

Magic Carpet

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Ocean To The Sky

Sir Edmund Hillary and V.D. Despande of Reservations share a joke at Bombay Airport, when the latter approached the famed mountaineer for his autograph.

TO introduce cruises in the Ganges and the Brahmaputra similar to those being operated on the rivers Seine and Rhine, Air-India sponsored last month an Indo-New Zealand Jet Boat Expedition led by Sir Edmund Hillary. The other co-sponsors are the Department of Tourism, Shipping Corporation of India and Indian Airlines. Unlike other expeditions where the boats move with the river current, this expedition has chosen to sail upstream from the Bay of Bengal to the source of the river Ganges.

The expedition has been named 'From the Ocean to the Sky'. Three special fibre-glass boats weighing 3,630 kgs. were transported by the Shipping Corporation of India from New Zealand to Calcutta. The boats are being operated by water jet propulsion and move at a speed of 72 kms. per hour. At the outset the Expedition will explore the Sunderbans Tiger Sanctuary and move up the river Hooghly through Patna, Varanasi, Allahabad, Haridwar, Rishikesh and Joshimath. One of the boats will move

up the river Jamuna from Allahabad and reach Delhi via Agra. The distance traversed, taking into account the meandering course of the river, is around 3000 miles. The expedition which started last month (August 24) is expected to round off on October 11, 1977.

The team will spend 10 days to scale 19,565 feet Narain Parbat Peak. A colour film of the entire journey will be made by the Films Division. The film will capture a cross section of the Indian countryside and Indian heritage. Sir Edmund Hillary also plans to write a book on the Expedition which will be of considerable publicity value.

Two Air-India Officers, Capt M.S. Kohli, leader of the successful Everest Expedition in 1965 and currently Air-India's Manager-Australasia and Cdr Joginder Singh, Manager-Trek and Mountain Tours, are also taking part in the expedition, together with Mr H.C. Sarin, President of the Mountaineering Foundation.

MD MEETS THE PRESS

AIR-INDIA's Managing Director, Mr K. G. Appusamy, announced a major expansion in the airlines operations, mainly to the Gulf.

Addressing a press conference in Bombay recently, he said with effect from November 1 this year, Air-India will increase its flights from 23 to 27 a week to the Gulf. When Air-India receives its sixth 747 in mid-December, one more wide-bodied aircraft will be pressed into service.

The seventh Boeing 747 is expected to join the fleet in May, and it is proposed to replace the present six 707 flights a week to Japan with two Boeing 747 and three 707 weekly services. It is also proposed to operate four 747 terminator flights between India and Europe and one more flight between India and the Gulf.

Mr Appusamy referred to Air-India's role in the promotion of tourism and said that the Corporation had decided to go in for two hotel projects to be undertaken by the Hotel Corporation of India, a wholly-owned subsidiary of Air-India.

The hotel at Juhu Beach would have an initial capacity of 355 rooms and provision to go up to 500 rooms, and the project would cost Rs. 12.56 crores. The other hotel is proposed to be constructed in Srinagar as a part of the Congresses and Conventions complex, being put up by the Kashmir Government. The 275-room hotel in Srinagar is estimated to cost Rs. 10.40 crores.

This month Air-India is planning to promote South India in a big way in collaboration with the ITDC, Department of Tourism and Indian Airlines. Approximately 60 members of the various publicity media will assemble in Madras and embark on three separate itineraries in the South, ending their tour in Bombay.

Mr N. H. Dastur, Dy. Managing Director, was also present at the press conference.



India Comes To Melbourne

AIR-INDIA actively participated in the Second Asian Trade Fair held in Melbourne recently. While over 137,208 people attended the Fair, it was of special interest to manufacturers, wholesalers and retailers. Among the highlights of the Fair was a dance performance presented by the Asian Dance and Music Centre (photographed left) under the baton of Ms Nancy Grover. Among those who witnessed the performance were V.P. Singh, Consul General, Shreedhar Rao, Director, Tea Board of Sydney and T.V. Krishna Murthy, Manager, State Trading Corporation, Sydney.

A number of Air-India brochures were distributed at the Fair and both Air-India and the Government of India Tourist Office got considerable publicity mileage out of this venture.

Random Jottings

By Calculating Mind

THE news today is all of Packer and Laker. Packer is inveigling all the world's top cricketers to Australia and putting them on TV, while Laker is launching his Skytrain across the Atlantic so that you can travel from New York to London and back for peanuts. All the airlines of the world today are in a flurry, the cricketers are packing-off in a hurry, and the cricket associations around the globe continue to worry.

So here is a fictional Air-India London-New York flight chartered by Laker and packed with Packer's cricketers crossing the Atlantic enroute to Australia. The Air-India hostess welcomes the passengers with folded hands, "Good afternoon, sir! May I offer you one of those wonderful Air-India smiles at the cost of 50p. only? I guarantee you that the memory of the smile is worth at least a century on Channel 9. Oh! Your bat! Yes, I can keep it here in the locker, but there will be a small charge of 80p. If I can make a suggestion — we can have your team autograph the bat and auction it, it should fetch at least 256 dollars which will pay for your London-New York-London flight."

Announcement by the Commander, "Good day gentleman. We welcome you on board our flight to New York and wish you a good innings. Please make sure your wallets are intact since we intend to make as much money as possible out of you penny-pinchers or should I say penny-Packer-pinchers.

The IFS announces, "Friends, you will notice that while the faster seat belt sign has been switched on, there are no seat belts. If you wish to avoid hitting the rood on take-off - and there is turbulent weather ahead of us as predicted by the Air Traffic Control, such as it is, considering most of the blighters are on strike - just press the green button above your head and a seat belt will appear from the leg side and the buckle from the slips, and you can latch on safely even if Alan Knott is breathing down your neck from the seat behind you. We will collect from you the seat belt charge of \$1 before you are permitted to leave your crease - sorry your seat."

Green lights appear all over the aircraft and Kerry's Kiddos are all safely strapped in. Take off, and our cricketers are thirsty. Announces the hostess over the P.A. System; "Gentlemen, or should I say Players, you will no doubt wish to refresh yourself. Before we unstrap you from your pads, we will take your orders for drinks. Australian Beer is a pound a pint, Indian Beer is two pounds a pint and the 5000 cases of British Beer we have on board are all packed in the hold for Mr. Packer. We understand he intends to charge you for it when you get to Australia at three pounds a pint. It is possible that some of you will prefer just a glass of water? I am afraid we will just have to boycott you and keep you strapped in till JFK."

The hostess goes round serving beer. A well-known batsman gets up to go to the cloakroom and comes back in a fury since all the toilets are locked. "You're truly stumped, aren't you, sir? Well, we levy a fee. We call it the on-a-loo-loo fee or, if you prefer, a pee-fee. The charge is 25p. for a quick single, 75p. for a boundary (that is for four trips), or a pound for a sixer."

From the flight deck: "This is your Captain speaking. There is a little rough weather ahead or, to use an expression you will no doubt understand, some bumpy. After that your Cabin Crew will serve you lunch. The main meal I understand, is appropriately enough, duck. Ha ha!"

And finally, just before landing at JFK there is an announcement from the IFS again: "Gentlemen, it is time for you to return to Gully. Please press the green button if you wish to fasten your seat belts round your silly mid-riff. We trust you enjoyed your cheap flight. Perhaps, you may like to take on the Harlem Globe Trotters or the Yankees while in New York. We also understand that the Ringling Circus is in town. We hope to see you on TV."

