful in both pre-natal and post-natal periods. (para-10.11.3)

13. The Committee is deeply appreciative of this innovative and employee-welfare-oriented approach towards welfare of the employees and families of employees. However, since the Corpus fund is kept in the Current Accounts only and earned no interest, BMTC could consider investing the balance in suitable interest yielding Accounts, like, flexi schemes, which will give some interest that would add to the pooled funds for use for the welfare of the employees. The Committee would also suggest the continuity of the Schemes, since they are well conceived and well received by the employees. They are providing succour to the families of the employees in their critical times of need, at the same time allowing them to think about their future through alternative sources since the benefits under the Scheme would cease to be available to them after four years. (para-10.12.4)

14. The Committee would recommend to BMTC, to consider the possibility of expanding the Safety Net period to 5 (five) years - with 100% of the basic salary in the first year, 80% in the second year, 60% in the third year, 40% in the fourth year and 20% in the fifth year. The Committee has made this proposal purely on humanitarian grounds and it looks rational to extend the Safety Net to five years. No doubt, the Safety

Net period will be co-terminus with 58 years of age, which is the retirement age for the employees. (para-10.12.6)

15. There are a number of employees who are afflicted with terminal diseases, like, Cancer and T.B., and many of them are also affected by Paralysis. The Committee would suggest that BMTC may explore with the Insurance Companies whether any specific scheme could be identified and offered for providing Insurance cover for the aforementioned category of serious ailments. (para-10.12.7)

16. The Committee is constrained to observe that DPAR rates have been fixed in the year 2000 and with the general increase in the price of basic formulations in medicine and also specific medicines for serious ailments, together with increase in the local taxes, the DPAR rates are obsolete and require revision. This has a basic HR angle, as the Committee is sure that BMTC in all earnestness would like its employees to be supplied and treated with standard quality medicines. Since this affects human health and life, whatever may be the provisions of KTPP Act, certain minimum quality of standard medicines should be assured for BMTC employees. This has to be taken into account in fixing the tendering qualifications/specifications, so that quality is not lost sight of (in the interest of the health of the employees) and sacrificed in their overwhelming concern to complying with KTPP Act. (para-10.13.2)

17. Organisations these days have deliberately put in place a system of Yoga Classes/Therapy to provide relaxation from stress for employees and also by way of providing nature cure. BMTC could also endeavour to provide similar facilities, particularly in the Depots and Central Workshops as also in the Central Office, to start with once in a week at a mutually convenient time. NGOs and reputed Yoga Organisers/Therapy's could be consulted to design a Course which will be specific to BMTC. (para-10.14.1)

**18. BMTC could also arrange Lectures in Kannada by eminent personalities on various topics of general interest, particularly health and spiritual matters, at convenient time. (para-10.4.2)**

**19. The Committee has full knowledge (the Chairman of the Committee was leader of group from Administrative Staff College, Hyderabad which visited Sri Lanka in 1977 and recommended installation of Soft and Soothing Music System in work places, which Sri Lankan Government has implemented) that Soft and Soothing Music System acts as an effective stress reliever and a relaxer, whatever be the work one is engaged in. BMTC could also install such system on Pilot basis in one or two Depots, in one or two Bus Stations and the Central Office. After evaluation of its actual working this facility could be extended to all Units of BMTC. (para-10.5)**

**CHAPTER - 11****LAW DEPARTMENT**

1. The accommodation available to them appear to be far too short of the requirements. The Committee would, therefore, suggest that alternative accommodation could be given to this Department, if called for according to the normal scale of entitlement to individual Officers/staff and records, which could be taken care of in the comprehensive review of Office Space of all Departments in BMTC, suggested in para-7.12.1 under Chapter-VII of Personnel Department. Records should be more scientifically handled by provision of reasonably good CUPBOARDS and HI-FI RACKS. (para-11.2)

