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AIRPORTS AUTHORITY OF INDIA

Air Traffic Controllers' Guild (I)

DIRECTORATE OF ATM

Draft Proposal on ATM HRM REFORMS

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1. **EXECUTIVE SUMMARY**

The ATM Directorate is facing hardship of managing skilled manpower within its domain catering to the organizational requirement of accounting them at various airports on postings as well accommodating them in accordance with their skills, training need and individual expertise.

The global Air Traffic Management (ATM) environment is rapidly changing due to technological advances in Communication, Navigation and Surveillance Technology. With closer integration of airborne avionics and ground based ATM systems, the organizations providing Air Navigation Service have shown a great headway in embracing the technological advances and utilizing them for a better, efficient ATM system.

Concurrently, the changes are compelling Air Navigation Service Providers (ANSPs) to assess the contribution that Human Resources Management (HRM) makes to the organization. ANSP organizations recognize that policies and practices of recruitment, selection, training, skill development and adequate avenues for career development of ATCOs have assumed a strategic importance for them.

In Airports Authority of India induction of ATM personal has not been a steady flow and recent sudden spurt of inflow of ATCOs who are highly qualified, knowledgeable and new generation thinkers may spiral into a greater HR issue if not addressed in time. Transfer of an ATC personal does not rest with only physical displacement of an individual but shifting of his entire repository of knowledge that he has acquired during his previous place of postings and re-acquiring the whole gamut of knowledge, skill and acquaintance of functioning through training process thus the utilization of his man hour oscillates a sinusoidal curve in his career span.

Transfer of an individual in ATM directorate is done in accordance with the laid down provisions and general principles of utilizing the knowledge/ skill and potential effectively adopting certain guidelines and principles of natural justice.

The prevalent uniformly applicable Transfer, Recruitment & Promotional policy in AAI could not effectively enable the ATM administration adept to it owing to inherent limitations of individual specific functional specialization of the profession.

Introduction of two stream rating associated with the duties and responsibilities for maintaining currency & recency further compounds the situation that necessitates deep re-look into the current method of deployment of ATC personnel taking into due account of ones' rating in possession, requirement at various field stations adhering to the policy in vogue at the organization.

This proposal envisages for a streamlined means of posting and further transfer of ATM personnel with the objective of performance based progression in growth and career prospects for an individual catering to the organizational objective of excellence in performance coupled with continuous and constant improvement. The proposal also, renders avenue for smooth transition from active ATC channel duties to administrative functions utilizing the knowledge and expertise of an individual without hampering any of the current organizational policies and programs.

Central theme for all the recommendations in this document is a proposed framework for improving and managing ATCO competencies. It is the fundamental basis for creating career paths and the possibility of building realistic career development programs to meet business needs of AAI and the ATCOs. The document is divided into the following sections:

Section 1: Introduction addresses issues that is plaguing in the system, the individual, administrative difficulty in ensuring transparency and objectivity.

Section 2: Classification of Airports/ Stations for professional and posting consideration.

Section 3: Formation of wider Standards and Quality Management System (SQMS) directorate for assessing the performance potential of every individual.

Section 4: Methodology and procedure for consideration of posting.

Section 5: Issues that may arise.

Section 6: Conclusion.

This document envisages for a more pragmatic, lucid, transparent and streamlined measures catering to the management of career prospects linked with professional competency without hindering the existing organizational R & P Policy leading to job satisfaction and professional pride for every individual to excel apart from definite career growth path for competent individuals.

2. INTRODUCTION

In the recent times ATCOs are being recruited hundreds in number and are sent for training to one of the three training establishments for Ab-Initio training which is an essential requirement before one can commence his professional ATC functions in the organisation. The training period is approximately for 20 weeks comprising Aerodrome Control related handling exposure. Since, the capacity of these training establishments in undertaking trainees for Ab-Initio training has some limitations, the process of induction for these bulk recruited ATCOs after their recruitment takes more time. However, for the purpose of indicating overall strength in number these recruited ATCOs are being sent on posting directly to various stations to undertake

sundry functions and as and when vacancies arise at the training establishments they are being sent for Ab-Initio training.

Upon completion of training either they are being considered for posting at same stations to where they were initially posted or posted to some other airport/ station according to the requirement.

Once posted they undergo station level training further for a specified period leading to acquisition of qualification “ named as Rating” to become a fully functional Air Traffic Controller with financial incentives associated with such professional acquisition of qualifications /rating. The level of acquisition of rating and its associated financial benefits would depend upon the place of posting of an individual and the period of his/ her stay in that particular station. The longer one stays the more professional acquisition could be possible.

In the meanwhile, one would also be subjected to transfer or change of posting owing to organisational social obligation of maintaining operationally feasible numerous number of airports across the nation. Hence transfer of an ATCO is inevitable and would involve change in his place of postings which may cause disturbance in his professional as well personal life on account of change of place, environment to work, negation of consideration of all the efforts one has put in thus far in his career and instantaneous loss of financial benefits for a brief period till he becomes again professionally qualified at the new station of posting and start drawing financial benefits associated with the new station of posting. This temporary professional and financial incapacitation occurs for an ATC personnel even when he is promoted and posted to a new station.

Since, any change in place of posting for an ATCO involves corresponding loss in professional and financial aspects, there tends a sense of resentment and disillusionments amongst the individuals leading to adoption of tendency to either avoid such transfers or circumvent the provisions of transfers. Moreover, any transfer leaves the affected station or airport too devoid of adequate manpower even for a brief period compelling it to crave for least disturbance in view of growing operational exigencies. Thus many stations started adopting demand for exemptions from transfer citing operational grounds. Coupled with this the inherent limitations of associated facilities / amenities for reasonable living such as housing, educational, medical facilities etc have also become detrimental for transfer to few airports or stations. Thus the exercise of transfer gets prolonged beyond reasonable period in a transfer season and individuals either accept transfer if it suits him/ her or attempts to alter according to his suiting requirement vitiating the entire exercise.

