

## CHAPTER FOUR

A BRIEF REVIEW OF ESTABLISHMENT, GROWTH AND  
ACTIVITIES OF THE KARNATAK STATE ROAD TRANSPORT  
CORPORATION AND REGIONAL WORKSHOPS, HUBLI

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#### 4.1 INTRODUCTION

This chapter unfolds the early history, growth and activities of the 4th biggest State Transport Undertaking i.e., Karnatak State Road Transport Corporation as well as its automobile workshop viz., The Regional Workshops, Hubli.

A sincere attempt has been made to project the production, quality of performance, operations, passenger amenities etc., in respect of K.S.R.T.C. Similarly, in case of R.W. Hubli, effort has been endeavoured to flash the organisational set up, out-put-wise activities, performance in the realm of productive activities, adequately supplemented by secondary data and the diagramatic representation.

In the succeeding stage discussion has been built on the planning/budgeting and execution of Social Security and Labour Welfare Measures in respect of Regional Workshops. The discussion on this chapter has come to a close with appropriate conclusion.

### KARNATAK STATE ROAD TRANSPORT CORPORATION

1987

#### 4.2 SOME FACTS AND FIGURES

- \* FOURTH BIGGEST in India and SECOND in the South. Owned 7,476 buses.
- \* Put 6,532 buses on road, covering 18.92 lakh Kms., carrying 43 lakh passengers on an average per day.

- \* Owns a PRINTING PRESS, first to be established in any transport undertakings in the country. Printed 153.3 lakh of ticket books of 100 leaves.
- \* Operates LONGEST SERVICE in South India; Bangalore-Bombay (1010 Kms. in 26 hours).
- \* Employed 45,420 EMPLOYEES.
- \* STAFF COST Rs. 60.20 per annum.
- \* 214 BUS STATIONS, 382 rural way-side shelters and 484 city pick-up shelters as passenter amenities.
- \* BANGALORE BUS STATION, one of the FINEST in India.
- \* Operates INTER-STATE SERVICES with Maharashtra (24 routes), Andhra Pradesh (129 routes), Tamil Nadu (45 routes), Kerala (15 routes), Goa (14 routes).
- \* Operates 79 LUXURY, 160 SEMI-LUXURY and 943 EXPRESS SERVICES.
- \* All DISTRICT HEADQUARTERS, important cities and towns connected to State capital daily by night services.
- \* CONCESSION IN FARES to students, sportsmen, blind, aged and physically-handicapped, journalists, Home Guards and Police personnel.
- \* CAPITAL INVESTED Rs. 27,142 lakhs (31.3.1987).
- \* TRAFFIC REVENUE Rs. 81,72,781/- average daily.
- \* MORE than Rs. 4,625 lakh per annum contributed to the State exchequer as M.V. and PASSENGER TAXES.

\* Runs 2 REGIONAL WORKSHOPS.

## KARNATAK STATE ROAD TRANSPORT CORPORATION

### 40 YEARS OF DEVELOPMENT

AND

### A BRIEF REVIEW OF WORKING RESULTS

#### 4.3

#### INTRODUCTION

The Karnatak State Road Transport Corporation - the FOURTH BIGGEST State Transport Undertaking in India and the SECOND BIGGEST in the South has been rendering yeoman's service in the realm of passenger road transportation. As on 31st March 1987 its capital investment stood at Rs. 27,142 lakhs and 7,476 buses to its ownership. The road transport organisation being basically a labour-intensive unit, the K.S.R.T.C. has on its roll as many as, if not more than, 45,420 employees.

Being a gigantic public-utility concern, its services to the travelling public can better be understood and appreciated from the fact that during 1986-87 it has put on an average 6,532 buses on road, covering 18.92 lakh kilometres and carrying 43 lakh passengers daily. Its passenger road transportation services are no more confined to the territory of Karnatak alone. In fact, it has launched Inter-State services too. With a network of 79 luxury, 160 semi-luxury and 943 express buses, it has been operating Inter-State services with neighbouring States like, - Maharashtra, Andhra Pradesh, Tamil Nadu, Kerala and Goa. Of late, it has

emerged as the LONGEST SERVICE operating Unit in South India, covering 1,010 Kms. between Bangalore and Bombay in just 26 hours. It has been administrating 2 Regional Workshops, one housed at Bangalore - the capital city and the other at Hubli.

#### 4.4 ESTABLISHMENT AND EARLY HISTORY

The Karnatak State Road Transport Corporation, in fact, finds its origin in the establishment of State Transport in Mysore State. It appeared on the horizon of State road transport undertakings on 12th September 1948. As such, 12th September 1988 marks the completion of 40 YEARS of its commendable services to the State and the public.

Initially, a modest beginning was made with a fleet of 120 buses. Today it has grown into a mighty organization ranking fourth in India. Its early history can be traced into three distinctive stages, namely,

- 1 The period before State Reorganization;
- 2 The post-Integration of States period upto the formation of the Corporation; and
- 3 The period after the formation of the Corporation.

##### 4:4.1 PRE-INTEGRATION PERIOD

With an objective of extending adequate useful services, the Government cultivated the notion of bringing Passenger Transport Services under State Management. Consequently, Mysore Government Road Transport Department was set up on 12th September 1948. In the beginning,

the Department was operating services on 81 routes with a fleet of 120 buses covering 15,000 Kms. per day and carrying about 4,000 passengers daily. The capital investment stood at Rs.17.77 lakhs.

Having passed by several stages of trials and tribulations, the Department was well set to embrace the challenges of road transportation by 1956. On the eve of State Re-organization, the Department was operating services on 97 routes covering about 28,158 Kms. daily. The fleet position scaled at 245 vehicles. On an average about 167 vehicles were put on road daily. The Department had on its roll, 1,297 employees.

The two distinguished achievements during 1948 to 1956 were:

- 1 Nationalisation of City Services in Mysore on October 1st 1955; and
- 2 Nationalisation of City Services in Bangalore on 1st October, 1956.

#### 4:4.2 POST-INTEGRATION PERIOD

During the period between 1st November 1956 to 31st July 1961 the M.G.R.T. Department witnessed several note-worthy changes. After the Re-organization of States the operational jurisdiction of the Department widened. The landmark developments were:

- 1 Merger of Transport Services operated by Hyderabad-Karnatak on 1st November 1956; and
- 2 Merger of Transport Services operated by the Bombay-Karnatak on January 1st 1957.



These two developments moulded the very map of a small transport undertaking into an enormous organization with a fleet of 1,094 vehicles and 6,412 employees.

#### 4:4.3 PERIOD AFTER FORMATION OF CORPORATION

August 1st 1961 is a red letter day in the history of Mysore State Road Transport undertaking. It is an auspicious day when the Mysore State Road Transport Corporation was set up. It is this day when the management of the National Passenger Transport Services in the State was entrusted to a Statutory Body.

The period after the formation of the Corporation is one of rapid expansion and remarkable progress. On the eve of formation of the Corporation, i.e., as on 31st July 1961 the State Transport Department was owning 1,645 vehicles with an employment potential of 9,705 persons. The total capital investment stood at Rs. 9.64 crores. The organization consisted of 6 Divisions with 37 Depots and 2 Regional Workshops.

Today with a network of nearly 8,000 vehicles, 5 Regions consisting of 13 operating divisions, 78 Depots, 2 Regional Workshops, 3 Civil Engineering Divisions with 9 sub-divisions, has emerged as a potential public-utility service unit.

#### 4.5 ADMINISTRATION OF K.S.R.T.C.

The amended R.T.C. Act 1982 provides for the management of the Corporation by a Board of Directors. It comprises 17 Directors. As

on 31st March 1987, the Board consisted of 15 Directors (9 Official and 6 Non-Official Directors). Of the 9 Official Directors, 7 represented the State Government and 2 the Government of India.

## 4.6

## EMPLOYMENT

As on 31st March 1987 the Corporation employed 45,420 permanent employees. During 1961-62 it stood at 11,752 employees. The break-up of the total staff regularly employed is displayed in the following table.

Table No. 4.1  
Total Permanent Employees

<u>Category</u>	<u>No. of employees as on</u> <u>31.3.1987</u>
1. Class I & II Officers	407
2. Class III & IV Officials	
1 Directors	13,395
2 Conductors	13,158
3 Traffic Supervisory	2,000
4 Mechanical	11,137
5 Administration	4,940
6 Civil Engineering	231
7 Printing	152
Total:	<u>45,420</u>

Source: K.S.R.T.C. ADM REPORT - 1986-87, pp.7 & 9.

Of the total of 45,420 employees, 4,756 employees belonged to SC/ST.

#### 4.7 PROGRESS OF OPERATIONS

##### 4:7.1 EXPANSION

During 1986-87 the extent of nationalisation in the State was around 70 per cent in terms of area covered. The number of routes operated has increased from 1,301 in 1962 to 8,748 in 1987. The Inter-State routes too have increased during the same period. The daily service Kms. operated increased from 17.08 lakh Kms. in 1986 to 18.92 lakh Kms. in 1987.

##### 4:7.2 TRAFFIC ACTIVITIES

There has been commendable growth in the number of fleet which increased from 120 in 1948 to 7,476 by the end of March 1987. There has been an increase in average vehicle utilisation per day (Gross Kms.) 205.1 in 1960-61 to 296.4 in 1986-87. The passengers carried per day have increased from 0.04 lakhs in 1948-49 to 42.98 lakh in 1986-87.

A detailed picture of traffic activities is displayed in the table on the following pages.

#### 4.8 QUALITY OF SERVICE

Over the years, there has been an improvement in arresting the incidence of breakdowns. During 1960-61 the breakdowns per 10,000 Kms. stood at 1.24 per cent. During 1986-87 they declined to 0.15 per cent.  
(Contd. on p. 13)

Table No. 4.2  
Traffic Activities

Year	Fleet held as on 31st March	Average vehicle utilisation (Gross Kms.) per day	Passengers carried per day (in lakhs)
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
1948-49	120	263.1	0.04
1949-50	149	153.1	-
1950-51	149	198.1	-
1951-52	179	197.1	-
1952-53	179	191.5	-
1953-54	146	157.4	-
1954-55	166	168.0	-
1955-56	221	169.0	0.19
1956-57	1,099	174.9	2.28
1957-58	1,231	183.0	2.47
1958-59	1,239	192.3	2.91
1959-60	1,510	208.5	3.54
1960-61	1,598	205.1	4.06
1961-62	1,792	198.9	4.35
1962-63	1,962	205.9	4.87
1963-64	1,986	211.3	5.12
1964-65	1,988	211.2	5.52
1965-66	2,062	220.2	6.05

contd.

Table No. 4.2 contd.

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
1966-67	2,264	216.2	6.70
1967-68	2,289	219.8	7.15
1968-69	2,705	225.0	7.52
1969-70	2,930	227.5	9.04
1970-71	3,170	228.2	9.57
1971-72	3,272	230.6	10.17
1972-73	3,384	230.2	10.58
1973-74	3,499	231.3	11.90
1974-75	3,629	241.1	13.45
1975-76	4,250	250.7	14.46
1976-77	4,589	265.3	16.80
1977-78	4,494	266.8	17.94
1978-79	4,660	260.6	19.86
1979-80	4,952	263.5	21.32
1980-81	5,214	271.4	24.03
1981-82	5,589	279.3	26.51
1982-83	5,846	282.1	30.00
1983-84	6,166	281.8	32.90
1984-85	6,554	286.4	34.82
1985-86	6,932	295.6	40.49
1986-87	7,476	296.4	42.98

Source: 1) 20 Years of Development  
Results 1967-68.

Review of Working

- 2) Progress At a Glance  
Published by the Gen. Manager, K.S.R.T.C. in 1978.
- 3) Administration Reports - various issues.

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cent. Similar improvement is noticeable in respect of accidents. The rate of accidents per lakh Kms. declined from 0.7 per cent in 1961-62 to 0.25 per cent during 1986-87. The performance in the realm of punctuality has also improved. The number of complaints per lakh passengers has declined perceptibly.

The table on the following pages portrays an analytical view of quality of service periodically.

## 4.9

**PERFORMANCE**

- 1 In the realm of fuel consumption there has been an increase from 22.8 lts. per 100 Kms. distance in 1962-63 to 25.47 lts. per 100 Kms. in 1964-65. During 1986-87 it has declined to 23.25 lts.
- 2 The average kilometres obtained on tyres both new and retreaded have increased.
- 3 Similarly the average life of batteries and the life of both new/old engines has increased substantially.

The details of the performance have been displayed in the  
(Contd. on p.15)

Table No. 4.3  
Quality of Services

Year	Break-downs per 1000 Kms.	Accidents per lakh Kms.	Punctuality %		Public Complaints per lakh Passeng- ers
			Departures	Arrivals	
1	2	3	4	5	6
1961-62	1.24	0.79	87.37	81.99	2.43
1962-63	1.29	0.65	91.99	86.59	1.83
1963-64	1.20	0.53	91.23	87.76	1.85
1964-65	1.36	0.52	91.40	88.01	1.16
1965-66	1.59	0.52	90.84	89.14	1.30
1966-67	1.23	0.47	93.65	90.51	1.07
1967-68	1.02	0.46	90.64	89.34	0.98
1968-69	0.84	0.43	89.84	90.00	1.20
1969-70	0.89	0.43	90.06	90.42	0.93
1970-71	0.85	0.42	90.04	90.36	0.87
1971-72	0.86	0.36	90.00	89.31	0.95
1972-73	0.60	0.32	91.33	91.88	0.83
1973-74	0.47	0.34	89.30	89.85	0.66
1974-75	0.75	0.32	89.82	90.53	0.62
1975-76	0.80	0.32	90.33	89.82	0.69
1976-77	0.72	0.32	92.01	91.51	0.89
1977-78	0.58	0.35	90.35	90.63	0.91
1978-79	0.65	0.35	87.68	88.74	0.67

Contd.

Table No. 4.3 contd.

1	2	3	4	5	6
1979-80	0.66	0.36	85.80	88.35	0.50
1980-81	0.69	0.34	87.05	88.75	0.39
1981-82	0.60	0.32	88.33	89.33	0.32
1982-83	0.55	0.34	90.27	90.93	0.28
1983-84	0.40	0.33	90.44	90.84	0.27
1984-85	0.35	0.31	92.35	92.59	0.24
1985-86	0.24	0.27	93.28	93.34	0.24
1986-87	0.15	0.25	95.16	95.58	0.17

Source: Same as Table No. 4.2

contd. from p.

following table:

Table No. 4.4

## Performance

Year	Fuel Consumption (Lts. per 100 Km.)	Average Tyres Kms		Average life of Batteries (000' Km)	Average life of Engines (Lakh Kms.)	
		New	Retreaded		New	Recon-
1	2	3	4	5	6	7
1961-62	23.19	38828	23528	72.66	1.86	0.81
1962-63	22.88	34692	26420	79.35	1.71	0.63
1963-64	23.05	36172	21966	79.01	1.58	0.80
1964-65	23.16	37663	23576	86.80	1.65	0.77

contd.



Table No. 4.4 contd.

1	2	3	4	5	6	7
1965-66	23.12	33854	24056	96.11	1.82	0.74
1966-67	23.30	32541	21021	85.20	1.70	0.77
1967-68	23.57	32402	21360	85.97	1.41	0.82
1968-69	23.14	31442	20901	92.91	1.68	0.77
1969-70	24.32	30668	20435	87.23	1.57	0.84
1970-71	24.57	31344	19524	106.67	1.57	0.70
1971-72	25.32	32806	19464	105.77	1.86	0.91
1972-83	25.17	33204	18999	110.89	1.95	0.91
1973-74	25.53	32953	17638	129.83	2.06	0.95
1974-75	25.72	33091	18873	116.53	1.98	0.97
1975-76	25.50	33883	16896	127.64	1.54	0.94
1976-77	25.08	33875	18275	124.42	1.57	0.86
1977-78	25.23	33228	15876	135.71	1.57	0.91
1978-79	-	31483	14649	143.69	1.75	0.88
1979-80	-	31303	14672	142.34	1.83	0.70
1980-81	25.44	32442	15287	138.77	1.99	0.80
1981-82	25.28	33101	15135	135.57	2.04	0.76
1982-83	25.54	33392	15346	159.46	2.01	1.05
1983-84	25.60	32261	16540	153.90	2.33	0.90
1984-85	25.47	31871	17388	159.75	2.48	0.92
1985-86	24.27	33402	18350	-	-	-
1986-87	23.25	35890	19277	-	-	-

Source: Same as Table No. 4.2.

