



NATIONAL ASSOCIATION OF FLIGHT INSTRUCTORS

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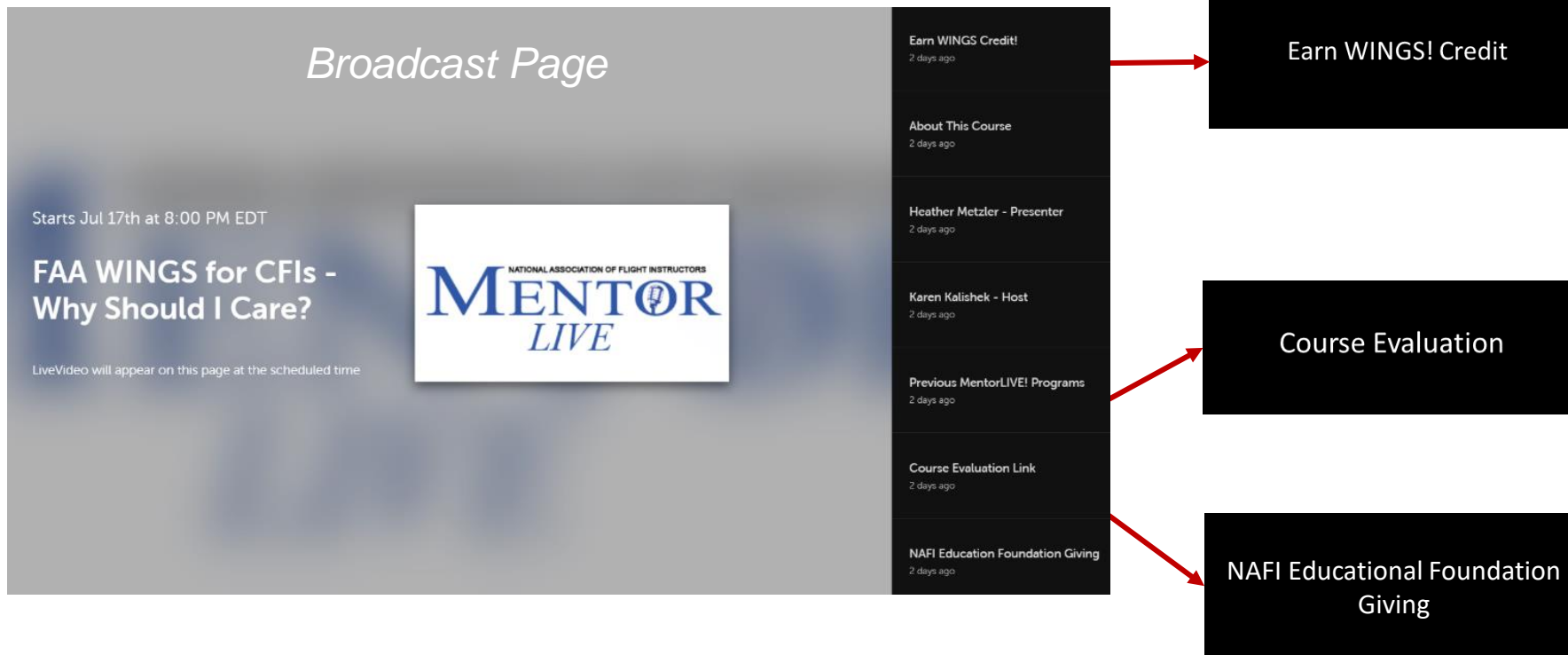
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Welcome!

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Leveraging Simulation for Instructor Onboarding and Standardization



Josh Harnage, VP, Marketing
Redbird Flight Simulations

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Josh Harnagel

- CFI, CFI-I, MEI with 3,000 hours
- Third generation pilot, flying entire life with father
- Attended Texas A&M and Embry Riddle
- VP Marketing, Redbird Flight Simulations
- Oversees a team responsible for marketing, communications, and product development
- With Redbird for over 10 years holding a number of key positions and has been an instrumental contributor to Redbird's explosive growth since its inception



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The Problem

- The training and certification of flight instructors is focused mostly on the FLIGHT part
- The FOI is ... lacking?
- This Might be the Instructors First Job
- Please watch Eric Crump's Presentation for More
(<https://www.youtube.com/watch?v=Mn0fhZv-rhw>)
- An adult education post-grad certificate program would likely take 6 to 18 months, have 3-6 college level courses, and

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Some Definitions

- Onboarding
- Standardization
- Performance
- Mentorship
- Measurement and Feedback



Onboarding

“New employee onboarding is the ***strategic*** process of integrating a new employee with a company and its culture, as well as getting a new hire the tools and information needed to become a productive member of the team.”

