

The Magic Carpet

VOL. 13 NO. 7

THE STAFF MAGAZINE OF AIR-INDIA

JULY 1969

IN THIS ISSUE

- Mr. Appusamy elected V-P AeSI ... p. 2
- Third jumbo ... p. 3
- New Accessories Plant to be set up ... p. 3
- India Week in Hong Kong ... p. 5
- Air Safety-II ... p. 6
- Passenger fares ... p. 9
- How's your telephone Personality ... p.10

WEEKLY DUBAI SERVICE FROM JULY 2

Thirtyfifth on-line station

ON JULY 2, 1969, an Air-India Boeing 707 touched down at the international airport at Dubai, the flourishing port-city at the southern end of the Gulf, to inaugurate a weekly service through the city. Dubai is the 35th on-line point on Air-India's world-wide route-map.

Dubai has been introduced as an additional halt on AI-105 in the westbound direction and on AI-128 in the east-bound direction. The weekly service through Dubai leaves Bombay every Wednesday at 01.00 A. M. (local time) and reaches Dubai at 02.15 A. M. (local time). It departs Dubai at 02.45 A. M. and goes on to New York via Cairo, Frankfurt Paris and London.

In the reverse direction, AI-128 which leaves London on every Friday at 08.45 P. M.

(local time) reaches Dubai on Saturday at 11.25 A. M. (local time), after flying via Frankfurt, Zurich, and Cairo. The service leaves Dubai at 12 noon (local time) and reaches Bombay at 07.00 P. M. (local time) the same day after touching down at Delhi.

Dubai has been described as the pleasantest of the seven Trucial States and the second richest in the region. It is one of the most important trade centres in the Middle East.



Ravi Saxena, Manager of our new office at Southall, greets Dr. Karan Singh, Minister of Tourism and Civil Aviation. In the background are our Passenger Sales Manager-UK, Pat Conway and Raj Vaidya, Asst. Passenger Sales Manager. (See story on page 4.)

'It was hard work, but we enjoyed it' - EAA trainees

"I AM happy that you have completed your training and have got your Aircraft Maintenance Engineer's Licences", said Mr. K. G. Appusamy, Director of Engineering, speaking at a farewell party to four East African Airways' trainees—Mr. S. M. Kioko, Mr. D. S. Karimi, Mr. A. M. Antar and Mr. C. D. Mwangi—at the Technical Headquarters on June 6, 1969. The party was given by the Engineering and Personnel Departments and was attended by officers of both Departments.

able achievement that they had obtained their A.M.E. licences at the first attempt. He expressed the hope that all of them would eventually occupy supervisory positions in EAA. "Should you require any help, we would be only too happy to co-operate", he added. He wished them every success in (continued on next page)

Referring to his role in sponsoring the scheme, Mr. Appusamy said: "Mr. B. R. Patel, the then General Manager, on one of his visits to Kenya proposed to one of the Kenya Ministers—I believe it was Mr. Tom Mboya—that Air-India would be happy to train EAA trainees. The Minister agreed and Mr. Patel asked me to go to Nairobi and finalise the scheme."

Scheme

Mr. Appusamy complimented the trainees on their discipline, keenness and enthusiasm and said that it was a credit-

Mr. K. G. Appusamy, Director of Engineering, presenting an Air-India suitcase to Mr. C. D. Mwangi, one of the EAA trainees.



Hangar fit for Jumbos

AIR-INDIA is to build one of the largest hangars in Asia at its Engineering Base in Bombay for its Boeing 747 jumbo jets due in early 1971. It will be built alongside the present Boeing 707 maintenance hangar and will be twice as big. With a span of 270 ft., depth of 290 ft. and height of 90 ft., the new hangar will dwarf its next door rival.

keep the floor area free of supporting pillars. The suspension cables holding the roof will be anchored in rock and the reinforced concrete structure of the annexe will be weighted for stability. The roof is designed in such a way that the hangar can be extended towards the western side to a total span of 750 ft.

Work on the hangar will begin in October 1969 when the Indian Airlines moves its engineering facilities on the other side of the Bombay Airport and the two IA hangars are dismantled. The hangar is due to be completed in January 1971, a month before our first Boeing 747 service.

Roof

The hangar roof will be entirely cantilevered (i.e. suspended) from the rear annexe to

Interesting features

Apart from its huge size, the hangar will have several interesting features designed to facilitate maintenance of the giant jet. For instance, the aircraft will no longer have to be jacked up for testing or removing the landing gear. Platforms installed in the hangar floor known as bogey trucks can be lowered to allow free movement of landing gear legs.

(continued on next page)



Air-India trains CSA Technicians

LAST month a group of six CSA—Czechoslovak Airlines—technicians were on a familiarisation training course on the Boeing 707 at our Engineering Base in Bombay. The two-week training course covered both theoretical and practical training.

At Prague CSA handle our Boeing 707s and the training will enable the technicians to assist our station engineer there.

The photograph shows Instructor G. L. Sujan (second from right) showing the left-hand wheel case of a Rolls-Royce Conway engine to the CSA trainees.

Hangar for Jumbos

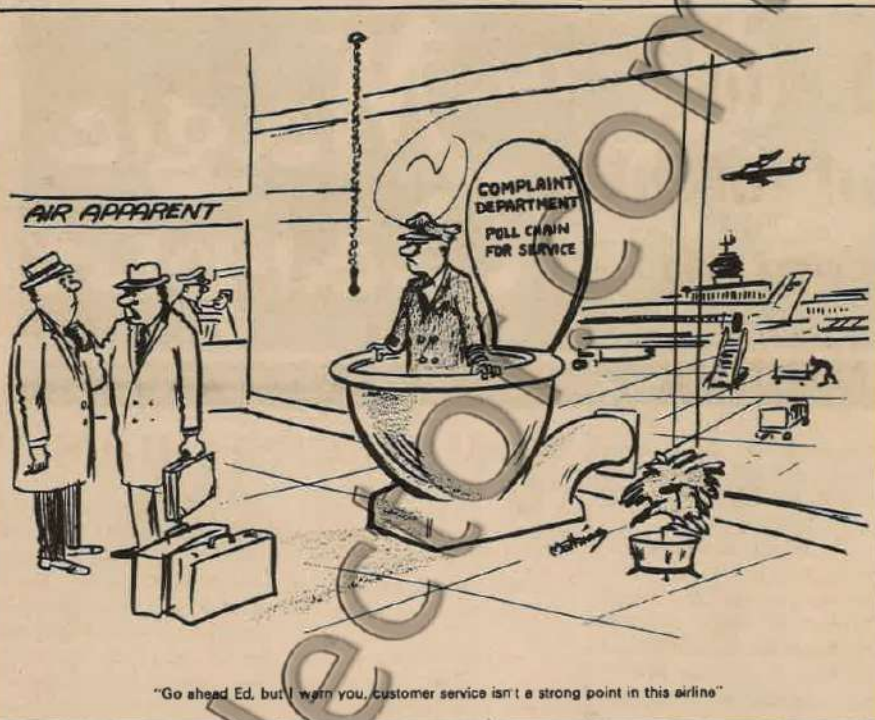
(continued from previous page)

Another feature of the hangar will be 'floating docks' for maintenance instead of the scaffolding like structure in our present hangar. These platforms hung from overhead gantry will enable technicians to reach from the 65-ft. high tip of the fin to any spot on the fuselage.

The hangar is designed by STUP, a wellknown French firm, and their Indian associates. The firm has built several such hangars in the UK, USA and France.

Aeronautical Society of India Mr. Appusamy elected V-P

MR. K.G. APPUSAMY, Director of Engineering, was elected as the Vice President of the Aeronautical Society of India at its Annual General Meeting held recently in Madras. Mr. P.D. Baliwala, Deputy Engineering Manager, and Mr. B. A. Swamirao, Engineering Manager (Works) were elected as the Members of the Council.



