Non-Technical Skills Training in Ground Handling

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Who is Toll dnata?

Established in 2007
Provides Ground Handling, Cargo and Cleaning services
2 000 employees
Operating in 6 ports in Australia (BNE, SYD, MEL, ADL, PER, DRW)

Australian business founded in 1888
Integrated logistics business
45 000 employees
Operating in 55 countries

Dubai business founded in 1959
"Everything but fly the planes"
20 000+ employees
Operating in 38 countries

Five Principles

1. To develop effective and sustainable long term relationships with our customers

2. To maintain the highest operational standards and procedures that our customers and employees can rely on

3. To develop workplace relationships where the capacity of employees to contribute to our continued growth is encouraged and recognised

4. To provide superior returns to our stakeholders based on our unique levels of customer and employee commitment

5. To build partnerships to help in growing our business in securing more Airlines

Human Factor Risks in Ground Operations

Implementation of Non-Technical Skills Training in Ground Handling can help reduce the:

◥ Risks to safety of staff

◥ Risks of damage to aircraft or GSE

◥ Risks of safety of flight

To effectively control these risks a level of standardisation is required

IDENTIFYING THE ISSUES

The Growth Phase

January 2008

- Two ports (SYD, ADL)

- One carrier

- apx 150 staff

June 2009

- Six ports (BNE, SYD, MEL, ADL, PER, DRW)

- Nine carriers

- apx 1250 staff

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Company Structure and Origins

- Each port had varying combinations of different services
    - Ramp
    - Cargo
    - Passenger Services
    - Aircraft Cleaning

- Each port has a different combination of customers

- This created a scenario where each port addressed its challenges in their own way

- NTS was trained in some ports, and not in others

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ADDRESSING THE ISSUES

How to implement standardisation

1. ISAGO

2. Registered Training Organisation

3. Certificate III in Aviation (Ground Operations and Service)

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ISAGO

- Becomes the framework for SMS

- Provides standardised operating procedures for all ports

- Attempts to reduce variances between carriers

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Registered Training Organisation

- Sets a benchmark standard for all training

- Provides external validation of the competency based training framework

NATIONALLY RECOGNISED
TRAINING

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Certificate III in Aviation (Ground Operations and Service)

- Acts as a gap analysis for existing staff

- Provides an avenue to drive consistency of training delivery and content

- Provides external validation of training standards

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The existence of a learning culture with a commitment to continuous improvement is a crucial component of a safety system (Ek & Akselsson 2007)

The question to ask is not is not "What if I spend all of this money training staff and they leave" but rather "What I don't train these staff and they stay?"

Non-Technical Skills Training

- There are four aspects of Non-Technical Skills Training in Ground Handling listed in CAO 82.5
  - Critical Decision Making
  - Team Communication
  - Situational Awareness
  - Workload Management

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Critical Decision Making

IMPACT

Ground handing is largely a Supervisor led business. The decisions made by front line staff affect the entire business.

GOALS

Constantly be developing the decision making skills of all staff so there are 'Supervisor Ready' staff within the business.

Critical Decision Making

TRAINING ON OFFER

ERP Case Studies / CERP

DAMP Awareness/Supervisor

Safety and Security Awareness*

STRATEGY

Two levels of training (Awareness and Supervisor)

Use of Certificate III qualification to develop future leaders in advance

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Team Communication

IMPACT

The final product we deliver to our customer is determined by the success of our teams working (communicating) together

GOALS

To have a culture of effective and clear communication

Team Communication

TRAINING ON OFFER

4 day Induction Programme*

Ground to Ground Radio Course*

Leadership Course*

STRATEGY

Recruitment strategy is now using teamwork exercises during interview

Roll out of performance management processes with Leadership Course

Situational Awareness

IMPACT

Safety and Security

On Time Performance

Customer Services

GOALS

For all staff to be aware of, and operate safety within, their work environment

Situational Awareness

TRAINING ON OFFER

Human Factors Awareness

DAMP Awareness

Airport 101*

Airport Familiarisation

STRATEGY

All existing staff are recompleting much of the content of these refined courses as a part of the Certificate III programme

