



DEVARAJAN BALA MURALI (RETIRED AIR COMMODORE)

Administration / Technical (Engineering & Logistical) Head

Leadership | Work Force and Industrial Asset Management |

Creative & Innovative Solutions in MRO | Aviation & Airfield Management

Targeting Senior Management Roles in Corporate, Production, Aviation, Supply Chain, and Commercial Operations

Profile Summary

- Retired from **Indian Air Force with 35 years of experience** in Leadership, Planning, Design & Development, Maintenance engineering, Supply Chain Management and Administration. Commander of more than 20,000 Heads, Functional and administrative control of nearly 3500 workmen, 120 Officers and Management of assets worth Rs 400 crores including an airbase and a fully operational civil and defense airport.
- Received **Presidential level award of Vishisht Seva Medal** on 26 Jan 2013 for creativity and solution provided packages in fighter jets and distinguished service of high order by the Honourable President of the Republic of India, Recipient of Best Speaker award in an international talk in Seoul, South Korea and also Recipient of three Chief Commendation Awards in Indian Air Force in 1991, 1998 and 2010 in his career.
- Extensive knowledge of Man & Machine Management Skills with experience of commanding the **biggest of IAF bases**, the Kanpur AF Station, equipped with two MRO based Overhaul Depots for Aero-Engines and Aircraft, computerized provisioning system control and a full-fledged runway
- Worked for 12 years with HAL, RCsMA of CEMILAC and DGAQA, DRDO/CSIR labs like ADA, GTRE and NAL at Nashik, Koraput, Bangalore and Kanpur on Engineering and Project domains with key area being on SU 30 MKI engine reliability programme, induction of Hawk MK 132 aircraft from UK and indigenous development and induction of LCA Tejas aircraft into IAF.
- Ability to handle civil and uniformed workforce concurrently with exposure in diverse and complex work locations from Engineering to Design development to Induction and finally Administration
- Strong record of performance with manifold and diverse experience in project management, resource management, training, disciplining, and administration related activities of the organization
- Exposure in fields like Maintenance of Aircraft in Military Aviation, Workshop Practices, Design & Development of Aircraft Structural Repair Schemes, Industrial Asset Control, Non-Destructive Testing and Flying Operations
- Rich experience in managing wide spectrum of administrative, Engineering and Logistical activities as well as mass recruitment and leadership development, career planning with succession way ahead plans for improving the competence of the workforce
- Extensive experience in formulating strategic plans that directly contribute towards process enhancement; qualitative experience in inspections, improving the performance of aircraft and their systems
- Excellence in applying comprehensive performance management & training framework to support business and achieve ambitious growth plans. Approachable Leader with skills in bridging the gap between management and employees by resolving matters pertaining to performance, development, employee management issues and policies
- Effective liaison with civil authorities for synergized functioning of organization in jointly responsible areas
- Reaching out to the bottom link in chain for last mile connectivity, perfection and maintenance free use-ability

ACADEMIA

- B Tech (Mechanical) from College of Engg, Trivandrum (CET), University of Kerala (1986)
- Advanced training on Aeronautical Engg. at
- Air Force Technical College, Bangalore
- Non-Destructive Testing (Level 2) in USAF base

CORE COMPETENCIES

- *Leadership*
- *Strategic Planning*
- *Aircraft Maintenance Operations*
- *Quality Assurance & Control*
- *Multi-Discipline synergy*
- *Crisis Management*
- *Risk Assessment & Management*
- *Vendor Management*
- *Training & Mentoring*
- *Team Building*
- *General Administration*
- *Civil Administration Synergy*
- *Administrative Asset management capability*
- *Product health monitoring*
- *Resource Optimization*
- *Discipline*

Employment Details

Jul 2018 to May 2021 | Indian Air Force

As Air Officer Commanding (Div Head) of a Flying base with two major Depots (MROs) of Aero-engines and Aircraft in the rank of Air Commodore