Magic Carpet 20 YEARS AGO IN SEPTEMBER, 1977

PRIME MINISTER RECEIVES AVIATION AWARD

THE Department of Aeronautics of the State of Nebraska, U.S.A., has presented a gold plaque to Prime Minister Jawaharlal Nehru in recognition of India's achievements in the field of world aviation.

Shri Humayun Kabir, India's Minister for Civil Aviation, in a letter to the Chairman says that "Air-India International has won a place of honour in international aviation and we have every hope and confidence that this position will be maintained and continually improved."

INDIAN SHOW AT PEKING

AIR-INDIA International is participating in the "first of its kind" wholly Indian exhibition at Peking, China. The exhibition, was declared open by India's Vice-President, Dr. Radhakrishnan, and is being held in the huge Soviet Exhibition building, covering a total area of one lakh 25 thousand square miles.

Air-India has put up a separate stall of its own.

MR. J.R.D. TATA

MR. J.R.D. TATA of Air-India International was elected President of the International Air Transport Association at the final session of the Association's annual meeting held at Madrid.

The next annual meeting will be held in New Delhi on October 19, 1978.

New Approach to Tourism



Minister for Tourism & Civil Aviation, Mr R.L. Kaushik (second from left) with J. Stein, C.B. Jain, DG, Tourism; Prof J. Hagler, Inder Sethi, and D. Hellstedt at the Tourism Marketing Seminar in Delhi.

...experts give opinions

THE Union Government has decided to end the emphasis on international tourism at the cost of domestic tourism.

From now on, the government will attempt to "bring about a rational blend synthesis of the two" said Mr. P.L. Kaushik, Minister for Tourism & Civil Aviation, in Delhi recently.

Inaugurating a seminar on Tourism Marketing, he said that to develop a new approach to tourism in this regard, a committee was being appointed to study in depth the various aspects of tourism and recommend ways to rectify the past approach.

The Minister clarified that this did not mean any slackening of effort regarding international tourism but just blending it rationally with domestic tourism.

The seminar which was held at both Delhi and Bombay was presided over by the Director General of Tourism, Mr. C.B. Jain. Among the speakers invited to participate in the seminar were Prof. J.A. Hagler, Mr. D.M. Hellstedt, Mr. J.A. Stein and Mr. I. D. Sethi, Air-India's Commercial Director.

During the course of his speech, Mr. I.D. Sethi emphasised the need for promoting Convention Tourism. He said, "Convention Tourism

is an increasingly important aspect of travel and one that needs to be cultivated and developed with great vigour". Continuing the discussion, Mr. Hellstedt emphasised Congresses and Conventions as an important aspect of tourism. For this, he said that it was important to train personnel in this specialised field and he was happy that there was now a trend among travel agencies in Europe and America for developing separate organising companies. Prof. Hagler spoke of tourism as a marketing concept. He said that every aspect of tourism was inter-related and the tourism infrastructure was such that nothing could function as a separate entity. The ecological expert, Mr. Stein was very emphatic about preserving a clean environment to encourage tourism in any country, "regardless of how tourism develops in the future, the desire to see and to experience places of wonder and beauty, and to enjoy the inspiration and peaceful quiet of unspoiled nature, will bring other millions to seek out-of-the-way areas where nature remains essentially unspoiled".

The seminar was attended by managers of Tourist Agencies, Hotels, Airlines and Government officials.

Safe Driving



IN London recently drivers and members of Air-India's Ramp Handling staff, were doing their bit to prevent airport road accidents. They were undergoing instructions on Defensive Driving from Mr P.N. Helekar, Transport Engineer, who has been trained in the States on this subject and sent to London from Bombay to put the drivers through their paces and to advise them how to avoid mishaps. The course was in two parts. The first consisted of general driving

techniques and the second devoted to the particular skills of manoeuvring ground handling vehicles around the tarmac and aprons. The general feeling of those who took the course was that it was very interesting and helpful and they are seen here at a break during instructions — (left to right) Sam Batliwalla, Behrum Daruwalla, Hoosee Karanjia, Dinyar Sutaria, P.N. Helekar, Ajit Chatterjee and Jaishee Ram.

RDs Meet



LOOKING AHEAD



They gathered to shape the airline's destiny

A CONFERENCE of Air-India Regional Directors, inaugurated by the Managing Director, Mr. K.G. Appusamy, was held in Bombay recently. This was the first time the MD met the Regional Directors after having taken over this office. Members of the Managing Committee were also present.

Welcoming the delegates, Mr. Appusamy said the financial year 1976-77 was the most successful year for Air-India, with phenomenal growth in traffic and revenue. He added that Air-India had stepped up its frequency on several routes and with the addition of two 747s to the fleet, new routes would be served and more services introduced.

Mr N.H. Dastur, Dy Managing Director, gave an account of the commer-

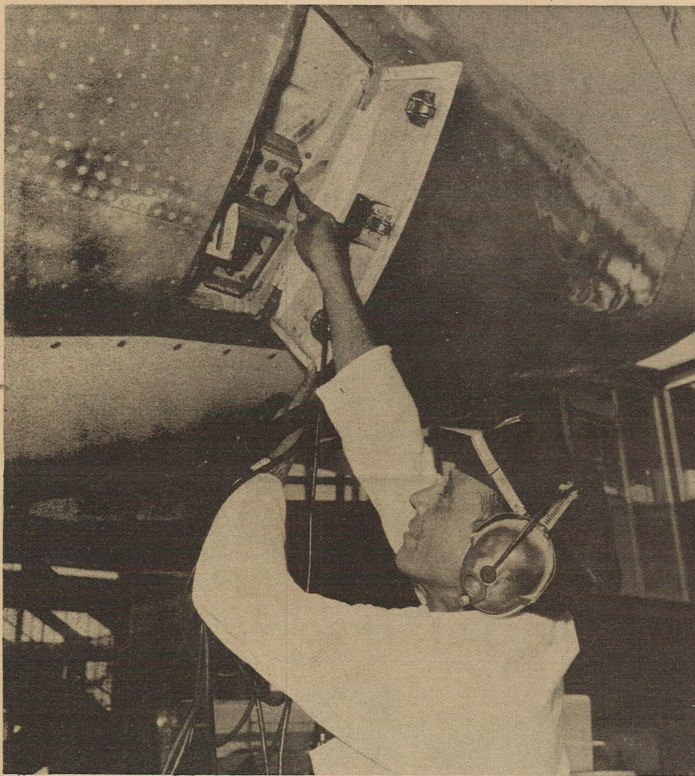
cial aspects of the airline and called upon delegates to not only fulfil but exceed their targets.

The Conference had been primarily called to work out the time-table and after a hectic two-day session, decisions were taken to the satisfaction of all regions.

On the second day, the Chairman, Mr J.R.D. Tata met the delegates and discussed the problems of the various regions. He told the regional heads that if the present trend continued, Air-India was likely to improve on last year's profits in the current year as well.

All those who attended, complimented Mr Eric Pereira for the excellent arrangements he had made for the Conference.





CLAIMING to be 98 per cent self-sufficient in engineering, Air-India overhauls virtually everything, including JT9Ds and CF6s. Factory processes such as repairing computer cards and inertial navigation systems are not economic, but otherwise the airline's 25-year philosophy of engineering independence remains in force. Director of engineering Om Sawhny explains: "We are a long way from the vendors." Sawhny joined Air-India as an apprentice in 1944 and holds current licences on the Boeing 707 and 747.

How does Air-India get information about the unusual engineering defects? What measures does it take to hear about incidents before they become accidents? Sawhny admits that there is no single answer. Air-India's approach is "multi-channel". As Director of Engineering he is a member of IATA's Technical Committee, which brings together the experience of the world's major airlines. K.G. Appusamy, Sawhny's predecessor and now Managing Director, was for two years Chairman of this committee. Air-India also has an engineer on IATA's Engineering and Maintenance Advisory Committee (EMAC).