EAA trainees (continued from previous page)

their careers.

Speaking on behalf of his colleagues and also the Kenya Government, Mr. Karimi thanked Air-India, particularly Mr. Appusamy and the staff of the Engineering Department.

Earlier, in his introductory speech, Mr. Felix Fernandes, Personnel Officer, recalled his trip to Nairobi with Mr. K.R. Asundi, Assistant Superintendent, to select the trainees. That was more than four years ago. He said he was happy that they had selected the right candidates. He described the trainees as Kenya's ambassadors.

Behaviour

Mr. N.S. Mistry, Engineering Manager (Maintenance), who also spoke, said that he had been impressed with the behaviour of the trainees. "In many respects they set an example to our staff", he con-

cluded.

This was the first batch to be trained under the programme which was arranged following an agreement between Air-India, EAA, the Government of India. The second batch is due to complete its training at the end of 1970. Air-India meets the cost of their entire training programme in India and their living expenses.

Programme

"The technical training programme was carefully drawn up to enable the trainees to acquire the AME licences issued by the Director General of Civil Aviation", said Mr. P.G. Gadgil, Principal, Engineering Training Establishment.

Mr. Gadgil and Mr. Asundi were responsible for drawing up the technical training programme, which covered both

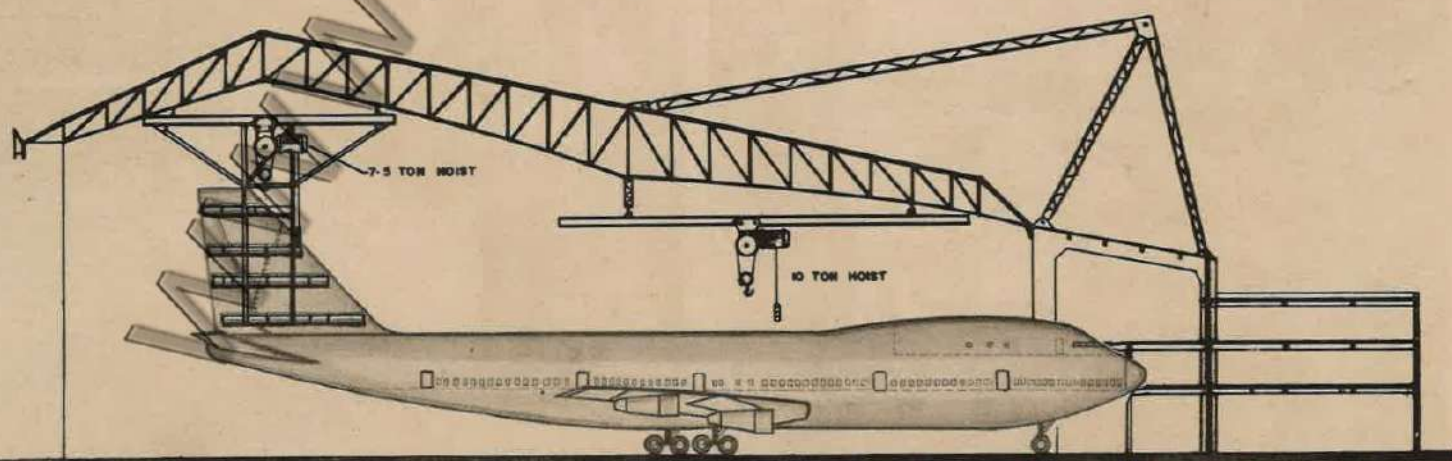
theoretical as well as practical training in airline engineering and included classroom instructions and practical training in our overhaul shops and maintenance division.

On completion of their training, the trainees appeared for the examination conducted by the DGCA and obtained the 'A' licence to cover Boeing 707s and the 'C' licence to cover Rolls Royce Conway Powerplants.

Praise

Mr. Kioko, Mr. Karimi, Mr. Antar and Mr. Mwangi were unanimous in their praise for the training they had received. "It was hard work, but we enjoyed it", said Mr. Kioko. "We are glad it is over and we are going back". Mr. Kioko travelled all over India during the vacations. "It was a fascinating experience", he said.

A line sketch of the Boeing 747 hangar to be built at our Engineering Base in Bombay showing the giant Jumbo Jet parked inside.



Third jumbo

Letter of intent sent to Boeing

AIR-INDIA's third Boeing 747 Jumbo Jet, for which a letter of intent was recently sent to the Boeing Company, will be a 'B' model.

The aircraft due to be delivered in March 1972, will be powered by Pratt & Whitney JT9D-7 jet engine of 47,000 lbs. thrust (at sea level) instead of Pratt & Whitney JT9D-3 dry engines of 43,500 lbs. thrust (at sea level). The main difference between the 747B and the 747 will be in the engines, additional fuel capacity and advanced aerodynamic features which will make the 747B more efficient.

Range

The still air range of the Boeing 747B, with a capacity payload of 124,200 lbs., is about 4,300 nautical miles as compared to 3,500 nautical miles for the 747. "The Boeing 747B will also carry larger payloads on non-stop operations between India and Europe, Europe and New York and across the Pacific", Mr. K.G.Appusamy, Director of Engineering, told the Magic Carpet.

The price of the Boeing 747B with Air-India features will be \$21,582,035 as compared to the 747 price of \$20,615,035. The price does not include seats, galleys and communication equipment.



The 24th meeting of the Air-India Advisory Committee was held at the Taj Mahal Hotel, Bombay, on June 16, 1969. The photograph shows Air Marshal M.S. Chaturvedi, General Manager, who is the

Chairman of the Committee, (centre) along with the Members of the Committee. Mr.K.K. Unni, Asst. General Manager, is second from left.

NEW ACCESSORIES PLANT TO BE SET UP

A NEW Accessories Overhaul & Repair facility is to be built on a site next to the Jet Engine Overhaul Plant and directly opposite the Technical Headquarters at Santa Cruz. The two hangars on the site which formerly housed the Piston Engine Overhaul Shop have been pulled down.

The Bhoomi Pooja was performed by the contractor on the site on May 26, 1969, in the presence of Mr. K.G. Appusamy, Director of Engineering, Mr. P.D. Baliwala, Dy. Director of Engineering, Mr. B.A. Swamirao, Engineering Manager (Works), Mr. D.P. Nimkar, Engineering Manager (Over-

haul) and other senior officers of the Engineering Department.

The new facility will cover an area of 52,000 sq. ft. It will bring under one roof the entire overhaul and test facilities for aircraft electrical, hydraulic, pneumatic and fuel systems. Some of these systems are overhauled and tested in different places now, because the present Accessories Overhaul Shop in the annexe to the Boeing hangar does not have adequate space. Later, this area will be utilised for Instruments and Electronics overhaul.

Like the Jet Engine Overhaul Plant next door, the Accessories Overhaul Plant will be air-

cooled with a specially air-conditioned area (5,000 sq.ft.) for the overhaul and testing of the more sophisticated and complex accessories. About a quarter of the area in the new facility will be used by the Power Plant Overhaul Division for repair and welding and Boeing 747 Power Plant build-up.

Design

Before the design of the new Accessories Overhaul facility was finalised a team of our senior engineers—Mr. B. A. Swamirao, Engineering Mana-

ger (Works), Mr. D.P. Nimkar, Engineering Manager (Overhaul) and Mr. J. J. Wadia, Dy. Engineering Manager in-charge of Accessories overhaul—visited the engineering bases of some of the European airlines like SAS, Sabena, KLM and Swissair to study their facilities.

Mr. Wadia told the Magic Carpet: "With the arrival of the 747, we shall require considerably more space. In fact, we have expanded so fast that the present Accessories Overhaul Shop, which was built only in 1960, is already inadequate".

Maharajah on the road

AFTER his triumphant road journey in the London-Sydney Motor Rally earlier this year, our Maharajah was on the road again. This time in the 1969 East African Safari Rally, one of the most gruelling in the world.

