ACM Excellence 5.0

Boyd Parsons

10.13.2017
OUR FLIGHT PATH

Ambition
BECOME A TOP-10 GLOBAL AIRLINE IN EVERYTHING WE DO

Guiding Principle
FLY EVERY MILE IN THEIR SHOES

Behaviour
SAFETY FIRST, ALWAYS

Promise
WITH CARE & CLASS

Behaviour
GLOWING-HEARTED HOSPITALITY

Behaviour
WIN AS ONE AIR CANADA

Behaviour
FLY THE FLAG

AIR CANADA
ACM Promise

Be an **integral part** of the **Airline Operations**, delivering on **promises** to our **customers** by providing **safe, reliable** and **on time** maintenance services at a **competitive cost**.

We are the promise keepers!
ACM Promise

PEOPLE
• Who we are
• What we do
• How we Communicate
• Development

PROCESS
• How we do it
• Best Practice
• Quality Standards

TECHNOLOGY
• Mobility for AMEs
• Cabin e-Logbook
• RF Technology
People Process Technology

- People -
- Technology -
- Process -

2015
- Excellence 5.0 Program Approval
- Vendor Consolidator
- CBA Agreement (10 yrs.)

2016
- Mobility & MRPS Contracts Negotiation and Specs Definition

2017 Towards Excellence
- COOP & Enhanced Onboarding
- Professional AME
- Excellence Certification & Supervisory Development
- Streamline Implementation
- Mobility Deployment

2018 Towards Flightpath
- Mobility Deployment

2019 Top Ten Global Airline
- COOP & Enhanced Onboarding
- Professional AME
- Excellence Certification & Supervisory Development
- Streamline Implementation
- Mobility Deployment

Today

Concept | Development | Implementation | Sustainability
---|---|---|---
People Process Technology

Promise of the BRAND:
Safe and On Time Performance
With Care and Class

How to achieve our best:
Work Safely
Show Professionalism
Remove Operational Roadblocks
Win as One
70% of all change initiatives fail.

Source: John Kotter, Harvard Business School
Our People

COOP

Onboarding

Coaches

New Hires

(non-coop)

Current Employees

2017 Towards Excellence

Top Global Airline

Our People
What Must We Consider
ADOPTION OF THINGS

INTERNET OF THINGS

INCEPTION
INDUSTRIAL REVOLUTION

Pavel Luksha,
Director, Global Education Futures
Professor, Moscow School of Management SKOLKOVO

WorldSkills General Assembly, Niagara Falls
4 October 2016
What is different today?

- reading
- quality assurance
- social interaction
- disengaged
- listening

University of Bologna, Laurentius de Voltolina 14th century lecture
Competition to be “heard” has never been so difficult
Event

Latest Buzz-Worthy Training

Interest + Results

Time

Learners lose skills without ongoing reinforcement and application!!

What did I learn?
The Ebbinghaus Forgetting Curve

Immediate Recall

RetentionPolicy (100%)

Elapsed Time Since Learning

- 19 min
- 63 min
- 525 min
- 1 day
- 2 days
- 6 days
- 31 days

Hermann Ebbinghaus
70% of All Training is Forgotten Within 24 hours
Global Education trends

Education 2015

- Intensity
- Education of the 'first-third' of life (school & university) followed by professional education interventions

Education 2035

- Intensity
- Lifelong education through all stages of adult life, with second 'intensity peak' during the transition into elderly life

Pavel Luksha,
Director, Global Education Futures
Professor, Moscow School of Management SKOLKOVO

WorldSkills General Assembly, Niagara Falls
4 October 2016
Global Training trends
The Brain is overloaded and is evolving to forget!
What is the Goal of Training in the Workplace?
Competition to be “heard” has never been so difficult.
What you do after training is more important than what you do during training
Continuous Learning vs. Traditional Learning

- Mobile Learning
- Social Networking
- Communities of Practice
- Coaching/Mentoring
- eLearning Course
- Job Aids
- Training Event
- Adaptive Learning
- Career Curriculum

Retention is Lost

Time

Novice

Specialist

Continuous Learning

Traditional Training
Where are we right now?

What is 'golden'?

What is 'broken'?