#### 4.10 PRODUCTION IN REGIONAL WORKSHOPS

As has been stated that the Corporation has been running two Regional Workshops at Hubli and Bangalore. Till the mid of 1987 all reconditioning of assemblies and vehicles were attended to by these Workshops. With the advent of two-tier system minor repairs and reconditioning of some assemblies is undertaken at Divisional Workshops. It is, therefore, that we find in case of repairs of some assemblies there has been a decline. However, over-all performance is quite satisfactory. The combined performance of these Workshops in respect of various activities has been displayed in Table No. 4.5 on the next page.

#### 4.11 PASSENGER AMENITIES

The Corporation has been according a high priority for provision of passenger amenities. It is through this angle that the nationalised services can claim superiority over private services. The progress made in this field has been indicated in table No. 4.6 on page

#### 4.12 COST OF OPERATIONS

The cost of operations including the details of cost per Kilometre in terms of paise has been projected as follows: The table indicates that the cost factor has been on increase over the years due to increase in fuel, petroleum products, taxes and other materials.

Table No. 4.5

Production at Regional Workshops

Year	New Bus Bodies built	Reconditioning of Buses & Major Repairs	Engines	F.I.Pumps	Gear Boxes	Dynamos	Starters	Radiators	Front Axle	Rear Axle	Tyre re-treaded/resoled
1	2	3	4	5	6	7	8	9	10	11	12
1961-62	49	160	762	1,426	94	387	504	114	104	94	-
1962-63	68	257	770	1,522	266	684	736	244	244	275	-
1963-64	58	334	783	1,571	322	752	806	267	306	298	-
1964-65	69	349	1,132	1,955	368	981	971	277	321	341	-
1956-66	41	352	1,003	1,755	339	802	807	268	344	355	-
1966-67	12	488	1,211	1,912	467	888	816	438	480	480	856
1967-68	69	433	1,199	2,011	441	1,154	881	440	408	424	2,915
1968-69	170	438	1,400	2,289	447	1,087	918	389	389	384	5,101
1969-70	205	422	1,823	2,622	488	1,196	1,042	409	428	428	9,189
1970-71	137	507	1,804	2,406	536	1,079	1,237	325	431	457	6,372
1971-72	177	450	1,491	2,599	666	1,207	1,441	303	465	493	12,120

contd.

Table No. 4.5 contd.

	1	2	3	4	5	6	7	8	9	10	11	12
1972-73	269	496	1,776	2,594	681	1,114	1,649	318	505	546	19,163	
1973-74	344	485	1,674	2,996	792	1,273	1,595	499	496	517	22,770	
1974-75	267	360	1,911	2,920	847	1,224	1,675	450	459	449	27,434	
1975-76	215	554	2,307	3,418	1,206	1,669	1,662	654	591	598	27,706	
1976-77	381	585	2,871	4,427	1,569	1,926	2,169	533	642	669	33,556	
1977-78	31	697	3,077	4,751	2,020	2,426	2,410	576	757	742	32,752	
1978-79	25	961	3,473	5,689	2,371	2,624	2,645	484	863	891	36,042	
1979-80	53	830	3,349	4,752	2,548	3,258	2,818	523	786	778	31,124	
1980-81	36	1,050	3,778	5,678	3,232	3,664	3,287	547	1,015	979	31,892	
1981-82	122	1,242	4,576	6,849	3,064	4,437	4,361	962	1,248	1,220	41,445	
1982-83	32	1,477	4,493	7,701	3,229	4,158	4,606	1,115	1,220	1,211	48,149	
1983-84	38	1,406	4,491	8,562	3,090	4,419	4,467	790	1,244	1,204	59,637	
1984-85	585	1,315	4,704	8,525	3,182	4,731	5,320	626	1,219	1,126	47,129	
1985-86	253	1,382	4,179	9,266	3,268	3,804	6,155	635	1,413	1,245	53,217	
1986-87	-	1,482	3,465	7,258	2,586	3,383	5,088	754	1,206	1,207	51,475	

Source: Aame as Table No. 4.2

Table No. 4.6  
 Passenger Amenities as on 31st March

Year	Bus stations		Rural wayside shelters	Refreshment room	Stalls for books, stationery
	Perman- ent	Temporary			
1	2	3	4	5	6
1961-62	37	30	63	51	47
1962-63	41	33	69	55	58
1963-64	42	33	69	56	71
1964-65	45	32	72	58	74
1965-66	51	30	87	68	94
1966-67	53	29	104	74	99
1967-68	61	29	110	77	108
1968-69	68	27	124	81	113
1969-70	75	20	133	92	143
1970-71	88	22	155	105	162
1971-72	93	25	174	112	161
1972-73	97	27	177	114	167
1973-74	99	28	185	114	176
1974-75	104	29	190	118	196
1975-76	105	29	204	130	197
1976-77	113	21	240	133	199
1977-78	117	31	244	138	216
1978-79	125	29	257	140	245
1979-80	132	28	294	149	254
1980-81	140	23	294	153	254

contd.

Table No. 4.6 contd.

1	2	3	4	5	6
1981-82	146	21	326	156	305
1982-83	158	13	247	166	307
1983-84	170	14	353	170	311
1984-85	179	14	354	180	343
1985-86	187	14	376	-	-
1986-87	200	14	382	-	-

Source: Same as Table No. 4.2.

Table No. 4.7  
Details of cost per Km. in Paise

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
	Operating cost per Km. (Paise)	Operating margin in Tr. Rev. (Rs. lakhs)	Operating margin on Tr. Rev. (in Paise)	Staff including Bonus	Fuel	Spare parts and assemblies	Tyres & Tubes	Lubricants	Other consumables	Reconditioning	Taxes	Depreciation	Interest & debt	Others	Total (CPKM)		

1961-62	82.4	+8.78	+1.1	19.0	13.5	3.3	5.1	1.3	1.0	3.9	12.4	10.3	7.0	5.6	82.4
1962-63	88.0	-6.59	-0.7	19.4	13.8	2.5	5.8	1.1	0.9	4.9	15.1	11.2	7.1	5.9	88.0
1963-64	92.7	+13.73	+1.5	21.4	16.9	2.7	5.4	1.1	0.8	5.5	15.3	11.7	7.1	4.8	92.7
1964-65	97.8	+15.62	+1.6	24.1	17.1	3.3	5.8	1.3	0.9	6.4	14.9	11.1	7.1	5.8	97.8
1965-66	104.9	+8.37	+0.7	27.3	18.5	3.3	7.3	1.4	1.0	6.4	15.3	10.9	6.6	6.9	104.9
1966-67	113.5	-18.07	-1.4	28.9	19.8	2.9	8.8	1.4	0.9	7.4	15.9	11.0	10.4	6.1	113.5
1967-68	117.2	+52.25	+3.7	31.4	20.7	3.0	10.6	1.6	1.0	6.9	16.5	10.0	6.8	8.7	117.2
1968-69	117.3	+46.19	+3.1	31.6	20.9	3.3	10.7	1.8	0.8	6.7	16.4	10.1	6.1	6.9	117.3
1969-70	122.3	+4.03	+0.3	32.4	21.5	3.4	12.2	2.0	1.0	7.5	16.3	10.7	5.6	9.7	122.3
1970-71	125.9	-5.44	-0.3	35.3	22.2	3.6	10.7	2.1	1.1	7.7	16.9	11.7	6.2	8.4	125.9
1971-72	132.5	+4.16	+0.3	36.9	23.1	4.3	10.9	2.2	1.0	7.9	17.9	12.4	6.4	10.4	132.5

Table No. 4.7 contd.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1972-73	2902.76	143.7	-81.19	-4.0	42.6	23.5	4.9	11.3	2.4	1.1	9.6	18.0	13.4	7.2	9.7	143.7
1973-74	3332.38	159.7	-135.30	-6.5	52.3	24.4	5.8	14.1	2.9	1.2	8.6	18.2	14.2	7.3	10.7	159.7
1974-75	4205.52	184.6	-156.87	-6.9	55.4	29.3	6.6	19.7	6.4	2.2	9.1	21.9	15.2	5.6	13.2	184.6
1975-76	5130.61	201.8	-282.50	-11.1	57.5	33.2	6.7	22.4	5.5	2.8	10.3	25.7	17.2	7.3	13.2	201.8
1976-77	6457.37	205.5	-108.52	-3.4	56.2	35.7	7.0	20.4	5.4	3.4	11.4	27.2	19.0	6.5	13.3	205.5
1977-78	7155.43	227.2	-389.12	-12.1	66.4	36.0	6.9	21.4	5.2	2.7	14.2	28.1	20.6	7.0	14.1	222.7
1978-79	7662.31	235.0	-294.10	-9.0	69.6	37.6	7.3	24.6	5.1	2.7	16.1	27.4	20.7	8.1	15.8	235.0
1979-80	9040.55	267.5	-413.46	-12.3	76.8	42.2	9.5	27.4	5.1	2.3	14.8	45.8	22.8	8.5	12.3	267.5
1980-81	11570.45	316.9	-1440.31	-39.4	92.8	62.4	10.9	29.7	6.1	2.8	19.6	45.4	24.1	9.6	13.5	316.9

Source: Same as Table No.4.2



## 4.13

## CONCLUSION

Conclusively over the years there has been appreciable growth in various fields of activities of the Corporation. Its present move is to achieve increasing level of efficiency so as to make the public-utility concern worth its name.

4.14 ESTABLISHMENT AND GROWTH OF REGIONAL WORKSHOPS WITH  
SPECIAL REFERENCE TO REGIONAL WORKSHOPS, HUBLI

An automobile workshop in a a road transport undertaking is often compared to the nervous system of blood circulatory net-work in a human body. Indeed, the nature, course and volume of transport activity is determined by the efficiency and functioning of the workshop. A well-equipped, scientifically set and efficiently managed automobile workshop leads the transport undertaking towards the latter of prosperity.

In perception of achieving self-sufficiency and planned growth, the Karnatak Road Transport Corporation has instituted two Regional Workshops have been developed with a profound objective to cater to the requirement of the Corporation in respect of reconditioned assemblies and vehicles on a well laid down policy.

## 4.15

## ESTABLISHMENT

The Regional Workshops, at Hubli was established in the year 1954 by the erstwhile Bombay State Road Transport Corporation vide Resolution No. 947 dated 22nd July 1954. It was handed over to the Karnatak

State Road Transport Corporation at the time of the merger of Bombay Karnatak area. The Workshops being equipped with requisite machinery, in the initial stages, it was contemplated to take up the work of charging batteries and reconditioning of the vehicles. Over the years, the Corporation has installed many more machines. The Workshops has expanded its activities. Today it has emerged as one of the biggest workshops in the whole of Karnatak State.

The Regional Workshops, at Bangalore commenced its functioning in the year 1951. Initially it was started as a small unit in Bangalore Division premises. Later on it was shifted to the existing premises in the year 1963.

#### 4.16 LOCATION: REGIONAL WORKSHOPS, HUBLI

Being an industrially advanced and commercially prosperous city, Hubli has extended a vast beautiful site at Gokul for locating Regional Workshops. Of late, Gokul has attracted several small and ancillary industries. Speaking environmentally, the Workshops is housed in a picturesque surroundings.

The Workshops is under a scientifically designed roof. It has a well-planned layout. The following analytical information display the details of Land/Buildings owned by the Regional Workshops, Hubli.

1	Total area in possession:	92 Acres 21 Gunthas.
2	Total area of premises	25 Acres 26 Gunthas

3	Total area of main Workshop Building	1,47,000 Sq.ft.
4	Cost of Workshops' Main Building	Rs. 33,76,819.55
5	Area of Tyre Retreading Plant	9,610 Sq. ft.
6	Cost of Tyre Retreading Plant Building	Rs. 2,00,820.00
7	Workshops' Main Building:	
	Plinth area:	350' x 345'
	New Hanger:	350' x 75'
8	Total area measuring:	1060' x 1005'
9	Value of the Plant & Machinery	
	1983-84	Rs. 59,01,985.23
	1984-85	Rs. 70,00,110.61
	1985-86	Rs. 76,52,602.54
	1986-87	Rs. 90,30,994.15
	1987-88	Rs. 1,06,02,703.21

## 4.17

## FUNCTIONS

The main functions of the Regional Workshops are as under:

- 1 Construction of bus bodies on new chassis.
- 2 Reconditioning of vehicles which have completed the stipulated life on kilometre basis.
- 3 Reconditioning of all assemblies such as engines, fuel injection pumps, etc.
- 4 Salvaging of buses damaged in accidents, conversion of vehicles etc.

5 Retrieving/reclaiming of worn-out spares and manufacturing of bus body fittings and other automobile spares.

6 Resoling and Retreading of tyres.

#### 4.18 STAFF STRUCTURE

To have the effective functioning of all these activities the Corporation has staffed unskilled, skilled and supervisory personnel. Its staff structure is as follows:

#### THE STAFF STRUCTURE

1	The Deputy Manager & Works Manager	Class I Senior
2	Deputy Works Manager	Class I Senior
3	Deputy Superintendents	Class I Junior
4	Assistant Superintendents	Class II
5	Foreman	.. ..
6	Chargeman	.. ..
7	Leading Hands	.. ..
8	Artisans	.. ..
9	Assistant Artisans	Class III Semi-skilled
10	Helper A	Class IV Unskilled
11	Helper B	.. .. ..

#### ADMINISTRATION

##### Stores

1	Stores Officer	Class I Junior
2	Stores Superintendents	Class III
3	Store-keepers	ditto

4	Assistant Store-keepers	Class III
5	Junior Assistants	ditto
6	Clerks	ditto
7	Typists	ditto
8	Writers	ditto

#### Accounts

1	Accounts Officer	Class I Junior
2	Accounts Superintendents	Class III
3	Accounts Supervisors	ditto
4	Junior Assistants/Time Keepers/Senior Cashier	ditto
5	Clerks/Compositors	ditto
6	Typists	ditto
7	Writers	ditto

#### Administration and Labour

1	Labour Welfare and Personnel Officer	Class II
2	Supervisor	Class III
3	Junior Assistants/Clerks/ Typists/Writers	ditto

#### Statistics

1	Assistant Statistician	Class II
2	Statistical Assistant	Class III
3	Junior Assistant/Clerk	ditto
4	Typist	ditto

Security

1	Security Officer	Class III
2	Assistant Security Inspector	ditto
3	Watch and Ward Inspector/ Security Havildar	ditto
4	Clerks	ditto
5	Gate Keeper/Watchman	ditto

Workshop Office

1	Supervisor	Class III
2	Junior Assistant/Clerk/ Typist/Writer	ditto

Staff in Miscellaneous Category

1	Driver	Class III
2	Sweeper/Malies	Class IV
3	Naik/Peons/Khansama	ditto

Driver's Training Centre

1	Divisional Mechanical Engineer (Training)	Class I Senior
2	Traffic Inspector	Class III
3	Leading Hand	ditto
4	Helpers	Class IV
5	Drivers Selection Grade	Class III

## 4.19

## ADMINISTRATIVE SET-UP

The productive efficiency of a venture very much depends on its administrative set up. The Works Manager being at the helm of affairs, the Workshops' administrative set up is bifurcated into:

- 1 Administration; and
- 2 Workshops.

It is displayed in the chart on the next page.