Our Maharajah rode with Joginder Singh, affectionately known in East Africa as the 'Flying Sikh' and his co-driver

Bharat Bhardwaj. Joginder Singh, who is one of the world's leading rally drivers, missed the first place by a few points.

Although placed second in the overall rating, Joginder Singh was winner of the Class B cars events.

This was Joginder Singh's 11th Safari and he is the only non-European driver to have won the Safari in 1965.

THE third International Inter-continental Rally organised by the German Automobile Club was again won this year by Mr. Frank Rotters, Airport Manager, and Mr. Horst Stephen, District Cargo Sales Manager, Frankfurt. This is the second year in succession that the two men have won the Rally.

They completed the circuit of 4,250 kilometres in just over

64 hours. They had to pass through 32 check points in different cities of Europe.

Apart from winning the trophy, they were also responsible for getting a lot of publicity for Air-India. The Opel was plastered with stickers which read: "FIRST BOEING 747 TO FAR EAST-AIR-INDIA RALLY TEAM".

Joginder Singh and his co-driver Bharat Bhardwaj seen with Mr. H.L. Sikka, Manager-East Africa with their Volvo 1425 before the start of the Safari.

Trevor Turner (centre), Publicity Manager-UK, met Mr. Horst Stephen, (L) and Mr. Frank Rotters, when they checked in at London.



Sixth off-line office in the U.K.

Southall Office opened

By Trevor Turner, London

IN MAY Air-India opened its sixth off-line office in the U.K. — in The Broadway at Southall. It was a sunny morning and by noon large, shining limousines began to arrive bringing the VIPs to the opening ceremony. Dr. Karan Singh, Minister of Tourism and Civil Aviation, opened the office after an introductory speech by the General Manager. The Mayor of Ealing, Councillor Rowland Clay, and Lady Mayoress were present together with the local M.P. and his wife and a number of other dignitaries. A celebration lunch followed.

The next day Ravi Saxena, our newly appointed Manager for this office opened his doors for business. We wish him every success. We are confident that he is going to make a valuable contribution toward our U.K. revenue.

One morning in May we received an S. O. S. from an unknown source telling us about a little girl in a Paris Hospital suffering from leukaemia. The message asked everyone to help, so London staff had a whip round and a number of items were purchased for Caterina. Robert Robins in Paris also purchased for us a puppet doll—a samba dancer playing the maracas in Brazilian costume. This very funny little puppet and other presents were delivered to Caterina in the hospital.

Our congratulations to Valerie Rosario who received the

Brooke Bond Prize for Commonwealth Citizens in the Trans-Atlantic Air Race. This consisted of a trophy and a cheque for £2,000. Management have decided that 10 per cent of this money should be presented to Valerie, £1,000 to an Indian Charity and £8,000 to a Charity in the U.K. with Commonwealth affiliations.

The Bond Street windows for the early summer are representing jungle scenes which include a tiger, a leopard, an emu and some exotic birds. Some of the staff with tongues in cheek, we hope, have likened it to Regents Park (where the London Zoo is situated), but it is an attractive window display and has caught the eye of many a passerby.

May 8, 1969, was an auspicious day for Captain Daruwalla from Stores. It was the 25th Anniversary of his commissioning into the Indian Army, the completion of 10 years with Air-India in London and his daughter's 23rd Birthday.

Recent figures showed that in 1968 there were four million visitors to Britain. An interesting figure that has also come out from this piece of research is that 60 per cent of them bought British garments whilst they were in the U.K. St. Michael for England!

In 1968, the U. K. Airports handled over £1,058 m. worth of imports, a figure nearly double that of 1966. There is no doubt that the next few years

are going to see a tremendous growth of air freight.

At this time of the year London's Parks look their best. Perhaps it is not generally realised that there are 800 acres of Parkland within a mile or so of Hyde Park Corner and many more further afield. Londoners are inclined to take their open spaces for granted and perhaps they do not appreciate how much more green we have on our map than the other major cities in the world.

At one time of course the general public were not allowed to use the parks as in the days of Henry VIII they were only available for hunting by the Royal Household. However, thanks to Charles I this was altered and the public were allowed in.

Today a tremendous amount of money is spent by local authorities on maintenance of these parks and we must say they are extremely well maintained. Some of the displays of flowers in the spring and summer are fantastic. By the way, who has noticed that there are no flowers in Green Park? — which is the reason it is so named. However, to really enjoy our parkland and the open spaces you need good weather.

At the time of writing there is a rumour going around the U. K. staff that it is the summer season. Like all exciting rumours there does not seem to be much foundation for it!



A doll, one of several gifts from the London staff, for little Caterina in a Paris Hospital being handed over to hostess Merle D'Souza by Sandra Patton of Traffic, Heathrow.

Calcutta Calling

New Pastures

FAREWELLS came thick and fast during the months of April and May. Our Canteen on the fourth-floor hummed with activity.

It started with Sherry Batliwala, who left us to join Mercury Travels, Calcutta. This was followed by Ravi Misra, DSM, and Gopal Kapoor, Airport Manager, both of whom have been transferred. Mr. Misra has gone to Singapore as Assistant Manager, and Mr. Kapoor as Assistant Manager, Bahrain. Then we had C. V. Gururajan, Accounts Manager, leaving us on his posting to Madras.

Work on the renovation of our Booking Office has commenced and it is expected that the 'facelift' will be completed

within a month. We shall have a bigger counter and better lighting.

What with the 18th Annual Convention of the Travel Agents' Association of India in Kathmandu, our DSM Tilak Raj Arora has been extremely busy making arrangements on behalf of Air-India. We received a lot of publicity in Kathmandu, according to Mr. Arora.

Welcome to Shopna Sen and Chandana Bose, who have joined us recently as Receptionists.

We were sorry to hear that M. Ranganadham, Senior Telex Operator, lost his father recently. We offer our sincere condolences to him.

T. A. A. Swamy.

Mr. B. B. Gulati, Manager, Calcutta, presents a gift to Mr. C. V. Gururajan, Accounts Manager, on behalf of the staff.



A farewell dinner was given for Captain P. C. Manchanda by his colleagues in Operations, London, at the Sirena Restaurant, Hounslow, on his transfer back to Bombay.

Dateline Washington

By M. Chudasama

WE report this month from our office that serves the nation's Capital and nearby states—Washington, D. C.

The largest of our off-line stations in North America, both in size and revenue, the Capital operation is headed by Raj Mallick, A.S.M., and a longtime Washingtonian. This rather smooth operation is carried on by three senior sales representatives, Joe Uomoleale, Tony Learner and Miguel Borda, backed by Margaret Wells, Madhu Parmar, Victoria Mouyal, Reva Grove and Brigitte Wyatt on the distaff side.

There is always a woman behind the successful man, so they say. In Washington, this is obviously true. Her name is Asha Mallick, Raj's beautiful blonde wife, who is a powerhouse of efficiency. With two young children to look after, she simultaneously runs Washington's only Indian Restaurant, the Taj Mahal, and a small real estate establishment, which averages two cocktail and dinner parties seven days a week.

Sales pitch

One of the more unusual aspects of the successful sales pitch of the Washington office is its involvement in entertainment, from the personal lunch, cocktail and dinner on through to organising dances, classical Indian music soirees and fashion shows. Late in May, they organised a real, live show, featuring all of this and more for the members of the National Press Club in co-operation with the Indian Tourist Office and Sona, the Golden One, the retail outlet of the Handloom and Handicrafts Export Organisation. By all accounts, it was one of the most spectacular presentations at the National Press Club. An indication of the success of "A Passage to India" was the capacity attendance at \$5.00 per head, sold out in less than two days of announcement.

