



Ref. No. HPDO/11398/Pers.

Date: 17.12.2014

ROLE & RESPONSIBILITIES OF EXECUTIVE DIRECTORS

OFFICE ORDER

The roles & responsibilities of the following Executive Directors may be amended to read as under, in supersession to subject previous instructions dated 19.09.2007 issued under reference no. HQ/NACIL/70-76 (C)/3188:-

Four Executive Directors - Northern India, Western India, Eastern India and Southern India.

- Monitoring of On Time Performance
- Administrative control of all Corporate functions represented in the Region.
- Ownership of Business & Operations outcomes for the Region.
- Responsible for meeting the targets on revenue and profitability as set for the Region.
- Efficient functioning of all the functions of the Company within the jurisdiction allotted.
- To be the coordinating and controlling authority and carry out all correspondence with Headquarters in the manner provided.
- Manage contracts related to day-to-day operations of region in consultation with Corporate (Crew Accommodation, Transportation, Ground Handling, Flight Despatch).
- To ensure proper and optimum utilization of aircraft, crew and staff.
- Proper disposition and positioning of aircraft and crew for scheduled and non-scheduled operations in accordance with operational needs.
- Operations administration including the operation of all scheduled, non-scheduled and charter flights etc.
- Laying down of sector fuel requirements, fuel economy etc.
- Recommendation to subsidiary and Corporate function heads in regard to change in schedules, frequencies, type of aircraft and also fixation of weather minima, amendments thereto for new stations and new aircraft.
- Recommendations to Corporate function heads in regard to alteration in fares and rates, booking agencies, interline agreement and allied matters.
- Arrangements for providing satisfactory passenger and crew catering.
- To ensure proper cleanliness of aircraft, provisioning of necessary passengers amenities etc. at all points of call in the region.



- To supervise arrangements for canteen and other amenities for staff and to provide such facilities where considered necessary.
- Security within the region through appropriate agencies.
- Optimum utilization of all equipment, material and other resources in the region, to ensure smooth and safe operations and maintain high dispatch reliability.
- To liaise with local government, airports authority, DGCA/regulatory authorities and other agencies in the region.
- Harmonious industrial relations with unions & associations and creation of productive work climate.
- Promote and project appropriate company image in the region under overall guidelines issued by Corporate; act as company's spokesperson within region, in respect of any flight delays and to be proactive in respect of media related matters in close consultation with Hqrs.
- To arrange in co-ordination with the AIESL Head, the smooth and efficient functioning of the Maintenance section of the Engineering function.
- Supervision of maintenance and proper operation of surface transport
- Rent lease, maintenance, alterations, improvements etc. of all buildings owned or hired in the region.
- Arrangements for provisioning and supply of all office equipment and general stores and supplies, etc.
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed.
- Any other responsibilities as deemed appropriate by CMD.

Executive Director (Corporate Affairs)

- Help frame corporate policies and be responsible for communication of such policies to various offices of the Company.
- Interaction and co-ordination with ministries, planning commission for long and short terms company plans.
- To hold and exercise Power of Attorney to execute agreements on behalf of Air-India with approvals as required.
- Handle work relating to Parliament, Committees of Parliament, coordination and correspondence with Ministry and other PSUs.
- Implementation of the directives issued by the Ministry including submission of reports required by the Ministry from time to time.
- General administration and maintenance of office and residential premises owned by the Company.
- Handling of administrative, financial and legal proposals put up to HQ for approval.
- Archiving of records-compliance with Public Records Act 1993.
- Coordination of RTI requirements
- Conduct performance appraisal for senior employees (administrative reportees)
- Improve focus on quality standards within the function



- Handle legal cases arising out of the Company's business, arbitration before International tribunals, coordination with lawyers, determining retainership arrangements with Solicitors and Attorneys at Indian and foreign stations, appearing at Courts, Tribunals on all important matters, Estate matters etc.
- Vetting of various agreements-internally/outside lawyers.
- Preparing pleadings in court, in consultation with lawyers to safe guard Company's interest.
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed.
- Any other responsibilities as deemed appropriate by CMD

Executive Director (Cargo)

- Responsible for meeting the targets on revenue and profitability as set for the cargo.
- Cargo marketing, cargo space marketing (passenger and freighter).
- Establishment and administration of dedicated cargo sales force units, sales promotions and sales budgets.
- Targets and performance monitoring of cargo sales, market research and analysis.
- Support Corporate in cargo network & fleet planning
- Cargo revenue and yield management.
- Competitive pricing inputs on cargo
- Freightier alliances, JV and partnerships
- Industry relations & co-ordination for sales promotion with
 - Courier agencies and associations
 - Air cargo promotion organizations
 - Chambers of commerce and industry etc.
- Plan and manage service level agreements for cargo.
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD.