Another input is IATA's Safety Information Exchange. Sawhny agrees that this does not always add to what has already been in manufacturers' service bulletins, "but it is written in my language and it is always safer to rely on more than one channel".

Sawhny reckons that his engineers attend about 15 international technical meetings a year. Sometimes two or more attend, representing the shops as well as the technical staff. Up to 20 Air-India engineers are assigned to such meetings, of which Boeing has at least three a year.

An example of an incident picked up early by "listening out" was an aircraft wheel which came off another airline's aircraft on take-off and went through a building. "There was no publicity," recalls Sawhny. "We reviewed our hub inspection procedures and though we had been doing what we should have been doing, we improved the system. We try to benefit

from the experience of other airlines with more hours of operation because they run into the problems first."

S.V. Karandikar, Engineering Manager for Quality Control and Technical Services, first heard of the hydraulic fluid erosion problem at a vendor's meeting. The problem had not then appeared in any vendor's service bulletins.

Air-India has a modifications committee which assesses service bulletins on 707 and 747 airframes, engines and equipment. All discussions and decisions are minuted. The committee chases up all alert-coded modifications and those which effect safety as a matter of priority, and discusses the timing of modifications relating to reliability or economy.

Air-India keeps a file on every service bulletin and subsequent modification action, so that there is an instant record for reference. Similarly, every component of every aircraft in the fleet has its own modification-history card. If there is a problem with, say, a 707 nose-wheel axle, the histories of all other such components in the fleet are immediately available. Air-India, a labour-intensive airline and still a small one, has not yet found it economic to computerise this sort of data (though engine performance monitoring and major component records are now electronic).

As a result of hard work by Air Transport Association and IATA committees, says Sawhny, manufacturers must now give reasons for modifications in their service bulletins. "Some were already doing so, but to a degree which did not satisfy all the customers. The manu-

THE AIR-INDIA TECHNICAL

Flight-Editor J. M. F.



facturers have not always told us everything to help us in our judgements about priority. There have been no cover-ups, or anything like that, but they have been slow to make the safety importance of modifications clear."

Rolls-Royce sends Air-India its Service Department's Notice to Operators, marked copyright and confidential. Pratt & Whitney publishes its monthly Product Support Newsletter, noting that it is confidential and not legally binding (although the US Freedom of Information Act may invalidate the confidentiality provision). Boeing mails its weekly 747 In-service Activities, marked "Boeing customer information only," and publishes a Significant Service Items Summary of major reported problems and Boeing action.

Air-India exchanges its maintenance and reliability statistics with other airlines. In return for its own Fleet Performance and Engine Statistics it receives, for example, British Airways' Sordid, JAL's Technical Statistics, Qantas's Engineering Statistics, Pan American's Mechanical Performance Report and Lufthansa's Reliability.

All engineering information on safety and instructions to maintenance personnel are incorporated in to staff notices by Air-India's standards division and posted on notice boards. According to Sawhny, they have "a cumulative effect of raising safety awareness — they are seen by everybody, and give the shopfloor a feel for all the important things."

Airworthiness responsibility is delegated to Air-India by the Indian Ministry of Civil Aviation. Delegation is related to an agreed specified removal rate for each component, and the airline is required to notify the DGCA if an alert rate is exceeded.

FLEET: All Air-India's nine Boeing 707s, including four with Rolls-Royce Conways, are believed to stand at zero value on the books. They are cheaper to operate—notwithstanding the cost of fuel—than the A 300, according to Sawhny. But as the 707 gets older, he says, the cost of maintenance goes up faster than anything in the budget, especially hot-section parts, tyres and brakes.

The 707s were depreciated over 12 years, and some are now entering their 17th year of operation. "We are not interested in a replacement for the time being until we are convinced that it will offer lower operating costs," says Sawhny.

The 707 wings have all had the upper-skin modification and are good for another 60,000 hr., the highest-time Air-India 707 having 55,000 hr. compared with over 60,000 hr. in US service. The airline has discovered no tailplane-sparracks and is not expecting any further structural modifications for as far ahead as can be seen.

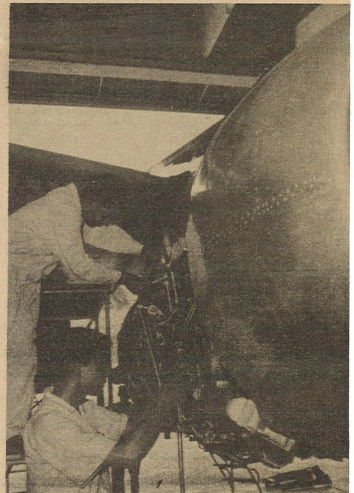
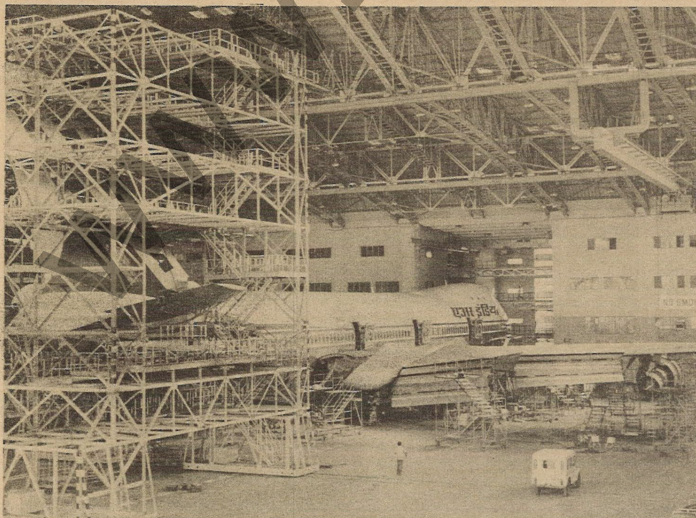
According to current plans, and depending on spares and fuel costs, the 707 fleet will be

economic into the early 1980s. The Conway 707s will be retained for another three to four years. The limitation is simply the cost of materials, particularly hot-end spares.

Air-India is guarded about new aircraft, but the possibility that Boeing 747SPs will replace the 707s appears quite strong. Also being considered are the Tristar 500 and DC-10-30. The choice is likely to be made before the end of 1977. Pilot-training and engineering investments would appear to weigh the choice in favour of the SP. Technically the argument for staying with the 747 is strong. Delivery time is eighteen months to two years.

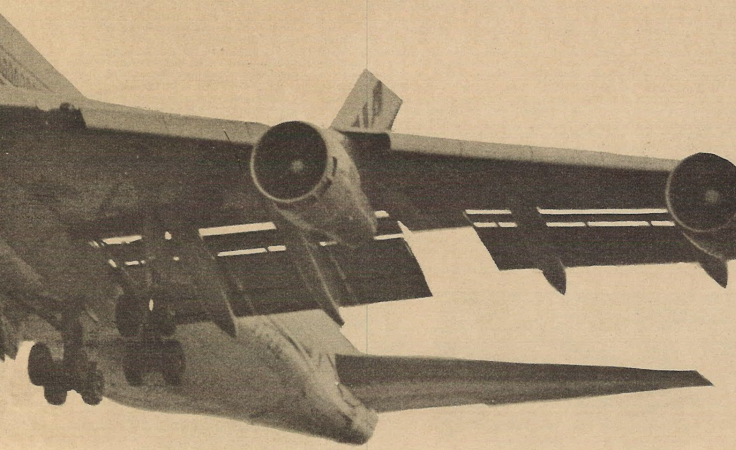
Meanwhile, Boeing 747 economy-class seating is being increased from 326 nine-abreast to 358 ten-abreast, the first-class cabin remaining unaltered with 24 seats. The 747 upper lounge will continue to be a non-revenue retreat for first-class passengers. The all-economy 747 layout, 400 ten-abreast, will be applied as required. Going for ten-abreast in effect adds half an aircraft to the 747 fleet. Reseating work will begin in August. To the criticism that there is too much seat congestion already in the airline business, Air-India points out that many other airlines have ten-abreast.