Sona, the Golden One, transformed the Press Club's premises into a resplendent Indian setting with a variety of colourful Rajasthani wall hangings, interspersed with Air-India and GOI Tourist Posters. An authentic Indian dinner was produced in the Club's kitchen under the active supervision of Asha Mallick

and the chief of the Taj Mahal Restaurant, and was washed down with an unusual punch served by the Indian Tea Board "The Royal Bengal Tiger", a tea and cognac mix. The entertainment, organised by our office and the Information Services of India, was a mixed bag of sitar recital, classical and folk dances by Savitri Ahuja and a unique new film, the "Tongawalla" by Anwar Abbas.

The midnight finale, was the not-so-unusual distribution of a wide assortment of gifts to the lucky prize winners, by the wife of the President of the National Press Club, Mrs. Pat Haferson and Nawab Ali Yavar Jung, Ambassador of India to the United Nations. The top prize, of course, was round-trip tickets to India for two donated by Mr. Tiru Irani of Colpitts Travel Center of

(continued on page 11)



Above, Our tiger looks on benignly on the scene flanked by Prem Singh, dressed as our Maharajah, Vicki Mouyal of the Washington office, and Mr. and Mrs. Raj Mallick. Below, Mr. Haferson, President of the National Press Club and Chief of the Reuters Bureau, introducing the Ambassador Nawab Ali Yavar Jung.



First National Convention

MR. G. C. JOSHI (Accounts), President of Air-India Toastmasters' Club was unanimously elected the President at the first National Convention of All India Toastmasters Clubs held at Hyderabad recently.

The Convention was organised by the YMCA Toastmasters' Club of Hyderabad, who played hosts. Mr. P. M. Ramachandran and Mr. G. Mahadevan, from our Engineering Department represented the Air-India Toastmasters' Club at the Convention.

The purpose of the Convention was to exchange views and discuss ways and means to increase the number of Toastmasters' Clubs in the country, to improve the educational programmes and the evaluation techniques.

Mr. V. I. Oomen, District Manager, ESSO, inaugurated the Convention. In his address,

he stressed the importance of communication between employers and employees. The host Club held their Seventh Anniversary celebrations in the evening on the opening day. Major N.K. Guruswamy, IAS, who was the Chief Guest, lauded the efforts of the Toastmasters' Clubs in promoting better communications.

Mr. G. C. Joshi, who has been elected President of the National Convention of Toastmasters.



India Week in Hong Kong

Photographed at the Air-India stall on the opening day of the India Week Exhibition are (L to R) Mr. V. Siddharthachary, Commissioner for the Government of India in Hong Kong, Mrs. Bilimoria, Mrs. Siddharthachary and Mr. H. D. Bilimoria, Manager, Hong Kong.



FOR the first time in Hong Kong an India Sales Week was organised by the Indian Chamber of Commerce, and the Commission for India. The object was to project the image of modern India and to promote India's exports to and through Hong Kong. The exhibition was opened on May 19, 1969, at the City Hall by the Chairman of the Trade Development Council, Dr. Sir Sik-nin Chau.

Air-India, in co-operation with the Government of India Tourist Office, had an attractive stall at the exhibition, with Miss Usha Nayampalli, a receptionist from Bombay, in attendance.

A pictorial quiz organised by the GOI Tourist Office, attracted many visitors, all trying to identify the pictures displayed and win an Air-India round-trip ticket to India.

Simultaneously the Hong Kong Hilton, in co-operation with Air-India and the Indian Commission, held an Indian Festival, serving, Indian specialties, including wines from India specially flown out by Air-India, and entertaining their clients with Indian music.

Indian firms from Hong Kong and from India were represented and the general feeling was that India Week had proved a successful venture and it is worth making it into an yearly event.



THE BOEING 747..... LARGE CAPACITY

WE HAVE examined the new aircraft. Now we must have a close look at their master, the man who will have to fly and maintain them. In my experience, enthusiasm for the work which one is doing is the first requisite of success. The work in aviation could be designing and building the aircraft, flying them, controlling them, maintaining them, ensuring safety of lives of air crew and passengers, etc. However, in all these activities the basic ingredient of success is the enthusiasm for the cause one has espoused.

It is interesting, however, that this is the element which is lacking nowadays in our materialistic society. The words of the Editor of the British magazine 'Aeroplane' written in August, 1968, illustrate the attitude of many people towards enthusiasm: "Enthusiasm so often invites scorn nowadays; critics of the British aircraft industry sneer that aviation is a serious business, not a sport or hobby for the indulgence of enthusiasts at the taxpayers' expense. So it is: but enthusiasm exists, and it can be turned to good business."

In support of this opinion of his, the Editor cites the example: "Three hundred workers in the Britten-Norman factory on the Isle of Wight have sacrificed their annual holiday to complete the first production 'Islander' in time for the Farnborough Show. When the firm's Managing Director was asked on BBC Radio what he thought of this gesture, another man might have said something to the advantage of his own company. Instead, he replied: 'I think it is one of the finest gestures that anybody could have made and I think it typifies the fighting spirit of everybody in the British aircraft industry who are enthusiasts and believe in what they are doing for the good of the country and for exports as well.'"

Talking about the management and the place of enthusiasm in the aviation industry, he said: "I suppose the way

of good management in aviation lies along paths which nourish and liberate this enthusiasm while keeping it orientated in the direction of practical goals. There is no doubt in my mind that from the youngest apprentice right through the shop floor and the design offices to the salesmen and into the boardroom, this pride in and enthusiasm for aviation must exist. Management practices which ignore or destroy this enthusiasm eliminate the fundamental ingredient of success."

Enthusiasm

The concluding comments of the Editor of 'Aeroplane' in his article 'Enthusiasm is good business' were: "Many people in bigger firms will envy the spirit of Britten-Norman recalling the days when their own companies were smaller and more personal. Something inevitably gets lost as organisations grow and when the lines of communication between management and shop floor become more attenuated. Even so, we could recount stories of a similar spirit at work in the factories of the biggest companies in Britain's aircraft industry. We might add that enthusiasm and faith in the future of British aviation is what makes many people stay with it, despite so much foolish frustration of their efforts."

Good work in aviation hinges upon many things. Selection of personnel, training, inspection, supervision, all are important and are usually planned and administered by specialists. All this is done most conscientiously and expertly and the final product is a properly trained human machine. What is very often neglected, is to give that machine a soul, to heed 'the psychological state of being of the people who make the airline tick, the quality of his conscious drives'.

It is a fact, noticed nowadays in aviation industry as in any other industry, that there is an area which is often overlooked or at least relegated to the time we have left over after everything else has been accomplished. This area is consideration of a man as an individual and the building of the stature of the job in man's own eyes. Careful consideration has confirmed that the man who appreciates his own capabilities and his own worth and who knows that the management has placed him in a position of trust will accept the responsibilities that are rightfully his, and what is even more important, he will take pride in his work.

For a long time people have thought of work as a shame, a curse and a divine punishment. 'You will earn your bread by the sweat of your brow'. The same views on work have been adopted by the leftist parties and others who are promising happier lives to workers.

This is a quite wrong approach because it is contrary to the facts of life. Life is activity; death is the state of complete inactivity. Therefore, instead of cursing work, we should praise it as God's blessing.

In support of this contention I shall quote admirable words

of Andrée Maurois on the subject of manual work from his book 'Un Art de Vivre', which in my opinion, is applicable to both manual and intellectual activities:

Work

"For the present study of manual work, the following idea is important: whatsoever kind of work, humble or dignified, the work can be done well or badly. There is a clever and beautiful way of digging a trench and an awkward and ugly way, the same as there is a serious and passionate manner in preparing a lecture, and a negligent one. A typist can produce an indifferent letter or an admirable letter; this depends on her touch, care she gives to her typewriter, symmetry of the headings, the layout, the attention of checking her text. If she sets as her aim to do her task a little better than is indispensable, she immediately becomes an artist and feels rewarded by a feeling of intense and lasting happiness for a free effort. Because this supplementary work she has not done for a boss; she has made it for herself, for honour for luxury, therefore, she has made it freely. Each work done with pleasure awards those who have done it with a scope of freedom".

