

AAI

A Brief on HRM of Airport Authority of India

Airports Authority of India, a Schedule 'A' Mini Ratna Public Sector Enterprise, is one of the fastest growing organizations in the country. It develops and provides airport infrastructure. It Manages 125 Airports and provides CNS/ATM services at all the Civil Airports in the country. AAI has a strong employee friendly Human Resource Policy, which provides challenging opportunities for the bright minds in various disciplines.

AAI manages its activities through professional, motivated and trained manpower comprising approximately 19000 employees both in the executive and non-executive cadres. Human resource being the most valuable of all resources, AAI gives due importance to this factor and, accordingly, frames its HR policies to look after the interests of the organization as well as the employees.

The Human Resource Management Department is headed by Member(HR) at the board level. There are two wings in the HRM Department :

- **HR Directorate** – HR Directorate, which is headed by an Executive Director level officer who reports to Member (HR), is responsible for manpower planning, recruitment and deployment of personnel and their establishment matters. Its endeavour is to establish a system in all aspects of its working through formulation of transparent rules and



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procedures. It also intends to initiate best HR practices and implement them uniformly to keep the morale of employees high so as to enable them to discharge their duties efficiently and achieve excellence in their respective field.

HR Directorate has defined HR

policies in matters relating to recruitment, promotion, disciplinary proceedings, etc. It has successfully used the human resources tools like job rotation, redeployment, motivation etc to sustain the employee interest in their jobs. It has redeployed a large number of staff (roughly around 4500) repatriated from the joint venture companies (JVC) at Delhi and Mumbai airports. It has already revised the pay-scales and perquisites of the executives (as per DPE norms) and non-executives and has also introduced various welfare and social security schemes including the pension scheme for the upliftment and betterment of living standards of AAI fraternity.

Statutory/Legal Status of AAI

Airports Authority of India (AAI) was formed with effect from 1.4.1995 by merging the erstwhile International Airports Authority of India (IAAI) and National Airports Authority of India (NAA) by an Act of Parliament i.e. Airports Authority of India Act, 1994 (55 of 1994). The employees of erstwhile IAAI and NAA were to be governed by the same terms and conditions of the respective organisations for one year, further extendable for another one year under Section 18 of the Act. The AAI (General Conditions of Service and Remuneration of Employees) Regulations were notified in the Official Gazette in 2003. The AAI (Recruitment and Promotion) Regulation was framed in 2005. As on date various Regulations such as General Service Conditions, CDA, Leave, LTC, TA/DA, Gratuity, Medical Attendance, HBA, etc have been notified. Though the pay scales, designations and service conditions have been unified, the issue of merger of seniority of employees of erstwhile two organisations has not yet been resolved and the same is, as such, being maintained separately. It has been a major H.R. challenge as with the passage of time, things have become quite complex. AAI management has decided to attend to this vexed issue in a decisive, logical and judicially sustainable manner and it is also likely to be resolved soon.

- **Administration Directorate**

– This Directorate, which is headed by an Executive Director level officer who reports to Member(HR), primarily looks after the administrative requirements of the organization. Public Relations Department, is the public face of the organization which is headed by GM (PR) reports to Member (HR). AAI Sports Control Board also functions under the Presidentship of Member(HR). AAI has a well defined sports policy. The major components of the sports policy are – provision of scholarship to meritorious sportspersons, contract employment to outstanding sportspersons leading to regularisation, talent search scheme to provide financial assistance to upcoming talented sportspersons and sponsorship of national and international level tournaments. AAI has achieved laurels in sports tournaments regularly.

AAI has professionally qualified and skilled manpower in the following major specialised cadres of Human Resource Management, Finance & Accounts, Engineering (Civil, Electrical, Electronics), Information Technology, Operations Management, Fire Services, Cargo, Corporate Affairs, Air Traffic Control, Communications, Planning (Architecture / Cartography), Security including Aviation Safety, Project Monitoring & Quality Assurance (PM&QA), Horticulture, Law, Public Relations, Commercial, Land Management and Official Language.

