

Instructional Techniques & Training ROI

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Instructional techniques

Where to begin !?



Where to begin.....

- ✓ Class vs individual, or crew
- ✓ Student background
- ✓ Student starting point
- ✓ Student progress
- ✓ Course type
- ✓ Phase of course
- ✓ Instructor experience
- ✓ Instructor training & development
- ✓ Instructor skills

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- ✓ Instructor skills
- ✓ ***Simulator vs Aircraft***





KEEP
CALM

EVERYONE'S
DIFFERENT

Starting point – The student

- Cadet pilot
 - CPL/ATPL/IR
 - MPL
- New entry pilot
 - Ex Military
 - Ex General Aviation
- Experienced pilot changing type
- Command upgrade
- Recurrent training
- Instructor training
- New courses - UPRT

The student – *do we know them?*

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“Start from where they are”



The Cadet Pilot

- 'Traditional' cadet
 - Greater flying hours
 - Not tied to specific type
 - Shorter planning lead time for airlines
- MPL cadet
 - Specific airline focused training
 - Tied to a specific type
 - Longer airline planning lead

Specialist skills and / or qualifications may be required

The New Entry Pilot

- Ex Airline
 - Previous type experience
 - Previous multi crew experience
- Ex GA
 - Lower experience within a crew environment
 - Very self sufficient
- Ex Military
 - Different environment
 - Different drivers
 - High quality pilot from a structured system

Internal candidate

- A known quantity
 - Possibly.....
- Previous records available
- Potential for bias
 - Positive
 - Negative
- Voluntary or forced change
 - Fleet change
 - Promotion
 - Demotion

Future challenges

- UPRT
- EBT
- Emerging technology
 - EVS
 - HUD
 - RNP-AR
- Changing environments
- Changing regulations

- Automation understanding
- Manual Handling issues
- Effective monitoring

Future challenges

- UPRT
- EBT
- Emerging technology
- Changing environments
- Changing regulations

- Automation understanding
 - Technology changes
- Manual Handling issues
 - Skill retention
- Effective monitoring
 - A hidden threat

And maybe....Single Pilot Operations ?



Note !



The 21st Century Instructor



When every student
And every training event
is different

How will we

- Select
- Train
- Multi skill
- Develop

To build effective instructional techniques

Selection – then..

- Who you knew
- ‘Tap on the shoulder’
- Former Squadron colleague
- Former Airline colleague
- Fellow club member
- Friend of a current trainer
- Well liked character
- Perceived ability
 - As a pilot – ‘a good pair of hands’
 - As an instructor



Selection – now..

- ✓ Formalised and structured selection process
 - ✓ Open to all with requisite experience (which is?)
 - ✓ Advertise
 - ✓ CV
 - ✓ Screening
 - ✓ Interview
 - It's a promotion
 - Face to face
 - Demonstration of potential ability (A presentation)
- ✓ What are we looking for?



Selection – now..

- ✓ Demonstrates role model behaviour in current and previous roles
- ✓ Above average professional knowledge, ability as a pilot and attitude
- ✓ Ability to execute all flying requirements with skill and precision
- ✓ A mature and stable personality and a record of leading by example
- ✓ Consistent ability to communicate effectively in writing or verbally
- ✓ Personal discipline
- ✓ Advocate of SOPs
- ✓ Above average Non-Technical Skills (HFNTS)
- ✓ Flexible

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➤ *Is previous training experience a requirement?*

Training Pathway



Train everyone for every task?

Training Pathway



Train everyone for every task?

OR

Spread the load / Specialise?



How do we 'multi-skill' our Instructors?

- Instructor Training
 - In House vs Outsource
 - Initial training
 - 'Core' course (The basics. Generic)
 - Role related (Line. Simulator. MPL)
 - Advanced training
 - New skills (Command, ZFTT, UPRT, EBT)
 - Skills refresher
 - Individual vs group (In role vs Seminars)
 - Standardisation (Role. Time period)



DON'T TRY TO
RUSH THINGS
THAT NEED TIME
TO GROW.