2. As regards the Delegation of Powers, it has been suggested that the CLO should have powers up to Rs. 75,000/- in the case of injuries and Rs. 2.5 lakhs in the case of death. The corresponding powers for Director (S,V & E)) should be enhanced to Rs. 2.5 lakhs and Rs. 4.00 lakhs respectively. This proposal is not only to take care of the inflation but also reduce the work load on MD, who can concentrate on policy and strategy matters. The Committee endorses this suggestion for consideration of BMTC. (para-11.4)

3. As regards outsourcing, the Law Department has suggested that the proposal for insuring vehicles through outsourcing should be carefully examined before coming to a decision, as it may result in considerable reduction in the staff in this Department. The point to be borne in mind here, the Committee would urge, is that once it is agreed to reduce the staff at any stage, it will be extremely difficult to get back the staff, which may be justified in future based on increased work load, as in the years to come, the number of vehicles and the schedules are bound to increase. In other words, BMTC will have to take a decision in the matter, keeping in view long term perspective and requirement. (para-11.5)

4. The Committee therefore recognizes the need for provision for Two Wheelers to the staff of Law Department and would request BMTC to duly provide the same. (para-11.6)

5. There is another problem. The Departments concerned do not promptly produce the records and also ensure the presence of witnesses and other personnel required in court cases in time. This results in unnecessary adjournments and dragging on of cases, which could be easily avoided if Departments ensure full and timely co-operation in this matter. The Committee sympathises with this plight of the Law Department. This could be solved with co-operation from the concerned Department and strict adherence to the time frame for production of records and presence of witnesses. In this context, the Committee would also urge upon the Law Department to continuously monitor the pendency of cases in various Courts, including Labour Courts, make a systematic A, B, C Analysis and take special steps to ensure that chronologically oldest of the cases in each category are attended to serially, by duly bringing to the notice of the COUNSELS concerned and efforts made to dispose of them on top-most priority basis. This will, in addition to reducing the number of cases, will result in the personnel in the Law Department be saved the botheration of repetitively handling older cases with no sign of their disposal in sight, as routine and repetition create boredom and impede the creativity and efficiency of employees. (para-11.7)

**CHAPTER - 12****SECURITY DEPARTMENT**

1. Bus Stations also lack security. The Committee would appeal to BMTC to appreciate that, BMTC is the temporary custodian of the precious lives of the passengers in transit and it is its immense responsibility is to take care of their lives. As a first step, it calls for a good surveillance system in all Bus Stations. The security in Bus Stations should be strengthened adequately. (para-12.5)

2. The existing number of security personnel in the security system is far too inadequate to meet even the minimum called for. The Committee considers this as a serious but pathetic situation. Keeping in view the fact the number of Depots will reach 50 by 2010 and will be 70 to 80 by 2018, BMTC should pay the requisite attention to these shortcomings in security. (para-12.6)

3. The Committee had already decided on recommending to BMTC based on the suggestion made by the Security Department. (before it had occasion to peruse the CISF report) a variety of devices, like, CCTV, Digital Camera, Video Camera, Tracking systems, Walky Talky, Door frame metal detectors for frisking, boom barrier fitted with RFID reader operated through RFID tags affixed on the bus on the front side should be provided. The Committee would reiterate that similar and appropriate devices, as recommended in the CISF report should also be put in place in the Workshop, Bus Depots and Bus Stations immediately. Another requirement of prime importance is a really Mobile Vehicle (not a condemned or out of use vehicle) to enable the Security Officers to move freely and frequently for the much needed inspections and checks of all the premises of BMTC, which is absolutely essential. (para-12.6)

4. The Committee appreciates BMTC for the steps already taken to train the first batch of Security Guards and would recommend to keep up the tempo of training so that, all the existing Security Guards have had the opportunity of such training. BMTC should also progressively acquire guns and other arms, as it is pathetic again to observe that at present, not a single licenced gun is available for security of BMTC. (para-12.7)

5. The variety of systems available for control and surveillance may take a little time as BMTC will have to evaluate and follow the procurement process for acquiring them. The Committee would once again strongly recommend that all the devices recommended by the CISF should be progressively acquired, in a strictly time bound manner. (para-12.8)