## 4.20 ACTIVITIES AND OUTPUTS OF REGIONAL WORKSHOPS, HUBLI

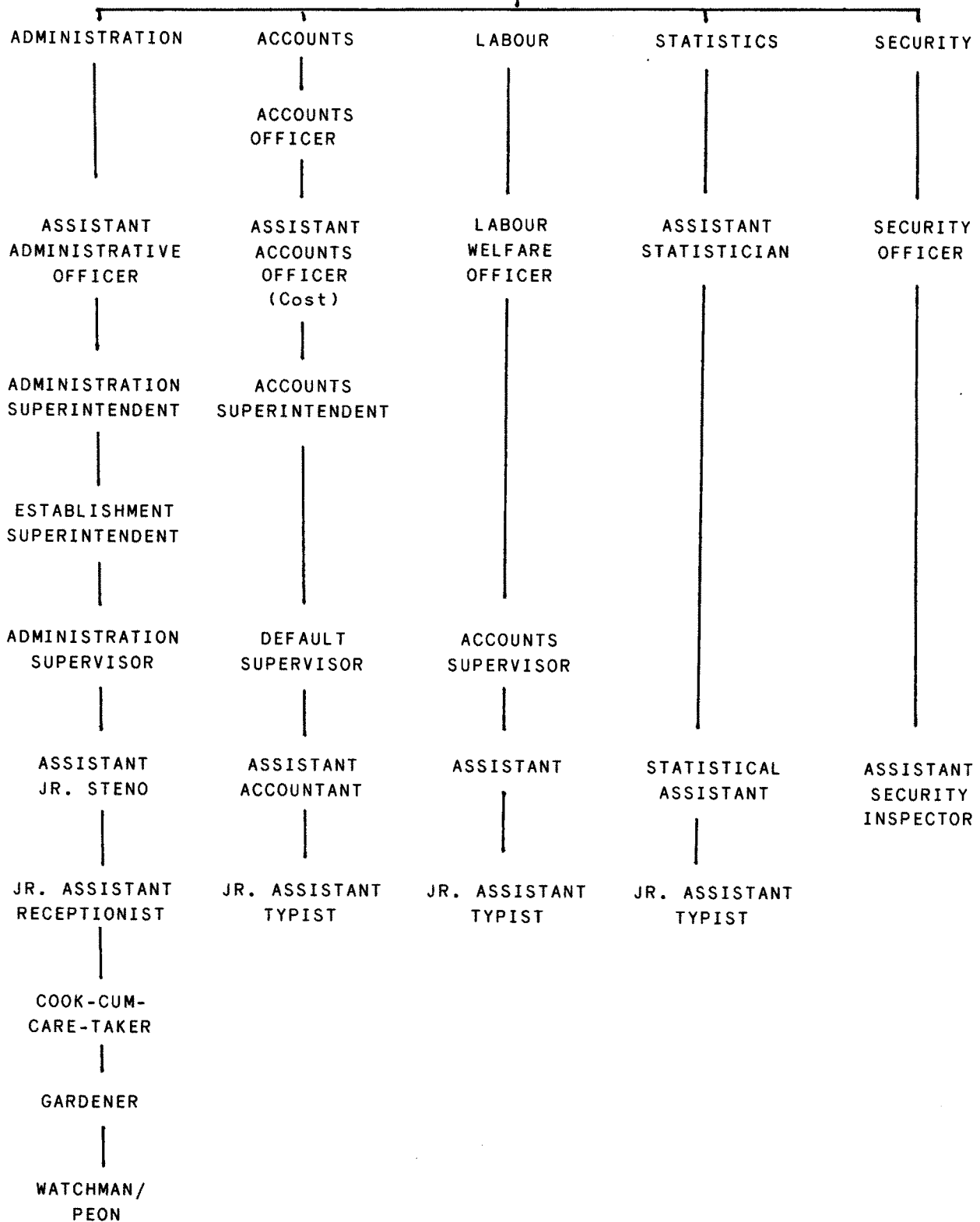
The Regional Workshops, Hubli, having commenced its functioning in November 1954, has turned out to be an indispensable wing of K.S.R.T.C. It has been a potential source catering to the requirements in respect of reconditioned assemblies and vehicles to as many as nine Operational Divisions. These nine Operational Divisions include Hubli, Belgaum, Bijapur, Bellary, Bangalore Transport Service, Gulburga, Hassan, Mangalore and Uttar Kannada.

Specialisation being the order of the day, the Hubli Regional Workshops has specialised in the reconditioning of vehicles and various assemblies of Tata Mercedes Benz vehicles. While the Regional Workshops, Bangalore, has sought specialisation in Leyland vehicles.

## SET UP OF REGIONAL WORKSHOPS, HUBLI

ADMINISTRATION

## WORKS MANAGER

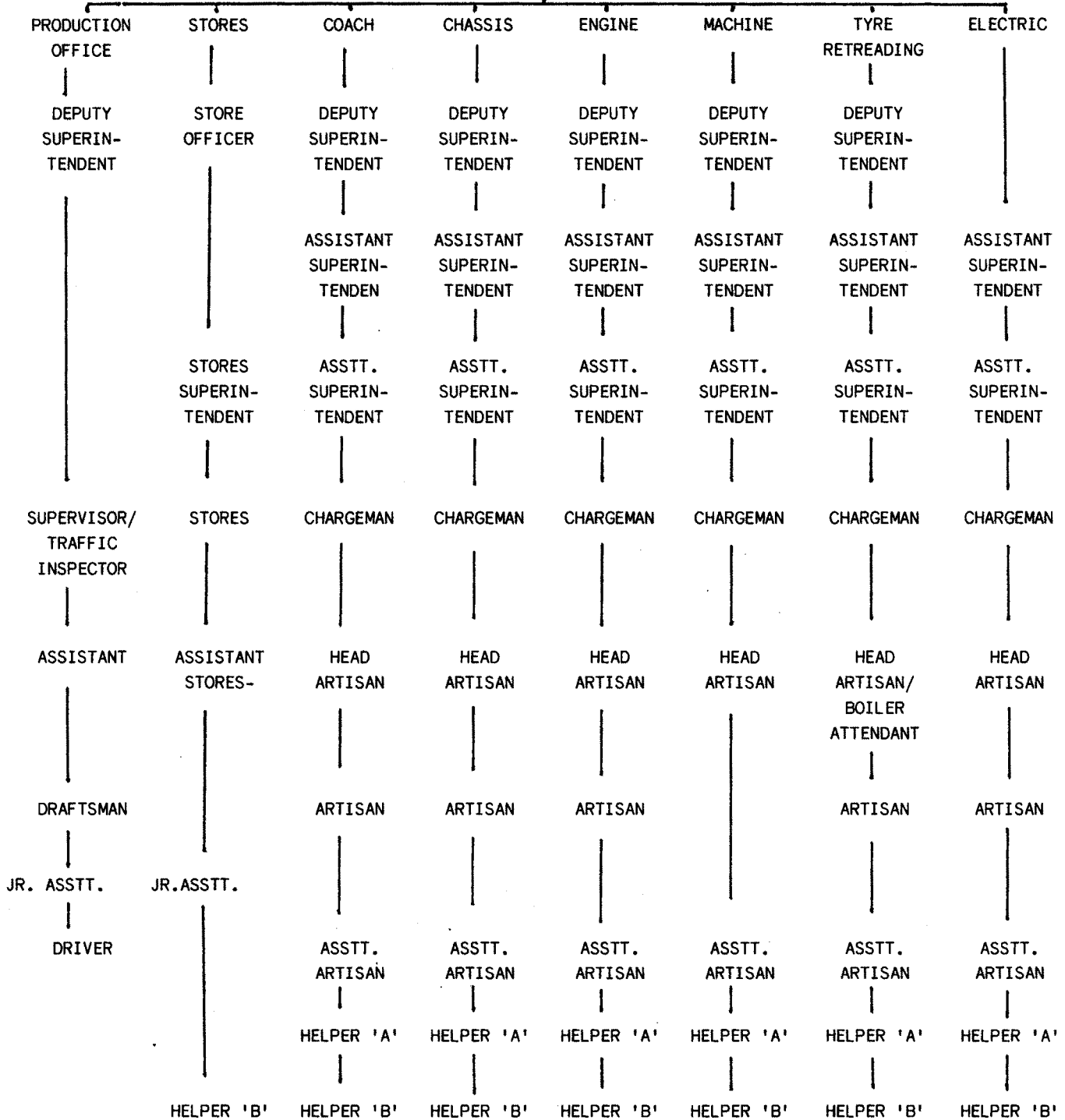




WORKSHOPS

WORKS MANAGER

DEPUTY WORKS MANAGER



## 4.21

## ACTIVITIES

The major activities of the Regional Workshops are as under:

- 1 Construction of New Bus bodies.
- 2 Reconditioning/Repairs of buses.
- 3 Reconditioning of:
  1. Engines
  2. Fuel injection pumps
  3. Gear boxes
  4. Dynamos/Alternators
  5. Starters
  6. Radiators
  7. Front axles
  8. Rear axles
  9. Rear axle housing
  10. Differentials
  11. Steerings
  12. Servos
  13. Atomisers
- 4 Retreading/Resoling of tyres.

The above mentioned activities also constitute the major outputs of the two Regional Workshops.

## 4.22

## SHOPS/SECTIONS

Self-sufficiency cannot be thought of without optimum exploitation of installed capacities. It is, therefore, that the outputs of the Workshops have been planned on Unit Replacement policy. To fasten the process

of production and repairs, to meet out the growing requirements of the operational units and to reap the benefits of division of labour, the productive activities are carried out through various Shops/Sections. These are as follows:

- 1 Coach Shop
- 2 Engine Shop
- 3 Chassis Shop
- 4 Machine Shop
- 5 Electric Shop
- 6 Upholstry Shop
- 7 Glass Section
- 8 Carpentry Section
- 9 Paint Shop
- 10 Tyre Retreading/Resoling Shop
- 11 Emergency Section
- 12 Quality Control.

#### 4:22.1 COACH SHOP

In the three tier system of preventive maintenance programme, the Regional Workshops play a key role in attending to the reconditioning, major overhauls of vehicles and assemblies.

The Coach Shop constitutes a major shop of the Hubli Regional Workshops. Having employed about 570 employees, its major activities are:

- (i) construction of bus bodies on new chassis;
- (ii) reconditioning of first and second R/C vehicles; and
- (iii) attending to the repair works of the accident vehicles.

The Coach Shop has its important wing called the Coach Final Fitting Shop. It is a Shop where the final fitting work on both new and R/C vehicles is being carried out simultaneously.

#### 4:22.2 ENGINE SHOP

It is another major Shop. It commenced its functioning with effect from 1957. Loose engines received from the Operating Units and the engines received along with the vehicles evacuated for reconditioning are taken up for reconditioning in this Shop.

The main activities relating to the reconditioning of engines is to dismantle the engine received, clean the various engine components and thereafter assembling and testing them. It also undertakes the job of reconditioning fuel injection pumps. There are 140 employees attending to these activities.

#### 4:22.3 CHASSIS SHOP

It is one of the major shops in the Workshops. It is saddled with the twin responsibilities of the Workshops. On one side, it has to cope with the work turned out by the Coach Shop relating to R/C vehicles. On the other side it has to achieve the targetted production in respect of chassis assemblies. All chassis assemblies like, - Rear axles, Gear boxes, Servos, Front axles, Steerings, Radiators, etc. are being attended to in this Shop. There are 240 employees turning out these activities.

#### 4:22.4 MACHINE SHOP

Machine is the heart of vehicle and Machine Shop is the heart and soul of the Workshops. It is a feeding Shop to other Shops. The activities

of Engine, chassis, Electrical Shops, etc. largely depend on this Shop. Production of ancillary parts, manufacturing work, retrieving and reclaiming old parts, repaired jobs, etc. are carried out in this Shop. It has absorbed 230 workers to discharge these activities.

#### 4:22.5 ELECTRICAL SHOP

Electrification of new and R/C vehicles, reconditioning of Dynamos, Starters, Atomisers, Wiper assemblies and rewinding of Armatures constitute the activities of Electrical Shop. There are 60 employees engaged in electrification activity.

#### 4:22.6 UPHOLSTRY SECTION

Upholstry shop is yet another ancillary unit associated with Coach Shop. The upholstery work on new and R/C buses is done. Activities like fabrication of driver seats, steering cover, hand grips for standing passengers, fitting of seats to seat frames, etc. are carried out in this section.

#### 4:22.7 GLASS SECTION

Glass Shop is an ancillary unit linked with Coach Shop. Activities like glass cutting, fabrication of window frames, window channels, window catcher, glass fitting work are carried out on both new buses and R/C vehicles.

#### 4:22.8 CARPENTRY SECTION

Carpentry Section is also linked with the Coach Shop. Activities like construction of wooden frames on new buses and R/C vehicles and other wood works are attended to by this Section.

#### 4:22.9 PAINT SHOP

It is yet another sancillary Shop of the Coach Shop. Painting on both new as well as R/C vehicles is carried out in this Shop.

#### 4:22.10 TYRE RETREADING/RESOLING SHOP

Tyre Retreading Plant was inaugurated in October 1966. It is a potential wing of the Regional Workshops, Hubli. The chief activities of the Tyre Retreading/Resoling Shop incorporate repairing, retreading and resoling of tyres. It is also engaged in the production of certain by-products like, - bonet fasteners, rubber pads, sleeves out of waste materials and distilled water for using in battering. As on 31st March 1988 there were 69 employees engaged in this Shop.

#### 4:22.11 EMERGENCY SECTION

The very name of the Section 'Emergency' indicates its activities. Its activity is to attend to the maintenance of plant and machinery installed in the Regional Workshops as well as in Depots. Its profoused activity is to attend to the repair works of Air Vessels, Compressors, etc. of such

vehicles which are caught with repair problems while plying on the road.

#### 4:22.12 QUALITY CONTROL

Quality Control Section is an utmost potential section linked with Coach Shop. Quality is an unsurmountable factor. Revenue realisation of the Operational Unit largely depends on the qualitative performance of the new as well as reconditioned vehicles. A defect-free vehicle contributes substantially towards the profitability of the venture.

The profoused activity of this Section is to look into the minutest details of the work attended to from the view point of quality. Coinage of fuel-economy devices goes to the credit of this Section.

#### 4:23 STAFF POSITION

In the initial stages of its functioning, the Regional Workshops, Hubli, had on its staff less than 200 employees. As on 25th May 1987 the total number of workers stood at 1,384. The total strength of the employees for different years has been displayed in the table on the following page. This strength does not incorporate the Administrative staff.

Table No. 4.8  
Number of workers in Regional Workshops, Hubli  
(As on 31st March)

<u>Year</u>	<u>Total workers</u>
1980	1,232
1981	1,575
1982	1,582

contd.

Table No. 4.8 contd.

<u>Year</u>	<u>Total workers</u>
1983	1,513
1984	1,424
1985	1,327
1986	1,464
1987	1,384
1988	910

Source: Official Record pertaining to Employees Register.

Due to the introduction of two-tier system in the mid of 1987, there was mass transfer of workers from the Regional Workshops to the Divisional Workshops. Consequently the total number has considerably declined from 1,384 in 1987 to 910 in 1988.

Presently under two-tier system, the Workshops has been undertaking chiefly the reconstruction of bodies on new chassis including major repairs of various assemblies.

#### 4.24

#### OUTPUT-WISE ACTIVITIES

Having commissioned its functioning as a small workshop attending to battery charging and reconditioning of vehicles in 1954, today the Regional Workshops, Hubli, has diversified its productive activities. Right from the work of constructing new bus bodies on newly arrived chassis, it has been undertaking the work of reconditioning of various assemblies and the tyres.



The following discussion gives an insight into the actual activity involved and the output carried out periodically.

#### 4.25 NEW BUS BODY BUILDING

The construction of bus bodies on new chassis is a novel venture of the Regional Workshops, Hubli, which commenced from 1959-60. Till its functioning under three-tier system, capacity being limited, the Corporation had to depend on private agencies for bus body building.

Of late, since October 1987, a two-tier system has been introduced. To achieve self-sufficiency and economy, the productive capacity in body-building has been expanded. Since 4th of March 1968, the Body building Section has been functioning in two shifts. The work involved is both machine-oriented as well as labour-oriented.

The production analysis from 1981-82 to 1987-88 in respect of new bus body building is displayed as under:

Table No. 4.9  
New Bus Body Building

Particulars	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
New Bus Bodies							
1. Ordinary	37	-	-	68	96	98	229
2. Luxury/Semi-Luxury	01	08	19	-	-	-	-
<b>Total:</b>	<b>38</b>	<b>08</b>	<b>19</b>	<b>68</b>	<b>96</b>	<b>98</b>	<b>229</b>
<b>Target</b>	<b>N.A.</b>	<b>N.A.</b>	<b>72</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>335</b>

Source: Administration Reports, K.S.R.T.C., various issues.

A close examination of the table clearly indicates that there has been perceptible increase in the output. The performance being 24.4 per cent in 1983-84, it has increased to 54.4 per cent by 1986-87. With the introduction of two-tier system the output has increased to the extent of 68.4 per cent. However, a vast installed capacity has remained unexploited.

4.26

#### RECONDITIONING OF BUSES

The Workshops undertakes reconditioning of first and second R/C vehicles and the repairs of major and minor accident-met vehicles. The production of reconditioned vehicles is very much influenced by the availability of parts required for reconditioning. Further the vehicles attended for second reconditioning and accidented vehicles consume more time. As a result the production is hampered.

The table on the following page highlights the details of production month-wise vis-a-vis the targets from 1980-81 to 1987-88.

