

Aircraft Leadership

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1 Quality management system: Maintenance policies and Procedures

The quality management and assurance department of Emirates Airlines is aimed at monitoring the engineering procedures, airworthiness management and different support function teams to assure the compliance with published engineering procedures.

1.1 Maintenance team: Manning and Planning Procedures

The maintenance team manning and planning is carried out to hire the high performing team of maintenance personnel, who will “be well-coordinated, responsible, role defined, willing to share information and trust with each other, have effective leadership skills and a vision to excel.” The following manning and planning requirements are considerable to pursue high performing teams;

- Followed by the accomplishment of maintenance schedule, the validation of existing workforce is carried out through existing manning report, to assess the needed amount of workforce to be hired
- The annual assessment of human resource needs is conducted to check the availability of staff by considering the leave and other personnel requirements
- To set the key performance indicators, working norms and guidelines and shift templates needed to be followed by maintenance teams, such that all quality assuring practices are complied with published engineering procedures and standards
- The assessment of workforce is carried out against the standards maintenance, engineering, quality and logistics, such that training needs of team are assessed on regular basis and training courses are arranged to offer substantial support to maintenance team.
- In order to assure that manpower is well informed, all daily planning reports are shared with the concerning members and daily work schedules are updated in the light of any changing requirements
- The manning assessment and planning is followed by budget preparation and resources are allocated to ensure that maintenance team’s requirements are met to assure compliance with engineering procedures and standards

2 Qualification and Performance Requirements

2.1 Qualification

- Assessment of skills through apprenticeship program

- Should have the relevant qualification in Engineering and Maintenance related field, along with Aircraft maintenance engineer license that will be recognized by CASA
- Have the 5 years or more experience in aircraft maintenance, with base and line maintenance specialties

2.2 Performance Requirements

- To ensure that all maintenance related tasks of aircraft (either scheduled or unscheduled) are performed by the maintenance team with utmost possible criterions of quality and safety to assure airworthiness of all parts of aircraft
- To supervise the maintenance and recovery operations to assure that all pre-service checks are performed by the team for new additions in the fleet
- To-coordinate with all team members about their performance, such that any gaps are addressed on priority basis to ensure fulfilment of downtime deadlines as well as cost effectiveness
- To ensure the industry standards compliance for approved maintenance programs, maintenance organization exposition (MEO), engineering procedural manual and other necessary standards e.g. ICAO Code F aircraft (the A380) compliance for maintenance of disabled aircrafts
- To supervise the team regarding the aircraft rectification and maintenance, such that manufacturing company requirements and customers' requirements are met with high quality standards
- Assess the training needs of team and ensuring that all needed training programs are implied in timely manner to fulfil skills requirements of the maintenance team members
- Ensure provision of Occupational health and safety prospects to maintenance team
- Prepare documents and reports for maintaining compliance with General Civil Aviation Authority (GCAA) and Civil Aviation Safety Authority (CASA)
- To design and apply the scheduled and unscheduled audit programs, such that compliance with requirements of regulatory authorities (national and international) can be assured. The purpose is to certify that all aspects of the safety system are supporting corporate obligations and quality standards. The example regulatory authorities include; European Aviation Safety Agency EASA Part 145, Part 21 and part 47 and GCAA.
- To maintain open communication and coordination

3 Performance Reporting Procedure

Company has well defined reporting procedure which are being followed to prepare reports of performance. For instance, the competency assessment of staff is carried out to report the performance of Licensed Aircraft Maintenance Engineer (LAME), Aircraft Maintenance Engineer (AME) and for Quality assessment supervisors. The performance assessment is carried out closely by the immediate supervisor and it is mainly carried out on annual basis. Mainly, the task related assessment is carried out, however the behavioral aspects are also hold substantial importance in shaping overall performance outcomes but it is not addressed effectively.