6. The Committee would also recommend Sniffer dogs for surveillance in Depots and Central Workshop as they can trace vital clue in detecting and tracking of strangers and pilferers. (para-12.9)

7. The Committee would urge again that no effort should be spared by BMTC either in adequately manning the premises indicated above with armed and trained Security Guards or putting in place all the gadgets recommended by CISF without fail. In fact, it is a long term policy and any let up at this moment will only have complicating and compounding effects on the security of BMTC and BMTC may not be able to catch up when it becomes too late. (para-12.10)

**CHAPTER - 13****M.I.S DEPARTMENT**

1. During the discussion, the HOD mentioned that they are continuously monitoring the Depot performance. At present, the Computer System available in the Depots are not fully utilized, as day-to-day work is still being performed manually. The basic problem in Depot, according to MIS Department, is the non-existence of TRAINED Ministerial staff. The Committee has already stressed the importance of training in Computer operation of all the staff in the Chapter on Personnel Department without any loss of time. Once trained staff is in position, they could be deployed to ensure that the Computer System is better utilized. The Committee fully realizes that KNOWLEDGE IS KNOWING THE FACTS and WISDOM IS WHAT TO DO WITH THE FACTS WHICH WE KNOW and the Committee would very much like the MIS Department to provide leadership and become people with such wisdom. (para-13.3)

2. The HOD, MIS, is of the view that the Traffic Department should involve themselves more seriously in creating awareness about GPS system among the Crew to make it a success. MIS is conscious about the fact that GPS system is undergoing upgradation of technology and unless there is a consolidation of knowledge and experience based on the actual operation of 1200 vehicles fitted with GPS system, experimenting with modified technology may not be immediately called for. The Committee agrees with this suggestion and MIS should assume sole charge of such innovative systems, like, GPS. MIS should exercise vigilance and alertness to update its own information relating to GPS, process the same and pass on such processed information to all concerned, so that it could be beneficial to BMTC. MIS cannot escape this responsibility because other Departments are not equipped to assume such a vital role. (para-13.5)

3. The HOD, MIS, is of the view that a full fledged IT Department should be in place before long to derive the benefits of possible innovations by IT upgradation. With the new IT Department, it will also be possible to enable the Department, to make available effective MIS intervention in all the Departments, resulting in overall benefits to BMTC. It is only in this context that the Committee has observed in the previous paragraph that MIS Department should be in total charge of all the Systems in BMTC, meticulously consolidate knowledge and experience after evaluation of each of the Systems already in place in BMTC and should be in a position to facilitate decision on future introduction of such Systems. Then only MIS Department can be considered adequately equipped to grow into a full-fledged IT Department. BMTC should also systematically expose all Officers for quality training in Systems Management so that there is rotation of Officers and also staff among all the Departments including MIS. (para-13.6)

4. The Committee has already discussed with HOD, MIS the existing Video Film on BMTC, which is poor in quality and contents and a thorough review should be made and another Video could be made depicting vital functions of each of the Departments, the commuter and the Government Departments as also Agencies concerned. The modified Video should thus project a more realistic picture of BMTC and enhance the image of BMTC. The Film should also have a good experienced Narrator with impressive capacity for Voice modulation and presentation. (para-13.6)

**CHAPTER - 14****ACCOUNTS DEPARTMENT**

1. The Committee is confident that Suo-Motto effort by all the Departments would result in optimum use of man power, better efficiency, better control and better overall performance. It would be worthwhile for the other HODs to interact with the Finance Department, understand how they have been able to utilize the computer to their own advantage and try to take similar steps in so far as their own Department is concerned. This observation is relevant in the context of what the Committee has stated about the mis-match of the BRAND SYSTEM in the COSP. It will be possible to specify and develop their own Software requirements.

(para-14.3(i))

2. Based on the actual experience under the present scheme of seeking approval of Managing Director for all expenditure, except salary payments, which throws unnecessary burden on MD and takes away a good lot of his time, CAO and FA has suggested a practicable scheme of delegation of powers. The Committee, after due consideration, fully endorses the suggestions of CAO-FA and would, in turn, suggest the following delegation of powers, which the Committee recommends for implementation.