Also, with recruitment happen in bulk ensuring a viable career progression policy for the ATM personnel is becoming a daunting task resulting anxiety, agony and anguish amongst the ATM personnel and this degenerates their motivation to excel in their professional environment. Mere remuneration without prospects for career growth may lead to resentment, attrition and suffocation within the organisation on one of its core discipline which may cause telling effect in its handling of safety critical function of Air Traffic Controlling.

Therefore, it is time for realisation of changing staff attitude towards constantly challenging career growth prospects with job satisfaction and sense of accomplishment the following policy is envisaged.

3. CLASSIFICATION OF STATIONS/ AIRPORTS

3 (i) Challenges of Human Management

The entire gamut of Air Traffic Services could be rendered only through effective and efficient human resources and managing them utilising their fullest potential become integral part of Human Resources Management function in ATM Directorate. The management of human resources for smooth functioning of the system, efficiency and delivery of desired results can be more complex and challenging than managing other resources. This is due to the fact that the flexibility, versatility, limitations, variations are enormous in human resources as compared to other resources.

Along with such complex human resource management if the Air Traffic Services system too becomes complex and compound with growing traffic demand, the challenge becomes all the more difficult and when the available resources are limited the outcome would be far lesser than the desired level.

3 (ii) Grading of Airports/ Stations:

In order to overcome this challenge and render a transparent with growth prospective policy for a newly joined ATCO it is to be considered that his career path need to be made known to him ever since he gets inducted in to the organisation and accordingly his career path should commence from the lowest level of professional capability to the highest level sustained with exhibiting competency at every stage of assessment.

AAI provides Air Traffic Services as part of Air Navigation Services Provider (ANSP) with mere Aerodrome Control Services (ADC/SMC) at smaller Airports/ Stations, Aerodrome control service with Associated Approach/ Area Control Service (ADC & APP/ACC) with or without Surveillance at slightly bigger Airports/ Stations and Aerodrome Control, Approach, Area Control with Surveillance (ADC/SMC, APP/ACC, OCC/FIC, ASR/ARSR) in four flight information regions, namely, Kolkata, Delhi, Mumbai and Chennai covering the entire Indian landmass and associated oceanic airspace.

In order to cater such vast area of service with efficiency and effectiveness, the status or level of various airports or stations in India under Airports Authority of India where the responsibility of provision of Air Traffic Services are vested with, is being divided in to the following grades based on the level of services being rendered and flow of volume of traffic.

Grade 1: Airports where only ADC/ SMC services are being provided with including upcoming RCS stations.

- Grade 2:** Airports where ADC/ SMC & APP/ ACC Non-Surveillance Services are being provided with.
- Grade 3:** Airports where ADC/ SMC & APP/ ACC Surveillance Services are being provided with.
- Grade 4:** Six Metro Airports where ADC/ SMC, APP/ ACC and or OCC & FIC Surveillance Services are being provided with where traffic growth potential is increasing rapidly.

An exhaustive list is placed as **Annexure I**.

3 (iii) Classification based on provision of ATS Services

Along with the gradation of airports/ stations, in order to maintain high level of safety and efficiency sustained with growing volume of traffic the organisation need to alter its course of thinking and managing its personnel according with their level of expertise towards volume of traffic being exposed to. Accordingly, the ATC manpower should be distributed from low density traffic environment to medium density and finally in high density traffic environment. Also, the Airports/ Stations and the Air Traffic Services Units should also be identified with the designation or level at which an executive with adequate experience and exposure be suitable to handle such unit.

With this perspective the following stream of hierarchical level commensurate with the functional requirement of each air traffic services station/ unit is defined:

Stations:

Grade 1 : Where ADC/ Apron Management and other Operational aspects are only be conducted,

All “A” Positions, Traffic Statistics, Revenue Bill generation and other equivalent functions be handled by E-1 level officers;

R/T handling by E-1/E-2 level officers;

ATC-In-Charges and other equivalent functions by E-3 level officer;

Grade 2 : Where ADC, APP/ ACC under Non-Surveillance environment are handled,

All “A” Positions, Traffic Statistics, Revenue Bill generation and other equivalent functions be handled by E-2 level officers;

R/T handling by E-2/E-3 level officers;

ATC-In-Charges and other equivalent functions by E-4/E-5 level officers;

Grade 3 : Where ADC, APP/ ACC etc under Surveillance environment are handled,

All “A” Positions, Traffic Statistics, Revenue Bill generation, system maintenance, roster management, training assistance and other equivalent functions be handled by E-3 level officers;

Non-Surveillance units R/T handling by E-3/E-4 level officers;

Surveillance units R/T handling by E-4/E-5 level officers

Watch Supervisory, SQMS, Training-In-Charge, NOC related and other equivalent functions by E-5/E-6 level officers;

ATC-In-Charges and other equivalent functions by E-7/E-8 level officers;

Grade 4 : Where ADC, APP/ ACC, OCC/FIC etc under Surveillance environment are handled in four metro plus two high density, volume traffic stations viz Delhi, Mumbai, Kolkatta, Chennai, Bengaluru and Hyderabad,

All “A” Positions, Traffic Statistics, Revenue Bill generation, system maintenance, roster management, training assistance and other equivalent functions be handled by E-3 level officers;

Non-Surveillance units R/T handling by E-4/E-5 level officers;

Surveillance units R/T handling by E-6/E-7 level officers

Watch Supervisory, SQMS, Training-In-Charge, NOC related and other equivalent functions by E-7/E-8 level officers;

ATC-In-Charges and other equivalent functions by E-9 level officers;

In similar manner the positions at RHQ, CHQ, Training establishments, ATFM, R & D etc also redefined according to the functional requirement associated with the exposure and expertise required for functioning in those units and accordingly,

All RHQ / ATFM postings shall be minimum at E-3 level officers owing to the demand of level of expertise and experience required for job at these places.