Manpower position

Total number of employees as on 13.12.2013 is 18,325 comprising 7587 Executives (level E-1 to E-9) and 10,738 Non-Executives (level



NE-1 to NE-10). Recruitment made by the Corporate Headquarters (CHQ) is 2000 (approx.)

Recruitment Policy

As per AAI Recruitment & Promotion Guidelines, Executive level recruitment is done at All India level by Corporate Headquarters (CHQ) while Non-Executive level recruitments are done at regional level by five Regional Headquarters (RHQ) at New Delhi, Mumbai, Chennai, Kolkata and Guwahati.

Process of Recruitment

- Requisition is sent by Cadres concerned which is processed by the HRM Departments. Then Advertisement in Employment News, national/regional dailies and also notified on AAI website.
- Online system of receipt of application, examination fee, issue of examination admit card and offer of appointment introduced recently, resulting in reduction in time taken by recruitment process.
- In order to attract and retain talent in the executive cadres, pay-scales and allowances are now being given to trainees (direct recruits to E-1 and E-2 grades) from day one as against the previous

system of grant of fixed stipend. Their service is also now treated as regular from the beginning subject to successful completion of the probation period. Assured placement in the E-2 grade after three years of service has also been granted to E-1 inductees.

- Centre of Policy Research of the Ministry of Human Resource Department is the Recruitment agency for executive cadre. It sets question papers based on its own question bank. For other cadres, question papers are got set from professional agencies/ Government departments. Interview boards have representatives from SC/ST/OBC and minority communities.

Training and Development

To impart both ab-initio and in-service training to employees on continuous basis, AAI has the following dedicated training institutions which are looked after by Member (HR):

- **Indian Aviation Academy:** The training needs of AAI were catered primarily through the erstwhile National Institute of Aviation Management and Research (NIAMAR). Recently, the Indian Aviation Academy has been formed to cater to the training needs of not only the AAI but

also the DGCA and BCAS by concerting NIAMAR into a society. This Academy is headed by an Executive Director level officer.

Under the guidance of International Civil Aviation Organization (ICAO), Montreal, Canada, Academy has a Course Development Unit under ICAO TRAINAIR Programme for developing Standardized Training Packages (STPs) in the field of Aviation. It has already developed two STPs, on “Bird Hazard Control Management” and “Airport Pavement Maintenance”.

Training Programme in the following areas of Airport Operations/ (Civil, Electrical, Electronics), Information Technology, Project Management. Airport Finance, Commercial Aspects of Airport Management, Human Resource Management, Office Management, International Aviation Law, Cargo Management, Dangerous Goods Regulations, Aviation Safety and Security, Environmental Concern, AVSEC Training, Aviation Safety Training are covered by the Academy which also has accreditation with International Air Transport Association (IATA) to conduct courses on ‘Dangerous Goods Regulations’.

• **Civil Aviation Training College (CATC), Allahabad:** CATC is AAI’s residential training establishment, only one of its kind in the country, operating since 1948. This training centre, modernized under UNDP/ICAO agreement in the year 1988, has full-fledged infrastructure including well furnished hostel, with a capacity of 400, seminar hall for in-house academic and cultural activities, library, gym, swimming pool, play ground etc. for imparting

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various training programmes. The College reports to Member (ANS)

• **National Flying & Training Institute (NFTI):** Gondia is an independent body, is a Joint Venture between AAI and CAE in aviation training. This institute is located at Birsi airport in Gondia. Academy has a brand new facility with a capacity to accommodate up to 200 students for training programme. The Institute reports to Member (Finance).

• **Fire Services Training Centre (FSTC):** Kolkata conducts basic courses and refresher courses for various levels of fire service staff, with duration varying from four weeks to sixteen weeks. In addition, training programme such as ARC I Foreman Course, ARC II Officers Course, Junior Fire Officer Course, Fire Prevention Supervisory Course are also conducted by this Centre. FSTC reports to Member (Ops)

• **Fire Training Centre (FTC):** Delhi imparts training to fire

personnel in handling and maintaining of equipment in order to deal with major aircraft fire by means of a most carefully planned and vigorously followed programme of training. It has all the infrastructure with experienced and qualified faculty. FTC also caters to the requirement of outside agencies. FTC reports to Member (Ops)

Some of the long term specialised training courses are given in the table below. Training courses are also conducted at regional training centres.

