



CC/ATCG/HR/2023/02

Dated: 26.06.2023

**The Member (ANS)**  
**Airports Authority of India**  
**CHQ, Rajiv Gandhi Bhawan**  
**New Delhi – 110003**

**Subject: Cadre restructuring in ATM Dte.**

Sir,

Reference to the above mentioned subject, AAI HR Dte has completed cadre restructuring in Engineering (Civil & Electrical) Dte and for CNS Dte also the proposal is underway. The cadre structure in some of the pertinent directorates in AAI is attached as Annexure 1.

ATC Guild (I) requests for cadre restructuring in ATC cadre with an outlook for providing assured career progression upto a certain level of E7 for these hardworking officials.

The following points from DoPT guidelines on cadre restructuring are placed for your kind perusal:

1. Cadre review encompasses several key elements of cadre management such as formation of service, manpower projection, recruitment planning, training, deputation, encadrement, decadrement, creation of posts, managing reserves, etc. It helps realign a service to the ever changing organizational needs and maintain congruence between functional needs and legitimate aspirations of the officers.
2. The restriction on direct recruitment to the extent that it should not exceed 3% of the total cadre strength imposed in 1998 (OM No.1/8/98-CRD dated 5.11.1998) was lifted vide OM No. I. 11011/1/2009-CRD dated 14<sup>th</sup> December, 2010 advising the CCAs **not to resort to any bulk recruitment as it would create a bulge in the structure leading to stagnation at later stage**. The recruitment plan for next five years may invariably be made part of the cadre review proposal and while projecting such recruitment planning attempts may be made to keep it around ideal 3% of the authorized cadre strength per year avoiding clubbing of recruitment.
3. The internal structure of a service depends on the initial structure and the pattern of subsequent recruitment. As stated, it is neither necessary nor desirable to prescribe standard ratios between different levels of the cadre structure of a Service that would satisfy functional requirements and ensure adequate promotional opportunities. Every individual cadre controlling authority will have to carefully consider the cadre structure of the Service under its control on its own merits so as to broadly determine the desirable structure in terms of both functional needs and career opportunities for members of the service. The basic approach in a cadre review is to balance these two aspects so as to maintain a high level of morale and efficiency consistent with economy.

4. The main objective of a cadre review has traditionally been to strike a healthy balance between the functional requirements and career progression. It need not be emphasized that a satisfied workforce leads to its enhanced efficiency and sense of belongingness and thereby benefits the organization immensely. The purpose of a cadre review is to restructure a cadre in such a manner as to remove the deficiencies, which might have been missed at the time of the constitution of a service or have crept in subsequently, and ensure that the cadre structure satisfies the functional, structural and personnel considerations. Cadre Review provides an opportunity to overcome bottlenecks, remove existing distortions, bring about rationalization of cadre structure and business process re-engineering etc. so as to improve the efficiency and morale of the cadre officers and enhance the effectiveness of the service in the fulfilment of the objectives for which it has been established and assigned roles and duties from time-to-time.
5. A 'promotion' is important from the stand point of individual member as it signifies:
- A financial upgradation (more disposable income);
  - Higher responsibilities leading to greater job satisfaction and fulfilment; and
  - Improved social standing.

While financial upgradation and improved social standing are important, higher responsibilities and job satisfaction are probably no less important for motivation of members of a service. Improved social standing is generally associated with designation. Unlike in private sector where an expansion in the business leads to more openings at the top of the ladder, in the government sector any expansion would increase the strength in terms of functional hierarchy. Ideally, after assessment of functional requirement, the duties and responsibilities attached to various posts may be realigned with a view of optimizing the use of human resource and at the same time to ensure a smooth career progression.

**From the above points drawn from DoPT, the following facts and suggestions for ATC Cadre review are submitted:**

ATCOs, the only licensed category of officials under the regulatory mechanism of DGCA, perform safety critical sovereign functions for Govt. of India to provide a safe and efficient Air Traffic Services over the continental and oceanic Indian airspace.

Indian Aviation sector has witnessed a high growth in past decade and became the 3<sup>rd</sup> largest aviation market in world. To achieve this high growth, AAI has recruited ATCOs at Junior Executive level in bulk recruitments in past decade, almost on an average around 15% annually of cadre strength since 2007-08. More than 2000 ATCOs have been added in past decade in cadre strength without any proper career progression plan for them; this has resulted in stagnation upto JGM level. The pyramid structures suggested by government agencies sustain when either the recruitment done annually is in low numbers (ideally 3% as per DoPT) as it provides the employees a fair career progression opportunity to reach upto a certain level at par with their co-workers or with other cadres of the same organization.