Postings for all the training establishments such as CATC, Allahabad, NITAM, Gondia, HTC, Hyderabad, IATS units etc shall be minimum at E-4 level officers with proven capability, inclination to impart training etc

All CHQ and other equivalent postings shall be minimum at E-4 level officers who have exhibited flair for taking up desk job.

The requirement of station/ airport/ unit specific manpower is to be worked out and placed as **Annexure II**.

4. **FORMATION OF WIDER BASED SQMS UNITS:**

In order to consider an ATCO to be posted in any particular Grade / level airport/ station/ unit, a comprehensive, continuous competency assessment mechanism should be put in place and accordingly, the present SQMS (Standards and Quality Management Systems) section be expanded as separate directorate to function directly under Chairman, AAI with sub units located at major six Airports comprising dedicated staff with adequate experience and expertise to undertake proficiency

assessment of ATCOs, Capacity assessment of ATC units, suggestion for improvement etc as their terms of reference with adopting a continuous and comprehensive policy/ program for assessment and reporting. The officers to be posted in these SQMS units should be minimum at E-6 level who have exhibited consistent level of proficiency during their performance as ATCO with appropriate hierarchy till E-9 level to be seated at CHQ.

A team of SQMS officers from these major airports / station would make periodical visits to every airport/ station for carrying out Proficiency Assessment, Capacity Assessment/ Analysis and furnish report of level of proficiency of an ATCO, whether he exhibits enough competency for consideration to another grade airport/ station, sector traffic density, whether further sectorisation need to be considered etc.

The dossier so prepared for each and every individual ATCO would form the basis for consideration of such ATCO to posting in next grade Airport/ Station. Also, the report so prepared by the SQMS team shall form the basis for operationalising any additional sector/ units in any airport.

5. METHODOLOGY AND PROCEDURE FOR CONSIDERATION OF POSTING

As part of separate policy of consideration of competency based posting, all E-1 level officers are to be posted at Grade 1 level station upon completion of Ab-Initio training (for ADC) wherein initially they will be exposed with “A” position functions, revenue generation, traffic data maintenance functions etc for a brief period before being imparted On the Job Training for handling live volume of Air Traffic according to the defined airspace and density of traffic. Posting at these Grade 1 level station shall be for a stipulated period of 2 years within which he will be acquiring his ADC rating of that station and perform functions diligently as per the provisions.

All such posted and rated ATCOs would be subjected to proficiency assessment by the team of officers from SQMS after completion of 3/4th of their stipulated period of stay at the station and the performance so observed would be reported with explicit comments over the competency level of such ATCOs to be considered for next grade / level station or airport.

The next level of training viz Procedural APP/ ACC for such ATCOs would be determined on the basis of such report and the training establishments would draft the training plan for procedural APP/ ACC for these ATCOs on the basis of their All India Seniority.

Upon completion of Procedural APP/ ACC training, these ATCOs will be considered for posting at Grade 2 level station. Since the list of those officers who are to be considered for posting at Grade 2 level station posting is prepared on the basis of competency report and known in advance the same along with corresponding vacancy position at next grade level stations/ airports be circulated inviting choice of postings from these ATCOs and accordingly postings for the ATCOs in accordance within the ambit of prevailing AAI Transfer Policy will be considered.

At Grade 2 level station the ATCO will initially be exposed with “A” position functions, revenue generation, traffic data maintenance functions etc for a brief period as part of station familiarisation before being imparted On the Job Training for handling live volume of Air Traffic according to the density of traffic. Posting at these Grade 2 level station shall be for a stipulated period of 3 years within which he will be acquiring his ADC, App/ ACC rating of that station and perform functions diligently as per the provisions.

All such posted and rated ATCOs would be subjected to proficiency assessment by the team of officers from SQMS after completion of 3/4th of their stipulated period of stay at the station and the performance so observed would be reported with explicit comments over the competency level of such ATCOs to be considered for next grade / level station or airport. The SQMS team will also observe the competency level of such ATCO for consideration of either of the stream viz Terminal or Enroute.

The next level of training viz Surveillance APP/ ACC for such ATCOs would be determined on the basis of such report and the training establishments would draft the training plan for Surveillance APP/ ACC for these ATCOs on the basis of their All India Seniority within the ambit of prevailing policies.

Upon completion of Surveillance APP/ ACC training, these ATCOs will be considered for posting at Grade 3 level station. Since the list of those officers who are to be considered for posting at Grade 3 level station posting is prepared on the basis of competency report and known in advance the same along with corresponding vacancy position at next grade level stations/ airports in stream wise be circulated inviting choice of postings from these ATCOs and accordingly postings for the ATCOs in accordance within the ambit of prevailing AAI Transfer Policy will be considered to the appropriate stream for which they have been trained in surveillance.

At Grade 3 level station the ATC will initially be exposed with “A” position functions, revenue generation, traffic data maintenance functions etc for a brief period as part of station familiarisation before being imparted On the Job Training for handling live volume of Air Traffic according to the density of traffic. Posting at these Grade 3 level station shall be for a stipulated period of 5 years within which he will be acquiring his ADC, APP/ ACC and Surveillance rating of that station and perform functions diligently as per the provisions.

All such posted and rated ATCOs would be subjected to proficiency assessment by the team of officers from SQMS after completion of 3/4th of their stipulated period of stay at the station and the performance so observed would be reported with explicit comments over the competency level of such ATCOs to be considered for next grade / level station or airport including the competency level of such ATCO for consideration in either of the stream.