- i) Once Budget is approved (both by Government and the Board) and specific provision is available under STANDARD HEADS OF BUDGETING, passing of bills should not require MD's approval. This will relieve MD and Director (S, V and E) of this avoidable work load, besides providing for prompt action. Powers for operating the Budget provision should be delegated to CAO-FA/Dy.CAO.
- ii) Any emergent and new expenditure i.e., not covered by budget provision, would, no doubt, require Board/MD's approval.
- iii) Employee's Advances: (The Committee was told that the annual expenditure under this Head is of the order of Rs.5 Crores approximately) Though the amount is sizeable, the payments covering Festival Advance, Education Advances, Marriage Advances,

T.A. Advances and others are ROUTINE items. Accordingly, the powers to disburse Employee's Advance Payments should be fully delegated to CAO-FA/Dy.CAO.

- iv) **Capital Expenditure:** (These items relate to Advances in respect of Chassis bills, Civil Contractors bills, HSD bills and bills related to PME items). These advances are of the range of Rs. 50 Crores and above per annum. Nevertheless they are important because they involve Contractors and there should be no scope for any mistakes in disbursements. Accordingly, it would be prudent to keep the powers with the MD only for all payments above Rs. One Crore. Powers to disburse payments involving Rs. One Crore and below should be delegated to CAO-FA/Dy.CAO.
- v) **Welfare Measures and Medical Expenses :** Normally, the total budget expenditure for these expenses is of the order of Rs. 6 Crores per annum. After due discussions with CAO-FA/Dy.CAO, the Committee would make the following suggestions:
- |    |                         |                       |
|----|-------------------------|-----------------------|
| a) | Upto to Rs.5000/-       | AAO/AO                |
| b) | Rs.5001 to 25,000/-     | CAO-FA/Dy.CAO         |
| c) | Rs.25,001/- to 50,000/- | Director (S, V and E) |
| d) | Rs.50,001/- and above   | Managing Director.    |

(para-14.4.1 (i) to (v))

3. As per existing powers, the payments regarding treatment in MOU Hospitals and Government recognized Hospitals –

Upto Rs.1,00,000/- powers delegated to Director (S, V and E)  
More than Rs.1,00,000/- Managing Director.

(para-14.5.1)

4. The Committee after due discussions with CAO-FA/Dy.CAO, would make the following recommendations:

- |     |                             |                       |
|-----|-----------------------------|-----------------------|
| a)) | Upto Rs.25000/- -           | AAO/AO                |
| b)  | Rs.25,001/- to Rs.50,000/-  | CAO-FA/Dy.CAO.        |
| c)  | Rs.50,001/- to 1,00,000/- - | Director (S, V and E) |
| d)  | Rs.1,00,001/- and above -   | Managing Director.    |

(para-14.5.2)

5. **Contingent Payments:**

(All are CPO related)

Monetary Limit	Level
Upto Rs.1,00,000/-	AAO
More than Rs.1,00,000/-	AO

(para-14.5.3)

6. **Local Purchase Bills:**

Monetary Limit	Level
Upto Rs.10,000/-	AAO
Upto Rs.1,00,000/-	AO

(para-14.5.4)

7. **Recurring Expenses Bills:**

These include Telephone, Water and Electricity charges, Bills relating to Washing of vehicles, Cleaning of Depots and Nominal Imprest Recoupment Bills to be passed at the level of AAO/AO.

(para-14.5.5)

8. **Other Contingent Payments:**

Other Contingent items of expenditure, like, Hiring of Special services of Doctors and Consultants, Sanchara Pathrike Editors are approved by MD. The bills for payment arising out of the aforesaid items need not be submitted to MD again. They can be dealt with at AAO/AO.

(para-14.5.6)

9. **Contingency Advances:**

- a) All Sectional Head Advances will be dealt with at the level of Dy.CAO/CAO-FA.
- b) All Suppliers Advances against Audited Purchase Orders will be passed by AAO/AO on approval from Dy.CAO/CAO-FA. In other cases, Advances will be approved by Dy.CAO/CAO-FA only.

