

**Chapter 5**  
**Human Resource Management**



## Chapter 5: Human Resource Management

*The personnel policy of the Corporation was flawed as there were shortages across cadres except Conductors. Excess Conductors were deployed in other Administrative jobs, for which they were not adequately trained which eventually affected the quality of work. The reflection could be seen in decline in Operational Performance on account of reduced effective kilometers of Operation.*

### 5.1 Introduction

Human Resource Management (HRM) is a strategic and comprehensive approach of managing people at workplace. Maintaining sufficient number of adequately trained personnel across all cadres is a pre requisite for an organization like Delhi Transport Corporation which is not only a technical organization but is also financially not sound. The Corporation had manpower staffing in various categories which were recruited under Regular and Contractual mode. It also re-engaged retired employees as Consultants on contract basis. It has a separate Training Wing which imparts training to its staff.

### 5.2 Personnel Policy

The Board approved (2013) the Personnel Policy in principle subject to the fact that the proposed norms for Ministerial Staff, Printing Press, Civil Engineering Department may be 50 per cent for Regular and 50 per cent for Contractual Staff and in case of Officers, the norms may be 70 per cent and 30 per cent for Regular and Contractual Officers respectively.

The Sanctioned Strength also depends upon the availability of fleet (buses) with the Corporation and nature of Repair & Maintenance contracts of the fleet. Transport being a dynamic field, the fleet keeps on changing due to phasing out and addition of new buses. Still, no revision in the Personnel Policy was carried out by the Corporation since 2013.

The Management replied (May 2023) that Personnel Policy was last revised in 2013 and as on date the fleet of the Corporation was at an increasing trend. The Corporation had also provided around 5,500 conductors and other staff to the FCMS Depots.

The reply of the Management is not acceptable as during the audit period (2015-22), the fleet was consistently at decreasing trend and conductors were excess in each financial year. Further, sanctioned strength also includes Conductors for FCMS depots<sup>1</sup>.

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<sup>1</sup> From 2019-20 onwards, the Corporation is providing conductors to Transport Department for fare collection in Cluster buses (FCMS) on reimbursement basis.

### 5.3 Manpower position of the Corporation

The details of years wise Sanctioned Strength (SS) and Person in Position (PIP) of the Corporation is indicated in **Annexure 5.1** and position as on 31 March 2022 is summarised in **Table 5.1**.

**Table 5.1: Sanctioned Strength and Person in Position as on 31 March 2022**

(Figures in numbers)

Cadre	SS	PIP (Regular + Contractual)	Excess/Shortage (-)
Drivers	9,925	10,710	785
Conductors	14,077	17,221	3,144
Traffic Supervisors	2,315	731	(-) 1,584
Repair and Maintenance	2,143	1,395	(-) 748
Administration and Ministerial staff	2,616	534	(-) 2,082
<b>Total</b>	<b>31,076</b>	<b>30,591</b>	<b>(-) 485</b>

Source: Data furnished by the Corporation.

As per **Annexure 5.1**, PIP and SS during the year 2015-16 was 26,291<sup>2</sup> and 26,508 and during the year 2021-22 was 30,591<sup>3</sup> and 31,076 respectively.

In this regard, Observations of Audit are as under:

- During 2016-17 to 2020-21, there was shortage of Drivers ranging from 35 to 622 and shortage of Traffic Supervisors ranging from 773 to 1,722. During 2019-20 to 2021-22, there was shortage of Repair and Maintenance staff ranging from 70 to 748 and during 2015-16 to 2021-22 shortage of Administration and Ministerial staff ranging from 1,454 to 2,082.
- Apart from shortage of manpower, there was excess of Drivers in 2015-16 and 2021-22 and Conductors from 2015-16 to 2021-22 against the norms fixed by the Corporation.
- Optimum utilisation of manpower and control over its cost were imperative to achieve high productivity. The manpower cost per effective km had increased ranging from ₹ 55.65 to ₹ 114.50 during 2015-22. This indicates upward manpower cost per effective km.
- On the other hand, manpower productivity per day per person<sup>4</sup> ranged from 26 to 18 kms during 2017-18 to 2021-22. Correspondingly, All India

<sup>2</sup> 26,291 includes 11,359 contractual employees viz. 3,794, 7,524 and 41 numbers of drivers, conductors and officers/consultant respectively. Further, 26,291 does not include Repair and Maintenance manpower position as same was not made available.

<sup>3</sup> 30,591 includes 22,946 contractual employees viz. 5,405, 17,047, 450 and 44 numbers of drivers, conductors, R&M staff and officers/consultant respectively.

<sup>4</sup> Productivity per day per person (Kms) = (effective KMs during the year/Manpower)/365 days

staff manpower productivity was 63.26 and 61.82 kms during 2017-18 and 2018-19. This indicates low manpower productivity.

- Conductors to Bus Ratio in case of the Corporation ranged from 2.71 to 3.49 conductors per bus. On the contrary, the same was two conductors per bus in DIMTS. This shows excess conductors in the Corporation as compared to DIMTS.