- Commanding multiple units with diverse roles, guiding and monitoring project progress through delegated as well as single window accounting as Head of the base.
- Crisis management: Handled several crisis situations like Conflict Readiness, Covid Management & Mitigation.
- Handling project activities in civil in HAL, DRDO labs and Airport Authority of India
- The base was holistically re-engineered operationally from a slow industrial base to a fully operational flying base with even night operations of combat fighters, heavy jets and UAVs undertaken.
- Introduced New concepts like 3D printing, rejuvenation of old hangars by re-structuring / modernising
- Apprenticeship programme for young generation of villagers in IAF Workshops
- Developing synergy with other internal departments including civil agencies on need basis to meet organizational goal at any cost and creating solution packages for the future to avoid repeat situations of hurdles in end results
- Instituting sustainable periodical maintenance procedures in any domain on inception of a system as well as post upgrade. Applying investigative mindset for defects and implementing remedial measures on short and long-term without affecting productivity
- Safety and Security oriented approach of aviation standards to routine activities
- Cost Benefit Analysis based asset optimisation ability. Ability to recover assets through timely replacements of spares, Obsolescence control and Foresighted upgrade
- Concurrent welfare-oriented approach to workforce as part of motivation drive

Jul 1986 to May 2021 | Indian Air Force
(Various IAF ranks)

- Absorbing Technology, directing and guiding workforce in multi-dimensional atmosphere, monitoring project activity in any appointment linked with supervisory roles and developing expertise level at shop floor and work areas of any domain
- Co-ordinating with other internal departments to ensure success of the targeted organizational output as per its aim and create systemic improvement schemes in consultation with design agencies / nominated specialists
- Developing probabilistic and preventive maintenance procedures in any domain
- Generating investigative mindset for defective areas of operations and implementing interim and permanent remedial measures. Highly safety-oriented approach of aviation standards with wide exposure on multiple type of aircraft systems
- Exposure to flying at forward bases, airfields at high altitudes and abroad has brought in a sense of self confidence and plan predictive actions to impending crisis
- Higher energy levels sustained even after 35 years of Service with two International talks and eight Keynote addresses at various Seminars and Conclaves

- *Induction of Hawk Mk 132 trainer aircraft from UK*
- *Bearing / Fit conditions change through design alterations on frontline fighter aircraft*
- *Design & Development of Indigenous LCA Tejas, HTT 40 & AMCA combat fighter aircraft*
- *Development of Airborne and Ground based equipment and Mass manufacture*
- *Technology Absorption*
- *High Production & Environment standards of Organization*
- *Reliable & Qualitative Implementation Plan*

Major Responsibilities

14 years Exposure | Projects & Design Development

- Leading:
 - Projects with milestone/phased out achievements on reliable time bound program and inter-linking multiple agencies with synergized way forward
 - Product stability in market and holding organizational pedigree high and managing after-sales support implementation
 - Identifying problem areas and focusing time-based solution packages to sustain and enhance production capabilities
 - Technical involvement in developing high end technically complex equipment of both airborne and ground-based systems.
 - Design conformance evaluation ability with a good failure analysis in development phase of product
- Induction of systems into Service addressing good maintainability and usability of the product is the strongest professional capability

20 years Exposure | Quality & Reliability Certification

- Ability to absorb Transfer of Technology and train workforce
- Sustaining designed Reliability quotient and Quality index
- Maintaining mass production standards with desired quality and reliability
- Route to Certification process development
- Conducting Quality & Reliability programs alongside implementation

10 years Exposure | Administration Head

- Ability to lead from the front
- Public Speaking ability
- Developing self-pride and self confidence in work force
- Stress on positive approach to achieve results
- Time bound 'end result' fixation without compromising quality

Work Sphere Experiences

Jun 1988 to Jun 1991 & Jun 2001 to May 2008 | **Field/MRO Exposure** (10 yrs)
 Jul 1991 to Jul 1996 | **Flying Exposure – Heavy Jets & Helicopter** (05 yrs)
 Jul 1996 to Jul 1999 | **Training Exposure – Flying & Workshop technicians** (3.5 yrs)
 Jul 1996 to Jun 1999 & Jun 2008 to Jun 2011 | **Director level Exposure** (06 yrs)
 Jun 2011 to Nov 2013 | **Certification and Design Exposure** - Fighter Jets (2.5 yrs)
 Nov 2013 to Nov 2015 | **Design Liaison & Supply Chain Mgt** - Fighter Jets (02 yrs)
 Nov 2015 to Nov 2018 | **Project Management** – Fighter & Stealth jets (03 yrs)
 Nov 2018 to May 2021 | **Organization Head for Flying and MRO air base** (2.5 yrs)
 Dec 2019 to May 2021 | **President, AeSI, Kanpur Chapter**
 Mar 2020 to May 2021 | **Vice President, ASM International, Kanpur Chapter**

Date of Birth
24 May 1964

Languages Known
English & Hindi
Tamil, Malayalam
Tulu/Kannada

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References

- **Air Marshal S Choudhary AVSM VSM** (+91 9422808480) ;
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