(para-14)

(para-14.5.7)

10. In the above scheme of delegations, the level to which the powers have been delegated is Dy-CAO/CAO-FA. THIS WILL UNDERLINE THE ESSENTIAL PRE-REQUISITE AS ALSO FOLLOW UP IN ANY PRINCIPLE OF DELEGATION, THAT IS, A GOOD AND PERIODICAL REPORTING SYSTEM. The Dy-CAO/CAO-FA should report to the MD once in a month all the items approved by them, UNDER THE DELEGATED POWERS, for which payment has already been made for his PERUSAL ONLY. The Committee strongly feels that re-delegation has real meaning only if DELEGATED powers are well defined, item-wise and quantum-wise and actually exercised. Once the powers are so re-delegated, the system of seeking ratification is mutually contradictory, out of place and redundant. The question of ratification arises only where powers have not been delegated, but have been actually exercised to meet emergencies in the interest of the Organization, which should be fully justified. (para-14.7)

11. For a large Organisation, like, BMTC with a variety of activities, the burden on the Finance Department is substantial. With the new system of re-delegation recommended by the Committee, this burden will increase with further responsibilities to enforcing financial discipline. In Organizations, like, BMTC, the Finance Department should be equipped with an Internal Audit Section with Incumbents having basic accounting qualification, like, B.Com., and also professional experience in Accounting and Auditing. In other words, in Accounts Department in general and internal auditing, in particular, a specific pre-requisite is that of professional experience. (para-14.8.1)

12. A basic Internal Audit Cell already exists, since April 2002, for which one post of Asst. Accounts Officer (Class-II) has been sanctioned. The Committee would, therefore, recommend for consideration the following additional staff for the Internal Audit Unit. (As in such cases the decision should be taken only after a proper work study, which should include method study and work measurement).

**Asst. Accounts Officer (Audit) - 1 (Existing)**  
**Accounts Superintendent (Audit) - 1**  
**Accounts Supervisor (Audit) - 1**  
**Asst. Accountants (Audit) - 6**

**(para-14.8.2)**

**13. The Committee feels that keeping in view the size of the operations run by BMTC, the Internal Audit will do full justice to focus on avoiding irregularities, bringing in discipline and also creating awareness among the Departments strictly to observe financial propriety in all their transactions. (para-14.8.3)**

**14. Since, as already mentioned, more responsibility will devolve on CAO-FA and Dy.CAO, strengthening of his existing Sections will also be called for. One significant suggestion made by Dy.CAO/CAO-FA is strengthening of the Section by Professional people. (para-14.8.4)**

**CHAPTER - 15****MEDICAL DEPARTMENT**

1. The Committee strongly recommends that immediate arrangements should be made to put in place the latest model of ECG machine, as also a Nebulizer (for ECG examination alone BMTC at present spends Rs.100/- per employee, every time it is required). Similarly, the Dispensary should also have facilities for routine minimum investigations, like, that of Urine, Blood for Haemoglobin, Blood count, FBS and PPBS, Blood Urea and Lipid profile, Smear for Malarial parasite and Blood grouping. All these will save a lot of expenditure on the part of BMTC, besides providing instant attention to give relief to the ailing employees. BMTC could also make a thorough study of the incidence of fractures and other Orthopaedic complaints as also Heart and Lung ailments, which require X-Ray, (for which BMTC is paying for X-Rays done from outside) and decide whether X-RAY facility should also be installed. (para-15.6)

2. The setting up of facilities, like, ECG and Nebulizer will require an ADDITIONAL STAFF NURSE (AT PRESENT THERE IS ONLY ONE SANCTIONED POST OF STAFF NURSE) and a qualified LAB TECHNICIAN (TO BE CREATED) so that the machines are properly and carefully used and the facilities are really available to the employees, when required. (para-15.7)

