

YEARLY PERFORMANCE REPORT OF IGRUA
FOR THE PERIOD 15 MAY 25 – 14 MAY 26

BACKGROUND

1. **Why This Assessment Period.** Director IGRUA has completed one year of tenure on 14 May 26. He was appointed by **Appointments Committee of Cabinet as Director (non-ministerial) on 15 May 25.**
2. **Performance Benchmark Years.** The preceding two Financial Years (FYs) 2023-24 and 2024-25 have been taken as the benchmark years, **since the assets, resources and the workforce were the same** as that of current Assessment Period.

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3. **FTO Ranking.** IGRUA had scored **43% marks** and placed in Category C (Fail) during the first-ever FTO Ranking of 01 Oct 25 (**for assessment period Aug 24 to Jul 25**). IGRUA had stood **25th out of 35 FTOs**.
4. During the recent FTO Ranking of 24 Apr 26, IGRUA has scored **over 60%**, improved its **Category to B** and stood **5th out of 35 FTOs**. This is remarkable, as IGRUA mandatorily gets **ZERO in 34% of the assessment marks** due to acute shortfall of aircraft (only 13) against over 400 CPL cadets on its strength. These 34% of the marks include time taken to complete 175 hours – 10%, aircraft to student ratio – 10%, student to instructor ratio – 10% and failure to resolve grievances due to shortage of aircraft – 4%. Hence, IGRUA has effectively scored 60 out of 66 marks (real percentage of >90%); **which in effect would be highest in the country.**
5. **Financial Stability.** IGRUA had consistently been in budget deficit for over two decades (expenditure exceeding income). FY 2024-25 (preceding FY) was the year, when IGRUA had **maximum budget deficit of Rs 8.3 Crore**. Under the current Director, IGRUA has achieved budget surplus + savings for FY 2025-26 of over Rs 17 Crore. The budget surplus / savings are set to grow in FY 2026-27 to over Rs 25 Crore and further beyond till year 2030. This has been an unbelievable turn-around and will make IGRUA atmanirbhar by 2028.
6. **Flying Effort.** The average flying effort for the last two FYs (benchmark years) was **10200 hours**. For the period **15 May 25 – 14 May 26**, IGRUA has crossed **19655 hours**, an **increase of >92%**. Thus, IGRUA has broken the all-time record since 1986 of maximum flying effort in 12 months period of 19111 hours set in 2021. The

magic is that the record of 19111 hours was set with 19 aircraft and will be broken with 13 only.

7. **Flying Effort for Year 2026.** It is expected that in year 2026 (Jan to Dec), IGRUA will fly over **24000 hours**; an **increase of > 135%**. 9465 plus hours have already been flown till 14 May 26. This will then be another record, a new all-time high since 1986.

8. **Monthly Flying Effort.** Monthly flying effort of IGRUA for the benchmark years was **850 hours per month**. Since 01 Jan 26 (last four months), it has increased to **2100 hours per month**; an **increase of 147%**.

9. **Aircraft Utilization Rate.** For the last two FYs (benchmark years), the average utilization rate was 65 hours / aircraft / month. For the year 2026 (01 Jan 26 to 30 Apr 26), it has increased to **161 hours / aircraft / month**. This is **147% increase** over benchmark years.

10. **Safety Record.** Despite huge increase in flying effort and 147% increase in aircraft utilization, the safety record of IGRUA remains immaculate. Adequate 'ownership' and 'leadership at all levels' has been inculcated amongst IGRUA personnel to ensure safe and quality conduct of flying operations.

11. **Mitigation Measures to Overcome Acute Shortfall of Aircraft.** IGRUA had 34 aircraft in 2009, which have come down to 13 only at the moment. The strength of the cadets on the other hand during the period has gone up by more than 2.5 times. IGRUA currently has cadet strength of nearly 400, which will go beyond 440 by Jul 26. All 13 aircraft are 16 to 18 years old. Measures taken by IGRUA to overcome this acute systemic / organisational shortfall include the following:-

(a) **Non-Stop Flying.** Non-stop flying has been conducted since 01 Sep 25, **without any holidays / Saturdays / Sundays**, except on two days (Holi & Diwali). All personnel are given weekly off in rotation.

(b) **Doubling of Threshold Value.** The threshold value for procurement of aircraft spares was **doubled** in Sep 25 from Rs 1 to 2 Crore for faster replenishment of aircraft on servicing and better spares management.

(c) **Increase in Aircraft Availability.** The daily aircraft availability has been increased by **over 40%** since 01 Jun 25, with no change in aircraft strength. This has been achieved with greater involvement, innovative measures and overtime by engineering personnel.

(d) **Increase in Man Hours.** Full utilization of 58 hours of overtime has been ensured for all technicians and operations personnel to enhance flying effort.

(e) **Twin Base Operations.** IGRUA has started high-paced operations from twin bases, with Gondia being the main base between Oct to Mar each FY. This was done to overcome weather limitation at Fursatganj for six months during the year and to ensure continued high-paced utilization of available aircraft.