Executive Directors – Finance

- Overall functioning of the Finance function.
- Tracking, scrutiny and preparation of revenue budget.
- Tracking, scrutiny and preparation of expenditure / capital budgets.
- Prepare and track implementation plans for the outlined strategy including merger synergies for the group.
- Issue and implementation of financial rules and regulations.
- Maintenance & preparation of all revenue accounts.
- Maintenance & preparation of all expenditure accounts.
- Control over all disbursements and deposits including bank account operations and fund management.
- Implementation and control of budget (revenue, expenditure & capital)
- Coordination with government audit and statutory audit.
- Computerization of accounting and introduction of ERP and on line accounting.
- Developing sound management information systems and weekly/monthly/quarterly financial reporting systems.
- Update accounting manuals.
- Financial approval/negotiations of procurements & additional systems.
- Prepare MIS for the company and determine action steps.
- Financial control of the company.
- Policy matters relating to customs, taxation and duties.
- Strategic sourcing for Aircraft Insurance, Aviation fuel and developing fuel hedging strategies to minimize fuel price risk.
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed.
- Any other responsibilities as deemed appropriate by CMD

Executive Director-Flight Safety

- Oversee functioning of Flight Safety functions
- Enhance accident/incident prevention measures particularly in the area of information feedback
- Maintenance of information on investigations, accidents and incidents
- Ensure prompt investigation of incidents/accidents and implementation of safety measures
- Implementation of safety related policies, standards and recommended practices as per JCAO/Flight Safety Manual; Audit, investigation and Inspection Reports.
- Ensure that periodic safety inspections/audits are carried out and reports are prepared on the same.
- Compliance with safety recommendations made in safety audit/investigation reports.
- Monitoring of CVR and DFDR and aircraft serviceability during operations



- Convene internal meeting with key executives/functions, at least once in a year to review the activities of the function and to identify safety critical issues.
- Disseminate information on flight safety; ensure that employees of the function are kept current on flight safety related developments in the country and abroad.
- Order special investigation through the PIB to enquire into any incident which warrants such a report.
- Coordinate with airport/regulatory authorities in respect of major flight safety matters.
- Monitor functions of wet lease operations and carry out in flight and ground surveillance of wet lease operators as per the requirements of regulatory agencies.
- In liaison with ED Training formulate and implement standards of flight proficiency necessary for the safe and efficient operation of aircraft
- Preparation of policy, manual and procedures for Emergency Response Plan
- Member of flight safety committee, pilots training committee, flight safety sub-committee and the government standing committee on accidents
- Liaise with international airlines, flight safety foundation, DGCA, AAI and meteorological directorate
- Design and implement best in class processes, work practices and technology tools in consultation with relevant functions
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD

Executive Directors (Ground Handling)

- Developing short and long terms plans and strategies for ground handling as sustainable profit-centre including JV discussions/negotiations
- Third-party service provision guidelines and scope; bilateral negotiations/agreements
- Marketing of ground handling services of third parties
- Sales target setting for subsidiary
- Plan and manage service level agreements with other subsidiaries/JVs
- Responsible for ground handling contracts with foreign airlines including Jt. Ventures projects entered with foreign airlines & international airports.
- Responsible for maintaining service levels at all stations through subsidiaries/external parties.
- Improve focus on quality standards within the function.
- Monitor and manage provision of ground handling services for third parties
- Equipment maintenance, allocation and planning
- Prepare and monitor GH equipment budgets and capital expenditure plan
- Developing plans for life development and optimization of equipment usage
- Plan and manage service level agreements with subsidiary as required



- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD.

Executive Director (IT)

- Delivery of the overall IT strategy and management decision
- Develop the short to medium term (2-3 years) IT Blueprint of the organization
- Develop & monitor IT budgets & investments
- Manage RFP development, Product evaluations and provide guidelines for contracting with IT vendors for new initiatives
- Program and project management of all new IT initiatives
- Risk and scope management
- Manage costs, quality and timeliness and initiate management action in cases of overruns
- Performance & impact analysis for newly introduced applications
- Conduct periodic status review meetings with the business teams
- Transition IT applications management responsibilities to the IT Operations team post implementation
- Provide a smooth and uninterrupted service and meet the needs of all external and internal customers w.r.t.
 - Application & system software
 - Hardware & network maintenance
 - Voice and radio communication
- Maintenance of applications and system software
- Planning for upgrades, patches, rollouts and phasing out of applications
- Manage third party outsourcing (IT Services, software & IT infrastructure) contracts and AMCs
- Manage infrastructure support and network requirements
- Conduct periodic quality, network and infrastructure audits
- Employee training & development
- Manpower planning & assessment
- Supervise timely resolution of customer calls and issue logs
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD

Executive Director (IFS)

- Single point owner for entire customer experience (pre-flight, inflight and post-flight)
- Plan and manage service level agreements with other agencies/subsidiaries to ensure efficient and effective customer service.
- Monitoring of in-flight service, customer feedback & company's response to the customers



- Monitoring of in-flight sales
- Handling passenger grievances
- Management of Call Centre
- Periodic up gradation of in-flight services, inflight magazine, entertainment
- Coordinate implementation of Emergency Response Plan through suitable functions.
- Oversee cabin crew operations, cabin crew training, refresher courses, special programmes related to Flight Safety, creation of Cabin Crew Manuals, etc.
- Oversee the entire catering for all flights.
- Co-ordinate with ED Operations for flight schedules in order to achieve optimum utilization of cabin crew.
- Improve focus on quality standards within the function.
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed.
- Any other responsibilities as deemed appropriate by CMD.

Executive Directors (Integration)

- Responsibility for driving merger integration implementation of JDC report in toto
- Complete revised merged pay and allowances of all categories.
- Harmonization all policies issuance of appropriate instructions relating to operational matters resulting in cross utilization of manpower in all fields.
- Set agenda, targets and timelines for merger integration activity in various functions
- Track & monitor progress against key milestones & timelines.
- Drive decisions & action related to integration
- Ensure achievement of synergy as estimated by the working groups
- Coordinate functioning of the grievance redressal cell
- Resolve integration related grievances and escalate unresolved grievances to JMD/CMD and apex grievance committee
- Any other responsibilities as deemed appropriate by CMD.

Executive Director-MMD

- Overseeing company - wide control of materials, purchasing and procurement, budgets and logistics, as well as entering into contracts for various types of services.
- Framing of policies, plans, co-ordination and strategy for procurement across to ensure desired responsiveness to the needs.
- Develop a plan for optimum inventory management and economic order quantity concepts at all stations throughout the network
- Provide for pooling of inventory to avoid ground time at stations
- Strategic sourcing, inventory planning, budgeting and financial control related to purchases.
- Receipt, custody and issue of items



- Disposal of surplus, redundant & obsolete items
- Maintain liaison with various govt. agencies on procurement related issues
- Contribution to cost saving efforts; by way of establishing systems/fine tuning and participation in identifying materials that could be procured from surplus sources, alternative sources.
- Vendor development
- Knowledge management
- Employee training & development, manpower assessment
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD.

Executive Director-Operations

- Overall responsibility of operations control and supervision for smooth, safe and efficient conduct of flight operation
- Passenger and cargo airlines operations (incl. of cockpit crew control, flight dispatch, GSD liaison, Departure control)
- Ensure that all flight operations are conducted as per existing procedures and rules & comply with the same
- Update all operations manuals & other instructions
- Long-term and short-term planning of Operations requirement in accordance with corporate plans.
- Act as Chairman of Standing Committee and overall in-charge of VIP flights
- Cockpit crew scheduling, flight dispatch and flight watch in an optimal manner
- Ensure prompt distribution of information as regards flight safety issues received from DGCA, IATA, manufacturers etc.
- Coordination with regulatory authorities, aircraft and engine manufacturers for reviewing FDTL.
- Ensure all operational requirements for operations to new airport/ new routes are met with.
- Planning optimum flight routes/air corridors and obtaining over flying permissions
- Crew administration
- Ensure smooth functioning of Flight Despatch at all stations.
- Liaise with international airlines, flight safety foundation, DGCA, AAI, IAF medical board and meteorological directorate.
- Co-ordinate with ED Sales & Marketing for flight schedules in order to achieve optimum utilization of flight crew.
- Maintenance of information on investigations, accidents and incidents
- Improve focus on quality standards within the function
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD



Executive Director (Personnel & IR)

- Framing of all personnel policies across Company and supporting subsidiaries for the same.
- Framing of policies on manpower sharing across Company.
- Manpower planning & recruitment.
- Associate with technical functions to form work norms and determination of standard force, and periodic review thereof.
- Periodic review and updation of standard force.
- Coordinate annual performance reviews/appraisals across Corporate.
- Responsible for matters relating to, welfare and social security.
- SC & ST and OBC implementation
- Passage regulations and welfare matters including holiday homes.
- Internal communication on Personnel matters.
- Holding in discussions with unions/employee associations
- Ministry questions & liaison related to Personnel matters including Pay Commission
- Improve focus on quality standards within the function.
- Dealing with court cases, such as labour courts tribunals etc.
- Effectively dealing with the industrial unrest situations.
- Disciplinary actions and enquiries in consultation with the concerned functions. Assist/Guide other functions in their own enquiries.
- Implementation of individual grievance procedure in conjunction with the functions to ensure redressal of all genuine grievances of employees.
- Interpretation and implementation of service regulations and standing orders.
- Oversee functioning of special cell for SC/ST
- Oversee functioning of time-office.
- Building up of an information base, in conjunction/co-ordination with other functions, on job evaluation and wage structure of comparative industries.
- Overseeing and automation of record keeping/establishment.
- Reduction in number of Trade Unions in the Company and holding their elections.
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD

Executive Director (P&F/Related Business)

- Head of the Related Business function with responsibility for conceptualization & operationalizing strategic plans for specific businesses identified by the Board.
- Overall I/C of all Civil Engineering Projects
- Maintenance Air India Housing Colonies.
- Miscellaneous revenue earning through advertisements on Boarding Cards, baggage tags, web page, aircraft etc. and monetization of properties.



- Fuel price hedging and exchange rate risk management
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD

Executive Director (Security)

- Oversee the functioning of the Security function across Air India as the function head
- Formulate policy & objectives of the function and ensure its achievement.
- Liaise/ interact with government/law enforcement agencies/corporate heads of functions.
- Evaluate the security manual/programmes/plans and ensure that the same are updated from time to time.
- Implement guidelines & directives from the Government of India, BCAS & other regulatory authorities & Annex - 17 (ICAO) Standards & Recommended Practices).
- Evaluate reports & disseminate information on the threat perception.
- Plan security arrangements for VVIP Charter Flights.
- Supervise & monitor functions of the Investigation & Fraud Prevention Cell (Security function).
- Represent Air India at national & international aviation security related forums.
- Review technology trends w.r.t. Security and formulate action plan for implementation.
- Design and implement best-in-class processes, work practices and technology tools in consultation with relevant functions.
- Improve focus on quality standards within the function
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD.

Executive Director (Strategy & Planning)

- Long term planning, including forecasting, fleet planning and business planning including leasing of aircraft for operations.
- Short terms planning, including revenue budget, economic analysis and aircraft leasing.
- Lead coordination of procurement and leasing of aircrafts in close consultation with relevant functions.
- Design and implement best-in-class processes, work practices and technology tools in consultation with relevant functions.
- Improve focus on quality standards within the function.
- Alliance Management



- Negotiation and monitoring of commercial agreements – Pool, Compensation Code Share / Block space and Joint Venture Arrangements – with foreign airlines.
- Bilaterals/ICAO/Air Law matters/Regulatory Affairs
- Formulation of Air India stand on exchange of traffic rights
- Plan and manage process of integration with global alliance
- Lead negotiations with partner airlines and Global Alliance to realize synergies from joining Global Alliance.
- Improve focus on quality standards within the function
- Market study before introduction of new routes and identification of fleet type for particular routes.
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD

Executive Director (Sales & Marketing)

- Responsible for meeting the targets on revenue and profitability as set for the Company.
- Targets and performance monitoring of sales, traffic, seat factors, market research & analysis
- Establishment & administration of dedicated sales force units, advertising & sales promotion schemes and budgets.
- Revenue and yield management including route profitability analysis.
- Manpower Deployment (within the sales & marketing function)
- Industry relations and coordination for sales promotion with
 - Other airlines and airlines associations
 - Travel agencies, tour operators and associations
 - Tourism promotion organizations
 - Chambers of commerce & Industry etc.
- CRM, FFP & Product development including holiday packages
- Agency arrangements
- Improve focus on quality standards within the function.
- Market Research and Analysis and to keep the Board informed of the findings of such Market Research and Analysis on regular basis.
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed.
- Any other responsibilities as deemed appropriate by CMD.



Executive Director-Training

- Functional Head for all training related activities in the company
- Ensure execution of training plans and programmes for flight operations personnel of Air India Limited
- Preparation of training curriculum
- Ensure maintenance of full and up-to-date records of the training and licensing status of the Flight Operations personnel.
- Ensure that proper training circulars for all types of aircraft operated by the Company are prepared and kept up-to-date taking into consideration latest operating techniques, experience, instructions and directions of the DGCA.
- Ensure smooth coordination of training centers and training personnel
- Ensure efficient record keeping at the training centers
- In liaison with Operations, prepare training plans, refresher courses for flight operations personnel. (Pilot in command training, endorsement training, training of flight instruction/check pilots, flight dispatch).
- In liaison with Flight Safety, formulate and implement standards of flight proficiency necessary for the safe and efficient operation of aircrafts
- Implementation of merger recommendations as well as ensuring that progress on merger is as per plan agreed
- Any other responsibilities as deemed appropriate by CMD

Deepa Mahajan

(Mrs. Deepa Mahajan)
Executive Director (Pers. & IR)