As per DoPT, "The scope of undoing the damages done by past over-recruitment is very limited", however, to provide a smooth career progression and reduce the stagnation, ATC Guild (I) suggests the following cadre structure for ATM cadre review:

Grade	Present Sanctioned Strength		Proposed Strength	
	No. of Posts	Ratio	No. of Posts	Ratio
E6 & E7	572	12.18 %	1268	27 %
E4 & E5	762	16.22 %	1410	30 %
E3	952	20.27 %	1878	40 %
E2	1136	24.19 %		
E1	1245	26.51 %		

**Note:** E1/E2/E3 posts can be made a cluster of 40% of cadre post as in new R&P (draft), provision of assured time scale has been proposed by HR Dte upto E3 level, if required it can be grouped as E1-12%/E2-12%/E3-16%.

The above proposed cadre structure looks big hike but looking into the sustainability of any cadre review which must fulfil the functional and legitimate career aspirations of the members of service for at least next 5 years, even this hike also may not be able to provide ample opportunities to all members of the ATC cadre as presently we have almost 500 officials who have completed a composite service of more than 15 years in executive cadre and are eligible for E6 post, in next five years i.e. in year 2028 there will be another addition of 600 more officials to this pool of eligible candidates for E6 promotion.

In same manner, presently all officials at E3 level have completed more than 10 years of composite service in executive cadre who are eligible for E4 post and after 5 years in 2028 there will be another 1200 more officials who will be eligible for E4 promotion.

In above projections, the composite service years after adding the no. of years of service at each level as per AAI R&P regulations in executive cadre is used as there is a significant stagnation in the cadre and if we see only eligible candidates as on date then neither it will give a true picture of stagnation nor it will help us to make a future plan for cadre review to remove this roadblock created due to bulk recruitments in career progression.

The functional justification for a smooth career progression from E1 to E7 level can be easily made as ATC officials are performing safety critical functions and their functional responsibilities immensely increase with years of experience as they become supervisors in ATC units, WSOs, ATS in-charge etc. at various airports, apart from working as a controller on channel. These supervisory/ WSO/ ATS in-charge etc. roles are of significant importance for improved efficiency of ATC team work to achieve organizational goals and also inculcate good decision making in various safety-critical scenarios during VVIP movements, handling of any incident or emergency situations like Bomb Threats, or degraded modes of operations etc.

Financially also, it may have only one increment of 3% impact on AAI as mostly officials either crosses or reaches the pay level of higher grade while completing the required years of service for eligibility due to stagnation. As this will be a cadre restructuring which do not demand any fresh creation of posts and our sister concern CNS Guild has already shown nil



financial impact in their cadre restructuring request letter, the same remains applicable of ATC cadre.

**For higher levels i.e. GM & ED level, ATC Guild (I) requests AAI HR Dte to take up the matter with MoCA and DPE on following consideration:**

**At higher levels of ATC administration i.e. GM & ED level, we request for 3% (presently only 0.6%) of the total cadre posts as per the DoPT guidelines** in ATM cadre review as senior officials in ATM have been stagnated from 12-13 years at JGM level, the condition is so worse that in future we may not find any eligible candidate in ATM Dte for its apex post as the eligibility criteria for Member (ANS) post is minimum GM level experience of 5 years and residual service of 2 years and; mostly ATM officials are getting their GM promotion while in or approaching superannuation zone.

Functionally, with increasing role of AAI as an ANSP rather than an Aerodrome Operator due to majority of big airports being privatized under PPP mode, it is imperative to increase the no. of posts at GM & ED level due to following operational and administrative reasons:

Based on the traffic volume handled, VIP movements, airspace complexity, no. of ATCOs posted, no. of license/rating units available at a station, handling of various safety audits, safety assessments, compliance to various regulatory civil aviation requirements, ATC Guild (India) suggests following nomenclature:

1. All Regions shall have ED (ATM-Region) to look after the various DGCA regulatory compliances to avoid any contravention of Aircraft Rules and its associated penalties either at individual level or at organization level; and to promote best safety standards with latest automation systems available in time.
2. All Metros shall be headed by ED (ATM) rank officer, along with WSO, Training Cell, SQMS, SAR, AIS In-charge etc. of the rank of GM (ATM).
3. All stations having 24Hrs operation or aircraft movement more than 50 or State Capital towns or having all rating license units as per DGCA shall be headed by GM (ATM) with an established Training Cell, SQMS, SAR, AIS In-Charge of the rank of DGM/JGM.