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Workload Management

IMPACT
Staff Satisfaction

Safety

GOALS
For all staff to be aware of their own limits and be able to manage and communicate these effectively

Workload Management

TRAINING ON OFFER
4 day Induction

Training Plan Review

STRATEGY
Training intensity to match the intensity of the operation

Recruitment process is planned to identify staff well matched to the workload

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HOW TRAINING IS CONDUCTED

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The Trainers

All trainers;

- Are Subject Matter Experts (SME)

- Have completed our internal Train the Trainer programme

- Are supervised by a certified (Certificate IV) Trainer and Assessor

- Report to the training department while conducting training

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The Delivery

▸ The method of delivery is chosen to best suit the needs of the content being delivered

▸ Training is delivered using a combination of:
  ▸ Classroom (both small and large groups)
  ▸ Online
  ▸ On the Job
  ▸ External Provider

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Management Engagement

- Management engagement is one of the biggest challenges in implementing standardisation across multiple sites.
- This was addressed through two tools
  - ISAGO Accreditation
  - Government Funding
- ISAGO accreditation has occurred for Head Office and MEL. Both SYD and BNE are awaiting the final audit
- Government funding has meant that the increased costs of training has been effectively cost neutral. The resultant increase in performance makes this a very attractive proposition for port managers.

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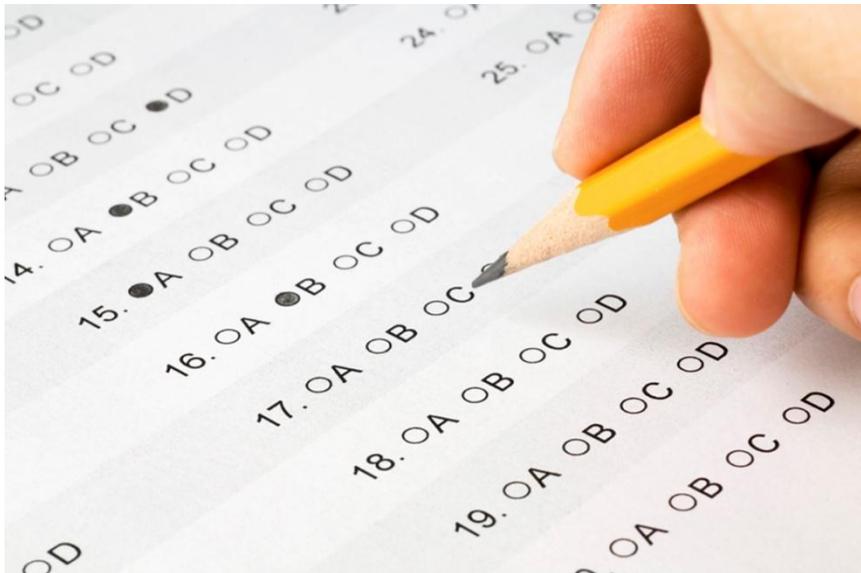
Assessment

- All assessments (including non-accredited) are conducted based on competency based standards using a combination of:
    - Theory Tests
    - Practical Assessment (Non Live Environment)
    - Observational Assessment (Live Environment)
    - Third party feedback
- Assessments map to a combination of:
    - Internal SOPs
    - External SOPs
    - External Authorities
    - Nationally Recognised Training components

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Evaluation

- Feedback is sought from all learners on all courses greater than 4hrs in length
- Annual feedback is sought from all learners and managers within the business on the overall training effectiveness and relevance
- All staff have the ability to provide feedback and recommendations on an on-going basis
- Weekly meetings are held between port training coordinator and port manager/s

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The Future

- We are looking to add the Certificate IV in Frontline Management to our scope
- This will allow us to focus on the management skills for our leadership team on the floor and undertake a gap analysis similar to what has occurred with the Certificate III qualification
- Hoping ISAGO accreditation may remove duplicate training and compliance standards from client carriers

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QUESTIONS

Reference List

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