The 747 maintenance programme is formulated by the American FAA Maintenance Review Board, which also includes the manufacturers and other 747 operators. Every 600



AIR-INDIA COMPLEX ASPECTS

RAMSDEN in Bombay



hr. Air-India's 747s undergo a Check A, a complete inspection of aircraft, engine and systems. Check B, rather less comprehensive, comes every 120 hr. Air-India is currently scheduling its 747 major check at 2,400 hr. Structural-integrity inspections are carried out every 2,000, 4,000 and 8,000 hr. with fatigue-sampling between 12,000 hr. and 16,000 hr.

The 707 continued until recently to be maintained along traditional "hard-time" lines and all components had specified overhaul lives. These have been progressively increased since 707 deliveries began in 1960, when, for example, the heavy maintenance cycle was 200 hr. with major (block) overhauls every 2,500 hr. These figures are now 1,600 hr. and 12,000 hr. respectively. Block overhaul involves complete stripping of the airframe. In the last two years 707 component control has been changed over to "on condition."

ENGINE OVERHAUL: Air-India's Jet Centre, opened in 1963, can overhaul 12 engines of six different types every month. It claims to be the most comprehensive engine-maintenance organisation between Europe and Japan. The Jet Centre has two testbeds. The first was installed in 1963 with a capacity of 30,000lb. thrust, then thought likely to be valid for years. The second, installed in 1972, has a 100,000lb. capacity and is used for CF6s and JT9Ds.



S.R. Shenai, Engineering Manager (overhaul), quotes Air-India's engine times between overhauls (TBOs) as follows:

R-R CONWAY: 7,500 hr. An on-condition check is done if the engine is removed for any reason after 4,000 hr, particular attention being paid to nozzle guide-vanes (NGVs) and stators. After that the engine is allowed to run to 11,500 hr.

P & W JT3D: Projected TBO is 24,000 hr. with hot-section inspection at 6,000 hr. intervals and heavy maintenance at 12,000 hr.

R-R AVON: (IAC Caravelles) 5,500 hr.
P & W JT8D: (IAC 737s) 11,000 hr. with hot-section inspection between 5,000 and 5,500 hr.
GE CF6: (IAC A300s) Not yet fully established in the Jet Centre, but it is expected that engines will be shortly coming in for hot-section refurbishing.

P & W JT9D: Hot-section repair every 2,500 hr. on average. Compressors are refurbished every 8,000-10,000 hr.

The airline's premature engine-removal rate per 1,000 hr in the last year has been 0.34. There were 0.4 shutdowns per 1,000 hr. Total removal rate was 0.97.

Derating was adopted by Air-India in April 1977 "not without some reluctance on the operations side," recalls Sawhny. "I think pilots are always wary of departing from standard procedures, and there was a feeling that a hot-airport operator like Air-India ought not to reduce margins. The decision was difficult because in a small airline like ours the capacity to accept any risk is limited."

Sawhny believes that smallness in an airline improves safety communications, increases individual responsibility, and limits scope for shuffling decisions on to committees and other departments.

As one of the world's hottest-airport operators, with day and night temperatures at Bombay and Delhi exceeding 30°C, Air-India was one of the last 747 airlines to introduce derating. But there have been no difficulties for the flight crews, who work from standard charts drawn up for given WAT (weight-altitude-temperature) conditions. Air-India's high-temperature operations are not limited by domestic noise-abatement procedures. As yet there is no "environmental lobby" around Indian airports. Nor, senior pilots predict, is there likely to be.

Air-India used to suffer, with other airlines, from JT9D-3 turbine-blade failures. Pratt & Whitney made mechanical improvements leading to the JT9D-7 (installed in Air-India's third and fourth 747s), and recommended water-injection. Initially the manufacturer suggested that all take-offs above 0°C should be made with water-injection. This was later revised to 15°C. But water-injection can crack casings, cause corrosion and leave deposits, so

Pratt & Whitney concentrated on mechanical improvements and left the operator to decide whether to use water.

Sawhny does not however welcome the tendency of some engine manufacturers to regard derating as normal. "Engines should last without derating," Sawhny says. "We have paid for full performance, and the fact that an engine will not fulfill that performance should not be our business." He points out that Air-India now pays \$120,000 for a set of JT9D turbine blades, "which you can't burn like fuel". Specific cost of turbine blades is increasing: turbine blading for the JT3D, of half the thrust, costs only \$40,000 a set. Life is about 19,000 hr. compared with the JT9D's 4,000 hr.

Derating has not been going on long



enough to prove whether it pays or not, but Sawhny is optimistic. Air-India has virtually stopped using water-injection and expects this alone to lead to a substantial saving in materials. Sawhny predicts a \$10-15/hr reduction in JT9D engineering costs, equal to 15 or 20 per cent of total operating cost, as a result of derating and reducing water-injection.

FLIGHT-DATA RECORDERS: The FDRs installed in Air-India's 747s are Arinc 743 Efdars (Expanded Flight Data Acquisition and Recording System). Known also as Aids, this recorder covers 21 mandatory parameters plus 44 others if required. The continuous quarter-inch magnetic tape lasts for 25 hr or 50 hr in a "quick-access" recorder.

The 707 FDR (Lockheed Model 109C) records five parameters (altitude, airspeed, acceleration, heading and elapsed time) on aluminium foil lasting about 200 hr. Air-India reads all FDRs to monitor systems and aircraft operations.

ENGINEER TRAINING: Air-India's engineering training division started in 1954 and takes engineer graduates aged 22-25. The selection examination includes a written technical paper and a personality interview. "What we look for," says training division manager P.G. Gadgil, "is not so much what he has learnt but how he applies what he has learnt." For example, why are the insulators on an electricity power line beaded? What do the spokes of a wheel do besides transmitting loads from rim to frame? "We want to find out if they are mechanically minded," he says.

Trainees spend three years in the division, a quarter of the time in the classroom and the rest concurrently in the shops doing practical work. The licence examination by the Director-General of Civil Aviation comes at the end. The practical work, providing on-the-job experience with skilled men, earns trainees between £40 and £50 a month. This doubles when they are licensed.

Apprentice technicians, or mechanics as they are known in the United States, come from the engineering streams of schools. They spend three to four weeks in the classroom and two years in on-the-job training.

Indian law requires industry to recruit "scheduled caste" people from very poor backgrounds. About 15 per cent of Air-India's intake is from this sector of society. The law expects companies to accept a lower standard on selection, but there are no concessions in final licence examinations. The "scheduled caste" source provides mostly technicians but also some engineers.

FLIGHT OPERATIONS: Air-India management pilots believe that safety is attributable to more than high standards of selection, training, experience, checking and discipline. "Our airline is not too big," says Capt. S.F. Pedder, Deputy Director of Operations (DDO), "and we have not expanded rapidly." Smallness, he says, means that practically all the pilots are personally known to one another, and that "everyone's strengths and weaknesses are known."

Although Air-India introduced an anonymous flight incident-reporting form in 1976, this safety channel has apparently been little used by crews. "We find our two-monthly commanders' meetings more useful," says Pedder, though he thinks that the form is still useful even if only five per cent of incidents are reported.

