



**Prof. (Dr.) Dewakar Goel
speaks all about
Airports Authority of India**

Corporate Mission:

To achieve highest standards of safety and quality in air traffic services and airport management by providing state-of-the-art infrastructure for total customer satisfaction, contributing to economic growth and prosperity of the nation.

Corporate Vision:

To be a world-class organization providing leadership in air traffic services and airport management & making a major hub in Asia Pacific region by 2016.

Functional Chart of AAI

Chairman

Company Secretary

Aviation Safety

**Member
(Air
Navigation
Services)**

**Member
(Finance)**

**Member
(Human
Resource)**

**Member
(Operations)**

**Member
(Planning)**

Vigilance

- Air Traffic Management
- Communication, Navigation & Surveillance [Planning, Operations & Maintenance]
- Flight Inspection Unit & Radio Construction and Development Unit
- Civil Aviation Training College, Allahabad & other associated Training Establishments for CNS/ATM

- Finance & Accounts
- Internal Audit
- Airport Development Cell
- Consultancy & Coordination
- Legal Department
- Commercial
- Land

- Human Resource Management
- Administration
- Public Relations
- Indian Aviation Academy
- Implementation of Right to Information Act
- Industrial Relations

- Aerodrome Operations
- Airport Security
- Fire & Search & Rescue Services
- Equipment
- Technical
- Cargo
- Information Technology
- Fire Training College
- Aerodrome Licensing

Planning, Design & Development of Airport Infrastructure & Preparation of Corporate Plan & Long Term Perspective Plans

Regional HQ

Airports

Brief - AAI

- Manages 125 Airports (11 International Airports, 08 Customs Airports, 61 Domestic Airports and 25 Civil Enclaves at Defence Airfields)
- Provides Air Traffic management Services (ATMs) – Indian Air space and adjoining oceanic areas
- AAI entered into JV to upgrade the Airports – Delhi, Mumbai, Nagpur, Hyderabad, Bangalore
- Training institutes CATC and IAM (NIAMAR)
- FTC at Delhi and Kolkata
- Navigation and other gadgets used:
 - GAGAN – in collaboration with ISRO, ILS upto Cat-III, VOR, DME, NDB, VGSI (PAPI, VASI), RADAR (ASR/MSSR)

Functions of AAI

- Design, Development, Operation and Maintenance of Airports
- Control and Management of the Indian Airspace
- Development and Management of Cargo Terminals
- Provision of passengers facilities and information system
- Expansion and strengthening of operation area viz. Runways, Aprons, Taxiways etc.
- Provision of visual aids

MOU Parameters

3.0 PERFORMANCE ASSESSMENT TARGETS AND THEIR DETERMINATION

Sl. No.	PARAMETERS		UNIT	WTG. (% age)	TARGET 2014-15	TARGETS ON 5 POINT SCALE				
						1	2	3	4	5
1. STATIC FINANCIAL PARAMETERS										
a)	Mandatory Parameters									
	Sales Turnover		Rs. in crore	12	8511.43	8937.00	8511.43	8085.85	7681.56	7297.48
	Gross Operating Margin		Rs. in crore	8	3303.18	3468.33	3303.18	3138.02	2981.11	2832.06
	EBIT/ Average Capital Employed		% age	8	20	21	20	19	18	17
	PAT per employee		Rs. in lakhs	10	5.0	5.2	5.0	4.8	4.6	4.4
b)	Optional Parameters									
	Debtors Turnover	AI & Govt. agencies	No. of days	1	840	798	840	882	926	972
		Others		5	50	45	50	55	60	65
	Current Ratio		Ratio	6	1.4:1	1.5:1	1.4:1	1.3:1	1.2:1	1.1:1
2. DYNAMIC/ NON-FINANCIAL PARAMETERS										
c)	CSR & Sustainability		-	3		Details at Annexure 1				
d)	Research & Development		-	2		Details at Annexure 2				
Initiatives for growth:										
e)	Non-Aeronautical Revenue		Rs. in crore	5	1240.00	1260.00	1240.00	1200.00	1160.00	1120.00
f)	Risk Assessment Study		Date	1.5	Jan.'15	Dec.'14	Jan.'15	Feb.'15	March'15	Beyond March'15
g)	Disaster Management Plan		Date	1.5	Jan.'15	Dec.'14	Jan.'15	Feb.'15	March'15	Beyond March'15
Project Management and Implementation:										
h)	Project Implementation		Date	6	Details at Annexure 3					
i)	Capital Expenditure (CAPEX)		Rs. in crore	2	1965.60	2184.00	1965.60	1769.04	1592.13	1432.92
Productivity and Internal Processes:										
j)	Customer Satisfaction*	ASQ Survey	% age	5	4.15	4.20	4.15	4.10	4.05	4.0
		CSI Survey		5	4.15	4.20	4.15	4.10	4.05	4.0