Training & development

Train the Trainer

- ✓ Instructor Core Course
- ✓ Line Trainer Training
- ✓ Simulator Instructor Training
 - ✓ SFI / TRI
- ✓ Line Check Training
- ✓ Simulator Check Training
 - ✓ SFE / TRE

Training & development

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CONSOLIDATION

Training & development

Standard entry base level

- Line Training
 - FO training
 - Command training
- Simulator Training
 - Type rating
 - Recurrent
- Checking
 - Line
 - Simulator

Training & development

Standard entry base level

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STANDARDISATION

Training & development

Advanced / Specialist Training

- Advanced Trainer skills
- Specialise in
 - ZFTT / Base training
 - Cadet entry
 - UPRT
 - Instructor training
 - Examiner training
 - Standardisation

Training & development

Recurrent - annual

- Standardisation in role(s)
- Continuing Professional Development
- Trainer Refresher Seminar
- ✓ Skills update
- ✓ New regulation
- ✓ Upcoming changes
- ✓ Key lessons from past year
- ✓ Peer review

If we don't.....



But.....

Q: What if we develop our people and they leave?

Source: Various

If we don't.....

Q: What if we develop our people and they leave?

A: What if we don't, and they stay !?

Source: Various

And then the Accountants arrived !

- Cost of;
 - Training the trainers
 - Upskilling
 - Development
 - Extra pay!

- Return on Investment
 - How long should we expect trainers to remain in role
 - How can we support this key talent pool
 - Value of good Instructors



Instructor retention

Is this an issue?

Instructor retention

Is this an issue?

- No ! What are you doing right?

Instructor retention

Is this an issue?

- No ! What are you doing right?
- Yes! What are you doing? What are you *not* doing?

Instructor retention

Is this an issue?

- No ! What are you doing right?
- Yes! What are you doing? What are you *not* doing?

How do we attract & retain talent?

Remember this !



Instructor retention

- Attract new talent
- How?

Instructor retention

- Attract new talent
 - How?
- Retain existing experience
 - Why do instructors leave?

Instructor retention

- Attract new talent
- Retain existing experience
- Why do instructors leave?



Instructor retention

- Attract new talent
- Retain existing experience
 - Why do instructors leave?
- ✓ Appointment options
- ✓ Recognise 2018 lifestyle requirements
 - ✓ Career Breaks
 - ✓ Maternity / Paternity breaks
 - ✓ Part time
 - ✓ Secondments
 - ✓ Flexible career pathways
 - ✓ Specialisation options

Instructor retention

- 'Managed path' for development
- Build on previous experience
- ✓ Full time vs Part time
 - ✓ Career Breaks
 - ✓ Maternity / Paternity breaks
- ✓ Secondments
 - ✓ To other fleets
 - ✓ To (airline) MPL course provider
- ✓ Flexible career pathways
- ✓ Specialisation options
 - ✓ Instructor / Examiner training
 - ✓ ZFTT / Base Training Instructor

The future instructor

- UPRT
 - Receiving specialist training
 - Delivering training
- EBT
 - New role as an evaluator
- Emerging technology
- Changing environments
- Changing regulations
- MPL

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Changing personal, professional & social needs

The future instructor

Changing personal & professional

- ✓ Personal needs
 - Time off
 - Reward
 - Recognition

- ✓ Professional needs
 - Maintain own skills
 - Develop new skills
 - Recognition

The future instructor

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 - Delivering training
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- Emerging technology
- Changing environments
- Changing regulations
- MPL
- *Changing personal & professional needs*

Reduction in overall pilot experience

The future instructor

Reduction in overall pilot experience

- ✓ “Cadet’ schemes are now the norm
- ✓ Fewer ex-Military pilots
- ✓ Greater competition for experienced pilots
- ✓ GA pool is relatively small

And

- ✓ Instructor retention at all levels is an issue
- ✓ Instructor experience is lower

The future instructor



The future instructor




Instructors.....

➤ Initial investment cost ?

Instructors.....

- Initial investment cost ?
- What are the alternatives?

Instructors.....

- 
- A large Virgin Australia aircraft is shown in the background, slightly faded. The tail of the plane is visible on the right, with the word "Virgin" in red. The registration number "VH-YFE" is visible on the fuselage near the tail.
- Initial investment cost ?
 - What are the alternatives?
 - Is it worth a long term investment ?

The investment

- ✓ Training is a key strategic asset
 - ✓ Valuable
 - Improves safety
 - ✓ Rare
 - Good Instructors hard to find
 - ✓ Inimitable
 - Difficult to copy
 - ✓ Non substitutional
 - Difficult to outsource
- ✓ Can't be converted into cash
- ✓ Provides huge benefit

Instructors



Is it worth it ?

YES

DEFINITELY

ABSOLUTELY!!!



Thank you