Financially, AAI will be saving money on creation of GM posts as GM level officers in ATM are not eligible to draw stress allowances, and due to stagnation senior JGMs are already reaching the top of their pay scale and also there are many tier-2 airports like Thiruvananthapuram, Jaipur, Lucknow, Guwahati, Cochin etc. which needs frequent GM level tours for rating boards as per the RTM requirement, availability of a GM level officer at such airports will save a good amount of money incurred on such tours pan India and also expedite the rating process at such airports reducing the training cost for AAI and availability of rated controllers on a faster pace .

Reference is also invited to point no.2 of DPE OM no. 9/11/2019-MGMT (Part) dt. 6<sup>th</sup> April, 2023 (copy attached). Hence, it is requested that instead of surrendering posts due to reduced presence of AAI as an Aerodrome Operator at PPP airports, these posts may please be diverted to expanding ATM Dte with approval of MoCA and DPE.



An early action for cadre review for E1 to E7 posts as suggested above and creation of GM and ED level posts for improved safety and operational efficiency is requested.

Assuring you our best co-operation.

Regards



(Alok Yadav)

General Secretary

Copy to-

- For 26/10/23*
- 1-The Member (HR), AAI. RGB New Delhi-03- for information and necessary action.
  - 2- The Executive Director (ATM), AAI. RGB New Delhi-03- for information and necessary action.

*MAJ 26/10/23*



ANNEX - 1

Organisation Structure of AAI (as on 10 June 2023)																						
Designation	HR			ATM			ANS			Finance*			Engineering			Operations						
	Human Resource	Commercial	ATM	ANS	Communication	Finance*	Civil	Electrical	Operations	Security	Technical											
Designation	Sanctioned	Ratio(HR)	Sanctioned	Ratio(Commercial)	Sanctioned	Ratio(ATC)	Sanctioned	Ratio(CNS)	Sanctioned	Ratio(Fin)	Sanctioned	on Jan 24	Ratio(Civil)	Sanctioned	on Jan 24	Ratio(ELECT)	Sanctioned	Ratio(OPS)	Sanctioned	Ratio(Secur)	Sanctioned	Ratio(Tech)
GM	10	1.66%	2	1.14%	30	0.64%	29	1.30%	16	2.43%	23	23	2.35%	14	14	1.63%	8	1.13%	1	0.57%	3	2.24%
JT.GM/DGM	37	6.16%	19	10.80%	572	12.18%	500	12.50%	58	8.80%	146	164	16.75%	103	116	13.54%	47	6.64%	10	5.68%	15	11.19%
AGM/SM	69	11.48%	33	18.75%	762	16.22%	936	18.71%	176	26.71%	247	239	24.41%	194	192	22.40%	92	12.99%	35	19.89%	17	12.69%
Manager	126	20.97%	36	20.45%	952	20.27%	1513	19.50%	172	26.10%	265	255	26.05%	224	224	26.14%	172	24.29%	50	28.41%	22	16.42%
AM	271	45.09%	36	20.45%	1136	24.19%	1039	1072	149	22.61%	150	150	15.37%	174	163	19.07%	163	23.07%	40	22.73%	27	20.15%
JE	88	14.64%	50	28.41%	1245	26.51%	726	1118	88	13.35%	148	148	15.12%	148	148	17.27%	226	31.92%	40	22.73%	50	37.31%
Total	601	100.00%	176	100.00%	4697	100.00%	4543	100.00%	659	100.00%	979	979	100.00%	857	857	100.00%	708	100.00%	176	100.00%	134	100.00%

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No. 9/11/2019-MGMT(Part)  
Government of India  
Ministry of Finance  
Department of Public Enterprises(DPE)

Public Enterprises Bhawan,  
Block No.14, C.G.O. Complex,  
Lodhi Road, New Delhi-110003,

Dated: 6<sup>th</sup> April, 2023

Office Memorandum

**Subject: Creation of 456 posts of Air Traffic Controllers (ATCOs) in Air Ports Authority of India(AAI), Ministry of Civil Aviation.**

The undersigned is directed to refer to Ministry of Civil Aviation OM No. 24011/5/2019-AAI-MOCA(158785) dated 14.2.2023 regarding creation of the 456 posts of ATCOs in the Airports Authority of India and to say that the proposal of MoCA has been approved for creation of the following posts:

Post	No. of Posts created
Dy Gen Manager (E6)	70
Sr Manager (E-4)	63
Manager (E-3)	217
Asstt Manager (E-2)	106
<b>Total</b>	<b>456</b>

2. The approval is subject to the condition that the Ministry of Civil Aviation will review the existing vacant posts against all laterals and ensure that these are used to augment the ATC wing.

3. This issues with the approval of competent authority.

पवनेश कुमार शर्मा/Pavanesh Kumar Sharma

निदेशक/Director

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Ministry of Civil Aviation (MoCA)  
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