The airline's steady expansion, Pedder thinks, has contained the stresses and risks associated with rapid growth. The company has operated Boeing 707s for 17 years, and

has added only one 747 a year to the fleet since introducing this operationally easier type in 1971. Pedder also points out that safety awareness begins at the top. Since 1934 this has filtered down through Air-India management from the chairman, Mr. Tata, himself.

Air-India has 39 747 commanders plus four under training, and there are 37 co-pilots plus one under training. The respective numbers for the 707 are 64 plus 16 and 53 plus seven. Air-India captains have an average of 20 years' service and 12,000 hr.

The airline always used to recruit its pilots as first officers from Indian Airlines Corporation, but seniority problems arose and for some years now Air-India has recruited from the Indian Air Force. They come in as squadron leaders or wing commanders with an

average 12 years' flying experience, mostly with transport squadrons.

The recruit does about 25 hr. on the 707 simulator at Bombay Airport (Santa Cruz), followed by 12 hr. base-training and a period flying scheduled services as supernumerary. He is checked out as a first officer after about eight months. A first officer must have at least 1,200 hr. on type before he becomes eligible for 707 command.

Air-India pilots average about 500 hr. a year. The most active are the London-based transatlantic crews, about seven sets in all, who average 65 hr. a month. The 707s are flown with two pilots, a flight engineer and a navigator. The 747s, which have inertial navigation systems, have dispensed with the navigator and are operated by two pilots and a flight engineer.

"We have very good relations between captains and co-pilots," says central division operations manager Capt Bhatia. There is, he admits, a shortage of co-pilot landing opportunities, as in any long-haul airline. Between Bombay and London there are four landings; because runways are long, weights low, and ILS and ATC good, "in reasonable visibility commanders will give co-pilots one or two landings."

Air-India captains say "thank you" even when wrongly challenged by co-pilots. "That is tolerable," says Capt Pedder, "because it might be that one-in-a-million time."

Normal Air-India procedure is for the captain to be the handling pilot, with the co-pilot monitoring him and calling out altitudes, ILS deviations and so on. These roles may be reversed depending on circumstances, though in poor visibility the captain is always the handling pilot. The flight engineer does not monitor the pilots. His job in Air-India is to watch the systems, autopilot and engines. "The flight engineer is particularly useful in marginal weather," says Pedder. "He adjusts power when you're busy, monitors gear and flap sequences, knocks off the de-icing before reversing thrust. If he were to monitor the pilots he would be neglecting his engineering duties."

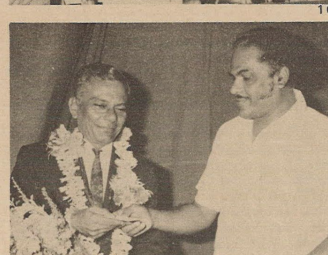
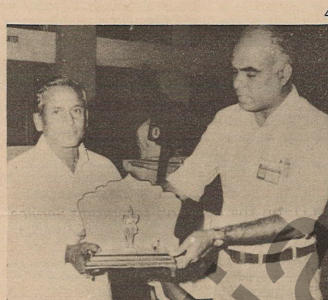
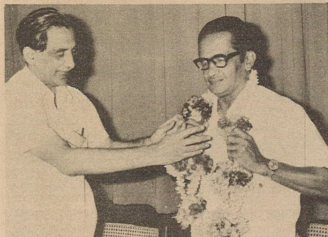
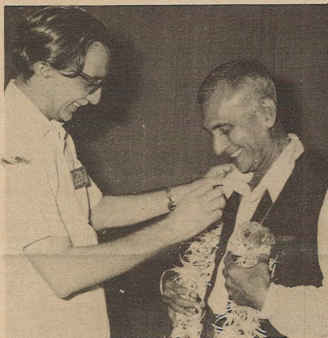
Air-India flight operations department publishes no newsletters but relies instead on circulars and the regular two-monthly meetings between commanders and management. "Each man knows he will meet management every two months and can raise his suggestions or problems," says Bhatia. "In the meantime anybody can put in a report direct."

Air-India's 707 simulator, an 18-year-old Curtiss-Wright model, is now used only for procedure training. An ex-Pan American 707 simulator is being installed. The 747 simulator is a Canadian Aviation Electronics unit with a six-degrees-of-freedom motion system. Hourly operating cost is one-tenth that of the real aircraft. A 747 conversion requires about 16 hr followed by 8 hr. in-flight training. Pilots are checked every six months or after every 46 days' inactivity. All management pilots are current, including director of operations Capt Bose, two DDOs, four operations managers and eight deputies. Some managers are also flight instructors.

Retiring age of Air-India pilots is 58, occasionally extended to 60. The airline has had no in-flight heart attacks. There is no "flying doctor" post: the airline has felt no need for a medically qualified captain to ride jumpseat in order to keep in touch with crew feelings, physical and spiritual. Nor is there a specific post of safety officer in the airline. "Everyone is concerned with safety," says Pedder.

With acknowledgment to Flight, London.

THEY SERVED US WELL



ON THE MOVE UP

THE FOLLOWING STAFF HAVE BEEN PROMOTED:

CIVIL WORKS & PROPERTIES DEPARTMENT: Messrs V.M. Shrotriya and V. Natrajan as Technical Officers.

COMMERCIAL DEPARTMENT: Mr. S.K. Datta as Commercial Manager-Planning; Mr. B.K. Mangoskar as Commercial Manager-Industry Affairs; Messrs M.G. Khairat, J.S. Jogekar, B.N. Rustomji, Surya Patel, T.A. Lavangia, P.F. Mehta and K.P. Datta as Sr. Station Managers. Messrs B.K. Sharma, G.A. D'Souza, N.Y. Nadkarni, H.D. Godha, B.V. Modie, A.K. Barman, B.B. Singh, C.M. Menuel, B.J. Dias, P.G. Lovalekar, V. De Sa Pinto, S.K. Kapuria, P.V. Welinkar, M.B. Tarapore, Ms P. Dixit and Ms S. Chettur as Station Superintendents. Messrs N.S. Dikshit, N.D. Chawla, P.N. Lala, R. Ramachandran, G.R. Kotian, S.N. Vyavaharkar, K.G. George, G.U. Benegal, K.U. Menon, B.J. Garasia, M.D. Thakur, S.V. Krishnan, S.N. Nair, N.B. Patil, I.C. Mogal, R.S.M. Eswarayya, T. Gopalan, M.S. Ramakrishnan, K.S. Venugopal, T.C. Fernandes, M.R. Rao, B.E. Buchia, P.K. Sankaran, S. Narayanan, K.P.N. Nair, S. Mitra, M.R. Sundaram, K.P. Chatterjee, B.D. Samant, J.R. Durangal, S.R. Irani, A.M. D'Cruz, V.M. Krishnagiri, B.S. Wasula, S.I. Khan, K.K. Juneja, R. Gopal, N.S. Hundal, S.M. Kaiser, A. Pinto, A. D'Silva, M. Bharathan, D.R. Deshpande, M.B. Chakravarti, S.S. Bhambardekar, J. Raja, K. V. Joag, Mohammed Wassim, S.K. Tamhane, M.H. Hegiste, A.L. Goregaonkar, R.A. Bagwe, S.V. Gattonde, Ms F.H. Merchant, Ms N.F. Shroff, Ms V.A. Asrani, Ms G.D. Masani, Ms S.V. Shirodkar, Ms K. Banga, Ms B. D'Silva, Ms D. Acharya and Ms A.R. Harding as Asst Station Superintendents.