*Details are given at Annexure 4

3.0 PERFORMANCE ASSESSMENT TARGETS AND THEIR DETERMINATION

Sl. No.	PARAMETERS	UNIT	WTG. (% age)	TARGET 2014-15	TARGETS ON 5 POINT SCALE				
					1	2	3	4	5
Technology, Quality, Innovative Practices:									
k)	Implementation of ground based augmentation technology at Chennai	Date	5	Nov., 2014	Oct., 2014	Nov., 2014	Dec., 2014	Jan, 2015	Feb, 2015
l)	Training of senior management officials (DGM & above) in Corporate Governance	No. of persons	2	25	27	25	23	21	19
m)	Validation of upper air space harmonization project in Kolkata FIR using TAAM	Date	3	28 th Feb, 2015	31 st Jan'15	28 th Feb'15	15 th Mar'15	31 st Mar'15	Beyond 31 st Mar'15
n)	Implementation of ERP for land and non-aeronautical revenue	Date	3	90% by March'15	March' 15	90% by Mar'15	80% by Mar'15	70% by Mar'15	60% by Mar'15

3. SECTOR/ ENTERPRISE SPECIFIC PARAMETERS

o)	Benchmarking for aircraft separation infringement	Date	1	28 th Feb, 2015	31 st Jan'15	28 th Feb'15	15 th Mar'15	31 st Mar'15	Beyond 31 st Mar'15
p)	Implementation of Internal Auditors' Report	Date	1	90% by March'15	March' 15	90% by Mar'15	80% by Mar'15	70% by Mar'15	60% by Mar'15
q)	Birds Strike Rate	Per 10K A/C M	1	0.5	0.48	0.50	0.53	0.55	0.58
r)	Energy audit	No. of airports	1	18	20	18	16	14	12
s)	Physical verification & reconciliation of fixed assets & inventory with book	Date	1	90% by March'15	March' 15	90% by Mar'15	80% by Mar'15	70% by Mar'15	60% by Mar'15
t)	Availing power through open access system – pilot project for 2 airports	Date	1	15 th Feb, 15	31 st Jan'15	15 th Feb, 15	28 th Feb'15	15 th Mar'15	31 st Mar'15

CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY:

Sl. No.	Parameters	Unit	Wtg. (%age)	Target on 5 Point Scale				
				1	2	3	4	5
i)	Conducting baseline study for assessment of community needs in the backward district of Udaipur, Rajasthan and based on the study finding executing one project on either of the following: ➤ Health ➤ Sanitation ➤ Drinking Water ➤ Education or skill development	Date	1	100% by 31.03.15	95% by 31.03.15	90% by 31.03.15	85% by 31.03.15	Below 85% by 31.03.15
ii)	Management of paper recycling unit – production of environmental friendly paper and paper products.	Tonnes	1	52	50	48	46	Below 46
iii)	Capacity building for implementation of CSR agenda within the organization	No. of persons trained	1	80	75	70	65	Below 65