(f) **Technical Clearances at Gondia.** All major servicing & regulatory clearances at Gondia were obtained from DGCA in Dec 25 to remove technical bottlenecks that were limiting the flying operations at Gondia since 2008. This led to **150% increase** in the flying effort during the winter months (Nov 25 to Feb 26), compared to the previous two years.

12. **HR Measures.** **13 policies / SOPs** have been formulated on multiple subjects in the last four months to streamline the processes concerning cadets, training, induction, HR etc. Over **70 personnel** have been inducted since 01 Jun 25; though the effective strength of personnel has gone up only by 21, as some have retired / left. Multiple measures have been implemented to enhance the motivation and productivity of IGRUA personnel. As a result, the productivity of the workforce and overall output of IGRUA has gone up by **over 100%**, as highlighted at Para 6 to 11 above.

13. **Measures Taken for Financial Prudence.** Measures taken for financial prudence and improving the financial well-being of IGRUA include the following:-

(a) Increase in yearly flying effort is the **most critical measure** taken and has led to savings in excess of Rs 16 Crore for FY 2025-26. These savings will grow further to over **Rs 25 Crore** for FY 2026-27, on account of even higher flying effort.

(b) Increase in fee for CPL cadets from July 2026 admissions, from old fee of Rs 45 lakh to Rs 55 lakh. This will accrue an additional income of **Rs 12 Crore**, expected between Jul 26 to Feb 28, and thereafter on yearly basis.

(c) Initiation of B.Sc. (Aviation) for CPL cadets with RGNAU from Aug 25 will bring in additional income of **Rs 1.5 Crore** in the first year; going up to Rs 4 Crore by third year.

(d) Blocking all possible avenues for corrupt practices.

(e) Curtailing of wasteful expenditures.

(f) Giving an additional portfolio to proven top-performers (**dual-role assignments** for contractual employees only); ensuring no dilution in either of the portfolios, with up to 30% pay hike to **incur savings** for IGRUA and **promote meritocracy**.

(g) Induction of experienced and skilled key personnel to bring about significant improvement in organizational output.

(h) Measures to retain flying instructors, ground instructors and technicians to ensure continuity of core capabilities and tasks.

(i) All unaccounted / 'on the house' expenditures that were part of the accepted norms, like non-recovery of hostel electricity bills from cadets, excess spending on vehicles etc are being taken care of; thus preventing pilferages.

14. **Change in Culture.** Cultural change has been instilled to focus all IGRUANS on '**Country & IGRUA First Always**'. 'Leadership at all levels' too has been engrained within all personnel and sections to build excellent followers and leaders alike.

15. **Quality of Life at Offices & Residential Complex.** Huge administrative measures have been implemented since May 25 to improve the quality of life of the cadets and employees, both at their residence and office. Setting up of new gym (completed in Jun 25), renovation of swimming pool (was closed since 2019), renovation of IGRUA auditorium (wall to wall carpeting, false ceiling repair, internal & external distemper – likely by Jun 26), UFO cinema in IGRUA auditorium (likely from Jul 26), ongoing improvements in houses, distemper of buildings, houses, hostels (no building at IGRUA was distempered for nearly 20 years), significant improvements in offices, multiple up gradations at Flight Operations Centre, improved vehicular support, significant up gradation of mess, hostel rooms repair of all rooms at OBH (72 rooms) and few at NBH (around 9), beautification of both campus, erection of four life-expired aircraft as display models, painting of all the three hangars etc are some of the measures **already implemented**. IGRUA also bought two new vehicles in Nov and Dec 25 (ambulance and SAR) as an emergency measure to support uninterrupted flying operations. Significant improvements have been made by IGRUA at its IOC fuel station. IGRUA is also replacing 39 ACs in FOC for increased comfort of cadets by May 26 and buying four new 500 KVA generators for over Rs 2 Crore for stability in electricity supply (likely by 15 Jul 26). Additionally 70 desktops and 9 laptops too are being replaced with new for greater work efficiency. Case has also been initiated for renovation of all major buildings at IGRUA through a Deposit Work by AAI for Rs 21.86 Crore, that includes all hostels and houses as well. Expenditure on labourers has been increased by over 90% for provisioning of better services. Measures have also been taken to restore the pride of IGRUA, as an esteemed institution of the country.

16. **Placements to / of Ex-IGRUANS.** In the last 12 months, **77 Ex-IGRUANS** found placements. 22 of these were employed by IGRUA itself, including 12 as FI / AFI/. 42 Ex-IGRUANS have cleared induction into Air India Express and Indigo and are undergoing recruitment process with the airlines. Additional 8 Ex-IGRUANS have recently joined AIX / Indigo as JFO.

CONCLUSION

17. Since May 25, IGRUA has made **unbelievable progress**. In the **overall performance matrix**, the productivity and output of IGRUA has grown **by more than 100% in the last 12 months**, compared to the output of last two FYs. This has been achieved despite lower aircraft strength, no outside help and significant limitations imposed vide FTC 01/2025.

18. IGRUA is on a **firm upward trajectory now for long-term**. It is destined to grow rapidly over the next five years and become atmanirbhar in every sense by 2028.