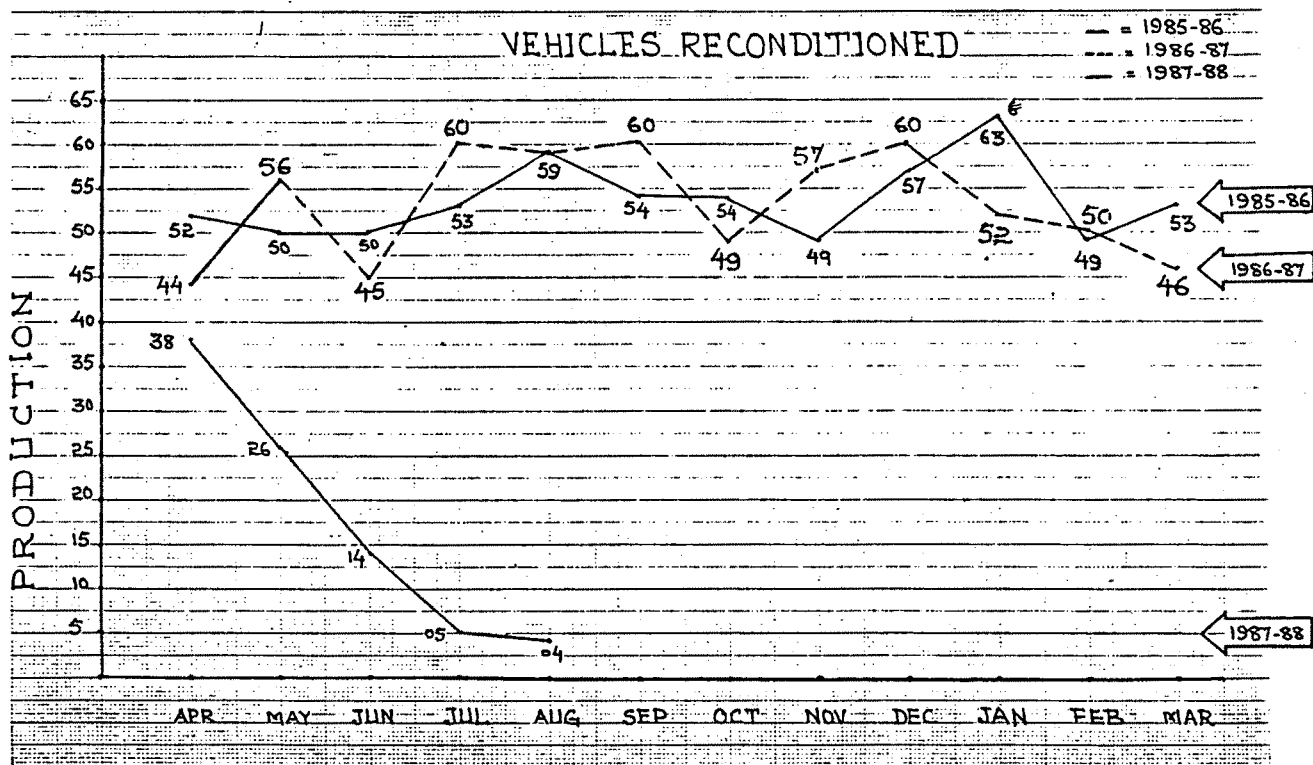
The foregoing table clearly points out that there has been an increase in the targets set. There has been an increase in production too. In 1980-81 the production was to the tune of 80.2 per cent. While in 1986-87 it has reached to 88.6 per cent. During the year 1987-88, the production has slackened and from the month of September there was no production at all. It is due to the fact that from October 1988 reconditioning of first and second R/C has been stopped in this Unit. This activity is diverted to the Divisions.

Table No. 4.10  
Vehicles Reconditioned Month-wise  
vis-a-vis Targets Set

Month	1980- 81	1981- 82	1982- 83	1983- 84	1984 85	1985- 86	1986- 87	1987- 88
April	49	51	65	48	50	52	44	38
May	50	40	65	60	53	50	56	26
June	43	45	66	50	46	50	45	14
July	44	50	61	56	51	53	60	05
August	44	64	65	54	53	59	59	04
September	50	66	58	61	44	54	60	-
October	42	59	51	48	45	54	49	-
November	43	65	56	57	47	49	57	-
December	47	68	62	60	47	57	60	-
January	51	72	51	47	50	63	52	-
February	42	64	46	56	45	49	50	-
March	53	65	53	43	49	53	46	-
Total:	558	710	699	640	580	643	638	-
Target	696	788	780	792	792	782	720	-

Source: Monthly Production Reports, Regional Workshops, Hubli.

The performance of the Regional Workshops in the realm of reconditioning of vehicles for the years 1985-86 to 1987-88 is projected diagrammatically on the next page.



4.27

### VEHICLES REPAIRED

Repair/Reconditioning of vehicles is the major activity of the Regional Workshops. The Vehicle Reconditioning Unit of the Workshops can be classified into:

1. Coach Shop comprising structuring, panelling, painting, glass-cutting, upholstery and final finishing.
2. Assembling of different assemblies, Road testing and final inspection.

The major activities in the Coach Shop are essentially labour-oriented and little of machine-oriented. It is, therefore, that the productivity of this activity very much rests on the availability of skilled labour. The production and productivity also very much depend on adequate supply of different spare parts and floor-space available.

The following table projects the vehicles reconditioned/repaired vis-a-vis the targets set from 1980-81 to 1987-88.

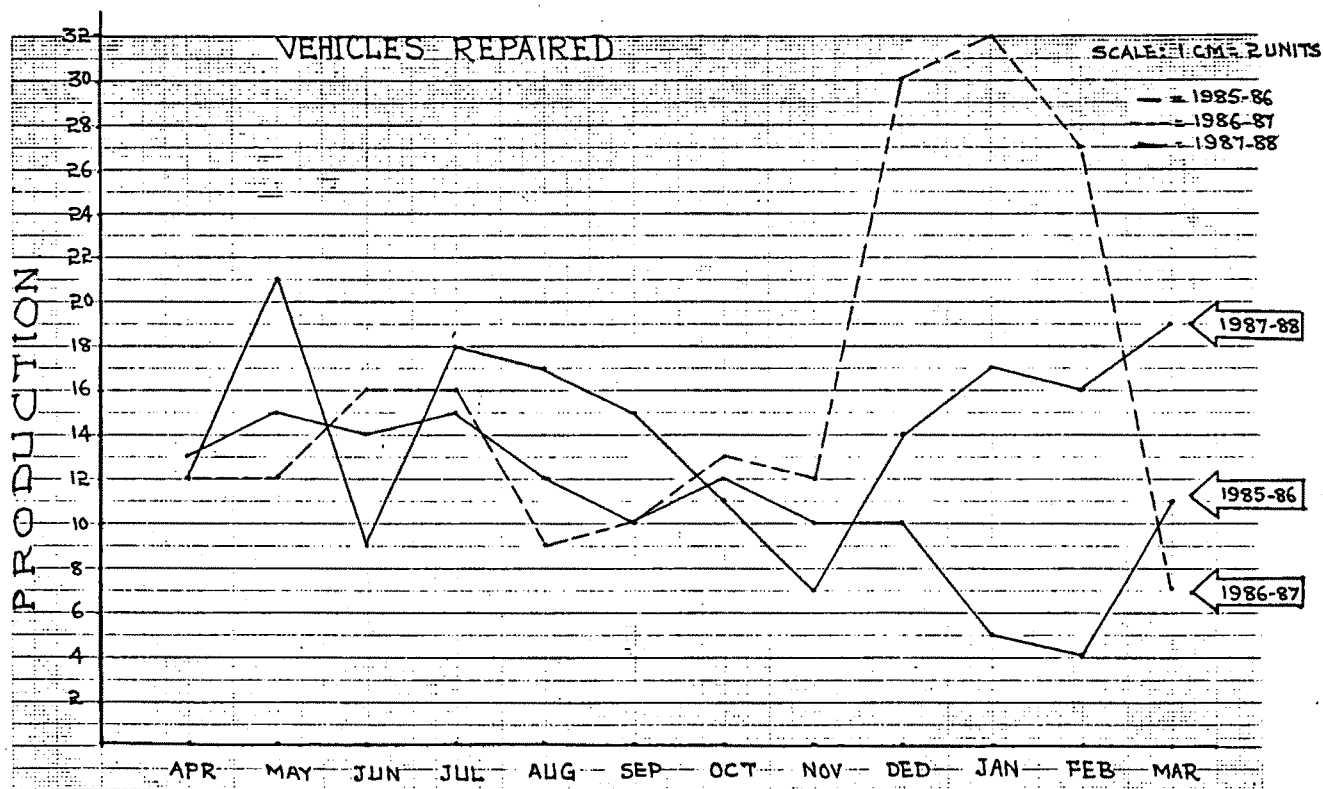
Table No. 4.11  
Vehicles Repaired vis-a-vis Targets set

Month	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
April	5	3	8	18	15	13	12	12
May	4	3	14	10	8	15	12	21
June	5	1	46	22	4	14	16	09
July	7	6	8	9	13	15	16	18
August	4	3	23	20	12	12	9	17
September	2	5	18	25	14	10	10	15
October	5	42	23	27	10	12	13	11
November	6	17	16	9	5	10	12	7
December	3	22	4	18	6	10	8+22*	14
January	9	19	20	13	15	5	11+21*	17
February	10	17	34	6	8	4	8+19*	16
March	3	15	27	9	8	11	7	
<b>Total:</b>	<b>63</b>	<b>153</b>	<b>241</b>	<b>186</b>	<b>118</b>	<b>131</b>	<b>197</b>	<b>184</b>
<b>Targets</b>	<b>N.A.</b>	<b>N.A.</b>	<b>300</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>180</b>

\*Attended at Division by the deputed workers from Regional Workshops.  
Source: Monthly Production Reports, R.W.H.

The production analysis displayed in the foregoing table indicates that during 1982-83, production was to the tune of 80.3 per cent. During 1986-87 it crossed the target. The performance is to the extent of 109.4 per cent. In 1987-88 it is to the tune of 102.2 per cent.

The achievements in the arena of vehicles repaired/reconditioned from 1985-86 to 1987-88 are displayed in the following diagram.



4.28

RECONDITIONING OF ENGINES

It is another foremost activity of the Workshops. Being the second

foremost feeding centre, the Regional Workshops has to undertake overhauling, servicing and reconditioning of engines. This activity increasingly depends on the use of machinery like, - Grinding machine, Crank Shaft, Line Boring machine including skilled mechanics.

The performance of Workshops in respect of number of engines reconditioned from 1980-81 to 1987-88 is displayed in the following table:

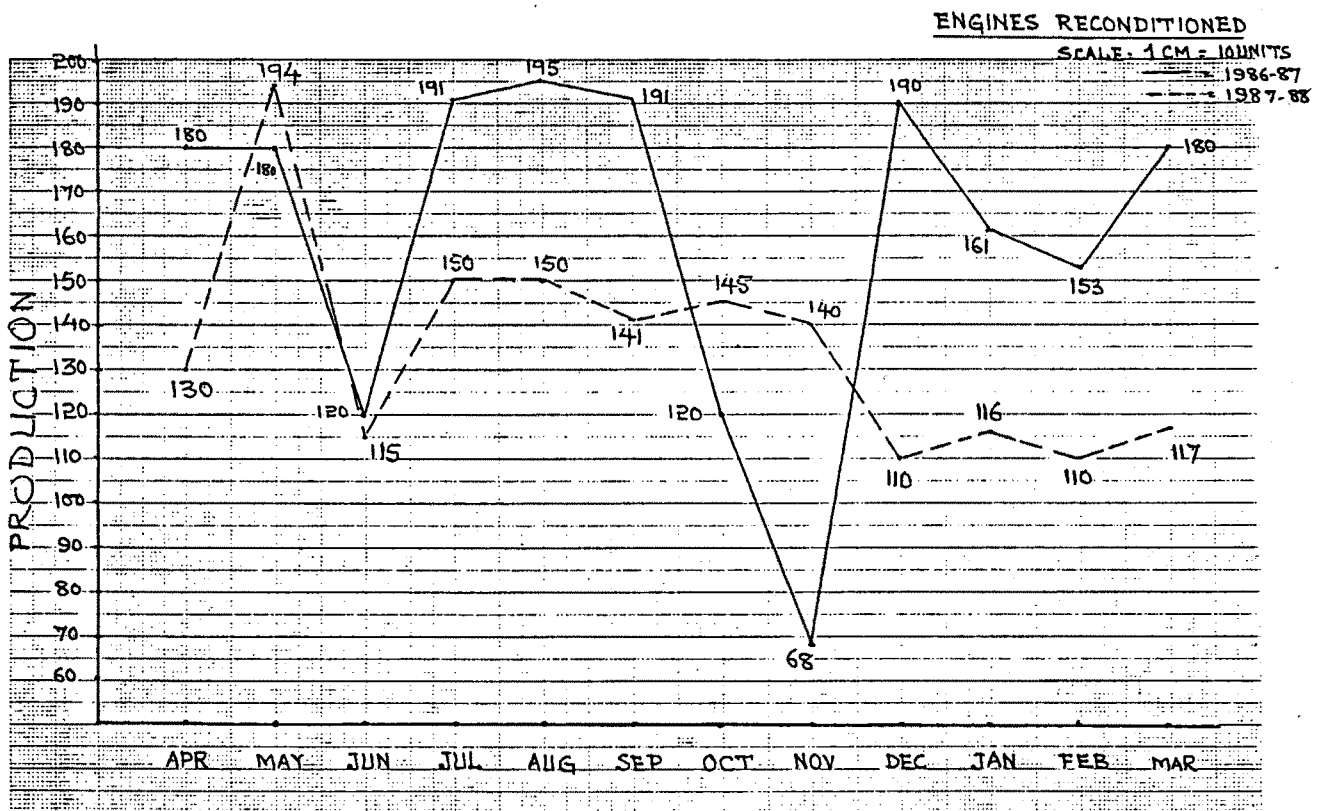
Table No. 4.12  
Engines Reconditioned vis-a-vis Targets Set

Month	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
April	158	166	185	201	163	175	180	130
May	176	201	144	180	218	201	180	194
June	131	170	164	180	211	160	120	115
July	147	186	210	190	195	201	191	150
August	138	178	165	210	170	220	195	150
September	158	210	181	202	185	225	191	141
October	154	150	175	165	195	175	120	145
November	150	211	210	205	201	185	68	140
December	145	210	212	210	200	201	190	110
January	205	212	210	207	190	251	161	116
February	144	206	200	218	230	201	153	110
March	205	210	225	218	185	205	180	117
<b>Total:</b>	<b>1908</b>	<b>2310</b>	<b>2281</b>	<b>2395</b>	<b>2343</b>	<b>2400</b>	<b>1929</b>	<b>1518</b>
<b>Target</b>	<b>2400</b>	<b>2400</b>	<b>2400</b>	<b>2880</b>	<b>2880</b>	<b>2880</b>	<b>2280</b>	<b>1960</b>

Source: Monthly Production Reports, R.W.H.

The foregoing information suggest that during 1981-82, the performance is superb. Production has scaled to the tune of 96.2 per cent. While in 1986-87 it is 84.6 per cent. During the year 1987-88 it has fallen to the tune of 77.4 per cent.

The achievements of the Workshops in the field of engines reconditioned from 1986-87 to 1987-88 are projected diagrammatically as follows:





## 4.29 RECONDITIONING OF OTHER ASSEMBLIES

The following discussion highlights the performance in the realm of reconditioning of various assemblies like, - Fuel Injection Pumps, Gear Boxes, Dynamos, etc. carried out in the Workshops.

## 4:29.1 RECONDITIONING OF FUEL INJECTION PUMPS

Reconditioning of F.I. Pumps is carried out by the Engine Shop. The following table projects the performance of the Shop in this activity from 1980-81 to 1987-88.