Really free and happy people are those who are proud of their work. Such people do not go on strike, do not preach class war, do not curse their work and they are not prone to 'errors' in their work. Pride amongst the members of a company is a correct yardstick for measuring the efficiency of the managers.

Some people believe that the threat of punitive measures will ensure that work is well done. However, the weakness of punitive measures is that: (1)

MAN SAFETY AVIATION

By Bosco R. Stano

Overseas Representative of
Safety Center at

This is the second and concluding
Aviation'. The article is reproduced
Safety

they can be self-defeating if a man is punished for admitting an error, because this will discourage others from doing the same; (2) the usual effect of punishment is a feeling of injustice; that others would have made the same mistake in the same circumstances or that others have got by. Therefore, except for wilful misconduct, punitive measures may serve no useful purpose. Discipline must be maintained in other ways and this is the reason why supervisors are exposed to do so many courses in leadership.

Jerome Berlin of the Human Development Institute, Atlanta Georgia, has rightly stated: 'An angry person is a dangerous person. A low motivated person is a dangerous person. An over-anxious person is dangerous. An employee who does not respect himself and others (these usually go together) is dangerous. And perhaps the most dangerous of all is a degraded person whose company or peers or family have made him feel unimportant. These are some of the qualities which I feel are of primary concern now in our safety efforts'.

Many accidents in aviation due to poor design and maintenance are explained by the so-called Murphy Law, which states: "If an aircraft part can be installed incorrectly, someone will install it that way".

Jerome Berlin, in view of his previous remarks, has extended Murphy's Law: "If something can be done wrong, it will be—by someone who psychologically needs to do it wrong". To the questions: Can't accidents just happen? Can't they happen for lack of know-how? His answer is: "To this I say an emphatic (most of the time) —NO."

Berlin then goes on to explain his emphatic 'No'—"If you find this hard to believe,

AND Y IN ION-II

ovic, OBE, AFRAeS

the Guggenheim Aviation
Cornell University.

part of the article, "Man and Safety in
with special permission of the Flight
magazine.



THE CONCORDE... SPEED

let me try to convince you by starting very conservatively, with some of the best-documented research findings in industrial psychology.

"There are long series of studies in the industrial area which begin with the Hawthorne studies in the 1920's. As most of you know, this was the famous research project in which it was found the performance of workers increased steadily in spite of lighting conditions that gradually deteriorated to the point of twilight visibility. The explanation, which later studies have borne out, is that when employees perceive the supervision is genuinely interested in their problems and is willing to work with them in a collaborative way to meet their needs, then performance almost invariably improves.

Concern

"This does not mean, as early researchers sometimes thought, that all employees have to do is 'be nice to their workers' and everything will come up roses. Later research indicates that maximum performance results when concern for employees is combined with an equal concern for production; either by itself is not sufficient. But the point is that performance is directly related to the psychological conditions existing in a relationship—and I don't think it is stretching much to say that safety is one part of performance (in airline operations, the most critical part)."

In support of Berlin's arguments, I shall give you examples from my own experience.

During the war our flying units in India were responsible for transport of passengers and ferrying of aircraft to the Burma front. In view of the diffi-

culty of getting replacements for aircraft destroyed in aircraft accidents, it was imperative to reduce these losses to the absolute minimum.

This was explained to all pilots and technicians. Emphasis was put on the contribution they could make in this way to the victory over the Japanese—thus the appeal was made to their feelings of patriotism. It was made quite clear to pilots that any kind of error on their part resulting in an accident was self-evident proof that they were not good pilots, not accomplished artists in the difficult art of flying—thus appeal was made to their self-esteem and pride. At the same time, officers commanding flying units were told in plain words that if the standard of safety in their units was found unsatisfactory, they would be replaced by officers who were able to secure better results—thus the appeal to their self-respect was made and the fear of public ignominy aroused. The progress in safety was made public every month and thus everybody was informed of the results he had achieved—thus a healthy competition was stimulated amongst flying units.

The results have surpassed the most optimistic expectations. In the space of one year the accident rate was reduced by 75 per cent and remained at a very low level until the end of the war. The safety standard in passenger carrying services, in spite of war time conditions, was better than that of the British civil aviation before the war. The losses in ferrying of 30,000 aircraft amounted to only 1/2 per cent, a record which compares most favourably even with that of civil aviation today.

Another example I shall give you from the peace time period. By methods similar to those I have just described, after the

war we succeeded in Transport Command, Royal Air Force, in developing amongst our pilots a pride in their airmanship to such an extent that they considered themselves the most accomplished transport pilots. Their flying safety standards definitely justified their opinion and their pride. The fact that they were entrusted with the safety of flying the King and other members of the Royal Family, the Prime Minister and other members of the government only added to their pride.

Accident rate

However, after two years of service in the Far East, I was recalled back home, because the accident rate of Transport Command had increased by almost 150 per cent. A detailed analysis of accidents indicated that the responsibility for this deterioration in safety was not due to transport crews but to ferry squadrons whose pilot error accident rate was three times higher than the R.A.F. average rate for the same types of aircraft.

The first step taken was to acquaint them with facts and convince them beyond a shadow of doubt that their record was unsatisfactory and a disgrace to themselves, to their units and to the Command as a whole. The educational process for a change of their psychological state by the methods already described took about 6 months. Once the pride was instilled in their minds, their enthusiasm fired, their good work publically recognized and credit given when deserved, the miracle happened; the pilot error accidents completely disappeared. What, however, caused a real surprise was the fact that even the accidents which then were usually classified as due to mechanical fail-

ure were reduced by 80 per cent!

This proved once more the truth: 'When air and ground crews unite in a common enthusiasm for the cause of air safety, the accidents tend to disappear as if by magic'.

These examples, taken from real life, agree with one of the interesting findings which came out of the last 30 years of clinical research, i.e. 'the effect of certain kinds of interpersonal relationships on a person's tendency to be either fulfilling his potential in a constructive way or to be highly destructive of himself and others' (Berlin).

I have so far mainly dealt with the approach to air crews. However, the aviation safety depends in equal measure on work well done by all the other aviation specialists: mechanics, airline dispatchers, air traffic controllers, etc. The same principles apply for the building of their dedication, their integrity, their pride, their team spirit.

Let us take, for example, the mechanic. Building the mechanic's esteem of himself is a long range job. It involves such things as honest respect and regard for personal feelings. An official who talks down to a group of mechanics, inferring that they possess the intelligence of stable boys, can do inestimable damage. A man may find it difficult to believe either he or his job important when the boss refers to him as a 'grease ball' or 'grease monkey'. There is no call for flattery or empty praise but the recognition of knowledge, skill and integrity can, and does, work wonders. It must be emphasized that skill and knowledge are not enough. Unless they are combined with integrity they will be wasted.

I feel that it is my pleasant duty to tell you about the fine work which is being done in this

field by my friend, Joseph Chase, a former mechanic of United Air Lines, and now the Director of Maintenance and Equipment Division of the Flight Safety Foundation.

Joe Chase has made a speciality of maintenance and especially of maintenance personnel towards their responsibility in the editorials he writes for *Aviation Mechanic's Bulletin*, published by the Flight Safety Foundation.

Maintenance

In these editorials, Joe Chase's philosophy puts emphasis on professionalism and the responsibility of the maintenance engineers to the public. This philosophy is that a maintenance technician is a person, not a cog in a great machine, he is an individual, subject to emotional, spiritual and intellectual forces which determine the character of his work. His motivation to do the job expected of him should come from a deep inner conviction or compulsion that permits no individual indifference or surrender to expediency or taking something for granted.

Furthermore, though privately employed, he is a public servant in the sense that he has an obligation in the public interest to provide the highest degree of care as part of a team, including management, labour and government for the safe operation of aircraft to meet the most difficult challenge in the history of transportation.