The performance reporting is carried out on periodic basis and reports are prepared to seek compliance of regulatory authorities, either national or international, e.g. CASA. All the reports are prepared internally by members of Emirates engineering, which are being audited to check for authenticity and integrity. The reports keep all the concerning parties informed about the engineering and maintenance procedures. For example if any incident has happened which has threatened the safety of team or fleet, then that is reported to concerning parties. Additionally, delay reports, maintenance operation details, information reporting are few examples of issues which are needed to be reported on periodic basis. These reports serve as the source of decision making on manning, resources and other aspects of maintenance.

Few examples of these reports include;

- SiD- Safety or incident Defect Reporting system
- MEDA- Maint. Error Decision aid.
- Daily Delay reports
- Daily Heavy Maintenance / Operations shift reports.
- E-IRIS- Integrated reporting and information systems for maintenance activities
- QA Audit Finding reports, etc.

4 List the problems within your team related to the 8 expectations discussed with manager

1. The aircraft is to be released from maintenance 10 min before departure

Expected Issues

- In effective task allocation
- Inability of maintenance team to accomplish tasks in timely manner

- Lack of effective communication and coordination across team
- Incapable crew and manpower
- Inadequate serviceable equipment to assure safety of tasks
- Natural hazards, such as bad weather or natural disaster
- Low motivation of team members
- Delays from the procurements and logistic team to ensure timely maintenance of aircraft

2. Any unscheduled defects must be reported to the manager before being actioned.

Expected Issues

- The reporting process is ineffective for reporting issues in a timely manner
- Unavailability of manager 24/7, restricting the reporting of unscheduled defects
- Incapability of management to handle technical issues in a timely manner
- Unavailability of enough budget resources to handle the unscheduled defect
- Ineffective plan of action for dealing with unscheduled defects
- Coordination issues among management and team members

3. You are responsible to ensure that the apprentice completes their journal of experience within 3 years

Expected Issues

- Senior members do not portray an effective example for apprentice
- Inadequate support from team members
- Lack of motivation and inspiration
- Unclear guidelines on tasks
- Team leaders are ineffective to enhance apprentice support

4. You are required to attend and complete at least two professional development courses before your next annual appraisal

Expected Issues

- Lack of suitable backup personnel available to fill my position of supervisor LAME temporarily
- The timely availability of course
- Extended cost of pursuing any suitable course
- Inability to transfer theoretical knowledge into action, based on limited cognition

- Leave approvals are delayed

5. You are responsible for your team's annual individual appraisal assessments

Expected Issues

- Reliance on performance goals which are not adequately defined
- Ineffective communication with the individuals
- Lack of coordination among crew
- Assessment is not based on accurate data
- Feedback is not communicated in timely manner, leading to ineffective results of performance appraisal
- Crew is not willing to solicit constructive feedback
- Unwillingness of crew to bring performance improvement
- Errors in performance ratings, either underrating or overrating the crew
- Biases on the basis of personal interaction and likeness

6. You are required to maintain your team's currency on equal employment opportunity and workplace health and safety issues

Expected Issues

- The negative attitude of crew members about currency training
- The crew comprises of members from diverse cultural backgrounds and genders
- Stereotypes prevailing within society in which Emirates operates
- Masculine culture of United Arab Emirates
- Health and safety concerns are taken seriously by the team
- Any accidents which were not anticipated by the Workplace health and safety team
- Safety hazards are not clearly communicated with the crew

7. You are to provide immediate feedback and recommendations on improvements to the quality management system

Expected Issues

- Lack of coordination with quality assurance team
- The understanding of quality management system is not well defined
- The requirements of quality assurance are not explained in clear manner
- There is not any well-defined procedure to provide feedback

- Lack of accountability
- Time constraint
- Feedback is not solicited by the team members

8. No additional funding and resources will be made available to your team unless you validate the cost

Expected Issues

- Managers make reliance on the cost saving approaches
- The resources are inadequate to validate the needed tools and procedures
- The shortcomings in departments and teams are not identified appropriately
- Lack of consideration among funding entities regarding the equipment requirements of maintenance team

5 Choose 1 problem and provide resolution or recommendations and evaluation within your Quality Management System

5.1 Conceptualization of Problem

The problem that I have chosen for further exploration is the performance appraisal assessment of the maintenance team members. The selection of this problem is based on the fact that team is comprised of diverse members and each one of them has few shortcomings associated with their level of skills, attitude and behavior towards the work. In order to assess the issues in attitude is a difficult task to accomplish and inadequate performance assessment is likely to lead towards the unexpected outcomes regarding performance. The role of performance appraisal is thus crucial in defining the ability of supervisor to help accomplish the performance goals of the team.