ENGINEERING DEPARTMENT: Mr H. Dey as Asst Engineering Manager (Material Planning); Mr K.J. Abraham, Asst EM (AOD); Messrs P.S. Baboo, A.K. Huckoo and P.G.S. Pillai as Asst. EMs (Maintenance); Messrs Baboo Patel, L.K. Ganesh, V.C. Manohar, S. Margabandhu, and S.A. Deshmukh as Engineers Gr. 1.

PERSONNEL DEPARTMENT: Mr R.B. Patel as Asst Personnel Officer.

THE FOLLOWING STAFF HAVE BEEN POSTED:

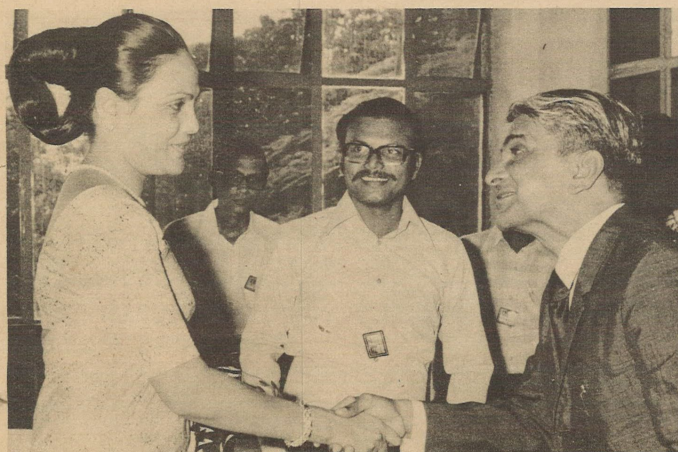
COMMERCIAL DEPARTMENT: Mr. S.P. Dutt as Sales Development Manager (India & Pacific), New York; Mr M.K. Zutshi as Dy. Manager-WI, Bombay; Mr C.G. Ramani as Asst Manager, Addis Ababa; Mr O. Sekaran, as DSM, Trivandrum; Mr H. Sargon to CHQ-Marketing & Sales; Mr P.J. Rodricks as Asst/Airport Manager, Accra; Mr S.S. Kaul as Marketing Manager-Western Routes, Bombay; Mr M.P. Theophilus as Reservations Manager, Amsterdam; Mr B.K. Dastoor as Manager, Addis Ababa; Mr C.S. D'Mello as Asst Manager, Perth; Mr R.K. Kaul as Asst Manager, Hong Kong; Mr S.V. Hegde as DSM, Madras; Mr S.J. Fernandes as Manager, Frankfurt; Mr K. Ranganathan as Airport Manager, Aden; Mr A.F. Cutinha as Asst/Airport Manager, Abu Dhabi; Mr A. Krishnan as Airport Manager, Hong Kong; Mr H.S. Uberoi as CSM-Northern India, Delhi; Mr M.Y. Mathure as Dy Manager, Santa Cruz; Mr H.M. Kaul as CM-Sales, Bombay; Mr R.S. Kamat as Asst to RD-ME, Dubai; Mr J.L. Kalia as Manager-Jakarta; Ms C. Chellaram as CM-Reservations, Bombay; Maj. H.B. Vacha as Manager-Yemen, Aden; Mr N.S. Mathur as Asst RD-India, Delhi; Mr S.L. Oberoi as Manager-Ghana, Accra; Mr B.L. Parashara as Manager-Delhi Airport; Mr R.C. Puri as Area Sales Manager, Bombay; Mr M.C. Perela as S.S., Santa Cruz; Mr S. Mukherjee as Passenger Service Manager, New York; Mr S.K. Suri as Special Services & Security Manager, Bangkok; Mr T.R.K. Sundaram as Airport Manager, Madras; Mr M.P. Mascarenhas as Manager, Mauritius; Mr K.N. Ratnam as Asst Manager, Dubai; Mr T.K.P. Pillai as Manager, Hong Kong; Mr G.S. Chugani as Sales Manager, Ahmedabad; Mr P.A. Narain as Dy Manager, Santa Cruz; and Mr H.K. Malik as CM-Cargo, Bombay.

PERSONNEL DEPARTMENT: Mr K.P. Veeraraghavan as Asst Personnel Officer, Delhi.



Engineers say Good-bye

- 1 MR R. L. NAVSARIWALA, Clerk, Engineering Administration, retired on attaining the superannuation age and completion of 34 years service with the Corporation. Photograph above shows Mr. Om Sawhny, DE, garlanding Mr Navsariwala.
- 2 MR G.H. KATTI, Sr Aircraft Technician, Accessories Overhaul Division, retired recently after 29 years service. Photograph shows Mr M.D. Kolhatkar, EM (AO), presenting a wall clock to Mr Katti.
- 3 MR V.D. KARANDIKAR, Asst Administrative Officer (Engg. Admin), retired from the Corporation recently after nearly 23 years service. Here he is seen being garlanded by Mr Om Sawhny, DE.
- 4 MR K.K. BAVOT, Foreman, 1049 Maintenance Division, retired after 30 years service with the Corporation. Here he is seen with Mr M.S. Balasubramanian, EM (Contracts, Ind. Engg. & Prod. Planning).
- 5 MR G.D. GOMES, Sr Progress Clerk, Engineering Department, retired after nearly 17 years service with the Corporation. Photograph shows Mr M.S. Balasubramanian, EM (Contracts, Industrial Engineering & Production Planning), garlanding Mr Gomes.
- 6 MR A.K. PAWASKAR, Sr Plant Technician, Plant & Equipment Division, retired from the Corporation after 22 years service. The photograph taken at the farewell function shows Mr V.R. Subnavis, Asst EM (P & E Division) with Mr Pawaskar.
- 7 MR A.T. BANERJEE, Asst EM, 1049 Maintenance Division, retired from the Corporation after nearly 29 years service. Photograph shows Mr Om Sawhny, DE, garlanding Mr Banerjee.
- 8 MR N.R. SARKAR, Chargehand, Engineering Department, Calcutta, who retired from the Corporation after nearly 31 years service.
- 9 MR P.J. PAUL, Chargehand, Components-Overhaul Division, retired from the Corporation recently after 30 years service. Photograph shows (l to r) Mr A.J. D'Souza, Asst EM (COD) and Mr H.C. Kapoor, Dy EM (COD) (sitting) with Mr Paul.
- 10 MR BHIKA SUKHA, Head Cleaner, 1049 Maintenance Division, retired after 31 years service with the Corporation. Mr Sukha is seen here on the extreme left.
- 11 MR T.S. GANAPATHY, Sr Aircraft Technician, 1049 Maintenance Division, retired from the Corporation recently after 29 years service. Photograph shows Mr Ganapathy receiving a transistor radio from Mr C.I. Bocarro, AME-1.
- 12 MR W. WILLIAMS, Foreman, Line Maintenance Division, retired recently after 29 years service with the Corporation. Here he is seen with Mr P.A. Thomas, Dy EM-Line Maintenance.
- 13 MR S.J. SOANS, Foreman in the Cabin Maintenance Section, retired recently after 32 years service. Photograph shows Mr Soans being garlanded by Mr P.A. Thomas, Dy EM-Line Maintenance.
- 14 MR S. RANGARAJAN, Foreman, Line Maintenance Division, retired from the Corporation recently after over 28 years service. Photograph shows Mr P.A. Thomas, Dy EM-Line Maintenance, presenting a wall clock to Mr Rangarajan.
- 15 MR T.G. KRISHNAN, Foreman, Line Maintenance Divn., retired recently after over 29 years service. Photograph shows (l to r) Mr Krishnan, Mr Rajan and Mr A.S. Karnik, Ag. EM (Maintenance).
- 16 MR M.B. NARIALWALA, Inspector, Accessories Overhaul Division, retired recently after 31 years service. Photograph shows Mr M.D. Kolhatkar, Engineering Manager (AO), presenting an electric oven to Mr Nariawala.