Upon completion of the stipulated period at Grade 3 level airport/ station, these ATCOs will be considered for posting at Grade 4 level station subject to exhibiting consistency in performance and been reported accordingly by the SQMS team. Since the list of those officers who are to be considered for posting at Grade 4 level station

posting is prepared on the basis of competency report and known in advance the same along with corresponding vacancy position at next grade level stations/ airports in stream wise be circulated inviting choice of postings from these ATCOs and accordingly postings for the ATCOs in accordance within the ambit of prevailing AAI Transfer Policy will be considered to the appropriate stream for which they have been trained in surveillance.

Posting at Grade 4 level station would be ultimate pride for an ATCO and he shall initially be exposed with "A" position functions, revenue generation, traffic data maintenance functions etc for a brief period as part of station familiarisation before being imparted On the Job Training for handling live volume of Air Traffic according to the density of traffic. The period of posting at the Grade 4 level station shall be a minimum period of 10 years within which he will be acquiring his ADC, APP/ ACC, OCC/ FIC and Surveillance rating of that station and perform functions diligently as per the provisions.

Thus, career graph of an ATCO joined at E-1 level would progress along with his performance in a definite path from lean traffic density airport to peak traffic density airport over a period of 10 years with simultaneous progress in growth prospects if one performs consistently throughout his career. Moreover, if at any intervening stage if one finds himself less motivated or less competent, he may either opt himself out of such progressive career path and continue remain in the same station or may even move for parallel / lateral movements thus one can be objectively plan and act in his career.

Also, administratively this assessment process would streamline the training process and ease out the burden of training institutes from conducting training for all candidates and plan the training requirement on need basis. Thus, there will be handshake between posting, performance and imparting of training according to the performance and competency basis.

In this manner an ATCO would be assessed continuously and he need to exhibit not only his current proficiency but also consistently his ability in handling further level in ATC functions. In a career span of ten years one can reach the highest possible professional grade thus in turn complete proficiency.

As the assessment in all probability would be conducted by various team of experts over a period of time in different working environment, the assessment could very well be objective oriented and true potential of an individual could be gauged without terming to be misleading or biased.

During the assessment the potential of the ATCO as to either enroute or terminal controller can also be determined and accordingly he may be trained for such unit handling requirement in accordance with the two stream rating requirement.

ATCO also would know of his career progression stream from the day of his reporting and can prepare himself according to his desire on career growth. Apart from this, he may have to continuously and constantly exhibit his proficiency in order to remain in the station, failing which he would be liable for reversion to Non-R/T handling

postings or lower level station thus the standard of the ATCO and the station could be maintained.

If at any point of time either due to personal or family or health reasons if an ATCO does not wish to continue marching ahead in the grade or wish to move to lower grade station, he could very well be considered for Non-R/T Handling functions. Thus the standard set for the station and standard set for the ATCO to function at that station could be maintained.

This arrangement is considered without affecting any of the terms and conditions set forth in the current Promotional policy of the organization. One can get his promotion at his present station of posting irrespective of the level or grade of the station concerned. He will be considered for subsequent posting to higher grade airports / stations only subject to exhibiting desired level of performance proficiency.

After serving for say 20 years or may be even 25 years as ATCO, ten years in smaller grade station and 10- 15 years in major station, an ATCO can move laterally for SQMS, NOC, SAR, FPD, RHQ, CHQ, Training establishment etc postings thus a smooth transition from active ATC duties can be ensured.

This policy would provide clear road map for both the controller as well the administration to determine the level of handling capacity of ATCO as well set the standard for the station.

Apart from this, as per the ongoing development and requirement by the regulator, every individual working ATC unit shall be defined with capacity assessment which can be gauged by SQMS team continuously. Accordingly, the requirement of any station taking into due considerations of growth and development can be gauged well in advance and so do manpower inflow could be provided in much shorter period of time.

The training establishments too need not exert in imparting every controller for every level of ATC functions and can plan its training activity taking into due account of the level of competency and the course the trainee would be attending to, thus the standard of training establishment could be improved and maintained.

At every stage an ATCO could have clear idea about his progress, growth prospects and compare the same with his personal, family and health requirements and accordingly steer his course suiting to his individual requirement thus establishment gets insulated from the burden of meeting to the requirement of the individuals compromising on organizational objectives.

5 (i) Definitions:

Normal Transfer Season: Should be January- March, each year

Tenure station: As defined in Annexures. The list has deviation from the declared category of station in the AAI Transfer Policy due to the operational requirements.

Intra-Regional Posting: Transfers from one station to another station within the Region

Inter-Regional Posting: Transfers from one Region to another Region.

Home-town: The permanent home town as accepted by the AAI and entered in service book of the employee

Length of stay at the station/in the region: Transfer will be in accordance with the seniority in stay at the region/station as applicable. Length of stay means period continuously spent at the station in the region under AAI in a post which has the liability of service anywhere in India. To illustrate, person A may be in Delhi (Northern) Region for the last six years – four years as Junior Executive (ATC) and two years as Asstt. Manager (ATC), his/her length of stay in Delhi (Northern) Region is six years. Similar shall be the case in respect of his stay at the same station.

5 (ii) General Guidelines:

Except in cases where administrative reasons warrant, all the transfers in ATM Directorate from one Grade level station to another grade level station shall only be on the basis of SQMS report for the individual and such transfers be considered as operational reasons. Transfers when made shall be in accordance with the seniority in stay at the station in the region.

Executives at the level of E-6 and above are liable to be transferred as per their suitability for particular assignment in training establishments, SQMS etc.