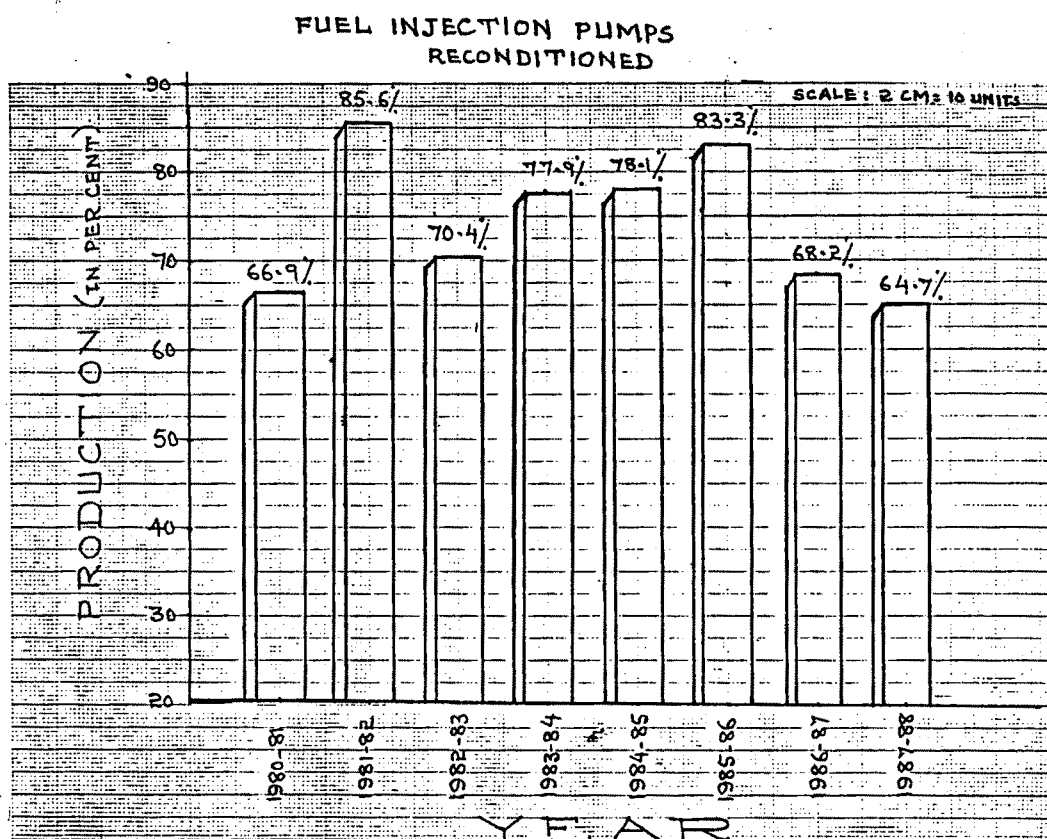
Table No. 4.13

Fuel Injection Pumps Reconditioned vis-a-vis Targets Set

Month	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
April	153	213	245	336	326	401	339	259
May	201	200	196	311	346	357	405	213
June	187	239	315	363	381	325	464	235
July	210	247	333	350	342	433	376	190
August	211	317	281	380	340	435	337	212
September	245	291	276	307	288	397	325	197
October	185	238	269	308	305	318	271	224
November	214	262	317	315	325	328	105	280
December	169	302	379	331	350	329	05	353
January	235	268	290	328	399	340	181	319
February	186	204	305	300	309	259	252	193
March	211	295	364	291	325	281	314	157
Total:	2407	3696	3550	3924	3938	4198	3112	2832
Target	3600	4320	5040	5040	5040	5040	4560	4380
Percentage:	66.9	85.6	70.4	77.9	78.1	83.3	68.2	64.7

Source: Monthly Production Reports, R.W.H.

The above table reflects that in 1980-81 the performance touched to the tune of 66.9 per cent. In 1986-87 it was 68.2 per cent while during current year it is 64.7 per cent. It is reflected diagrammatically.



#### 4:29.2 RECONDITIONING OF GEAR BOXES

In the Regional Workshops, Hubli, the reconditioning of Gear Boxes is attended to by the Chassis Shop. The following table displays the number of Gear Boxes repaired/reconditioned vis-a-vis the targets from 1980-81 to 1987-88. From October 1987 this activity has been shifted to the Divisions.

Table No. 4.14  
Gear Boxes Reconditioned vis-a-vis Targets Set

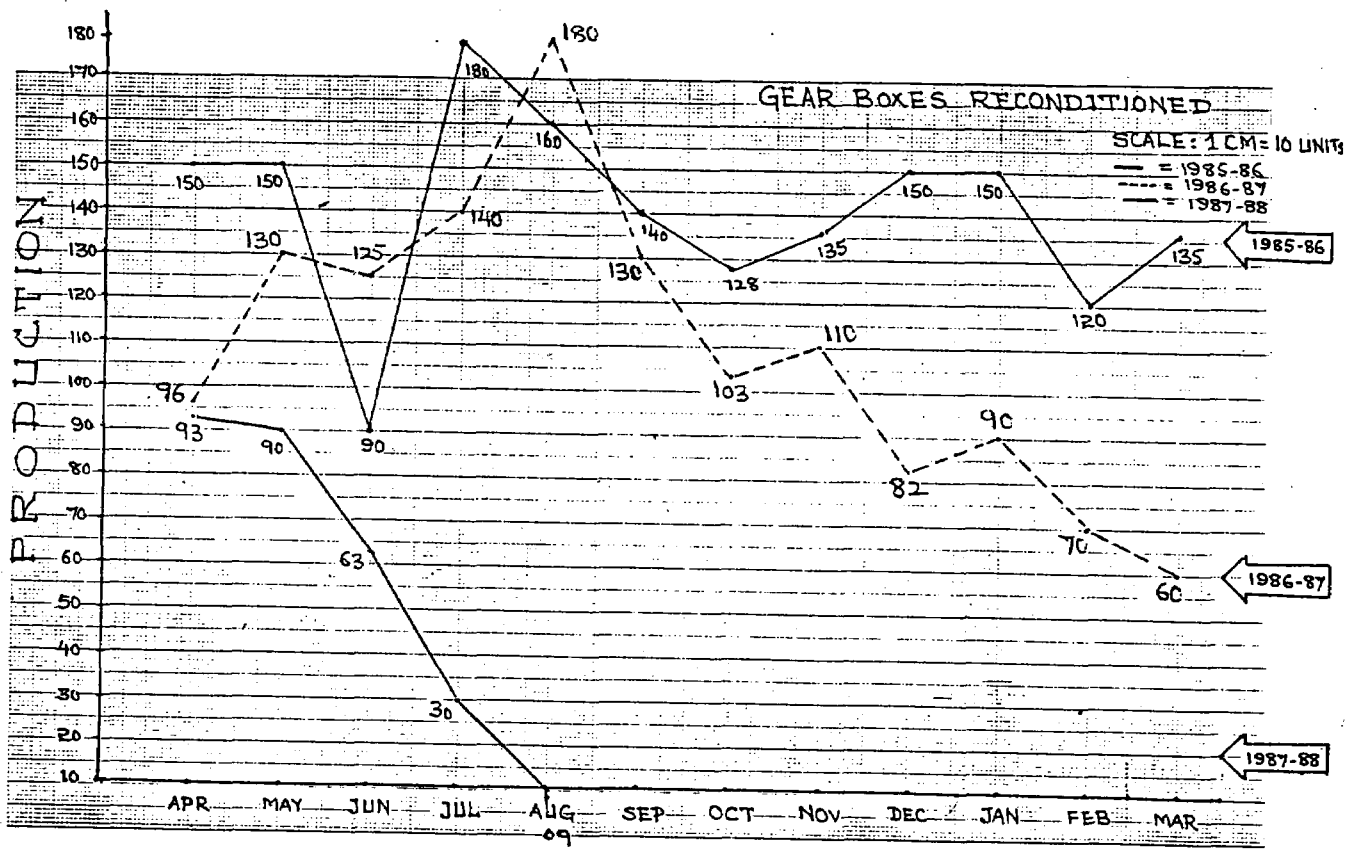
Month	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
April	135	125	150	151	110	150	96	93
May	185	110	135	175	110	150	130	90
June	190	150	170	165	120	90	125	63
July	165	150	155	152	150	180	140	30
August	201	155	170	115	145	160	180	09
September	135	180	160	161	125	140	130	-
October	160	150	150	87	150	128	103	-
November	140	140	200	190	177	135	110	-
December	130	135	175	193	150	150	82	-
January	130	140	158	130	175	150	90	-
February	135	90	180	137	135	120	70	-
March	210	155	200	120	135	135	60	-
<b>Total:</b>	1916	1680	2003	1776	1705	1688	1365	285
<b>Targets:</b>	2160	2400	2640	2760	2640	2640	2280	190

A.V. P.M.

Source: Monthly Production Reports, R.W.H.

It is clear from the table that during 1980-81 the Gear Box reconditioning performance touched 88.7 per cent. While in 1986-87 it is 59.5 per cent. During 1987-88 for five month average works out 30 per cent. However it may be noted that the reconditioning of Gear Boxes rests on the supply of spares adequately.

The performance from 1985-86 to 1987-88 is displayed diagrammatically as follows:



#### 4:29.3 RECONDITIONING OF DYNAMOS AND ALTERNATORS

It is the Electrical Shop which has been undertaking the activity of reconditioning of Dynamos and Alternators. The following table projects the number of these items reconditioned from 1980-81 to 1987-88 vis-a-vis the targets set. It may be noted that under Two-tier system this activity has been shifted to the Divisions.

Table No. 4.15  
Dynamos and Alternators Reconditioned vis-a-vis Targets Set

Month	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
April	161	149	225	206	163	127	102	50
May	184	201	202	182	231	165	167	76
June	145	200	212	231	220	174	170	41
July	180	202	250	230	189	199	216	22
August	180	201	216	230	186	145	182	15
September	181	220	213	180	132	200	153	05
October	180	217	151	146	203	168	85	-
November	134	235	195	210	164	185	106	-
December	182	250	210	199	175	144	101	-
January	181	130	162	166	222	156	128	-
February	172	192	184	168	170	146	76	-
March	200	250	241	199	181	104	127	-
<b>Total:</b>	2080	2547	2461	2346	2286	1913	1678	209
<b>Target:</b>	2400	2700	3000	2640	2760	2760	2280	190

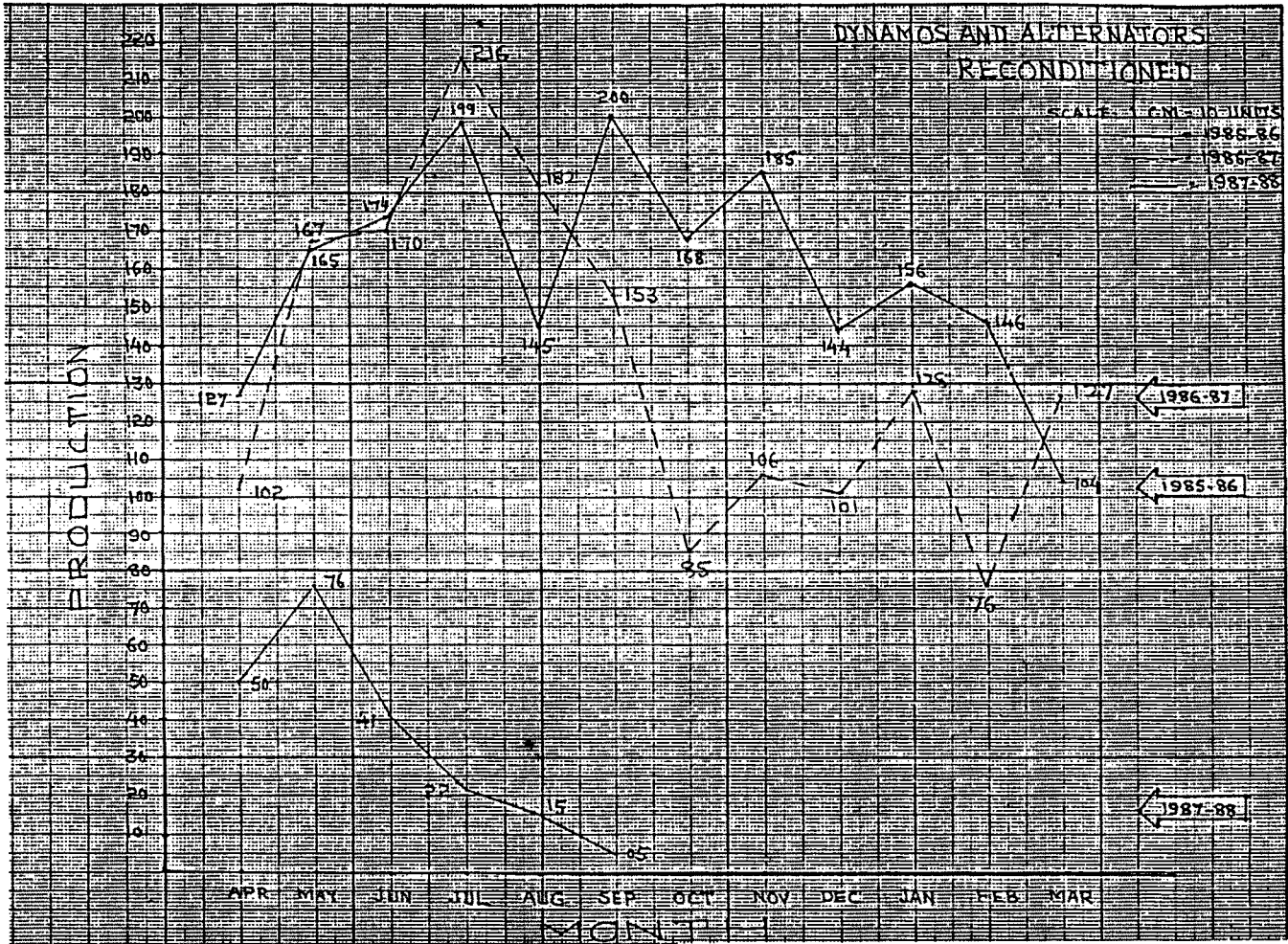
A.V.P.M.

Source: Monthly Production Reports, R.W.H.

A close examination of the table indicates that during 1980-81 the performance was of the order of 86.7 per cent. During the year 1986-87 it is 73.6 per cent.

The performance of the Workshops in the realm of Dynamamos and

Alternators for the years 1985-86 to 1987-88 is portrayed in the following diagram.



4:29.4 RECONDITIONING OF STARTERS

It is an activity undertaken by the Electrical Shop. The following table highlights the total number of Starters reconditioned by the Workshops since 1980-81 to 1987-88 vis-a-vis the targets set.

It may be noted that since September 1987 this activity of

reconditioning of Starters has been shifted to the Divisions.

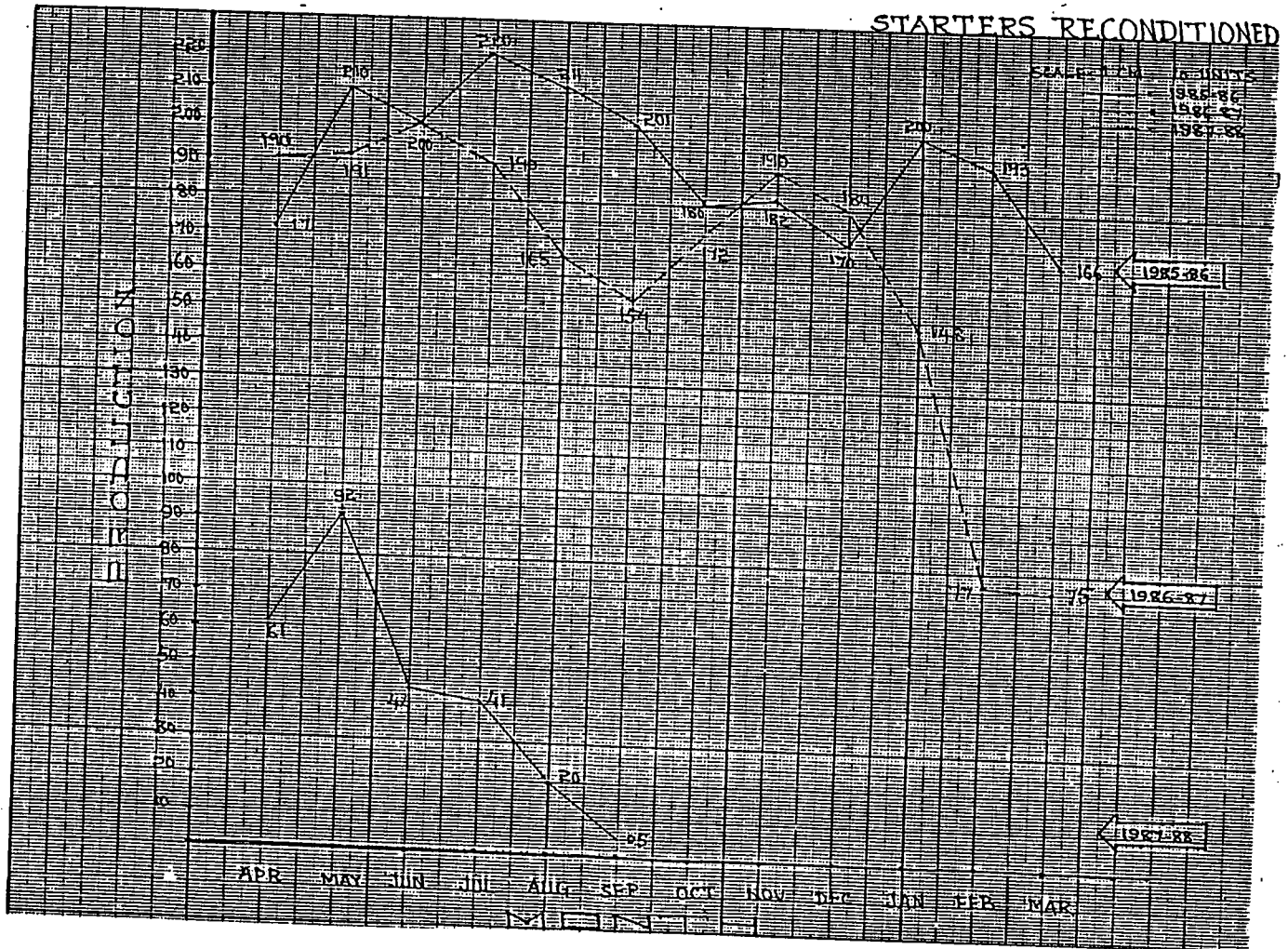
Table No. 4.16  
Reconditioning of Starters vis-a-vis Targets Set

Month	1980- 81	1981- 82	1982- 83	1983- 84	1984- 85	1985- 86	1986- 87	1987- 88
April	97	160	225	195	151	171	190	61
May	123	160	240	170	178	210	191	92
June	130	162	233	190	200	200	200	44
July	160	163	218	210	170	220	190	41
August	160	161	225	210	226	211	165	20
September	160	164	232	191	210	201	154	05
October	160	141	200	147	210	180	171	-
November	127	190	210	180	214	182	190	-
December	160	202	214	172	178	170	180	-
January	160	200	200	178	187	200	148	-
February	138	188	200	170	170	193	77	-
March	163	225	234	177	146	166	75	-
<b>Total:</b>	<b>1738</b>	<b>2116</b>	<b>2633</b>	<b>2190</b>	<b>2240</b>	<b>2304</b>	<b>932</b>	<b>263</b>
<b>Target:</b>	<b>1920</b>	<b>2160</b>	<b>2400</b>	<b>2520</b>	<b>2520</b>	<b>2520</b>	<b>2280</b>	<b>1140</b>

Source: Monthly Production Reports, R.W.H.