How well these editorials were received can be seen from the fact that a selection of them was reprinted in 1962 at the request of the aviation industry, in the form of a booklet under the appropriate title 'By Request'. Three years later, a

(continued on next page)



... a maintenance technician is a person, not a cog in a great machine, he is an individual, subject to emotional, spiritual and intellectual forces which determine the character of his work. His motivation to do the job expected of him should come from a deep inner conviction or compulsion that permits no individual indifference or surrender to expediency or taking something for granted.

MAN AND SAFETY IN AVIATION

(continued from previous page)

second booklet was in preparation.

The responsible work of aviation technicians is publically given the highest recognition in the United States in the form of the FAA 'Annual Aviation Mechanics Safety Award'. This Award is presented to the winners personally by the Administrator of the FAA.

Credo

I think it is appropriate to mention here the Credo of the Aviation Mechanics in the United States.

I wish only to add that similar 'credos' exist in the U. S. A. also for airline dispatchers, and there are 'Canons of Ethics for Engineers'. These Canons are very explicit in their concern for safety. Their Sections 4 and 11 read:

Sec. 4- 'He will have due regard for the safety of life and health of the public and employees who may be affected by the work for which he is responsible'

Sec. 11- 'He will guard against conditions that are dangerous or threatening to the life, limb or property on work for which he is responsible or, if he is not responsible, will properly call such conditions to attention of those who are responsible'

You might rightly ask me: What results have been achieved by this approach? You

will be able to draw your own conclusion from the fact that the standard of air safety in the U.S. scheduled services has been consistently four times higher than in the rest of the free world taken together; in 1966 it was even 15 times better.

Good records

There are, of course some airline companies outside the U.S.A. who have equally good records. I know, for example, a company which, in 40 years of its existence, has not had a single passenger killed. The psychological state of the members of that company has been recently revealed by the statement which one of them made to me: 'Every morning we anxiously ask for information on how our aircraft have done since we left work last night because the splendid results of many years could be ruined overnight'. There is no doubt that as long as such spirit inspires a team, the good results and success will not fail to follow.

Dr. Alexis Carrel has spoken of 'Man—the Unknown'. We have so far discussed the ways of dealing with that little known man and with the non-measurable human factors.

That is the man who compels us to ask the question: why an experienced pilot and crew, with adequate instrumentation and navigational aids, failed to make a safe approach and landing? The miscalculations or errors in judgement which led to the accident

could have been made repeatedly without resulting in a crash. Methods for monitoring each flight to catch these potential accidents have not been developed from a practical standpoint. One has analysed many accidents which occurred in machine shops to find that an unsafe act was committed on the average about 300 times before it resulted in an injury (Heinrich). With the increasing knowledge of psychology and human behaviour, it would appear that improvement toward accident prevention in the human factors area may be expected, without reducing efforts to eliminate unsafe conditions.

Research

There appears to be a need for more research to determine why a carefully trained, highly motivated crew in a vehicle with the most advanced equipment and adequate ground support, fails to execute the proper technique at a critical portion of the flight. Variation in aircrew discipline and efficiency, caused by environmental and social factors, along with improved monitoring should be considered. This should be approached as a research project, and not in any case a disciplinary investigation.

There are, of course, factors in human beings which lend themselves to measurement by means of ingenious tests. In this way emerges 'Man—the known factor' with his functional limitations, e.g. visual limitations, memory limitations, limitation for certain

types of activities, etc.

It is a fact, for example, that 'human visual system does not estimate with great accuracy height nor rate of closure, yet every landing requires that these estimates be made'. The results are major and minor landing accidents which I have mentioned earlier in this talk and which amount to 50 per cent of all accidents. Mechanical assistance to the pilot will reduce the frequency of these mishaps. The radical solution will be complete automation of landing.

Memory taxed

Another factor which disregards human limitation of memory is the incredible amount of technical, operational and other data and information which the bureaucracy has piled upon flying and ground personnel. It is obvious that this method has exceeded human ability to remember, and this fact inevitably must result in accidents.

Then there are emotional disturbances due to a great variety of causes (domestic, social, financial, etc.), which could seriously jeopardise safety. A surveillance of people is a constant task, including supervisors themselves.

Human limitations regarding the aptitude for certain tasks is the responsibility of selection of personnel, a well known subject into which there is no need to go in detail.

However, properly selected and properly trained people lose both the knowledge and skill if they do not perform their activities with a sufficient frequency.

The conclusions are obvious. 'If systems are set up which are in direct conflict with what is known about man's limitations and safety procedures, accidents will surely result. Man has been and must continue to be the focal point of the accident prevention programme. If there is a realistic desire to prevent accidents, his limitation must be recognised, accepted, and incorporated in the over-all plan. If this is done accidents will inevitably be prevented'.

When discussing safety, one speaks of accident rates as per number of fatalities per so many miles, hours or landings. 'Scientists in the proper conduct of their studies must often look upon mankind as a mass of statistics. However, the purpose of such studies should be to benefit the individual. The Judaic-Christian civilization under which we live centres around the dignity of the individual. Society must conduct

itself so as to preserve his rights protect his person, from the harm that others might do to him consciously or in ignorance. Each person has a spirit, family, friends, and deserves to be respected as an individual. The individual should not be subordinate to the mass. And this must never be forgotten. The Canons of Ethics so state. When a person buys a ticket on an airplane he has a right to expect that every reasonable precaution has been taken to assure his safety'.

This moral duty must be borne in mind always by those responsible for safety, which means all members of the industry. Otherwise they will succumb to technological cynicism, 'state of mind which grows the more advanced one's country is', as rightly observed by Sir Charles Snow, the British novelist and physicist.

Summary

During the last 5 years the standards of air safety have improved by 50 per cent. They compared favourably with those of any other form of public transportation.

Human error has remained the main cause of accidents being responsible for 50 per cent of all accidents. The learning curve is a phenomenon which so far has proved immune to improvement. However, the introduction of the third generation of jet transports in 1970 (Jumbo jets and SSTs) has stirred industrial morality and full attention is being given to eliminating all foreseeable dangers to their safety.

Man in aviation, as in any other of the human activities, is measure of everything, the focal point of air safety, the factor responsible for all successes and failures.

Man's enthusiasm for the cause he is serving, his pride for the work he is doing, his feeling of personal dignity, high ethical and moral standards are the basic requirements for a successful outcome in the everlasting struggle for high safety standards.

The first duty of the management is to understand their men and to foster their expression of the better side of human nature. The success in achieving this is the measure of the quality of managerial leadership.

This paper was presented at the course of Aviation Psychology held at the National Institute of Applied Psychology, Madrid University, April 22—26, 1968.

NEWS ROUND-UP



Mr. E. Daniels and Mr. V. N. V. Rao (with garlands) photographed with their colleagues in front off the 'Makalu' after the farewell party.

Retirements

FIVE members of staff from the Engineering Department retired recently. They are Foreman E. Daniels, Senior Technicians V. N. V. Rao, J. Fernandes, S. H. Khan and Head Cleaner Thomas Tappi. All of them with more than 20 years service with the Corporation.

At a farewell party given by the staff of the Maintenance Division to Daniels, Rao, Fernandes and Khan, Mr. S. C. Bickers, Deputy Engineering Manager (Line Maintenance) was the Chief Guest. Both he and Mr. J. D. Billimoria, Deputy Engineering Manager (Periodic Maintenance) wished them all happiness in their retirement. Daniels is planning to settle in the United States. All of them were presented with gifts on behalf of the Maintenance staff.

Purse to Tappi

Thomas Tappi was given a farewell party by the Instrument Overhaul Shop. He was presented with a purse of Rs. 458 by the staff of the Shop.

Miss Interline Zurich

SENIOR Receptionist Ursula Kley was selected Miss Interline Zurich 1969 in a contest organised by the Interline Club of Zurich.