In order to deliver expectations, it is important for supervisor to get the work done by team in effective way. However, if team's performance is not assessed appropriately and they are not given constructive feedback to improve their performance, then any of the expected performance goals will not be accomplished.

5.2 Expected Performance Problems with team

It is witnessed from the team characteristics, that Stephanie James has really strong personality and she might be perfectionist to the extent that it might become difficult for her to solicit feedback for the improvement of performance. When subordinates are not willing to solicit feedback, then it can become difficult to encourage them to bring change in their way of working.

Likewise, Andrew Page does not have enough patience to deal with people whom he thinks are less wise or stupid. It indicates that Andrew might not become a good team player and he might not be considerate of other's opinion, thus ruining the team spirit. The assessment of Andrew might become difficult for me as a leader, as it is subjective in nature. The subjective aspect of behavior is difficult to measure and also feedback on this aspect is difficult to convey in effective way. Additionally, it might be a personality trait of Andrew and thus decision are needed to be made to allocate him tasks, which require less delegation to others. This decision can be best made based on results of performance appraisal, and any ineffectiveness might affect the quality of decision. Moreover, Muhammad Damky though possess good managerial skills, yet he is quieter, which is less expected trait at managerial level. For instance, manager needs to explain clearly to the subordinates about the guidelines of work and quiet nature of Damky might restrict him to do so. Again it is difficult to assess the issues which result from this personality trait and change cannot be triggered easily.

Finally, Sanji Kumar has passive nature, which might cause him to do the work of others to the extent that others can get dependent on him. Likewise, his administrative skills are poor and any ineffectiveness in performance appraisal might cause serious performance issues.

5.3 Expected problems with AMEs Performance appraisal

It is notable that AME 3 has poor attitude towards work and apprentice has poor attitude towards administrative skills. If performance of AME and apprentice will not be assessed in effective manner, the consequences could result in deteriorating performance of the team.

5.4 Key Issues with Performance Appraisal

The key issues are linked with the selection of appraisal assessment instrument, which can critically evaluate the behavioral and attitudinal aspects of team members at work. Additionally, provision of feedback is also another issue which could affect the quality of appraisal. The inclusion of recent behavior, average and lenient ratings, ineffective communication and lack of individual participation are also some issues in assessment.

5.5 Identification of Solution

- The subjective aspects of employee performance are needed to defined clearly, such that performance assessment instrument can be designed to measure each aspect of employee behavior and attitudes. For example, team coordination, communication, attitude towards

work and information sharing across the team will be some subjective aspects which will be measured

- The notion of recent behavior is needed to be avoided. For instance, if any of team members has shown bad behavior recently, but his past behavior and performance were good, then he should be evaluated for past performance, rather than for recent behavior.
- The notion of lenient ratings should be avoided. Each team member should be given performance ratings which match with their maintenance performance. For instance, if Sanji Kumar has shown poor administration skills, then he should be rated poorly for that and average ratings should not be given to him.
- To allow team members the chance to conduct self-appraisal, such that comparison can be made between the self-appraisal ratings and ratings given by me as supervisor. It will assure the effectiveness of performance appraisal and any biases on behalf of rater can be controlled. The satisfaction of team members will increase and thus the maintenance performance of team members will increase.
- The team members should be provided feedback on continual bases and appraisal should also be quarterly conducted. It will allow to keep track of maintenance performance of team and thus any performance issues can be addressed well in timely manner. The overall base maintenance will thus be made effective through such performance appraisal.
- All of these steps will help to improve the performance of team and thus expectations from me as supervisor can be met in timely manner