The above detailed table reflects the fact that during 1980-81 the production was as high as 90.5 per cent while during 1986-87 it declined to the tune of 40.9 per cent. During 1987-88 for six months the performance is as poor as 23.1 per cent.

The performance in the realm of starters reconditioning in respect of 1985-86 to 1987-88 has been displayed in the following diagram:



4:29.5 RECONDITIONING OF RADIATORS

Along with Dynamod/Alternators and Starters, even Radiators are reconditioned/repared by the Electrical Shop. The output performance of this item from 1983-84 to 1987-88 has been projected in the following table.

From September 1987-88 the job of reconditioning Radiators has



been shifted to the Divisions.

Table No. 4.17  
Reconditioning of Radiators

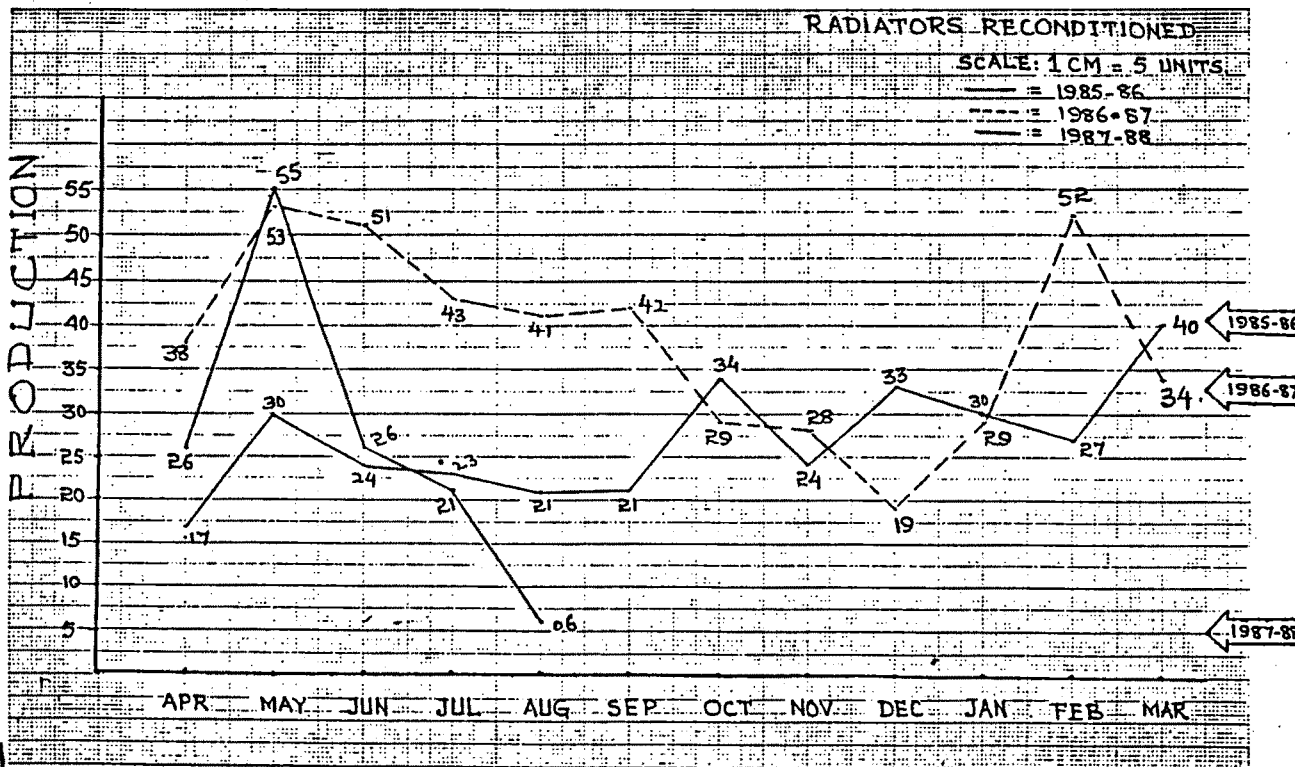
Month	1983-84	1984-85	1985-86	1986-87	1987-88
April	51	32	17	38	26
May	48	32	30	53	55
June	50	44	24	51	26
July	43	40	23	43	21
August	40	26	21	41	06
September	32	21	21	42	-
October	31	13	34	29	-
November	33	21	24	28	-
December	32	19	33	19	-
January	41	28	30	29	-
February	18	26	27	52	-
March	41	30	40	34	-
<b>Total:</b>	<b>458</b>	<b>332</b>	<b>324</b>	<b>459</b>	<b>134</b>

Source: Monthly Production Reports, R.W.H.

It is clear from the table that the production performance is satisfactory during 1983-84 and 1986-87. While during 1987-88 it has been not upto the mark.

The performance in respect of reconditioning of Radiators has

been represented diagrammatically in respect of 1985-86 to 1987-88 as follows:



4:29.6 RECONDITIONING OF FRONT AXLE ASSEMBLY

The reconditioning of Front Axle Assembly in the Regional Workshops, is undertaken by the Chassis Shop. The production carried out in respect of this item has been presented in the following table from 1980-81 to 1987-88 vis-a-vis the targets set during various years.

Presently this activity has been shifted to the Divisions.

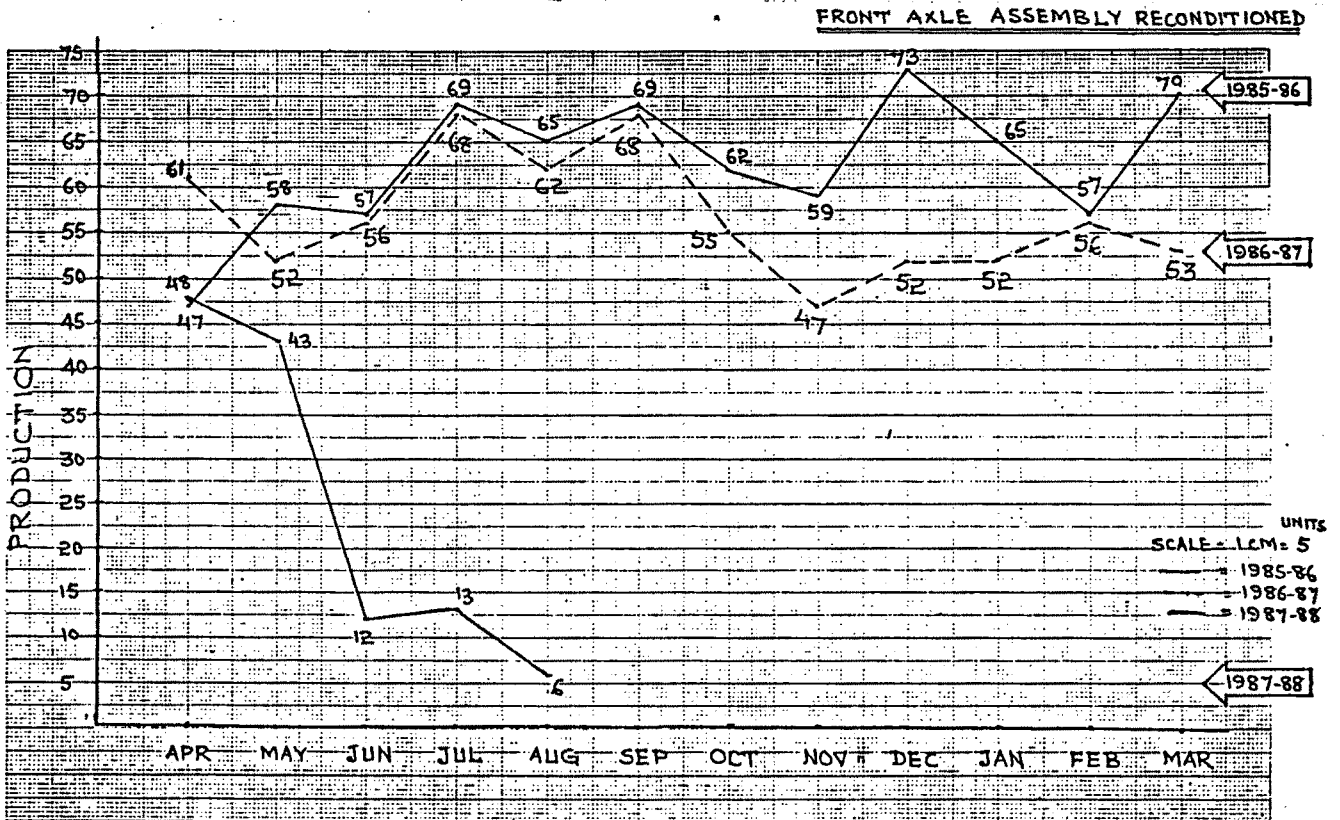
Table No. 4.18  
Reconditioning of Front Axle Assembly vis-a-vis the Targets Set

Month	1980- 81	1981- 82	1982- 83	1983- 84	1984- 85	1985- 86	1986- 87	1987- 88
April	42	49	62	50	46	47	61	48
May	44	55	60	60	46	58	52	43
June	47	52	65	60	61	57	56	12
July	49	64	71	63	43	69	68	13
August	47	65	68	60	58	65	62	06
September	53	56	70	70	59	69	68	-
October	42	56	56	48	49	62	55	-
November	38	76	66	55	52	59	47	-
December	50	81	70	60	54	73	52	-
January	50	70	52	55	60	65	52	-
February	46	64	46	59	55	57	56	-
March	65	67	70	58	68	70	53	-
Total:	573	769	756	702	651	751	682	123
Target:	N.A.	510	1020	1032	1032	1032	816	68 A.V.P.M.

Source: Monthly Production Reports, R.W.H.

A close examination of the above table unfolds the fact that during 1981-82 the performance of reconditioning the front Axles is as high as 150.8 per cent. During subsequent years it has been comparatively unsatisfactory. During 1986-87 it is 83.6 per cent. The figures for 1987-88 for five months total indicate 36.1 per cent.

The output performance from 1985-86 to 1987-88 has been represented in the following diagram:



4:29.7 RECONDITIONING OF REAR AXLES ASSEMBLY

The activity of reconditioning the Rear Axle Assembly is undertaken by the Chassis Shop. The production analysis in respect of 1980-81 to 1987-88 vis-a-vis the targets set has been displayed in the following table.

Since the introduction of two-tier system, the reconditioning of this item has been transferred to the Divisions.

Table No. 4.19  
Reconditioning of Rear Axle Assembly vis-a-vis Targets Set

Month	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
April	44	50	63	55	44	49	55	44
May	49	54	64	60	56	45	56	36
June	44	48	65	60	50	51	60	09
July	52	64	62	57	51	55	65	07
August	52	64	65	60	55	67	55	02
September	48	65	65	57	55	62	60	-
October	31	60	46	48	55	57	52	-
November	44	65	63	55	50	53	58	-
December	50	70	70	60	50	52	54	-
January	51	71	58	50	60	61	58	-
February	44	73	53	67	50	56	41	-
March	56	75	56	55	56	61	52	-
<b>Total:</b>	565	759	730	674	632	669	666	98
<b>Target:</b>	720	900	1080	960	960	960	780	65

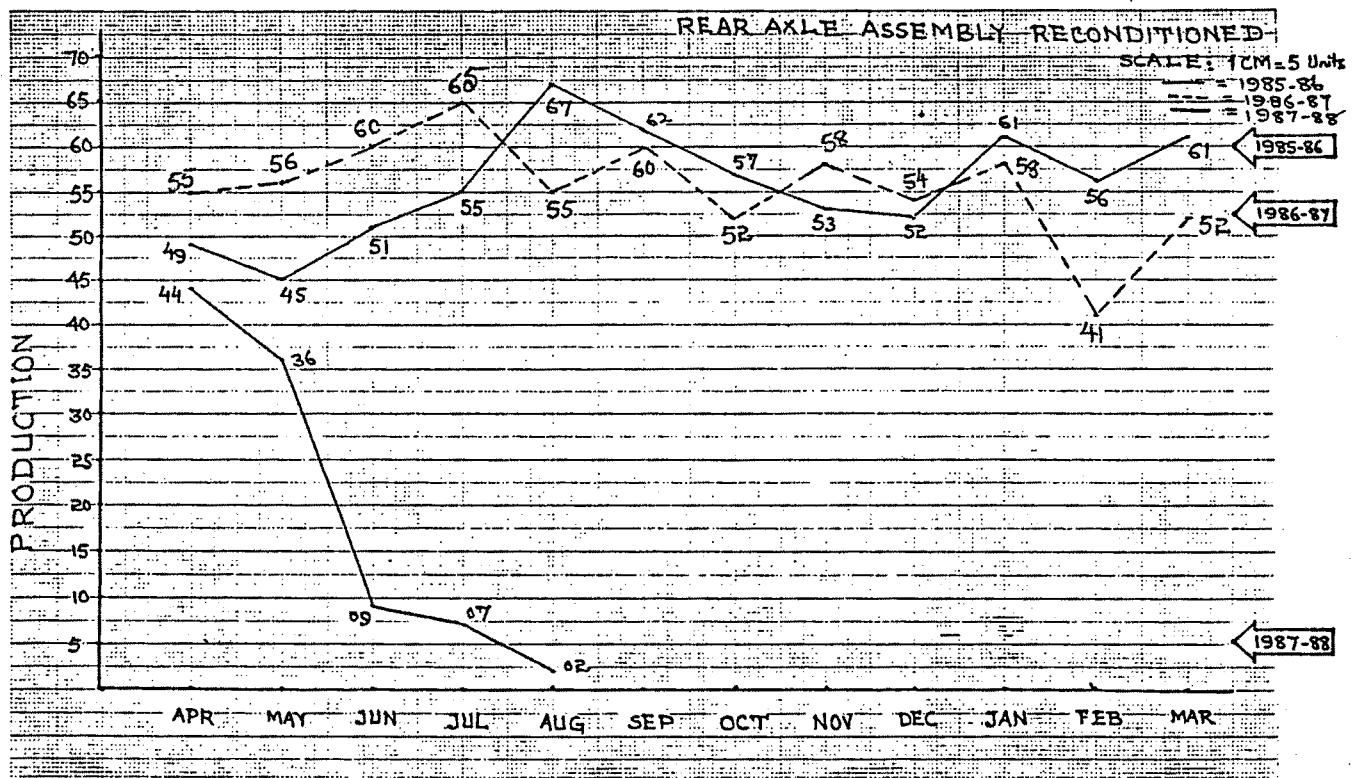
A.V.P.M

Source: Monthly Production Reports, R.W.H.

The above cited table unfolds the fact that during 1980-81 the production performance stood at 78.5 percent while during 1986-87, five months performance stood at 30.2 per cent.

In the following diagram the output analysis from 1985-86 to 1987-88 has been projected.

## REAR AXLE ASSEMBLY RECONDITIONED



### 4:29.7 RECONDITIONING OF REAR AXLE HOUSING

The Chassis Shop of the Regional Workshops, Hubli, undertakes the reconditioning of even Rear Axle Housing. The production performance in respect of 1980-81 to 1987-88 vis-a-vis targets set for various years has been projected in the following table.