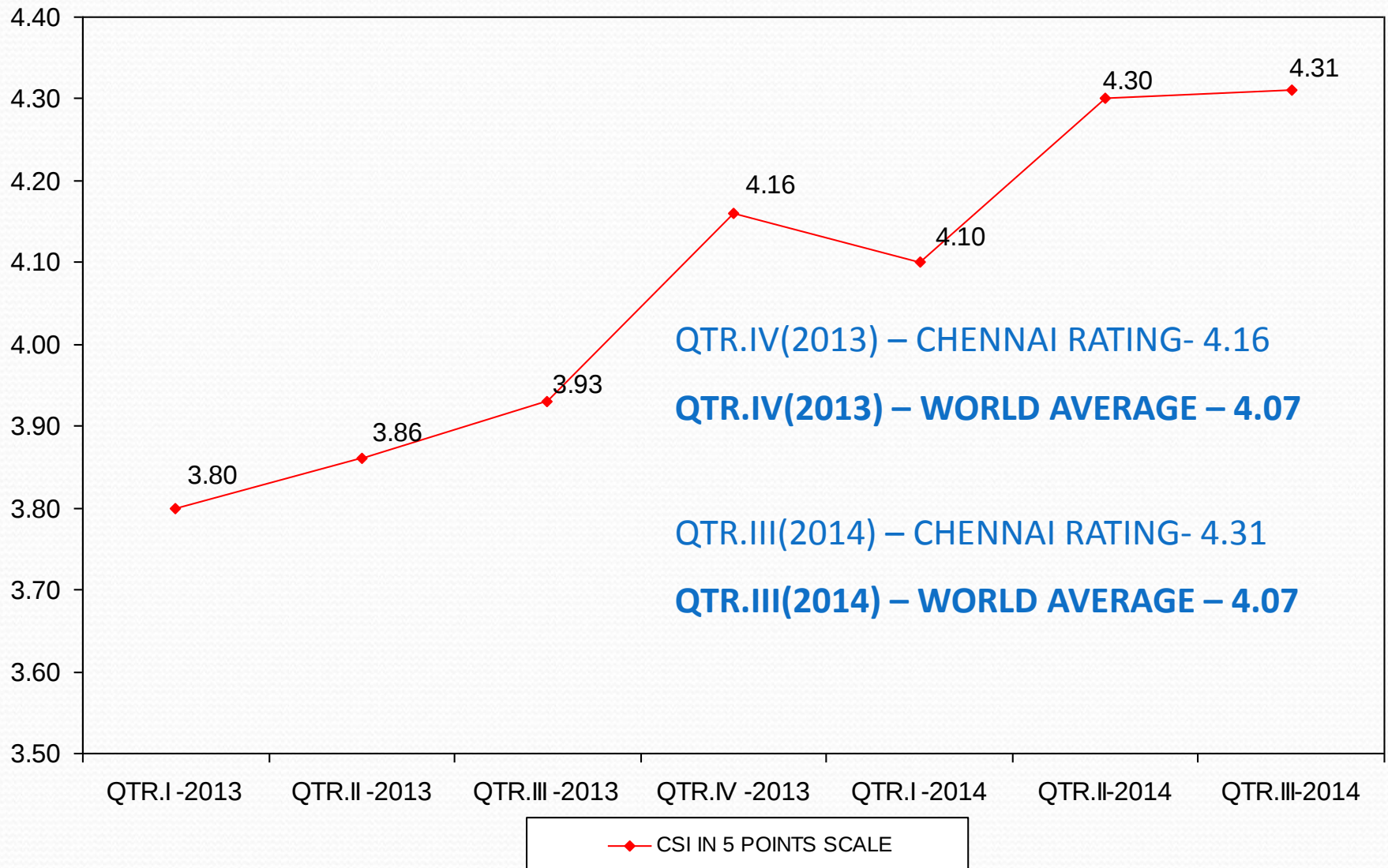
RESEARCH & DEVELOPMENT:

Sl. No	Name of the Project	Performance Indicator	Wtg. (% age)	Target on 5 point scale				
				1	2	3	4	5
1	Development of Human in the Loop capability – Phase II	Date	2	31 st January, 2015	28 th February, 2015	15 th March, 2015	31 st March, 2015	Beyond 31 st March, 2015

PROJECT IMPLEMENTATION:

Sl. No	Name of the Project	Wtg. (% age)	Unit	TARGETS ON 5 POINT SCALE				
				1	2	3	4	5
1.	100% completion of new Integrated Terminal Building at Tirupati airport.	1	Date	Dec., 2014	Jan., 2015	Feb., 2015	March, 2015	Beyond March, 2015
2.	Construction of new Airport at Pakyong, Sikkim (for balance 19%)	1	Date	Jan., 2015	Feb., 2015	March, 2015	95% by March, 2015	90% by March, 2015
3.	100% completion of new Terminal Building at Chandigarh Airport.	1	Date	Dec., 2014	Jan., 2015	Feb., 2015	March, 2015	Beyond March, 2015
4.	Installation of Instrument Landing System (ILS) for 8 airports	1	% age completion	100%	90%	80%	70%	60%
5.	Installation of 5 nos. of DVOR	1	% age completion	100%	95%	90%	85%	80%
6.	Installation of 5 nos. of HP-DME	1	% age completion	100%	95%	90%	85%	80%