5.6 Implement Action and Evaluate Results

- Followed by the implementation of improved performance appraisal system, performance of team members will be enhanced and maintenance can be carried out in effective and efficient manner
- The effective performance appraisal will help in rectification of performance problems and thus team members will be willing to coordinate their efforts for accomplishment of performance goals
- The gaps in performance will be reduced and team members will enhance their willingness to solicit feedback for improving their maintenance performance

6 Using PERT, identify the critical path and activities associated with solving the problem you have chosen

Table 1. Prioritized Activities

Activity	Event	Preceding activity	Timing
Recording all behavioral and attitudinal events	A	None	4 Weeks
Keeping record of team performance	B	A	4 Weeks
Communicating formally	C	B	One month
Providing feedback	D	C	6 months
Suggestions for attitude and performance improvement	E	C	One month
Obtaining views of team through self-appraisal	F	C	6 months
Judging for improvement	G	E,F	6 months
Issuing formal review ratings	H	G,E and F	One year

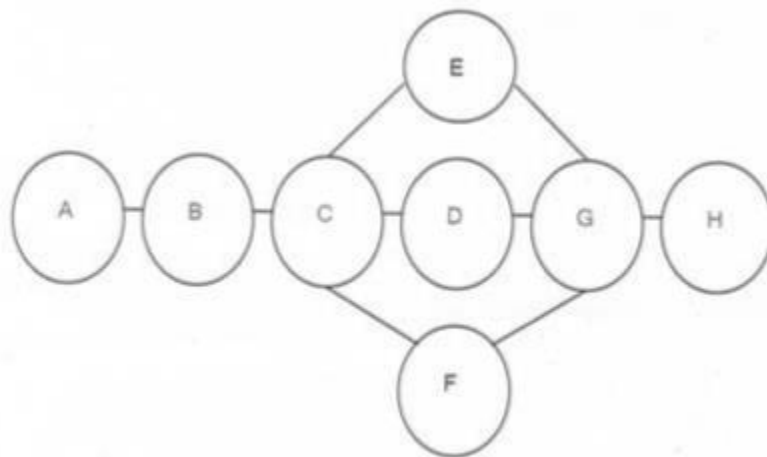


Figure 1. Pert Diagram

7 Identify the type of leadership style and professional development course you would need to implement change within your team relative to the problem identified

I would make reliance on democratic leadership style, as it is the most appropriate style for inspiring others to participate in decision making activities, with an aim of enhancing the level of their self-confidence. The empowered teams are likely to lead the whole maintenance tasks towards success, as when staff members receive the chances to take part in decisional activities, they have enhanced understanding of the processes and consequences of their actions. The empowerment will also offer motivation and inspiration to the team members and thus tasks will most likely be accomplished in desired manner.

The course which help me to delegate the authority and to effectively communicate with the team members will be preferred. I will pursue the course for participative leaders, to learn about the ways through which team can be fostered to use empowerment for collective good.

8 Identify who you would delegate as team leader in your absence and state you reason why?

In my absence, I would like to delegate the position of team leader to Stephanie James. This is based on the notion that James has strong personality and also have very good administration skills. The strong personal values are important to create charisma, which is needed for being an effective leader and good knowledge of administration can help her to motivate the staff by highlighting the importance of their contribution.

Reference

Emirates Engineering Procedure Manuals 03-59, 04-73, 06-01, 06-53, 06-04, 06-20, 08-02 and 08-10.

Acronyms

- EPM – Engineering Procedures Manuals
- MOE – Maintenance Organization Exposition
- CASA – Civil Aviation Safety Authority
- GCAA – General Civil Aviation Authority
- AME – Aircraft Maintenance Engineer
- LAME- Licensed Aircraft maintenance engineer
- EASA - European Aviation Safety Agency