Unlike the Rear and Front Axle Assembly job which has been shifted to the Divisions, the reconditioning of Rear-Axle Housing continues to be an activity of the Workshops.

Table No. 4.20  
Reconditioning of Rear-Axle Housing vis-a-vis the Targets Set

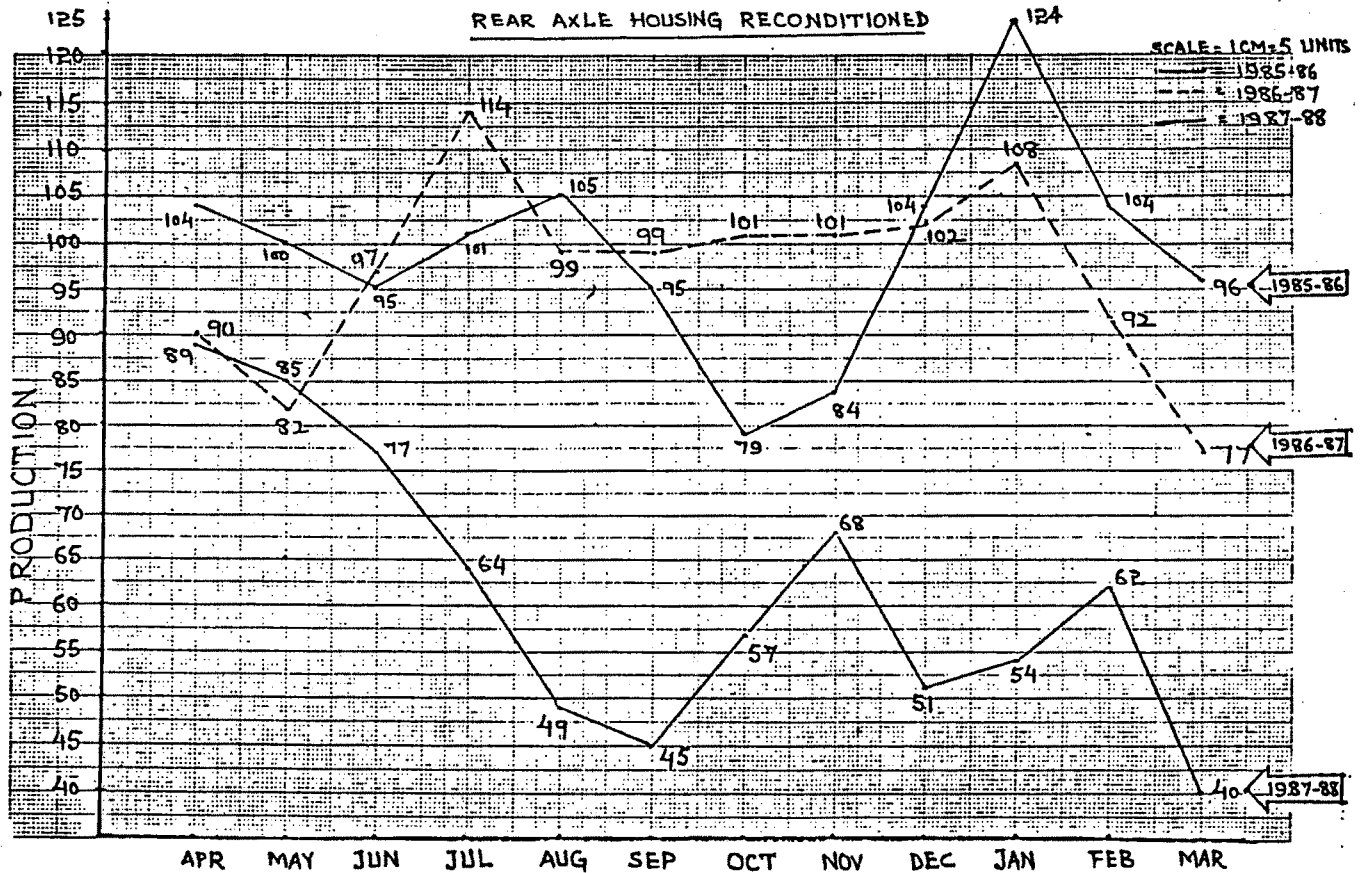
Month	1980- 81	1981- 82	1982- 83	1983- 84	1984- 85	1985- 86	1986- 87	1987- 88
April	66	70	103	102	95	104	90	89
May	70	85	94	107	91	100	82	85
June	72	97	96	110	101	95	97	77
July	92	103	95	104	71	101	114	64
August	71	104	113	102	90	105	99	49
September	90	100	115	99	79	95	99	45
October	44	83	98	90	83	79	101	57
November	74	110	121	101	97	84	101	68
December	73	129	113	114	100	104	102	51
January	73	114	90	95	103	124	104	54
February	82	106	83	111	100	104	92	62
March	74	100	108	106	105	96	77	40
<b>Total:</b>	<b>881</b>	<b>1201</b>	<b>1229</b>	<b>1241</b>	<b>1115</b>	<b>1191</b>	<b>1162</b>	<b>973</b>
<b>Target</b>	<b>1080</b>	<b>1320</b>	<b>1500</b>	<b>1200</b>	<b>1200</b>	<b>1200</b>	<b>1200</b>	<b>1200</b>

Source: Monthly Production Reports, R.W.H.

The performance calculated in percentage terms indicates that during 1980-81, it is 81.6 per cent. During 1986-87 it has increased to

96.8 per cent, while in 1987-88 it is merely 61.6 per cent.

The out-put performance from 1985-86 to 1987-88 has been presented diagrammatically as follows:



4:29.8 RECONDITIONING OF STEERINGS

The Chassis Shop undertakes the reconditioning of Steerings in the Regional Workshops. With the advent of two-tier system this job has been transferred to the Divisions.



The following table projects the volume of activity carried out from 1980-81 to 1987-88 along with the targets set for various years.

Table No. 4.21  
Reconditioning of Steerings vis-a-vis Targets Set

Month	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
April	47	51	85	80	60	62	75	60
May	59	59	69	87	70	64	60	52
June	50	50	80	90	65	65	67	26
July	51	70	84	103	61	65	69	14
August	46	81	80	91	60	70	70	09
September	52	64	87	92	58	71	70	-
October	48	70	50	80	60	67	60	-
November	46	85	73	80	68	60	70	-
December	52	88	85	80	62	80	65	-
January	52	88	62	80	65	80	57	-
February	50	87	70	77	60	77	52	-
March	57	90	79	60	60	89	43	-
Total:	610	897	904	1000	749	850	758	161
Target:	510	510	1020	1032	1032	1032	816	68

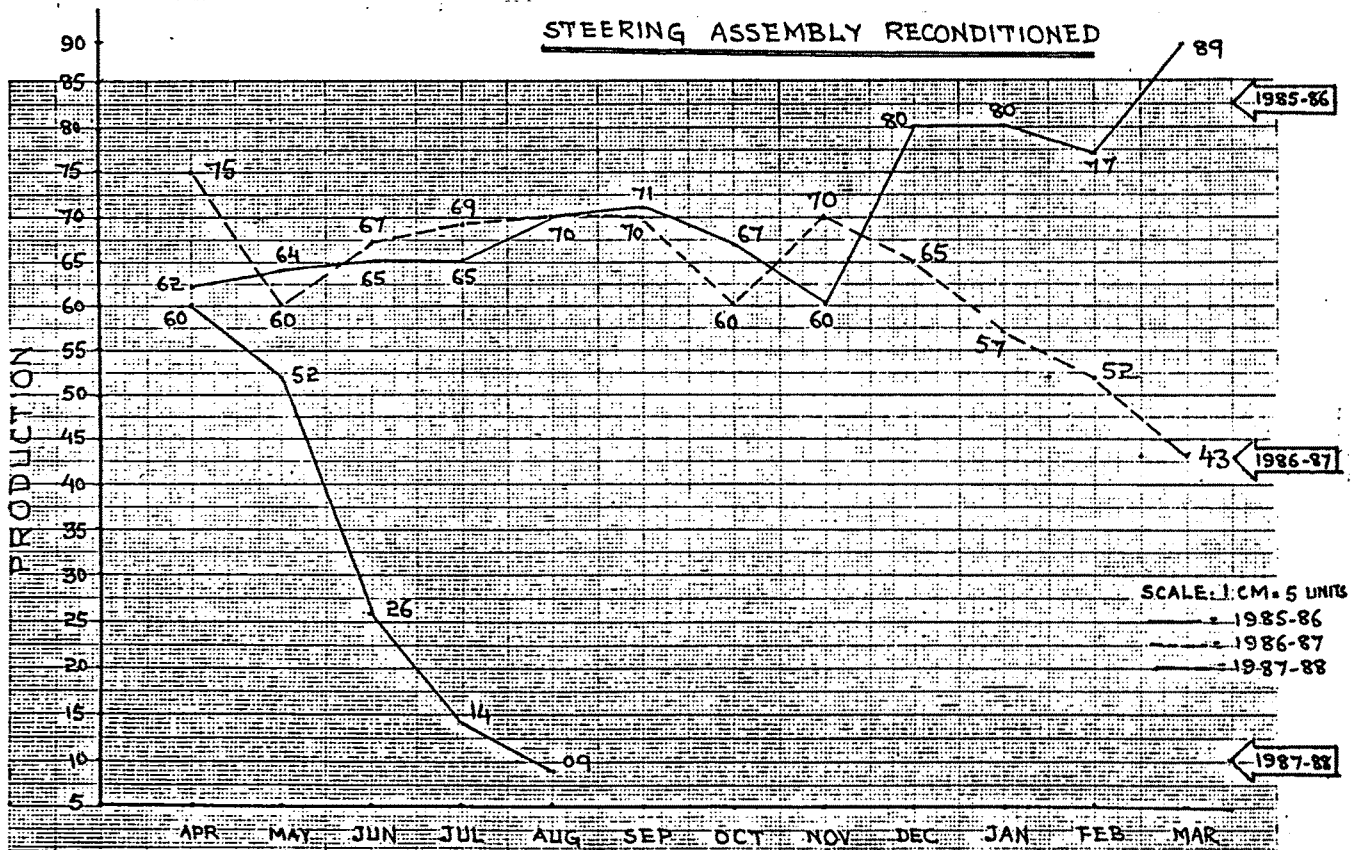
A.V.P.M.

Source: Monthly Production Reports, R.W.H.

The above cited production analysis in respect of Steerings indicates that during 1980-81 and 1981-82 the performance has

been splendid. It is 119.6 per cent and 175.9 per cent respectively. During 1986-87 it has been 92.9 per cent.

The achievements for the year 1985-86 to 1987-88 has been portrayed in the following diagram.



4:29.9 RECONDITIONING OF SERVOS

The diversified reconditioning activity of Chassis Shop not merely includes the reconditioning of Front, Reat, axle, Rear Axle Housing

and Steering but also the reconditioning of Servos. Since 1987-88 September this activity has been the responsibility of the Divisions.

The production performance of Servos reconditioning from 1980-81 to 1987-88 has been displayed vis-a-vis the targets in the following table.

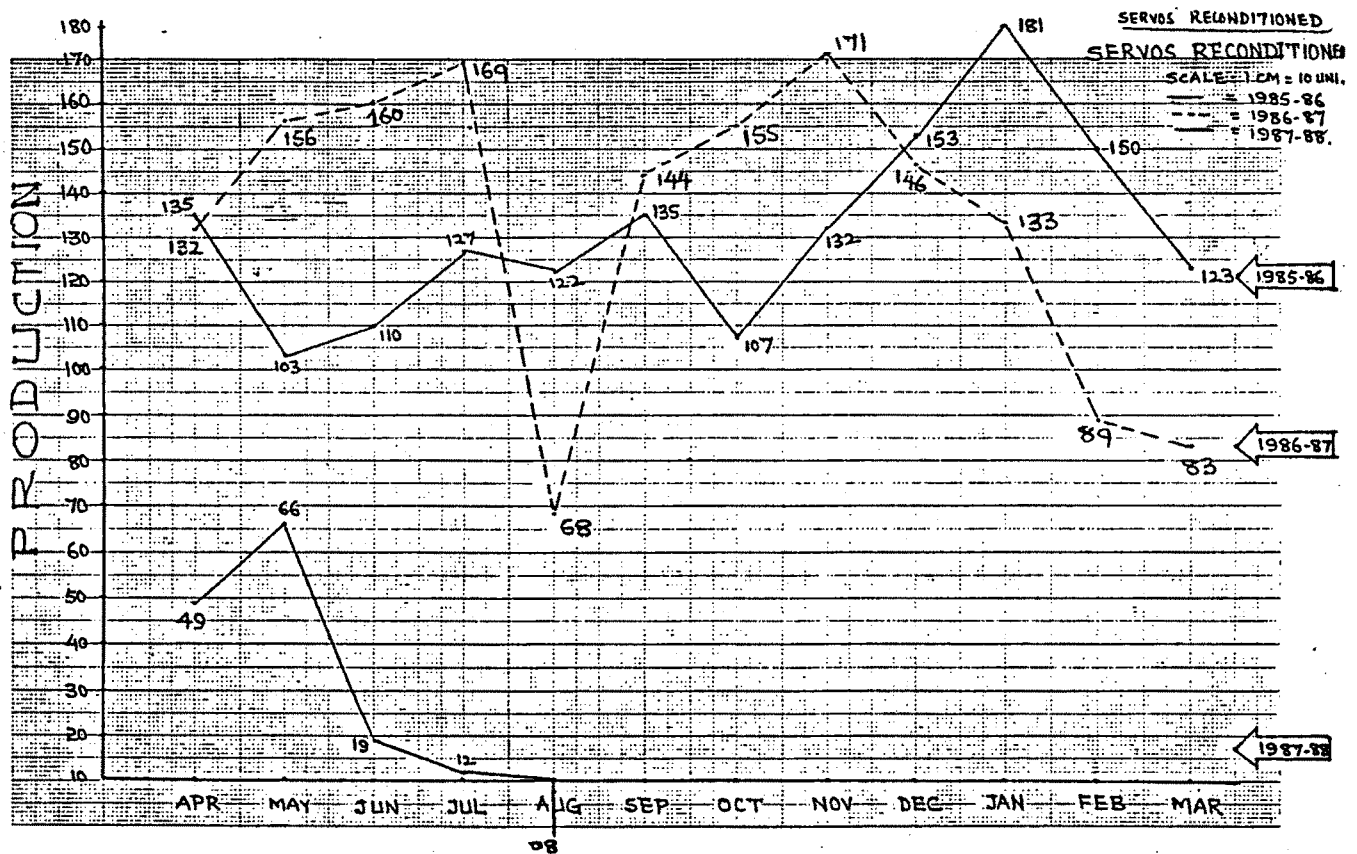
Table No. 4.22  
Reconditioning of Servos vis-a-vis Targets Set

Month	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
April	82	84	210	134	134	135	132	49
May	161	160	203	83	114	103	156	66
June	134	130	194	69	150	110	160	29
July	135	168	125	171	114	127	169	12
August	161	175	197	83	118	112	68	08
September	131	220	199	142	125	135	144	-
October	141	200	160	163	117	107	155	-
November	150	203	27	179	134	132	171	-
December	80	110	-	156	110	153	146	-
January	90	204	202	146	125	181	133	-
February	105	69	207	158	117	150	89	-
March	130	132	79	107	78	123	83	-
<b>Total:</b>	1500	1855	1803	1591	1336	1578	1606	154
<b>Target:</b>	1560	1980	2400	1920	1920	1920	1680	140
								Av.P.M.

Source: Monthly Production Reports, R.W.H.

The tabular information reflecting production analysis indicates that during 1980-81 the total output turned out to the tune of 96.2 per cent. While during 1986-87 it is of the order of Rs. 95.6 per cent. During 1987-88 the five months total worked out to the tune of 25 per cent.

The output performance for the year 1985-86 to 1987-88 has been presented in the following diagram:



4:29.10 RECONDITIONING OF ATOMISERS

The reconditioning of Atomisers is attended to by the Electrical Shop. The following table portrays the total number of Atomisers reconditioned

in the Regional Workshops, Hubli.

The figures have been set in respect of 1980-81 to 1987-88 vis-a-vis the targets set. Even after the introduction of two-tier system, this activity continues to associate with the Electrical Shop.