Except in cases of transfer to tenure station, officers shall not normally be transferred from one station to another station in the region before he/she completes some minimum stipulated years at that station and from one region to another region before he/she complete five years in that region.

In respect of Inter/Intra Regional transfer, the person so transferred must have at least completed one year at the station of his posting from which he is transferred.

Year for this purpose means the transfer season and not calculating year or 365 days. Transfer on promotion shall not be made applicable in ATM Directorate.

Intra- regional transfers shall be made on the basis of requirement for any station and inter regional transfers on the basis of length of continuous stay in the region.

Volunteers may be called while effecting inter regional/ intra-regional transfers to tenure station. The volunteers will also indicate the period for which they would like to serve at tenure station. Volunteers may be given preference.

Other factors being equal, age shall be the deciding criteria for transfer and not the seniority in the services. Older shall be transferred first.

In respect of officers/staff returning from deputation, their stay at the previous station/region before going on deputation shall be taken into account while affecting their transfers.

5 (iii) Transfer to Home Town:

Persons who are within 3 years of reaching the age of superannuation may be posted as far as possible in or nearer to their home town, provided a request is received from the concerned official for posting to home town/opted station. The cutoff date for determining 3 year period will be taken as 31st March.

Note: The facility of transfer to home town or nearest station thereof when in the superannuation zone, will not apply to officers who for personal reasons have on their request been given deferment/ cancellation/exemption of transfer to out of region/tenure station during their regular turn till they fulfill the requirements of the same.

The following procedure shall be adopted while making postings:

- Step-1: Draw up a list of officials in the cadre who have been recommended for consideration of transfer from any station.
- Step-2: Arrange them in order of their length of continuous stay at stations irrespective of the regions.
- Step-3: Prepare the details of stations in any particular Grade where requirement arises or observed.
- Step-4: Circulate/ communicate the details of individuals and stations separate Grade wise where the postings are identified to be filled up.
- Step – 3: Transfers to stations according to the grade wise should be made from the list so prepared in the order they are arranged.

Normally choice of posting of an individual will be considered to the extent possible near to his home town or home region keeping into consideration of the individual's requirement.

Volunteers may be called while effecting inter regional/ intra-regional transfers to tenure station. The volunteers will also indicate the period for which they would like to serve at tenure station. Volunteers may be given preference. Such stay shall be for a period of 3 to 4 years in case of 1-year tenure station, 4 to 6 year in case of 2-year tenure station and 6-8 years in case of 3-year tenure station.

Officials posted at tenure stations may at their option choose to remain longer than the stipulated stay. In that case the additional stay of the officials will be counted as stay at non-tenure station. Although his/her transfer from tenure station will be governed by the rules for transfer from tenure stations; but while preparing the priority list for posting to tenure station next time, the additional stay will be counted as a stay at non-tenure station.

In the event of two or more officials volunteering transfer to the same tenure station, consideration shall be given to the fact whether any of the volunteers had already been to that tenure station earlier. Preference shall be given to the officer who is senior most in the seniority list drafted as per guidelines laid down.

In the event of an official not reporting for duty within 30/60 days at tenure station of one year/two year duration from the date of relief by RED/Station In-Charge

concerned, he/she will have to serve for one more academic year at the tenure station in addition to the stipulated period of stay. The same provision shall apply if a person avails more than 60 days leave other than casual leave of any kind at tenure station. However, official who does not avail full joining time after strike off from the original date indicated in the original transfer order and report at the tenure station early, he/she may be allowed to exceed the leave period to the extent of un-availed joining time.

5 (iv) Transfer from Tenure Stations:

When transfer from tenure station to non-tenure station is made, an official in the cadre with the longest stay in the tenure station shall be transferred out first.

In the event of an official serving at tenure station being brought back to a non-tenure station on his request on compassionate grounds, he/she shall not be considered as having served a term of stay at the tenure station if the stipulated period of stay at that tenure station has not been served.

Transfers from tenure station will always be made to a non-tenure station after completion of stipulated period of stay. However, if an official opts for transfer to another tenure station, the duration of stay at the second tenure station shall be treated as non-tenure.

Transfers from tenure station may not necessarily be to the same station from which he/she was transferred to the tenure station but based on the operational & manpower requirement of all the stations. However, considering the fact that ATCO will have to gain all the ratings at the new station of posting, which will create pressure on the training system, preference may be given for posting to station for which he/she is already rated.

In the event of a person serving at a tenure station due to his/her promotion or reduction in establishment at that tenure station, he/she shall be deemed as having served his/her term at tenure station

Posting to tenure station in other region shall be deemed to be treated as tenure posting only and not as completion of out of region unless he/she completes two more years in the case of three year tenure station, three more years in the case of two years tenure station and four more year in the case of one year tenure station

5(v) Intra-Regional transfers:

Due to transfer to tenure stations from non-tenure stations, requirements generate at such non-tenure stations. The ATCOs coming from tenure stations are posted to such non-tenure stations to fill up such shortages. However, in case not all shortages can be filled up by the ATCOs returning from tenure stations, Intra-region transfers can be done to fill up the pending requirements.

To fill up such requirements, ATCOs may be transferred from one non-tenure station to another non-tenure station within the region, based on their stay duration at one station.

After posting of officers to tenure station and from tenure station, manpower positioning at all the stations need to be assessed. The ATCOs posted at non-tenure stations, which might have surplus strength or after posting of incoming officer may be able to spare out official who have been in those stations for more than 5 years may be considered for Intra-Region transfers.

The following procedure shall be adopted while making Intra-region transfers:-

- Step-1: Draw up a list of officials posted at all such non-tenure stations within the region.
- Step-2: Arrange them in order of their length of continuous stay at that non-tenure station.
- Step-3: Transfers to the non-tenure station facing shortage should be made from the list so prepared in the order they are arranged.
An official posted for the longest duration at a station shall be transferred out first.