ASQ International Benchmarking Survey



Elements in System-Design for Effective Management

ACT FAST

- **Accountability;**
- **Competitive**
- **Transparency;**
- **Fairness;**
- **Avoid discretion;**
- **Simple;**
- **Timely ;**

Success Mantra of Good Governance

- According to the United Nations, the essential characteristics of good governance are:
 - Consensus and participatory approach, not only in decision making but also in implementation.
 - Effectiveness in achieving the objectives.
 - Efficiency in utilisation of resources.
 - Responsiveness to the expectations of all the stake holders and equity and fair play to all players; and
 - Accountability and transparency.

Success Mantra of Good Governance (Contd.,)

Key factors:

ACT FAST

Key value ingredients:

democratic pluralism, public participation,
consensus, legitimacy, rule of law,
responsiveness, accountability, transparency,
and strategic vision for sustainable
development.

Tools for good governance

- Defined procedures – (Manuals, GIs etc.,)
- Self explaining proposal
- Due diligence in preparation of documents
- No change / amendment subsequently
- Effective monitoring of Contract / Job Management
- Proper Record Keeping

Tools for increase in productivity

- LEVERAGING TECHNOLOGY
- AUTOMATION
- MIS
- ANALYTICAL RESOLUTION
- HUMAN RESOURCE MANAGEMENT

Initiatives by AAI

Initiatives having public interface:

- Uploading NIT & Tender Document on website and web-link with NIC;
- Uploading brief of contracts on website;
- e-Payment, e-Billing , and e-Receipt, *also e- Auction through MSTC*;
- No Objection Certificate Application System (NOCAS) getting online;
- Online Recruitment Application System (ORAS);
- Aeronautical Information Publications (AIP) getting online;
- Online facility for feedback/ suggestions/ complaints ;
- Online Portal for Investment of Surplus Funds;
- e-Procurement etc.,

Initiatives for internal empowerment:

- Airport Information Management System (AIMS);
- Individual Finance & Personnel Information Management System (IFPIMS); etc.



No work can be effectively
carried out unless it is done
with passion



Prof. (Dr.) Dewakar Goel is a Science & Law Graduate with Masters in Business Administration. Having specialized in Labour Laws from Indian Law Institute, he did his Post Graduate Diploma in Personnel Management & Industrial Relations and also in Training & Development from ISTD. He acquired Ph.D. in Management and INDIA-ICAO Fellowship in the year 2010.

In the beginning of the career, he practiced as Advocate at Delhi High Court. Dr. Goel has authored 11 books which includes books on Management and Law published by reputed publishers.

Having served in the private sector for over seven years as a hard core HR Professional dealing with Personnel & Administration. He topped in the merit list for selection at Managerial position in the Government Sector and stepped up the ladder of hierarchy while serving at Bombay, Delhi, Calcutta and Chennai. He rose to the level of HR Head during last one decade which gave him long experience of shouldering the responsibility of Central Public Information Officer (CPIO) under Right to Information Act.

Adding feathers to his cap, he is HR Consultant with International Civil Aviation Organization (ICAO), Montreal, Canada and Human Performance Technologist of International Air Transport Association (IATA) Geneva, Switzerland. He is the Visiting Faculty and Advisor of prestigious Management Institutes in India and abroad. He has been addressing large number of National & International Conferences as Chairperson and Key Note Speaker.

As multi-faceted personality, he is being profiled by print & media on regular basis in newspapers and TV channels for his poems, stories & articles. He has presented research papers on various management issues for publication in National & International Journals.



Dr. Abha Yadav is an eminent scholar who has a Ph.D. from Jawaharlal Nehru University. She has also done M.Phil., has a Master's in Commerce and LL.B. She is the recipient of the prestigious Fox International Fellowship from Yale University, U.S.A. She has studied Intellectual Property Law from Indian Institute of Technology, Delhi. She has been faculty in Delhi University and has lectured widely on various Law based issues in India and overseas. She has conducted training sessions for senior managers in various prestigious institutions. She has worked

closely with NGOs for social causes and to spread awareness about women-centric themes and the Right to Information. She has also presented papers in various national and international conferences and seminars.

She has been the Legal Officer of a prominent University. Currently she is working in Jawaharlal Nehru University as Deputy Registrar.

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