



Ajay Kumar Shetty

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Summary

Results-oriented Naval veteran with 10+ years of leadership across operations, strategy execution, and high-value asset management. Proven expertise in driving large-scale process improvements, leading cross-functional teams, and enabling mission-critical readiness. Certified behavioural assessor with deep talent evaluation experience. A Young India Fellow, bringing a multidisciplinary, people-first lens to complex problem-solving and strategic transformation.

Professional Experience

Director, Recruitment and Administration | Indian Navy| Diamond Harbour, West Bengal

- Led Indian Navy delegation in a tri-services strategic recruitment overhaul, contributing to a standardised assessment framework with DRDO, streamlining evaluations for 10,000+ annual candidates.
- Led behavioural assessments for recruitment of 300+ officer candidates annually using simulations and psych tests; ranked top talent with high selection coherence to strengthen leadership pipeline.
- Modernized physical security post-cyclone, implementing CCTV, barriers, and alarms to enhance resilience, access control, and threat deterrence.
- Procured and deployed ₹1.4M airport-grade baggage scanner, expediting government mandated approvals to boost threat detection and streamline weekly candidate screening.
- Fast-tracked arms procurement clearances (2 months vs. 4–5), enabling security modernization and enhancing compliance and operational readiness
- Upgraded and fast-tracked outsourced guard contract (43 personnel, 36-acre site), improving coverage and boosting operational security.
- Delivered critical housing repairs (150 beds) in 6 weeks, coordinating vendors and stakeholders to enhance safety, wellness, and candidate morale.
- Ran F&B ops for 20 officers in a remote base, maintaining quality and cost control through hands-on menu planning and manual procurement.

Senior Manager(Commissioning) | Indian Navy| Meenambakkam, Chennai

- Led ₹500 Cr aircraft squadron commissioning over 20 months, building infrastructure, systems, and team from the ground up — now a nationally critical, award-winning naval air squadron.
- Led receipt and inspection of 500+ tech assets (₹5 Cr) during air unit commissioning, enabling operational self-reliance and on-time readiness.
- Established inaugural SOPs for military ops in a civilian airport, aligning with naval and AAI norms and setting safety benchmarks for future squadrons.
- Established first-ever direct ATF procurement system under urgent timelines, aligning stakeholders to launch flying ops and ensure regulatory compliance.
- Proactively pursued and secured delegated financial powers, enabling faster approvals and autonomous resource deployment for a new unit.
- Secured reallocation of 11 skilled personnel to activate second-line aviation repair and recovery ops, boosting in-house capability and reducing turnaround time.

Senior Manager(Support Services) | Indian Navy | Meenambakkam, Chennai

- Set up an integrated digital supply chain system for aviation tools and spares, ensuring seamless material flow and minimizing downtime for maintenance of aircrafts.
- Streamlined tool control and digital asset tracking, boosting maintenance safety, traceability, and accountability across 40 technicians.
- Set up a critical aircraft equipment storage and spares hub, enabling faster maintenance and operational independence while protecting high-value assets.
- Designed and developed localized handling tools for aircraft maintenance, improving precision and reducing risks in critical flight-line operations.
- Envisioned and initiated a ₹50 lakh test facility project for aviation repairs, laying groundwork for future in-house servicing and achieving 75% faster turnaround.
- Established first AMCs and repair contracts for 40+ aircraft maintenance support equipment, reducing downtime and enabling sustainable, end-to-end maintenance operations.
- Led capital procurement and joint drills to improve disabled aircraft removal and runway clearance, enabling seamless naval–civil aviation coordination at Chennai Airport.

Manager(Supply Chain and Logistics) | Indian Navy | Visakhapatnam

- Managed aviation vendor pool to drive competitive bidding and fair trade under DPM, improving sourcing reliability and supplier participation.
- Led coordination between procurement, HAL/BEL, and user units, improving transparency, inventory flow, and stakeholder alignment.
- Procured spares for AJT Hawk and UH-3H (total orders 2Cr), resolving delays and sustaining flight and maintenance continuity through proactive stakeholder coordination.
- Established preservation program and SOPs with HAL/BEL, extending life of aviation assets and boosting long-term operational readiness.
- Streamlined defect dispatch and repair coordination with HAL/BEL, reducing turnaround time and enhancing maintenance accuracy and accountability.
- Led 2018–19 Annual Demand Review for aviation safety gear, improving forecasting and reducing urgent procurement by aligning Navy-wide inventory.
- Led de-induction and compliance-driven closure of Lakshya UAV assets while streamlining spare inventory processes to ensure uninterrupted flying and maintenance operations.

Manager(Operations) | Indian Navy | Arakkonam

- Led de-induction and compliance-driven closure of Lakshya UAV assets while streamlining spare inventory processes to ensure uninterrupted flying and maintenance operations.
- Managed ₹200 Cr in aviation assets with 85%+ uptime, enabling 100% flying target achievement for maritime surveillance missions.
- Led critical Search and Rescue operations for the AN-32 aircraft, orchestrating flight and maintenance activities of three Dornier aircraft under demanding time constraints.
- Led full GSE lifecycle management, reducing downtime and extending asset life through proactive maintenance and contract oversight.
- Streamlined cross-functional closure of unit assets, ensuring accurate de-induction and audit-readiness across engineering and admin functions.

Education

- **MBA (PGPX) – *Indian Institute of Management, Ahmedabad* | *India***
- **BE(Mechanical), *BMS College of Engineering, Bengaluru***
- **MTech (Aeronautics (Mechanical)), *CUSAT , Ernakulam***
- **PG Diploma (Liberal Studies), *Young India Fellowship, Ashoka University, Sonipat***

Accomplishments and Awards

- Awarded the Entry Level Scholarship at IIM Ahmedabad for a distinguished profile and career achievements.
- Selected into the most prestigious liberal studies program, Young India Fellowship, at Ashoka University.
- Certified Trained Assessor and Personality Profile Evaluator from Defence Institute of Psychological Research, DRDO.
- Selected as the Senior Technical Officer to lead the commissioning activities of an Indian Naval squadron and the Naval Air Enclave, Meenambakkam.
- Recieved Letter of Appreciaiton from the Commander-in-Chief,Eastern Naval Command for excellent contribution to Indian Navy.

License & Certifications

- Lean Six Sigma Certification, KPMG
- Certified Scrum Master, Scrum Alliance
- Group Testing Officer, Defence Institute of Psychological Research

Co/Extra-curricular

- Represented the unit football team in the Inter-Command competition and secured the runners-up position.
- Undertook the Master of Ceremonies duties for the Independence Day celebrations in the Eastern Naval Command, Visakhapatnam.
- Conducted Inter school Quiz competition for the wards of the Naval Children School, Arakkonam.