5 (vi) Inter- Regional Transfers:

A person shall not normally be transferred out of the region, before he/she completes at least five years in that region.

An official shall not normally be transferred out of the region for a second time unless all others in that cadre have done one turn of out of region transfer.

Inter-Regional transfers may be avoided as far as possible and treated as last resort to fill up shortages at stations in other regions.

In case Inter-Region transfer is deemed necessary, the official posted in a region for the longest duration shall be transferred first.

5 (vi) Posting to CATC and other training institute:

For transfer of Officials to CATC Allahabad/HTC Hyderabad/NIATAM Gondia and any other established training institute due priority will be accorded on the basis of suitability-cum-willingness.

Volunteers may be called while effecting transfers to Training Institute. Volunteers may be given preference subject to their suitability for the Instructor positions.

In case of shortage of Instructors, the following procedure shall be adopted while making transfer to training institutes:

- Step-1: Draw up a list of all the OJTIs who have never served at CATC or any other training institutes.
- Step-2: Arrange them in accordance with their experience as OJTI or date of selection as OJTI for the first time.
- Step-3: Transfer to the CATC and other training institute shall be made from the list so prepared in the order they are arranged.

The most experienced OJTI must be sent to CATC or other training institute first, in order to make proper utilization of their skills of imparting training.

The posting shall be for a minimum period of 3 years and a maximum period of 5 years.

If an Officer becomes due for tenure posting during this period, it shall be considered that he/she has completed such postings.

5 (vii) Exemptions from Transfer:

Exemption from transfer may be given to an employee if his/her son/daughter is studying in the final year of high school, Senior Secondary 10th/12th of the final 10+2 system of a recognized Board and appearing for board exam in subsequent year. This concession would be available twice in the service of an official and further subject to the condition that the official applies at least three months in advance, supported by a certificate from the authority of the recognized institution and he certifies that he has not availed this concession earlier

Exemption from Transfer to office bearers of recognized Union/Association:-
Recognized Union: Eight office bearers of the Central Executive Council. Association: Two office bearers of the Central Executive Body.

The employees of all categories with defined disability may as far as possible and keeping in view administrative constraints, be given preference in regard to posting on transfer to or near native places, if such requests are received from them.

In reference Circular No.A.60011/76/2008-PP(Pt.) dated 28.03.2014 (CHRM No.14/2014)

Notwithstanding any of the conditions of the Transfer Policy, transfers on operational and administrative reasons shall be effected with the approval of the Chairman based on specific recommendations from Member (HR)/Member concerned. (Letter No. A.60011/103/99-P&C dated 25 November, 1999).

All Operational reasons exemptions from transfers so granted should have justification from the recommending authority along with definite period of exemptions so sought after in order to establish accountability and transparency in such actions.

The officials who are already posted at such tenure stations and have completed tenure as per earlier policy for tenure stations shall be relieved only on joining of their replacement. No officer from one year tenure station will be called at CHQ/RHQ for any purpose without prior approval of the Chairman

All deviations from normal transfer as per policy e.g. exemption on compassionate ground etc. shall be given only for a particular period post it shall be ensured to follow the transfer policy.

6. ISSUES THAT MAY ARISE

This system may take some time to fully establish itself and initially may involve few shuffling from current place of postings in respect of ATCOs according to his/ her executive level (Viz E-1/ E-2 etc) and holding of current professional rating at a station of posting.

Before implementing this system, identification of cadre wise vacancies at each and every station/ airport to be made.

During the transition period some deviations from suggestive executive level and grade of station posting may have to be exempted for maintaining operational continuity.

Individuals may tend to resist the changes as they may perceive that their being in choice stations/ airports is deprived.

While normal AAI transfer activities are not being considered predominantly for many ATCOs, in some stations where, as per AAI policy tenure posting etc are to be considered, annual transfer in accordance with AAI Transfer Policy shall be made applicable.

In case of promotions as per prevailing AAI R & P Policies, an individual may be considered for next level graded station/ airport or can be retained at previous station of posting itself subject to SQMS report and in case if one decides to opt out from core ATC function, may do so and move to other sundry associated ATC functions if not entirely moving away from ATM on lateral movement basis in accordance with the prevalent policies.

7. ADVANTAGES OF THE SYSTEM

- This system ensures definite career path for the ATCO.
- This system streamlines the path of progress for an ATCO as well for a station/ airport to maintain standard and perform with that set standard consistently.
- ATCOs will observe transparent growth prospects based on performance and the robustness of this system the station level competency in service is linked with the traffic density, potential of the individuals posted thus would maintain a minimum level of standard.
- Any future plan could correspondingly provide opportunity for definite manpower associated planning thus growth and progress of the cadre and the directorate would be consistent with growth and development of airport activities and its traffic.

8. CONCLUSIONS

The present system of Transfer and posting of ATCOs need to be given a different thought with an objective to render the system more robust in tune with the changing times and demand of the traffic growth.

Also, the scope for astute career progression prospective for ATCOs is getting limited with large recruitment and induction within a short span of time, therefore a complete revamp in the present system with progressive growth coupled with performance based meritorious system is the need of the hour and accordingly this

different proposal of competency based assessment oriented transfer consideration with grading of airport service level system has to be considered for effecting time bound career progression means for the ATCOs of the organization.

8 (i) **Recommendations for Financial Incentives:**

Robustness of any new system could work only when it is aligned with current mechanism of incentives in vogue and more specifically financial incentives. The present system of grant of rating allowance for each acquisition of rating in every units of a station with or without stress has left lots of room for interpretation and criticism externally and ambiguity, despondences internally. Therefore it is high time one should view the system of grant of rating allowance as financial incentive linked with acquisition of basic qualification and the level of traffic density one is exposed to handle coupled with smooth transition process for undertaking bigger role planning, standardizing, designing, clearing, imparting training etc. Therefore the following financial incentive means is suggested.