Miss Kley who joined Air-India in 1965 later represented the Zurich Interline Club in the Miss Airlines International at the Miami Spring Festival.



Mr. and Mrs. Thomas Tappi (R) seen with Deputy Engineering Managers Mr. M. D. Kolhatkar and Mr. Joe Sequeria (Centre).

Real service on planes

THE Air-India Maharajah is a man of many parts—Lover Boy, Sumo Wrestler, pavement Artist, vendor of naughty postcards, Capucine Monk, Red Indian, Arab, Chinese and even Pregnant.

Recently he donned the uniform of a Road Safety Patrol in Bombay. In a special advertisement (shown above) released in the Road Safety Patrol Magazine, the Maharajah is shown in the RSP uniform. Well, RSP also means "Real Service on Planes".

Miss Ursula Kley (centre) after winning the Miss Interline Zurich. She later participated in the Miss Airlines International at the Miami Spring Festival.



Certificate of Merit

"THE Guest of the Maharajah", a booklet brought out by our Geneva Office was awarded by Certificate of Merit at the 18th Travel Agents Association of India Convention held in Kathmandu.



Staff Colony Association

EVER since its formation the Air-India Staff Colony Association at Santa Cruz has shown what co-operation can do to make life interesting and mutually beneficial.

The Association not only looks after the social welfare of its members but also organises entertainment programmes, sports and celebrates all the important festivals every year. Their latest Annual Report published recently chronicles the various activities of the Association.

Report

The report says that the Colony School run by the Association is to be expanded. A second floor to the building is now being built and a plan to build an annexe has been submitted to the Management for approval.

In the election held earlier this year the following office bearers of the Association have been elected for the current year: Mr. V. Pichumani, President, Mr. M. S. Kale, Vice-President, Mr. P. N. Roy, General Secretary, Mr. S. T. Jhangiani, Treasurer and Mr. N. S. Ananthakrishna, Asst. Secretary.

Forty-year old Mr. V. Pichumani from Accounts Department, who has been elected the President of the Staff Colony Association. Mr. Pichumani has been connected with the Air-India Modern School since its inception in 1962.



Passenger fares in Western Hemisphere

THE International Air Transport Association Traffic Conference meeting in Nassau has successfully negotiated passenger fares for points within North, Central and South America. The Conference began on June 3.

Delegates of IATA member airlines attending the Nassau Conference described the meeting as the most successful and productive in many years. The results are expected to further stability in the area to the benefit of the travelling public.

The agreements reached in Nassau are intended to become effective from October 1, 1969, continuing through to March 31, 1971, and are subject to approval by interested governments.

Continuing cost increases over which the airlines have no control were a determining factor in the development of the passenger fare package. The increased costs include higher wages and greater operating expenses such as landing fees and airport facility and en route charges. These have all contributed to decreased revenue yields since the last fare package was introduced.

A new triangular fare from points in Canada to Mexico was agreed by the Conference. Using this fare, a passenger may travel from Vancouver, Ottawa, Toronto or Montreal to Mexico and return to a third point in Canada.

Excursion fares between points in North America and the Caribbean were established with a weekend/mid-week differential and ticket validity was increased from 17 to 21 days. The week-end fare level will be 10 to 15 per cent higher than the mid-week fare.

A number of fares were revalidated on a status quo basis including excursion fares and group inclusive tour fares to South America. Despite the rising costs one way fare levels were, in general, retained. However, the five per cent round-trip discount was eliminated and fare levels to interior points in the United States were adjusted to reflect the domestic fare increase granted by the U. S. Civil Aeronautics Board in January this year.

New differential fares for propeller aircraft were also approved to come into effect from August 1, 1969. This will provide lower fare for those travelling on propeller aeroplanes on certain routes.

Hockey

U.K. team on tour

THE London Team went off to Copenhagen for a week-end of hockey at the invitation of the Danish Hockey Union. They participated in the Whitsun Hockey Festival. Excellent arrangements were made by our DSM, Denmark, and the team had an enjoyable time.

Despite strong opposition they excelled themselves in all their five matches. In the first they found themselves playing opposite Olympic players. A lot of publicity was given to the matches in Copenhagen with our team appearing in the local papers and television.

The Cricket team this year is being organised by Raj Patel, supported by some of the regulars from last year including Sopan Sardesai and Captain K.R. Gazder. They won against Harlington and drew against Sussex Gardens International Students Club. S. S. Anand seems to be doing well at the moment. He took eight wickets in one of the matches..

Bob Ashman from Sales has formed an Airways Golfing Association together with a colleague from Pan Am. They have so far got 30 members and they had their Spring Meeting in the middle of April at the Royal Mid-Surrey Club. Ironically, Bob walked off with the cup presented by Air-India.

In June, the Bowling Team had a week-end match against a team from M. E. A. who came to London from the Middle East for the event. More of this next month!

Trevor Turner

Some of those who played in the Inter-departmental Tennis Tournament. They are from (L to R) Marshal D'Souza, D. S. Andrade, Dennis Correa, Danny Lewis and R. P. Baliga.



The U.K. Hockey team waving goodbye before departing for their Copenhagen Whitsun Hockey match at the invitation of the Danish Hockey Union.

International Hockey Tournament

Mr. Sattawalla appointed to Publicity Committee

MR. R. K. SATTAWALLA, Information Officer, Public Relations Office, has been appointed to the Souvenir and Publicity Committee of the International Hockey Tournament being held in Bombay on January 3, 1970.

This is the second time the tournament is being held in India, the first was held in Ahmedabad, Gujarat, in 1962.

Mr. J. D. Nagarvala, Chairman of the International Hockey Tournament Committee, said: "This is the only International Hockey Tournament other than the Olympics".

Representatives of hockey playing countries including



Mr. R. K. Sattawalla
Australia, Pakistan, New Zealand, East Germany, West Germany, Italy, Britain, Belgium, Argentina and Spain, will participate in the Tournament.

Tennis

Inter-departmental Tourney

THE Inter-Departmental Tennis Championship was won by the Engineering Department this year. In the finals played at the Khar Gymkhana recently, Engineering team beat Commercial.

Mr. R. P. Baliga and Mr. V. R. Subnivas represented the Engineering Department and Mr. Marshall D'Souza, Mr. Denis Correa and Mr. Danny Lewis represented the Commercial Department.

How's your telephone personality?

by T. K. P. Pillai,

Chief Instructor, Training College.

HOW valuable is a Customer? You ask any Salesman, he'll say that the Customer is supreme, someone to be listened to, pampered, because he is our bread and butter. But is the job of selling only that of the Sales Manager and the Salesmen? Everyone of us, the boys and girls at Booking Office and Airport Counters, Telephone Sales, Reservations, the engineers and the mechanics and everyone of us in Air-India in every Department is an Air-India sales representative.

Ours is a service organisation and we will be judged by the service we provide. Such services can be either when the passenger contacts us in person or on the telephone. It is rather easier to project the image when the Customer is in front of us. But it takes some more effort, tact and personal qualities when this is to be done on the telephone. Customers cannot see us on the phone.

Some Department Stores in U. S. A. keep a mirror in front of the telephone Sales girl so that she can see her facial expressions while she speaks. It is amazing that the frown on your face, the wrinkle on your forehead, the smile are all faithfully transmitted in sound waves.

So here is a test to check your telephone personality:

- 1) Do you answer the call promptly?
- 2) Do you hold the telephone correctly?
- 3) Do you greet the caller pleasantly?
- 4) Do you identify your airline/yourself?
- 5) Do you visualise the person at the other end?
- 6) Do you speak clearly?
- 7) Do you speak in a natural tone?
- 8) Do you listen carefully and patiently?
- 9) Do you ask questions tactfully?
- 10) Do you use the customer's name?
- 11) Do you explain delays?
- 12) Do you apologise for waits and mistakes?
- 13) Do you keep your equipment (pencil, paper, manual etc.) handy?
- 14) Do you allow adequate time for an answer?
- 15) Are you careful to avoid interrupting the Customer?
- 16) Do you let the passenger hang up first?
- 17) Do you say "thank you", "you are welcome", etc.?
- 18) Do you replace the receiver gently?