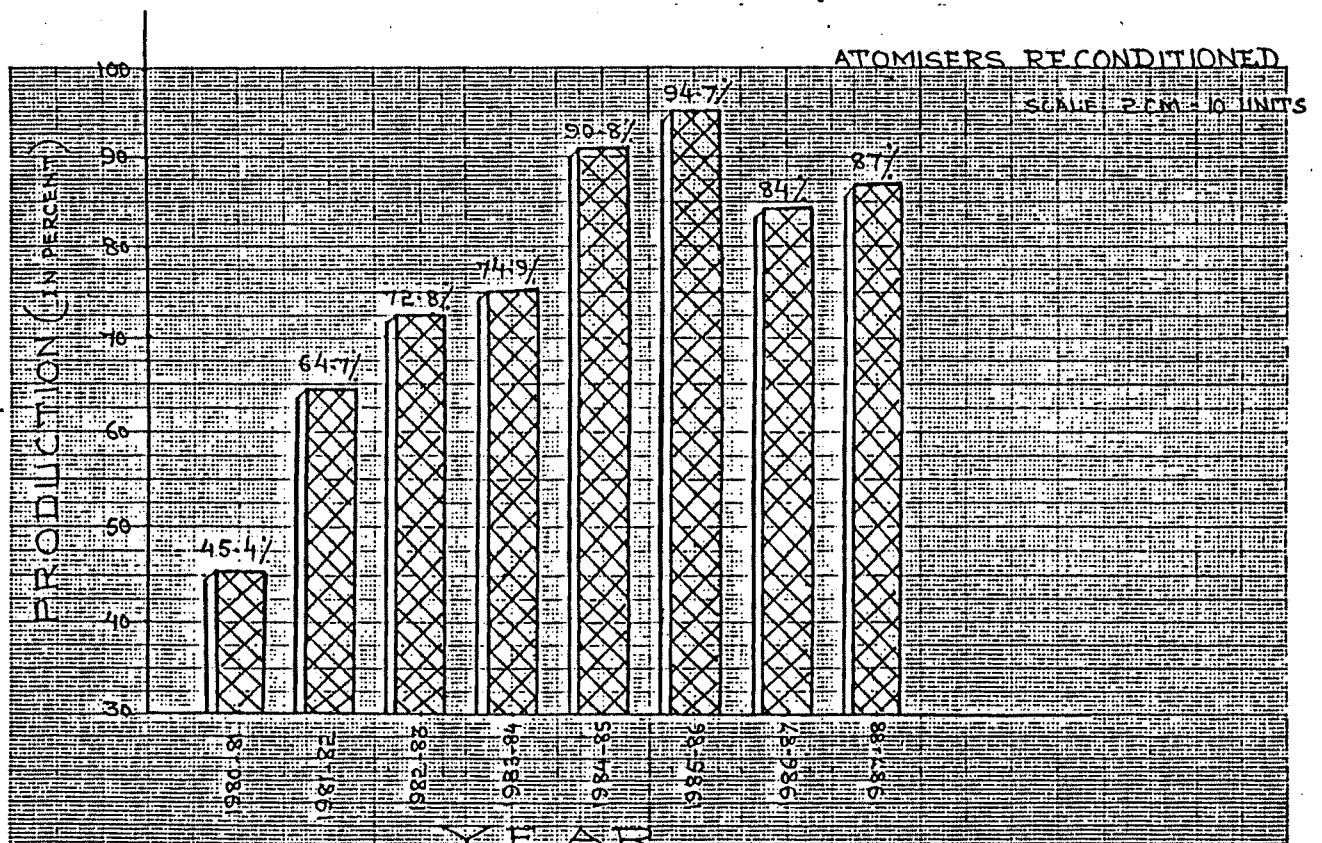
Table No. 4.23  
Reconditioning of Atomisers vis-a-vis Targets Set

Month	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
April	1116	1534	1337	2750	3122	3333	2897	2288
May	1450	1003	1243	2601	2830	3604	3608	2156
June	1488	2046	1751	3343	3020	3110	2503	2327
July	1510	3013	2240	3016	2900	3614	1204	3375
Aug.	1525	3001	3055	2167	3000	3611	3216	2841
Sep.	1821	2152	2386	2814	3100	3610	3585	2773
Oct.	1211	1907	2355	2825	3030	4001	3230	2943
Nov.	1000	2103	2188	3100	3200	4157	3551	2783
Dec.	982	2115	4321	3340	3500	4607	3484	3204
Jan.	1260	2123	4136	3305	3605	4665	1856	3005
Feb.	1364	1952	2525	3203	3227	3361	1304	2445
Mar.	1610	2286	3036	3480	3504	3792	1806	2444
Total:	16337	25235	30573	35944	38156	45465	32244	32524
Target:	36000	39000	42000	48000	42000	48000	38400	37400
Percentage	45.4	64.7	72.8	74.9	90.8	94.7	84	87

Source: Monthly Production Reports, R.W.H.

The foregoing table is the clear-cut pointer of the production performance of the Regional Workshops, Hubli, in the realm of Atomiser reconditioning. There has been perpetual increase in the output performance from 45.4 per cent in 1980-81 to 94.7 per cent in 1985-86. However, it is slightly low during 1987-88. It is 87 per cent.

The same performance has been depicted in the following diagram:



## 4:29.11 RETREADING/RESOLING OF TYRES

Tyre retreading and resoling activity is the foremost activity of the Regional Workshops, Hubli. As has been stated earlier, there is a separate plant instituted to undertake this process. Judged from both quantity and quality aspects of the production, the Tyre Retreading Plant has established its credibility. In the realm of production performance, most of the times it has achieved more than the target set. In the field of quality, its processed tyre has been rendering mileage to the tune of 16,000 Kms. While a new tyre gives 28,000 Kms. It is the lone plant which has been running in three shifts while others in two shifts.

The break-up of the tyres processed vis-a-vis targets set during 1980-81 to 1987-88 is indicated in the following table.

Table No. 4.24  
Tyres Processed vis-a-vis Targets Set

Month	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
1	2	3	4	5	6	7	8	
April	1305	1524	2133	2306	2530	2400	2581	2606
May	1485	1560	2120	2379	2542	2429	2781	2357
June	1200	1677	2222	2379	2507	2389	2673	2422
July	1260	1618	2501	2590	2280	2850	3022	2480
August	1381	1872	2601	2701	2266	3001	2715	2075
September	1400	2002	2688	2627	2109	2855	2657	2264
October	1289	1647	2215	2185	1940	2807	2632	224

contd.

Table No. 4.24 contd.

1	2	3	4	5	6	7	8	9
Nov.	1175	2051	2444	2280	2214	2710	2236	2190
Dec.	1288	2095	2506	2710	2132	3011	2497	2230
Jan.	1400	2101	2168	2625	2243	2909	2451	2093
Feb.	1629	2170	2231	2534	2277	2578	2346	2268
March	1870	2330	2606	2822	2254	2826	2545	2322
<b>Total:</b>	16682	22646	28434	30138	27294	32825	31136	27631
<b>Target:</b>	20400	23400	26400	29762	31200	31200	28800	28800
<b>%:</b>	81.8	96.8	107.7	101.3	87.5	105.2	108.1	95.9

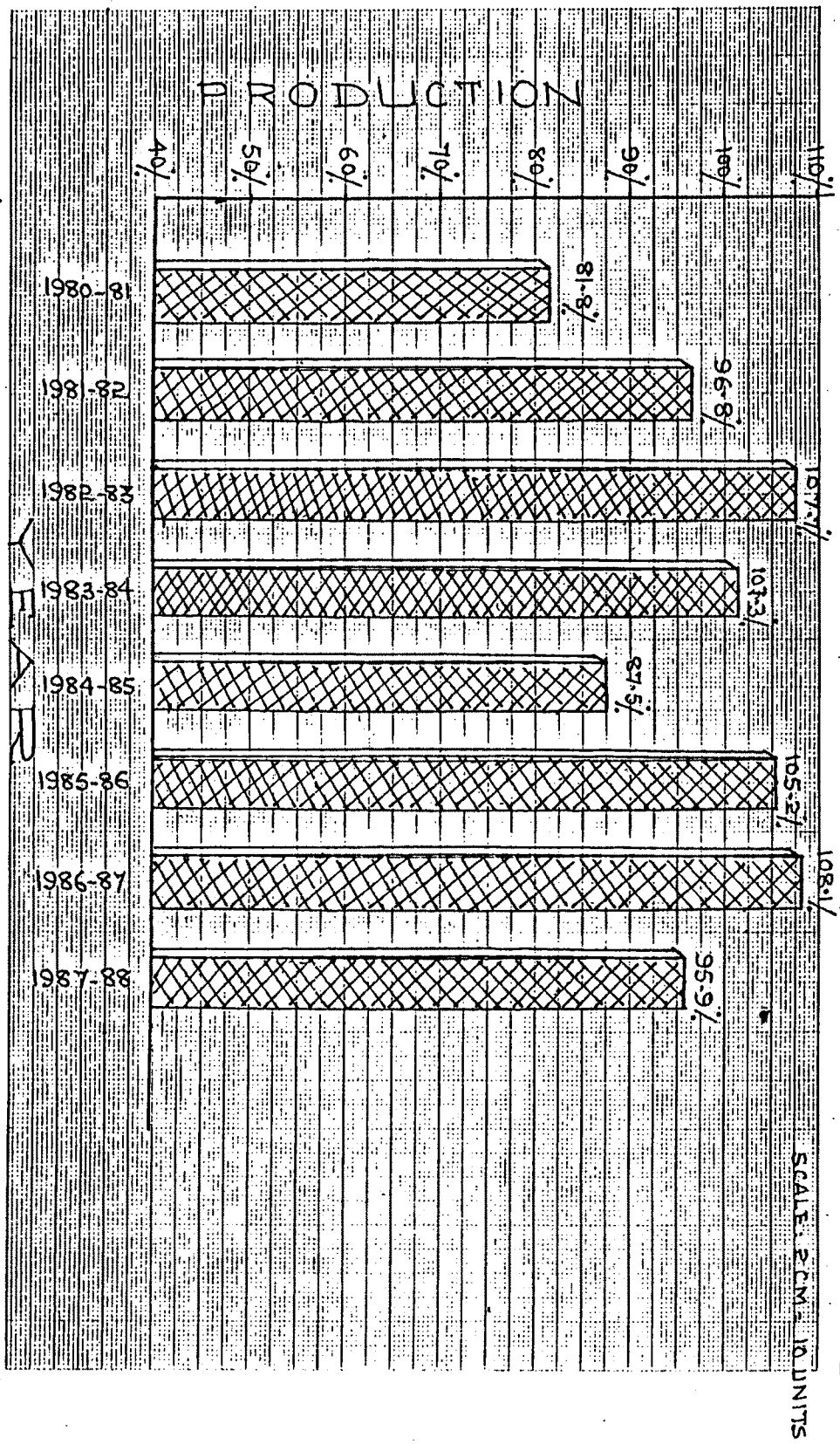
Source: Monthly Production Reports, R.W.H.

The above cited break-up of tyres processed is the clear identity of the fact that during 1982-83, 1983-84, 1985-86, and 1986-87 the achievement was beyond the targets set. During 1987-88 it is to the extent of 95.9 per cent.

The distinguished performance of the T.R.P. has been displayed in the year-wise the Bar Diagram on the following page.

The detailed study of the activities and outputs of the Regional Workshops, Hubli, is the pointer of the fact that over the years the Shops has not merely diversified its productive activities but also has grown in its stature as one of the biggest automobile Workshops of the Karnatak State. It has a bright future in time to come.





TYRES PROCESSED

## 4.30

## VALUE OF OUTPUT

Made its debut as small unit engaged in vehicle-reconditioning and battery-charging activities, the Regional Workshops, Hubli, has made its headway towards the ladder of prosperity.

The following table picturises the total value of output turned out by the Workshops since 1983-84.

Table No. 4.25

Value of Output

<u>Period</u>	<u>Amount (in Rupees)</u>
1980-81	4,92,88,659.00
1981-82	6,65,65,257.00
1982-83	7,75,97,436.00
1983-84	7,92,70,801.00
1984-85	7,81,37,580.28
1985-86	10,50,54,932.01
1986-87	10,06,43,729.09
1987-88	06,85,89,759.66

Source: Administrative Reports, R.W.H.

4.31 PLANNING/BUDGETING AND EXECUTION OF SOCIAL SECURITY AND LABOUR WELFARE PROGRAMMES IN REGIONAL WORKSHOPS, HUBLI

'Planning' in simple means thinking before doing. It is the foremost responsibility of the management. It governs survival, growth and

prosperity of any organization in a competitive and ever-changing environment.

The term 'budgeting' means controlling based on a budget. A budget is a record plan of action expressed in quantitative terms. It is a statement of anticipated results either in financial terms or the units of production. A budget is prepared to act as a means of controlling controlling operations. The process of preparing a budget is planning and the budget itself is the end point of the planning process, i.e., the resultant plan. Thus budget serves as a planning-controlling mechanism.

The Regional Workshops, Hubli - a massive automobile workshop centre of the Corporation engineers its annual plan. Though at first, drafts it in physical terms, it is later on reflected into financial terms which helps the implementing authority to compare and co-ordinate all operations of the enterprise efficiently and effectively. It is the Works Manager of the Workshops, who is considered as the competent authority executing and implementing the budget.

The following points are worth noting in respect of planning/budgeting and the execution of budget in the Regional Workshops, Hubli.

- 1 The entire budgeting exercise is done at the Central level by the Top Management, i.e., Managing Director in consultation with the Departmental Heads viz., - Chief Accounts Officer, Chief Statistician, Chief Labour Welfare and Personnel Officer, Chief Mechanical Engineer for Maintenance and Production, Chief Traffic Manager, etc.

2 The Works Mnager of the Workshops, before drafting the budget at the Unit level, takes a complete stock of the situation of the ensuing year regarding employees' contribution towards P.F., Gratuity, Death-cum-Retirement Benefits, etc. Later on, this Unit level drafted budget is sent to the Central Office. The Top Management, in consultation with the Departmental Heads, earmarks the funds for Labour Welfare and Superannuation.

Thus it is the centralised budget which earmarks and allocates the funds for Social Security and Labour Welfare programmes inthe Regional Workshops.

3 The Revised Budgeting is done on the basis of:

- (i) actual expenditure incurred for the earlier six months;
- (ii) the additional activities and the developmental programmes to be taken up in the next six months;
- (iii) or the average growth expenditure incurred during earlier three years.

It is after this procedure, the revised budget allocations are finalised.

4 It is pertinent to note that there is no Planning/Budgeting Committee as such at the Regional Workshops, Hubli, in the absence of which the Unit has to depend upon the Centralised budget. Further drafting of the budget of Unit level in the absence of adequate Planning/

Budgeting Committee, might leave the task of tailoring a budget merely a mechanical activity without having a true rationale behind.

#### 4.32 BUDGETARY ALLOCATIONS FOR WELFARE AND SUPERANNUATION

The following table sets spot-light on the Actuals/Revised/Budgetary estimates for Labour Welfare and Superannuations in the Regional Workshops, Hubli, periodically vis-a-vis the Total Allocation of the same. The percentage thereof is also represented.

Table No. 4.26  
Actuals/Revised/Budget Estimates in the realm of  
Labour Welfare and Superannuation

Particulars	1983-84 ACTUAL	1984-85 REVISED	1985-86 BUDGET	1986-87 ACTUAL	1987-88 REVISED	1988-89 BUDGET
Allocation for for Welfare schemes and Superannuation	24,17,700	28,00,000	40,11,000	30,44,600	43,75,000	4,37,55,000
Total allocation	7,97,64,400	10,78,29,500	12,08,54,000	10,06,44,000	8,31,32,000	7,72,67,000
Percentage	3.03	2.60	3.32	3.03	5.26	5.66

Source: Plan documents, R.W.H.

A close examination of the table unfolds the fact that the allocation of funds for welfare and social security measures in Regional Workshops is oscillating between 3 per cent and 5.7 per cent.

## CONCLUSION

A close study of the Chapter leads to the following conclusions:

- \* Having made its debut as a State Road Transport Undertaking in 1948 with mere 120 buses, the Corporation, since its formation in August 1961 has made appreciable growth and prosperity. It has made its headway in the Inter-State service too. Better amenities to the passengers, satisfactory consumption performance, increasing percentage of punctuality etc. have taken the Corporation to enjoy fourth position amongst public-utility concerns in India.
- \* The Regional Workshops, Hubli, having made its debut as a battery-charging and minor repair station in 1954, has created its image as a major feeding centre to the Corporation in respect of reconditioned assemblies and buses. Over the years it has diversified its productive activities.
- \* In the realm of Planning/Budgeting and Execution of Labour Welfare and Superannuation, though Unit level plan is drafted annually in the Regional Workshops, Hubli, but it is the centralised budget which earmarks the funds. There is a pressing need for constituting a Planning/Budgeting Committee at the Unit level which could give a scientific touch to the process of planning.