#### 5.4 Diversion of Staff

1. During the period from 2015-16 to 2021-22, Drivers, Conductors and other staff ranging from 114 to 202<sup>5</sup> were diverted to the State Transport Authority (STA)/other Departments of GNCTD. The salary and allowances amounting to ₹ 56.92 crore paid to these diverted Employees were borne by the Corporation despite its tight fiscal condition. The Management accepted (May 2023) the Audit Observation and stated that the Department directed (06.03.2013) that the Corporation may continue to pay the salary to the diverted staff.
2. Surplus Conductors were deployed at other sections of the Corporation due to shortage of Clerical staff for which they were neither qualified nor trained, which would have impacted the quality of work of other sections also. The Management accepted the Audit Observation. Similarly, the work shop staff became surplus due to change in norms from 1.50 to 0.25 man per bus. The surplus manpower was deployed in other divisions viz. Administrative Sections such as Cash Section, Schedule Section, General Office etc., which, in turn, may impact the quality of work.

Thus, it is evident that the Corporation had neither framed any Personnel Policy in respect of manpower nor did it develop any system and mechanism to monitor and control deployment of excess or shortage of manpower. Due to un-availability of any System/Mechanism and Policy, Corporation was not able to decide and determine the actual requirement of Conductors.

#### 5.5 Manpower Training

##### 5.5.1 Inadequate training to drivers and conductors

To reduce the accidents and making traffic flow smooth on the roads, the Hon'ble High Court of Delhi directed (March 2007) the Corporation to prepare an Educational-cum-Training Programme for all its Drivers to ensure that they undergo Training Courses and /or Refresher Courses under that Programme. In accordance with these directions, the Corporation runs seven<sup>6</sup> Training Centers under the Administrative Control of its Training School established at Nand Nagri Depot Complex.

<sup>5</sup> During the year 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21 & 2021-22, employees diverted were 146, 190, 178, 196, 202, 193 and 114 respectively.

<sup>6</sup> Nandnagri, Dwarka Depot Sector-8, Subhash Place, Sarojini Nagar, Peeragarhi, Rohini and Tehkhand.

The year wise details of scheduled Training not attended by Drivers are detailed in **Table 5.2**.

**Table 5.2: Year wise details of Scheduled training missed by Drivers**

Year	Scheduled training not attended by Drivers in percentage
2015-16	62.66
2016-17	57.29
2017-18	56.67
2018-19	61.57
2019-20	53.36
2020-21	26.48
2021-22	46.48

Source: Data furnished by the Corporation

It may be seen from **Table 5.2** that during the years 2015-16 to 2019-20, scheduled training not attended by the drivers ranged from 53.36 *per cent* to 62.66 *per cent*. Further, it was also observed that number of accidents<sup>7</sup> ranged from 121 to 212 during same period<sup>8</sup>, which indicates that an accident occurred on an average every third day. Further, effective kilometers<sup>9</sup> of operation of buses had also decreased during 2015-22.

The Management accepted (May 2023) the audit observation and stated that Training was imparted as per schedule to drivers every month. However, Training was missed due to maximum out-shedding of buses. The reply of Management is not acceptable as regular Trainings improve Operational skills of the Drivers which eventually enhance their overall performance. Thus, for road safety and improvement of effective kilometers, Training Schedule should not be missed.

### **5.5.2 Depriving the Drivers Training on Simulators due to non-procurement of Simulator and diversion of earmarked fund**

Government of NCT of Delhi accorded approval in February 2005 for utilisation of Interest of Plan funds of ₹ 1.97 crore for procurement of Simulator for Training School. Through Simulator, a system was to be developed to teach how to drive bus in such a way so as to increase productivity while maintaining a high safety standard and also for evaluating the performance of the existing Driver, Refresher Training and up-grading the skills of existing Drivers, etc. Thus, it would have reduced day to day maintenance cost of low floor buses and led to increased utility of Automobile product in terms of life.

However, Audit noticed that only ₹ 13 lakh was utilized by the Training School and remaining amount of ₹ 1.84 crore of this earmarked fund was diverted and utilised by the Corporation for payment of outstanding liability of IGL and AMC with the approval of the Board and GNCTD. Resultantly, the Corporation

<sup>7</sup> 2015-16:153, 2016-17:128, 2017-18: 212, 2018-19:125, 2019-20:121, 2020-21:69 & 2021-22: 95.

<sup>8</sup> 2020-21 & 2021-22 not considered due to traffic restrictions (Covid-19).

<sup>9</sup> Total revenue earning kilometres.

could not procure the Simulator and the Drivers were deprived of the essential training through Simulator.

The Management accepted (May 2023) the Audit Observation and stated that diversion was made with the approval of Competent Authority.

***Recommendation 5.1: The Corporation should:***

- ***Frame the Personnel Policy for optimum utilization of manpower and have proper mechanism for engagement and deployment of manpower.***
- ***Impart mandatory training to the Drivers and Conductors to not only improve their Operational Parameters but also to provide a better level of service to Passengers.***