If you can sincerely say "Yes" to all the above 18 questions, you are doing well. Otherwise you have reasons to worry. Let the Customer feel genuinely that you are happy to be of service to him and you are looking forward to be of assistance to him again.

Commercial Department New designations

THE Managers and Assistant Managers of Indian stations have been given new designations which reflect their functional responsibilities.

The Manager, Bombay, will hereafter be known as the Manager, Western India; the Manager, Calcutta, as the Manager, Eastern India; the Manager, Delhi, as the Manager Northern India, and the Manager, Madras, as the Manager, Southern India.

The two Assistant Managers at Bombay and Delhi will be known as Deputy Managers, Western India, and Northern India, respectively, while Assistant Managers at Calcutta and Madras will now be designated as Assistant Managers, Eastern India and Southern India respectively.

Dateline Washington

(continued from page 5)

New York, which was won by one of the senior correspondents of the New York Times, which we thought was a fitting end to a fine evening.

We have recently heard from our Washington office about another one of their unusual promotions. For the Fifth year in a row they won an award for the best decorated table at the Bon Vivants Annual Airline Night dinner. The theme this year was "Around the World with Air-India," the different destinations represented by hats of each country—and a personal magic carpet for the guests—an Air-India beach towel!

Obituary

S. E. Joseph



WE REGRET to report the death of Mr. S. E. Joseph, Senior Aircraft Technician in our Engineering Department recently. He was 46.

Mr. Joseph joined Air-India as Bench Fitter in May 1948. We send our sincere condolences to his mother and brother.

WHO'S WHO & WHERE

Promotions

COMMERCIAL DEPARTMENT

N. N. Dewan,
Santa Cruz.
J. C. Malani,
CHQ., Bombay.
K. K. Menon,
Bombay.
M. J. Nanporia,
Tokyo.
Balendu Shah,
CHQ., Bombay.
R. K. Narpatsingh,
Delhi.
P. S. Rajaratnam,
Madras.
S. G. Srinivasan,
Frankfurt.
F. E. Da Gama,
Beirut.
A. D' Lima,
CHQ., Bombay.
J. S. Joglekar,
Singapore.
M. G. Khairaz,
CHQ., Bombay.
H. K. Malik,
London Airport.
M. Y. Mathure,
CHQ., Bombay.
M. R. Mowji,
Bahrain.
Ajit Singh,
Netherlands.
R. K. Thadani,
Delhi.
P. A. Narain,
CHQ., Bombay.
Surya Patel,
Addis Ababa.
G. C. Pinto,
CHQ., Bombay.
B. S. Phool,
Bangkok.
R. S. Premkumar,
Hyderabad.
F. V. Rodrigues,
CHQ., Bombay.
M. M. Shroff,
Cargo-Bombay.

TO

Commercial Manager-
Customer Service (Offg.)
Commercial Manager-
General Services (Offg.)
Regional Manager
(India), (Offg.)
Regional Manager-
East Asia (Offg.)
Commercial Manager-
Sales (Offg.)
Sr. Stn. Manager (Offg.)
Sr. Stn. Manager (Offg.)
Sr. Stn. Manager (Offg.)
Stn. Manager
Stn. Manager
Stn. Manager
Stn. Manager
Stn. Manager
Stn. Manager
Stn. Manager (Offg.)
Stn. Manager (Offg.)
Stn. Supdt. (Offg.)
Stn. Supdt. (Offg.)
Stn. Supdt. (Offg.)
Stn. Supdt. (Offg.)
Stn. Supdt. (Offg.)
Stn. Supdt. (Offg.)

M. Zahid,
Ernakulam.
D. R. Benegal,
Cargo-Bombay.

Stn. Supdt. (Offg.)

Asst. Stn. Supdt. (Offg.)

ENGINEERING DEPARTMENT

S. A. Datar,
Santa Cruz.
S. B. Tembe,
Santa Cruz.
K. P. Asthana,
Santa Cruz.
M. B. Apte,
Santa Cruz.
V. Viswanathan,
Santa Cruz.
V. N. Ogale,
Santa Cruz.
J. V. Gupte,
Santa Cruz.
N. S. Chakrapani,
Santa Cruz.
R. Vinjamuri,
Santa Cruz.
S. G. Pednekar,
Santa Cruz.
A. Rodrigues,
Santa Cruz.
N. Raman,
Santa Cruz.
N. V. Rege,
Santa Cruz.
K. M. Mohan,
Santa Cruz.
R. Vidyasagar,
Santa Cruz.

Sr. Tech. Officer

Sr. Tech. Officer

Sr. Tech. Officer

Sr. Tech. Officer

Sr. Tech. Officer

Sr. Tech. Officer

Sr. Tech. Officer

Sr. Tech. Officer

Sr. Tech. Officer

Inspector Grade 'A'

Inspector Grade 'A'

Inspector Grade 'A'

Asst. Office Supdt.

Asst. Office Supdt.

Asst. Office Supdt.

OPERATIONS DEPARTMENT

R. R. Bajekal,
Santa Cruz.
S. Subramaniam,
Santa Cruz.

Sr. Simulator Maint.
Engineer.

Asst. Crew Scheduling
Officer

TECHNICAL PLANNING DEPARTMENT

P. Badrinarayan,
Santa Cruz.

Secy. to Dir. of
Planning (Tech.)

WEDDINGS

Jaloo Mohta, daughter of Dinshaw Mohta, Jet Shop, to Sorab Homi Manekshaw.



Gay Mills to Raj Vaide, Asst. Passenger Sales Manager-UK.





Photo News

Mr. S.H. Desai, India's Ambassador to Southern Yemen (second from left), with Mrs. Desai and Miss Desai, seen with Mr. K. S. Venkateswaran, our Manager, Aden (L.), at Aden Airport before leaving for Bombay on our service.



Mr. Joseph Brinke, leader of the Czechoslovak Scientific Expedition to Australia and New Guinea, boarding our Boeing 707 at Prague enroute to New York.



Mr. N. M. Tidke, Labour Minister, Government of Maharashtra (R), flew on our service to Geneva to attend the ILO Conference. He was seen off by Mr. C. G. Raman, Sales Officer, Bombay.



Mr. Tushar Kanti Ghosh, Managing Director and Editor of Amrita Bazar Patrika, photographed at Dum Dum before he left on our service to Tokyo.



Mrs. Suman Kalyanpur (fifth from left) and her troupe left Bombay on our service enroute to the West Indies. She was seen off by Mr. Vasant Kulkarni, Sales Officer, (R).



Above, Major H.B. Vacha, DSM Ahmedabad, bids farewell to Mr. Hitendra K. Desai, Chief Minister of Gujarat (centre), at Ahmedabad airport before he left for Bombay enroute to Australia on our flight. Below, The well-known Japanese film and TV star Miss Yoshiko Sakuma flew into Kuwait on our service. She was received by the Japanese Ambassador and Mr. F. V. Mascarenhas, our Manager, Kuwait (centre).



Photographed at an Air-India Cocktail Party at Bahrain are (R to L) Mr. S. R. Ghose, Stn. Engineer, Mr. M. R. Mowji, Manager, Bahrain, Mrs. D. Siddiki, wife of Dr. M. N. Siddiki, Consultant-Physician, Bahrain Government, Mr. F. E. Fenton, Chief Engineer, Gulf Aviation Co Ltd., Mr. J. Jones, Stn. Maint. Manager, BOAC, Mr. P. J. Edward, Stn. Engineer, BOAC and Mrs. R. Ghose.