3. The Committee accordingly is of the view that the Dispensary should be immediately shifted to a safer and non-flood prone place, since it is an essential service. One of the options would be to shift the Dispensary to the second floor of the Shanthinagar Bus Station Complex, which is centrally located and easily accessible. BMTC should not grudge providing adequate space to this basic and important medical facility Unit. (para-15.10)

4. BMTC has a Vision Plan for increasing the number of operations and also the number of Depots to 50 (from the existing 28) by 2010, eventually increasing the number of Crew correspondingly. The Committee would also expect the operations to reach 7000 or 8000 by 2016, again with increase in the number of Depots and Crew. The Committee accordingly is of the view that this is the time when BMTC should strengthen the activities in the Dispensary by taking immediate action to provide adequate staff and other facilities. Once this is done, it will be easy for BMTC to set up more Dispensaries at convenient locations (which will be in proximity to and easily accessible to a cluster of Depots) and provide additional staff of all category including one Honorary Medical Consultant for each Dispensary, based on the actual experience gained from the existing facility to meet the requirements by 2010 and 2017.

(para-15.11)

5. It is observed that KSRTC is having a full fledged Hospital. BMTC could also plan for a similar Hospital facility, after a thorough study, which should take into account the expenditure incurred at present by employees availing of Hospital facilities elsewhere, to justify setting up of such a facility. (para-15.12)

**CHAPTER - 16****CANTEEN**

1. As a first step, the Canteen premises should be completely renovated, if necessary, with good roofing, better flooring, interiors and hygienically located Kitchen Corner. Arrangements should be made to provide suitable tables with metal tops so that employees can stand and consume the Canteen items, as in the normal Fast Food Restaurants. Adequate number of chairs should also be provided for use by the employees, so that they could also sit and eat. In this connection, BMTC could take inspiration from KSRTC, who have recently renovated the Canteen premises and provided an attractive and enjoyable experience. (para-16.2)
  
2. The Contractor be asked to supply better quality items based on Soyabean and full wheat items, cooked in healthy medium, like, oil and also provide a better variety of snack items. In a sense, a visit to the Canteen should be invigorating, energizing and a matter of enjoyment for the employees. (para-16.3)
  
3. A separate enclosure or a small room should also be provided **EXCLUSIVELY FOR LADIES**. The Canteen staff should maintain good personal hygiene and wear uniform. (para-16.3)
  
4. To sum-up, the Committee would recommend maintaining Canteen as an out sourced service only, but its premises should be renovated, the Canteen staff should be spruced up for better looks and hygiene and the items supplied by the Canteen should be basically nutritive and of much better quality. A Committee headed by CTM (C) should seriously monitor the working of the Canteen with the assistance of the CLWO and bring about and maintain improvement in the Canteen services. If that Committee succeeds

in bringing about perceptible improvement, the pattern could be replicated in other Units of BMTC, where there is Canteen facility. (para-16.4)

## **CHAPTER – 17**

### **PLANNING, RESEARCH AND DEVELOPMENT UNIT**

1. The Committee is strongly of the view that there should be a Planning Unit, which should take care of all such activities in a systematic manner, instead of ad-hoc centers, like, Traffic, MIS or Mechanical Engineering. There is, therefore, an indisputable need for a specific PLANNING UNIT in BMTC. (para – 17.1)

2. As in the case of planning, such R and D activities merit a central location for co-ordination and effective and fruitful results. The Committee strongly feels that to start with, Research and Development Unit can be located in the proposed Planning Unit, recommended in para – 17(1). (para - 17.2)

3. The Committee would, therefore, recommend that the existing MIS Department should be entrusted with co-ordination relating to Planning as well as Research and Development (R & D) and re-designated as Planning – MIS and Research and Development Department. This important Unit will function directly under Managing Director, BMTC. The existing Officers and Staff of MIS will have no difficulty in handling the new unit. However, as and when the work specifically related to Planning and R and D gathers momentum and builds up into considerable volume, strengthening of the unit, with professionally qualified Officers and staff, will have to be considered at an appropriate time. (para – 17.4)