The system of Rating Allowances currently in vogue for the ATCOs towards drawl of unit based Rating Allowances be reconsidered into qualification / competency based capacity oriented system of drawl of financial incentives in the following manner.

Once completion of Ab-Initio training he shall be provided with ATC qualification allowance @ (X) % of his basic pay. (The Factor 'X' could be decided)

Upon acquisition of ADC rating at any one station of his posting, he shall further be paid ATC Grade-I pay @ (X) % of his basic pay.

Upon acquisition of App /ACC rating at any one station of his posting, he shall further be paid ATC Grade-II pay @ (X) % of his basic pay.

Upon acquisition of Surveillance rating at any one station of his posting, he shall further be paid ATC Grade-III pay @ (X) % of his basic pay.

In addition, as an incentive to the number of movements an ATCO would be handling, he shall be paid with station related ATC handling allowance say if a station handles movement of arrivals and departures up to 25 be provided with station specific allowance of say @ (Y) % of his basic pay (The Factor 'Y' could be decided) and for every further addition of 25 movements in a station, the station ATC handling allowance be enhanced further @ (Y) % of basic pay without any fixed sum. (Considering the Prevailing sum minimum value for X should be 10 and Y should be 3 as per the pre-revised basic pay currently in vogue)

Thus every ATCO working in that particular station would not only get financial incentive but also contribute to the growth of traffic movement for that station as the growth of traffic in that station indirectly would benefit him too.

All these financial incentives shall be linked with the basic and not be determined as fixed sum. This will enable a constant growth prospects for the ATCOs who have been mass recruited and could not be provided with any meaningful HR Career Progression in terms of grades etc. The Allowance thus an ATCO would be getting

would keep enhancing along with his basic pay, level of acquisition of grade and station of postings thus the weightage for station level experience would always be in consideration. The allowance acquired on account of ATCO qualification and grade will continue eternally for him and only variable factor could be the station related financial incentive. This also going to be increased as and when the individual improves upon his level proficiency and moving on to next higher grade of station.

Further, the allowance that is currently being paid to an ATCO such as Night weightage, National Holiday compensation etc shall be considered linking with his basic pay and not as fixed remuneration.

On the Job Training Instructor, CATC Instructor Allowance etc shall also be reworked in terms of % of basic pay of an individual instead of fixed remuneration. Along with this, towards making good of the financial disincentive /loss an ATCO would incur once moved out of active ATCO function, he shall be provided with some (Z)% of basic (The Factor 'Z' could be decided) as incentive for functioning in some pre-identified non-specialized postings at CHQ/ RHQ/SQMS/ NOC/ Av.Safety/ SAR/ FPD/ ATFM etc which are essential and needs experience hands for handling. This could be (2Z) % for functioning in specialized postings at CHQ/ RHQ/SQMS/ NOC/ Av.Safety/ SAR / FPD/ ATFM etc and OJTI in stations Up to Grade-III level stations, (3Z) % for OJTI in major stations i.e Grade-IV and (4Z) % for Training Establishment Instructors.

OJT Instructors in Grade-III & Grade-II stations could be amongst those retained themselves or those exhibited their proficiency in selection assessment and the selection process of such OJTI could be defined by SQMS. With regard to Grade-I station, anyone with more than one year experienced in handling R/T can be nominated as OJTI or wherever such manpower could not be available may be considered on tour for a specific period. Detailed separate orders in this regard be released accordingly.

Annexure I**Grading Airport/ Stations**

Sl No	Name of the Station	ATC Services Provided GRADE Assigned					GRADE
		TWR	APP/ ACC PROC	APP / ACC SURV	ACC	OCC/ FIC	
1.	AGARTALA	Y	Y	Y	Y		3
2.	AGATI	Y	Y	N			2
3.	AHMEDABAD	Y	N	Y	Y		3
4.	AMRITSAR	Y	Y	Y	Y		3
5.	AURANGABAD	Y	Y	N			2
6.	BANGALORE	Y	N	Y	Y		4
7.	BARAPANI	Y	Y	N			1
8.	BELGAUM	Y	Y	N			2
9.	BHAVNAGAR	Y	Y	N			2
10.	BHOPAL	Y	Y	N			2
11.	BHUBANESHWAR	Y	Y	N	Y		3
12.	BHUNTAR	Y	Y	N			1
13.	CALICUT	Y	Y	Y			3
14.	CHANDIGARH	Y	Y	N			1
15.	CHENNAI	Y	Y	Y	Y	Y	4
16.	CIAL (COCHIN)	Y	Y	Y			3
17.	COIMBATORE	Y	Y	Y			3
18.	COOCH BEHAR	Y	Y	N			2
19.	CUDDAPAH	Y	Y	N			1
20.	DEHRADUN	Y	Y	N			1
21.	DIBRUGARH (MOHANBARI)	Y	Y	Y			2
22.	DIMAPUR	Y	Y	N			1
23.	DIU	Y	Y	N			1
24.	DURGAPUR	Y	Y	N			1
25.	GAGGAL(KANGRA	Y	Y	N			1
26.	GAYA	Y	Y	N			1
27.	GONDIA	Y	Y	N			1
28.	GORAKHPUR	Y	Y	N			1
29.	GUWAHATI	Y	Y	Y	Y		3
30.	HUBLI	Y	Y	N			1