Mr Appusamy presents a merit award to Air Hostess Sylvia Lewis

MD presents Merit Awards

AIR-INDIA is entering the Jubilee year of nationalisation in good shape, said Mr. K.G. Appusamy, Managing Director at Santa Cruz early last month. He was addressing the staff after distributing Long Service Mementoes and Merit Awards at an impressive function organised by the Personnel Department.

Mr. Appusamy added that Air-India's success in the last twenty-four years has been entirely due to the hard work and dedication of its employees. In recognition of this, the Management had proposed to institute a new Memento for staff who have completed thirty years of service. At the same time, the value of Merit Awards is also being raised from Rs.300 to Rs.500.

Earlier Mr. S.K. Nanda, Chief Personnel Manager Welcomed Mr. Appusamy, Mr. N.H. Dastur, Dy. Managing Director and other Departmental Heads.

At the end of the function Mr. P.G. Sulay, Asst. Personnel Officer, proposed a vote of thanks.

The following staff were presented with Service Mementoes:— COMMERCIAL: Ms R. D'Souza; ENGINEERING: K.S. Malkar, J. D'Souza, P.H. Dinshaw, M.N. Raja, N.S. Pereira, S.V. Karandikar, S.A. Datar, P.B. Bhagat, D.T. Jagtap, J. Almeida, G.V. More, J.V. Moozi; FINANCE AND ACCOUNTS: K.C. Sekharan; GROUND HANDLING: L.P. Fernandes; INFLIGHT SERVICE: Daya Budhi, George Clement; MANAGEMENT SERVICES: B.N. Chawathe, L.B. Sheikh, M.N. Jadhav, M.K. Mahagonkar; OPERATIONS: S.C. Gopal,

C.N. Badhe, Capt. B.P. Banerji, Capt. H.S. Narendra, Capt. S.R. Das, R.K. Midha, F.B. Bugwadia, K.G. Ramaswamy; PERSONNEL: V.D. Shettygara, S.K. Dawood; STORES & PURCHASE: P.V. Cherian, C.F. D'Souza; OUTSTATIONS-KUWAIT: W.P. Pires; LONDON: F.G. Noronha, Capt. S.N. Ramprasad, Ms P. Bocarro, A. Zajazkowsky; GENEVA: F. Grin; PARIS: A.C. Sabban; ROME: K.R. Khory; NEW DELHI: Gure Lilla.

The following staff were presented with Merit Awards:— CIVIL WORKS & PROPERTIES: Ms M.R. Rathod; COMMERCIAL: M.R. Bhide, Ms C.D. Kini, M.G. Alave, I.S. Kedari, M.S. Ramakrishnan; COMMUNICATIONS: L.K. Kaley; ENGINEERING: V.S. Kallianpur, S.G. Pednekar, S.K. More, A.L. D'Souza, P.Y. Sane, C.Y. Isaac, Bhika Sukha, S. Narayanan, R.S. Savkur, G.M. Puro, S. Francis, S. Nambi, C.J. Po, K.D. Shenoy, A.R.S. Shaikh, N.A.P. Hebbar; FINANCE & ACCOUNTS: Ms D.K. Badha, P.S. Ramanathan, Ms P.S. Durve; GROUND HANDLING: M.V. Wagle, S.D. Kawankar, S.M. Gaikwad; HEAD-QUARTERS: D.S. Kasar; INFLIGHT SERVICE: F.W. Samuels, Ms Sylvia Lewis, D.E. D'Lima, J.N. Motewalla, Ms K.N. Khubchandani; OPERATIONS: S.N. Ramachandran, P. Vasudevan; PERSONNEL: S.N. Anchan, G.H. Pandya; STORES & PURCHASE: A.L. Hebbar, J.P. Pradhan, C.N. Vasudevan, R.K. Todankar; OUTSTATIONS—MADRAS: D. Joseph; NEW DELHI: Ms T. Thomas, V. Thukral; CALCUTTA: P.K. Roy.

From You To Us

Service Pins To Staff

A function was arranged at Hotel Centaur recently when Mr. N.H. Dastur, Dy. Managing Director, presented Service Pins to 64 staff who completed 20, 15 and 10 years of service.

Among those present were Mr. S.K. Verma, Commercial Manager-Headquarters; Mr. Narpal Singh, Managing Director, HCL; Mr. Eric Pereira, Dy. Commercial Director-Officer on Special Duty; Mr. K.L. Ramchander, Dy. Director-Inflight Service; Dr. Ramachandran, Principal, Staff College and Mr. M.Y. Mathure, Dy. Manager, Santa Cruz.



Mr M.M. Lall, Manager, WA and SA presenting a 10-year service pin to Mr Ken Pudwell, Airport Manager, Perth.



Mr Dastur presenting a 15-year service pin to Mr N.M. Narayana, Traffic-Admin.

Mr. Misra welcomed Mr. Dastur and said it was a privilege to have the Dy. M.D. on the occasion to present Service Pins to staff who have completed long years of service.

Mr. Misra said, "the Service Pins are not mere mementos, but they symbolise a sense of belonging and recognition. Today, at Santa Cruz, we are handling as many as 50,000 passengers per month on departure, and twice the number of arrivals and those in transit. There are about 350 aircraft movements per week through this airport. We are judged, not so much by way of directly-earned revenue, but by the number of complaints and compliments."

Mr. Dastur paid a fitting tribute to Manager-Santa Cruz when he said, "Mr. Misra has thanked me for something I think the staff at Santa Cruz should thank him. He is the one who deserves

the credit for whatever postings and promotions you are getting, because he is relentlessly at my door and refuses to leave my office until he has got what he has come for."

Mr. Dastur explained that Air-India has instituted a trophy for the station which has the least number of complaints and greatest number of compliments in relation to the number of passengers handled at each station. Mr. Misra would adequately be repaid by the staff if they handle passengers well and get the least number of complaints, to win for him this trophy. "If you do not handle passengers well, they will not travel with you. There is great scope for improvement in this connection."

A vote of thanks was proposed by Mr. M.Y. Mathure, Dy. Manager-Santa Cruz.

Yvonne Bickers



A section of the audience at the awards function.

OBITUARIES

We regret to record the death of the following staff:

J.N. Jagasia, 52, Sr. Flight Despatcher; Joined: December 2, 1947.

V. Crasto, 48, Sr. Aircraft Technician; Joined: March 15, 1948.

F. Peters, 54, Sr. Aircraft Technician; Joined: December 6, 1954.

B.M. Sreedhar, 34, Aircraft Technician; Joined: September 13, 1967.

J. Vaz, 53, Sr. Welder; Joined: February 2, 1955.

V.G. Sawardekar, 33, Cleaner; Joined: September 15, 1964.

