

**Dr. Guruprasad Mohapatra, IAS**  
**The Chairman**  
**Airports Authority of India**  
**Rajiv Gandhi Bhawan**  
**New Delhi – 110 003.**

*Handwritten signature and date: 09/08/17*

***Unjust and inhuman treatment of retiring officials – a letter in search of better organizational culture.***

Sir,

After your taking over, there have been some visible changes in the organizational culture and image of AAI. Evidently, this has sent a positive vibe amongst the employees of the organization. We are sure with your strong leadership, the trust deficit that exist between the employer and employees due to inaction or intentional action of some individuals will be dealt with in the most appropriate manner.

Over the past few years, a negative culture has developed in this organization to hound individuals around the time of their superannuation/retirement. It seems deriving of sadistic pleasure is being given credence over the employer-employee relationship as also the image of the organization.

As you are aware, a senior executive in Airports Authority of India, who has superannuated recently was served a chargesheet on the date of superannuation. Without going into the merit of the case and without making an attempt to justify the performance or non-performance of the individual, the issuance of chargesheet on the last working day has disappointed all of us.

We would like to mention that there have been several cases in the past where this type of actions have been contemplated against the employees. We do not have an iota of doubt that the processing of the cases are delayed or kept pending so as to cause inconvenience to the retiring employees and to usurp their retirement benefits till the time they are cleared of the charges. At the end of over three decades of service to the organization the individual would want a peaceful retired life. As a responsible employer AAI should not resort to such last day hounding tactics, to cause deliberate mental distress to the employee.

Some of the cases that come to our mind when the chargesheet have been issued immediately after farewell meeting are as under :

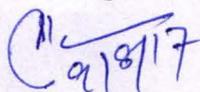
1. Shri Harpal Singh, ED (Architect)
2. Shri S. Sunderaraman, ED (CNS-P)
3. Shri R.N. Srivastava, ED (HR)
4. Shri SK Dasgupta, Jt. GM (ATM), Kolkata
5. Shri VK Malik, DGM (Electronics)
6. Shri LL Krishnan, ED (Finance-Internal Audit)
7. Ms. Varsha Anand, DGM (Commercial)

*Handwritten initials: O/C*

It is pertinent to mention that in most of the above cases, timely action/inquiry was not completed / initiated, thereby delaying the chargesheet till the date of retirement. Also it is important to mention that in some of the above cases the individuals have been exonerated after inquiry. We perceive this as a cultural deficit of the organization which needs to be corrected. Retirement day is a very poignant moment in the employee's life and cannot be allowed to be spoilt on account of individual egos and deliberate action of some individuals. Individual egos should also not be allowed the liberty to spoil the organizational culture and humanity.

**We request your good office to go through the latest case of issuance of chargesheet to recently superannuated ED(HR) and fix the accountability for delay in issuance of chargesheet. A detailed personal examination of the case by your goodself will bring to light the deliberate delay by persons involved. Specific penal/corrective action from your office will send a strong signal to all those individuals who are in the process of building an atmosphere of distrust, thereby sullyng the corporate image and brand of our beloved organization, Airports Authority of India.**

With warm regards,



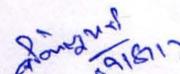
(DK Behera)  
General Secretary  
ATCG(I)



(R K Grover)  
Jt. Gen. Secretary  
AAIEG



(Alok Varshney)  
General Secretary  
ACOA (I)



(B. K. Luthra)  
General Secretary  
AAOA(I)