How do we KNOW all this?
Identifying Your Target Audience

- 4 Generations of employees
- Not everyone is comfortable with technology
- Technology should enhance training
  - Not deter from the learning experience

How People Learn Today

- Google how to do something
- How To Videos on YouTube
  - More than 1 billion unique users visit YouTube each month
  - Over 6 billion hours of video are watched each month on YouTube—that's almost an hour for every person on Earth
  - According to Nielsen, YouTube reaches more US adults ages 18-34 than any cable network
  - Mobile makes up almost 40% of YouTube's global watch time
Mobile Technology

Use of Adaptive Learning Principles

Adoption of Social Learning and Social Media

Use of Adaptive and Effective Learning Technology
  Virtual Reality
  Gamification
  Videos: Micro and Documentary
  Augmented Reality

Ability to measure Effectively
Alignment with Corporate Objectives
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Career Curriculum

ANATOMY OF A PROFESSIONAL AME

EDUCATION & SKILL DEVELOPMENT

It takes a combination of 4 years of technical collegiate education and experience to meet the requirements of an AME.

After 15 years in industry, an AME has on average 2 aircraft type endorsements.

An AME has to continuously maintain technical proficiency.

The AME’s career path is lined with a series of Certificates and Licenses, paving the way to a highly skilled journey through a state of the art Canadian aviation industry.

ATTITUDE & PROFESSIONAL BEHAVIOUR

UPON MY HONOR, I swear that I shall hold to sacred trust the rights, and privileges conferred upon me as a certified Aircraft Maintenance Engineer. Knowing full well that the safety and lives of others are dependent upon skill and judgment, I take solemnly upon myself to perform my duties with integrity, and to perform my duties with dedication.

I discharging this trust, I pledge that I shall never undertake work or approve work, which has to be beyond the limits of my knowledge, nor shall I allow anyone to persuade me to approve aircraft or equipment as accurately against my better judgment. I do solemnly promise to give my best efforts to the improvement of my judgment.

I accept the sole responsibility that is mine as a certifying Aircraft Maintenance Engineer, to exercise my judgment on the acceptability of aircraft and equipment. Therefore, any Imperfect Achievement in these decisions for the safety and advancement of aviation and the dignity of the profession.

VALUES

- Safety first & last
- Integrity
- Honesty
- Responsibility
- Respect

BEHAVIOR

- Accountable
- Flexible
- Responsive
- Motivated
- Cooperative
- Engaged
- Loyal
- Team player

PERFORMANCE DRIVEN

- Professionalism
- Efficiency
- Productivity
- Waste reduction
- Creative thinking
- Repeatability
- Precision
- Speed of execution

SKILLS

- Structures
- Powerplant
- Aircraft Handling & Operations
- Composite Systems
- Electrical & Avionics
- Compass

LMT PERFORMANCE METRICS

- Operational
- Quality
- Reliability
- Efficiency
- Taxis
- Avionics
WILP
Air Canada journey

Union
- Negotiations (2015)
  - Steering Committee
  - Integration with the operation

Company
- Staff requisition and approval
  - Recruitment criteria and process
  - Interviews
  - Onboarding
  - Workplace readiness
  - Evaluations

Colleges and industry
- Presentation at NTA
  - Partnership with CCAA
- Presentation at participating colleges
  - Integration with the industry
WILP Applications

Applicants: 121
Interviews: 81
Positions: 49
Hired: 60
## WILP

### Distribution of students

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**WILP**

Integration with the operation

- Training and selection of Coaches
- Develop Learning modules integrated with Maintenance Planning
- Phase 1 integration with Cabin Maintenance
- Individual progress reports through a web application
- Leadership support and communication
WILP
Coaching and Mentoring

• **Challenges**
  • Generational and cultural differences
  • No training on how to be a Mentor/Coach
  • Operational pressures
  • Documentation and recording of achieved competencies and proficiency

• **Mitigation**
  • Find Role Models, recognize coaches through selection on key skills and experience
  • Define appropriate ratio
  • Share best practices
  • Recognize value, raise profile and professionalism with workshops and training
  • Create consistency
  • Seek feedback
  • Leverage technology and innovation
WILP Assessment
Standard using Coaches

Regulatory
- Knowledge
- Skills
- Attitude

Business
- Tasks (CCAA logbook and AC insert)

Competency (OS)
Level 1, 2, 3

Assessment

Proficiency
WILP
Benefits

• Succession planning
• Improved performance and customer experience
• Engagement and culture change
• Improved on-boarding and job training
• Leadership development and innovation
WILP
Thank you