31.	HYDERABAD (BEGUMPET)	Y	Y	N			2
32.	SHAMSHABAD (HYDERABAD)	Y	Y	Y	Y		4
33.	IGI AIRPORT, DELHI	Y	Y	Y	Y	Y	4
34.	IMPHAL	Y	Y	N			2
35.	INDORE	Y	Y	N			1
36.	JABALPUR	Y	Y	N			1
37.	JAIPUR	Y	Y	Y	Y		3
38.	JAMMU	Y	Y	N			1
39.	JALGAON	Y	Y	N			1
40.	JUHU	Y	Y	N			2
41.	JAMNAGAR	Y	Y	N			1
42.	KANDLA	Y	Y	N			1
43.	KANPUR	Y	Y	N			1
44.	KHAJURAHO	Y	Y	N			2
45.	KOLHAPUR	Y	Y	N			1
46.	KOLKATA	Y	Y	Y	Y	Y	4
47.	LENGPUI	Y	Y	N			1
48.	LILABARI	Y	Y	N			1
49.	LUCKNOW	Y	Y	Y	Y		3
50.	LUDHIANA	Y	Y	N			1
51.	MADURAI	Y	Y	N			2
52.	MANGALORE	Y	Y	Y	Y		3
53.	MUMBAI, CSI AIRPORT	Y	Y	Y	Y	Y	4
54.	MUNDRA	Y	Y	N			1
55.	MYSORE	Y	Y	N			1
56.	NAGPUR	Y	Y	Y	Y		3
57.	NANDED	Y	Y	N			1
58.	PANTNAGAR	Y	Y	N			1
59.	PATNA	Y	Y	Y	Y		3
60.	PONDICHERRY	Y	Y	N			1
61.	PORBANDER	Y	Y	N			1
62.	PORT BLAIR	Y	Y	Y			2
63.	RAIPUR	Y	Y	N			1
64.	RAJAMUNDRY	Y	Y	N			2
65.	RAJKOT	Y	Y	N			1
66.	RANCHI	Y	Y	N			1
67.	SAFDARJUNG	Y	Y	N			1

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68.	SALEM	Y	Y	N			1
69.	SHIMLA	Y	Y	N			1
70.	SRINAGAR	Y	Y	N			1
71.	SILCHAR	Y	Y	N			1
72.	SURAT	Y	Y	N			1
73.	TIRUPATHI	Y	Y	N			2
74.	TRICHY	Y	Y	Y			3
75.	TRIVANDRUM	Y	Y	Y	Y		3
76.	TUTICORIN	Y	Y	N			1
77.	UDAIPUR	Y	Y	N			1
78.	VADODARA	Y	Y	N			1
79.	VARANASI	Y	Y	Y	Y		3
80.	VIJAYWADA	Y	Y	Y			2
81.	VIZAG	Y	Y	N			1
82.	ALL RCS Airfields	Y	N	N			1+

The list presented above is not exhaustive but only indicative and may vary as per the actual stations/ airports being provided with Air Navigation Services.

According to the above table, the number of different grade Airport/ Stations assigned would be as follows:

Grade / Level of Airport/ Station	1	2	3	4
Number of Airport/ Stations	45+	17	14	6

In accordance with the above table, the tentative number of executives at various level of graded Airport/ Stations would be indicated in Annexure II as follows:

Annexure II

Airport Grade/ Level	Grade-1	Grade-2	Grade-3	Grade-4
Executive at E-1 Level	2	-	-	-
Executive at E-2 Level	2	4	-	-
Executive at E-3 Level	1 (G)	4	5	14
Executive at E-4 Level		1 (G)	5	14
Executive at E-5 Level		1 (G)	5	14
Executive at E-6 Level			1	14
Executive at E-7 Level			1 *	14
Executive at E-8 Level			1 (G)	6 *
Executive at E-9 Level				1 (G)
Requirement per shift per Airport	4	8	17	76
No. of shifts	2	4	5	5
Leave/ Training Reserve 20%	2	4	17	16
Total	10 +1 = 11	36 +2 = 38	102 + 1 = 103	418 +1 = 419
Total No. of Airports	55	17	14	6
Total Manpower required	55 X 11 = 605	17 X 38 = 646	14 X 103 = 1442	6 X 419 = 2514
Total Manpower required for manning ATC positions alone	605 + 646 + 1442 + 2514 = 5207			

- “(G) ” Indicates General Duty positions.
- “(*) “ Indicates few positions are of General Duty and few are Shift Positions.

Apart from this the requirement of General Shift Management like SQMS, Training, NOC, Operations, NOC/ FPD, OJTI, Instructorship in training establishments, RHQ/ CHQ Postings etc need to be assessed and considered accordingly for arriving at over all figure which may in conservative assessment would work out to be 2083 (40 % of 5207).

Therefore, the total manpower requirement may reach 7290 rounded off to next hundred = 7300

When the same is divided according to the executive level the same would work out to be as follows:

Executive Level	Number Required	Remarks
E-1	800	Only Performing Grade 1 level stations.
E-2	1400	Performing Grade 1 & 2 level stations.
E-3	1600	Performing Grade 1, 2, 3 & 4 level stations.
E-4	1200	Performing Grade 3, 4 and RHQ. CHQ, Training Inst. etc Postings
E-5	1000	Performing Grade 3, 4 and RHQ. CHQ, Training Inst. etc Postings

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E-6	1100	Performing Grade 3, 4 and RHQ. CHQ, Training Inst. etc Postings
E-7	200	Performing Grade 3, 4 and RHQ. CHQ, Training Inst. etc Postings
E-8	70	Performing Grade 4 and RHQ. CHQ, Training Inst. etc Postings
E-9	20	Performing Grade 4 and RHQ. CHQ, Training Inst. etc Postings as ATC administrator.
Grand Total	7380	

The figure indicated is tentative and actual need to be worked out with identification of correct number of channels available in each station/ airport and associated working positions including those of general ATC duty related working positions available at present and that need to be created in future.