Major Achievements/ Initiatives on H.R. Front (2009-13)

Policy initiatives aimed at system improvement

In the last five years more than 225 policy decisions have been taken / circulated to streamline the rules and procedures with a view to add to transparency, put a

Post	Duration of Training	Post	Duration of Training
JE(ATC)	20 weeks	Manager(ATC)	1 year
JE(CNS)	20 weeks	Manager(CNS)	1 year
JE(FIRE)	12 weeks		

system in all aspects of working, cut down on discretion and adoption of best H.R. practices. Some of these are enumerated below:-

- Comprehensive amendments to the Recruitment and Promotion Rules for executives and non-executives.
- Review of Conduct, Discipline and Appeal Regulations of AAI.
- Introduction of the Performance Management System for all executive and non-executives cadres in AAI.
- Review of manpower in executive and non-executive cadres.
- Revision of pay-scales and prerequisites of executives and non-executives.
- Introduction of Employees' Pension Scheme.
- Modification in AAI Employees' Provident Fund Rules.
- Guidelines for 'merit concept of promotion' as per reservation policy [DoP&T O.M.No.36012/45/2005-Estt(Res) dated 10.8.2010] and its subsequent implementation across the board. This entailed review of all DPCs in all cadres since 1997. In the process, more than 1000 reserved category employees have been benefited.
- H.R. Audit and Inspection to improve internal functioning of HR Dept.
- HR Parameter Guidelines for MOU with the Ministry.

H.R. MoU parameters for 2013-14:

- 2500 employees to be trained.
- Training in business risk management.
- Employees' Service Charter.
- H.R. Manual.
- H.R. Audit.

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H.R. MoU parameters for 2014-15 (proposed): Road-map ahead

- Framing of training policy.
- Development of succession plan.
- Formulation of IR Policy.
- Recruitment of 500 executives in various disciplines.

Employees' Suggestion Scheme.

On-line receipt of applications, fees and issue of examination admit cards for direct recruitment.

- Manual of Human Resource Management (under preparation).
- Restructuring of various Directorates and cadres in AAI.
- Social Security Scheme – Pension, Provident Fund, Gratuity, Medical benefits.
- Annual Report Card of H.R. Department.
- Employees Satisfaction Survey
- Comprehensive guidelines for empanelment of hospitals, diagnostic and pathological

laboratories.

- Streamlining of medical benefit scheme for serving and retired employees.

- Premature retirement policy, Mentorship Scheme and Job rotation policy.

- Stagnation Relief Scheme, 2014.

- Employees' Service Charter (to be launched shortly)

Tactful handling of volatile situation and H.R. issues arising due to leasing out of Delhi and Mumbai airports to JVCs.

- Redeployment of approximately 4500 surplus employees of the two airports to various establishments of AAI. These were mostly Group 'C' and 'D' non-executive employees who were never transferred out of these stations.

- 750 employees of Delhi and Mumbai airports availed Special VRS - 2009 and 2013, (inclusive of ex-gratia + a fixed amount equivalent to the basic pay for a maximum period of 10 years + normal retirement benefits + medical benefits after 60 years of age).

- Successful handling of various legal cases arising out of the aforementioned redeployment exercise before labour court at Mumbai, Central Labour Commissioner at Delhi, High Courts of Mumbai (23.4.2009) and Delhi (30.4.2009) and the Supreme Court (1.5.2009).

- Handling of the challenge with a human face helped retain a peaceful industrial relations in the organization and, as a sequel to it, there was no adverse reaction/publicity whatsoever in the press.

- Such a gigantic surplus manpower problem has, perhaps, never been faced by any other PSU



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