AIR-INDIA QUIZ



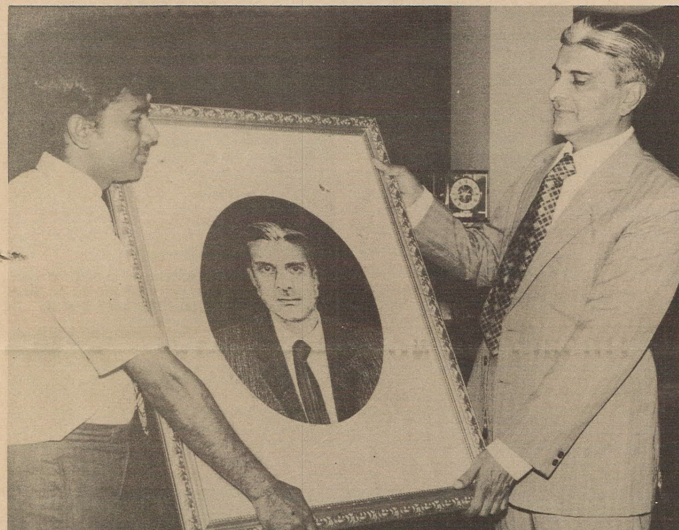
Questions to Sept. Quiz

1. Can you give the full name of this famous musician?
2. Where was this photograph taken?
3. Can you name the lady accompanying the musician?

Answers to Aug. Quiz

1. Actress Valerie Gearon visited New Delhi in October, 1961 to play the lead in Mark Robson's Film.
2. Nine Hours to Rama.
3. She also participated in the Second Indian International Film Festival.





GENIUS AT WORK

TWENTY-NINE year-old Giridhar Mandal, Despatch Clerk with Air-India's Calcutta Office has done it again. Way back in October 1976, Giridhar embroidered an exquisite portrait of the late President Fakhruddin Ali Ahmed and presented it to him at Rashtrapati Bhavan in New Delhi. This year Giridhar, a student of the distinguished artist B.M. Panti, made a life-like portrait of the Managing Director, Mr. K.G. Appusamy and presented it to him early this month. Giridhar works on each portrait for ninety hours. He first draws it in pencil on cloth and then embroiders it with silk thread. Mr. Appusamy's portrait is in black thread on a brown background. At about the same time he made a portrait of Mr. N.H. Dastur, Dy. Managing Director and presented it to him. Giridhar, who has been with Air-India for three years, is ambitious and now plans to make a portrait of President Jimmy Carter and fly to the United States with it. A genius in his own right, we wish him well.

A RARE TREAT



AIR-INDIA'S Toronto office recently got together for an enjoyable Mango Party for Travel Agents and commercial contacts. Alfonso mangoes were specially flown from Bombay and Mr. T.K. Rao, our Manager-Canada and his wife Anu explained to guests the method of eating this delectable Indian delicacy. While Mr. Rao shows Ms Lydia Dhillon, wife of the Vice-President, Pitts Engineering, the quality of the fruit, Ms Diane Merkel, Vice-President-Marketing, Lawson McKay Tours Ltd.,

and Ms J. Mavalwala, wife of the President of the Zorastrian Society, gleefully stare at the mangoes before they can savour them.

A STAR ON BOARD

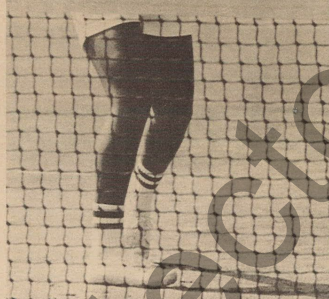
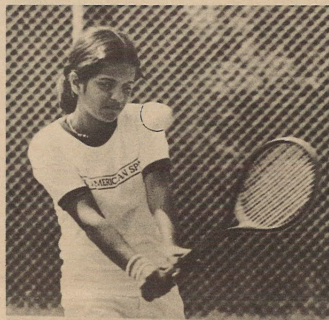


FILM star Shabana Azmi flew with us from London to Bombay recently. When our photographer asked her to pose, she went into a flurry of cinematic postures. She, however, straightened up when our charming Air Hostess Meena Sidhwa stood alongside to wish her Bon Voyage. Ms Azmi has been a favourite of the 'new wave' films. Her portrayals border to realism and as such she is sought after by avant grade filmmakers.

ON THE CIRCUIT

SIXTEEN-YEAR-OLD Crystal, daughter of Inflight Supervisor Austin Fernandes, has been featured often in the Magic Carpet. Each time we meet Austin, he has a new story to tell us about his daughter's prowess on the courts. In July this year, Crystal was awarded a scholarship from the All American Sports, which enabled her to attend a four weeks Tennis Camp at Deer Field Academy in Massachusetts. She was given a special trophy for being an all rounder both on and off the courts. This year Crystal also participated in the Cosmopolitan Recreation Centre at Powai where she took part in Athletics and estab-

shed a new record in High Jump. She also held the title at the Inaugural Inter-school Tennis Tournament, won the Junior National Tennis Doubles and carried away a prize at the Golden Jubilee Suburban Tennis Tournament. Indeed a champ under eighteen.



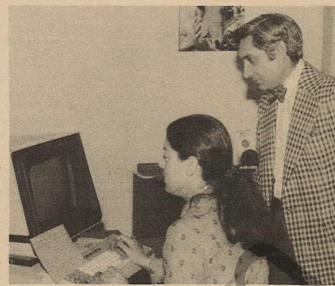
GETTING FAMILIAR

AIR-INDIA in Perth recently organised an educational tour from South Australia to visit our Boeing 747 in transit. The curious visitors were National Bank Contact Officers. Ms Perin Dewani, our Airport Receptionist was at hand to take the visitors round the aircraft. Later, Mr. Darryl Knight from the National Bank Travel Service wrote: "I am confident the experience gained in Perth will be of great benefit to the contact officers in their dealings with the public and I trust the efforts of Air-India on their behalf will be suitably rewarded."



INSTANT RESERVATIONS

VIENNA is the first offline station and Air-India's seventh out-post after London, Geneva, Rome, New York, Paris and Frankfurt to introduce Computerised Reservations. Air-India, under an arrangement with British Airways, is making use of the IBM-370 Computer installed in London for providing instantaneous reservations and departure control facilities. Mr. M.M. Kanwar of London's Space Control visited Vienna to set-up the system. Photograph shows him assisting Ms I. Steipe, Sr. Receptionist, operate the instrument.



TRAVEL MANAGERS MEET

AIR-INDIA'S staff college under the baton of Dr. V. Ramachandran conducted three programmes for Managers of Travel Agencies at Delhi, Calcutta and Madras. These programmes were organised for the first time in this country and dealt with subjects like marketing Concept, Role of a Manager in Planning, Organising, Motivating and Controlling the Market, Communication and Office Management. There were several formal and informal discussions and the programme was a tremendous success. Photograph shows Travel Agency Managers at Madras discussing informally.



HOLIDAY HOMES

AMONG a series of measures taken by the Management to make staff happy is an additional suite acquired in Srinagar's Hotel Nedou. Air-India has announced the opening of another holiday home in Gulmarg. At a height of 2,730 metres, Gulmarg has the highest golf course in the world and perhaps one of the finest ski slopes. Those staff, either on honeymoon or just on a holiday should send in their applications to the Personnel Officer, New Delhi, if they wish to avail of the holiday homes either at Srinagar or Gulmarg.

AE SOCIETY OF INDIA

MR. P.S. GANAPATHY, Hon. Secretary of the Aeronautical Society of India, Bombay, informs us that at the last General Body Meeting of the Society the following members were elected unanimously on the Executive Committee: Mr. Om Sawhny, Director of Engineering — President; Mr. M.S. Balasubramanian, Air-India and Mr. P.S. Menon, Air Works India — Vice President; Mr. C.S. Mahadevan, Air-India — Hon. Treasurer. Committee Members were: Mr. Bhide, Indemar, Bombay; Mr. P.U. Nayak, Bombay Flying Club; Mr. T.S. Patel, IIT, Bombay; Capt. Khadtale, Indian Airlines, Bombay; Mr. B.P. Baliga, Air-India; Mr. B.K. Majumdar, Air-India; Mr. J.P.D. Tata, Air-India and Mr. Kuwain, AID.