- Society for Human Resource Management



Standardization

“To bring into conformity with a standard especially in order to assure consistency and regularity”

- Merriam-Webster

Standard

“Something established by authority, custom, or general consent as a model or example.” [Criterion]

- Merriam-Webster



Performance

“Performance has two parts: what was done and how it was done. You can’t only measure outcomes when it comes to employee’s, you also have to measure process.”

- Human Resources professional friend of Josh



Mentorship

“The influence, guidance, or direction given by a mentor.”

- Merriam-Webster

Mentor

“A trusted counselor or guide.” [Tutor, Coach]

- Merriam-Webster



Measurement and Feedback

“You can only improve what you measure”

“Strategy is doing the right things; leadership is doing things right”

- The Internet ®



Measurement and Feedback

What can we measure?

1. Objective student outcomes like:
 - First time pass rate for stage checks and check rides
 - Training time to recommendations for stage checks or check rides
2. Objective business outcomes like:
 - Cost of Services Sold
 - Profit margin (per customer, per instructor, per course, per asset)
 - Cost of customer acquisition
 - Customer retention rate (by course, instructor, customer demographics)
3. Subjective things like:
 - Net Promoter Score for the organization
 - Customer experience (by lesson, instructor, course)



Measurement and Feedback

You only drive value from measurement if you:

1. Introduce it Early
2. Make it on Actionable
3. Apply it Equally
4. Do it Consistently
5. Have Short Feedback Loops
6. Hold People Accountable



Onboarding Design Goals

- Reduce customer churn by improving student experience and outcomes
- Reduce instructor hiring, training, and administration costs
- Reduce training event risk profile



Onboarding Design Outcomes

- Instructors will know the organizations culture, values, goals, and policies
- Instructors will know what is expected of them as a pilot, teacher, and as a representative of the organization
- Instructors will provide students with standardized training at baseline level of quality on day 1
- Instructors will receive performance feedback and the training to improve their performance over time
- Management will better understand the skills and weakness of the instructor



Onboarding Design Constraints

- This might be the first job a new hire has ever had
- New hires need evaluation and training in piloting, teaching, and customer service skills
- New hires ability as an educator is greatly dependent on their natural disposition
- New hire training is very costly
- Initial onboarding needs to be completed quickly
- Customer feedback is critical
- On-going performance reviews need to be scheduled and have an established process

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Onboarding Program Overview

1. Orientation
2. Expectations & Competencies
3. Flight Standardization
4. Day in the Life Training and Debrief
5. Performance Check-Ins
 - 2 weeks after Line Start
 - 4 weeks after Line Start
 - 6 weeks after Line Start
6. Aircraft Checkout



Orientation

- Formal introduction of your organization and its culture, mission, vision, and values
- Mandatory new employee paperwork
- Introduction to benefits and/or paid time off (sick days, vacations, etc)
- Review of safety, health, and emergency policies
- Setup and Review of administrative procedures
- Facility tour as appropriate

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Expectations & Competencies

- Organization Norms
- What it Means to be a Professional
- Expectations for Management
- Expectations for Employees
- Expectations for Customers



Flight Standardization

- General Procedures
- Local Area Familiarization
- Maneuver Specific Procedures
- Aircraft Specific Procedures



Day in the Life Training & Debrief

- Recorded Role-Playing Training Sessions
 - 1 Flight Lesson in simulator with new hire acting as student
 - 1 Flight Lesson in simulator with new hire acting as instructor
- At the end of each session both participants review the session independently and then debrief together
- Complete initial Instructor Performance Worksheet
- Instructor Ride Alongs

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Performance Check-Ins

- Review Customer Survey Scores
- Review progress against Instructor Performance Worksheet
- Identify focus area for improvement in next two weeks
- Complete new Instructor Performance Worksheet



Aircraft Checkout

- Home study of POH, checklists, & flight school specific operations
- Ground review of home study
- 2.0 hour simulator flight with new hire acting as instructor
- 1.0 hour aircraft flight with new hire performing all PIC tasks



What We'll Measure (Business Wide)

1. Avg. Cost of Customer Acquisition (YoY)
2. Avg. Cost of Services Sold per Customer by Course (YoY)
3. Avg. Profit Margin per Customer by Course (YoY)
4. Avg. Customer Retention Rate (YoY)
5. Avg. Customer Experience Score (Baseline)
6. Net Promoter Score at Each Check (Baseline)
7. First-Time Pass Rate for All Checks (Baseline)



What We'll Measure (per Instructor)

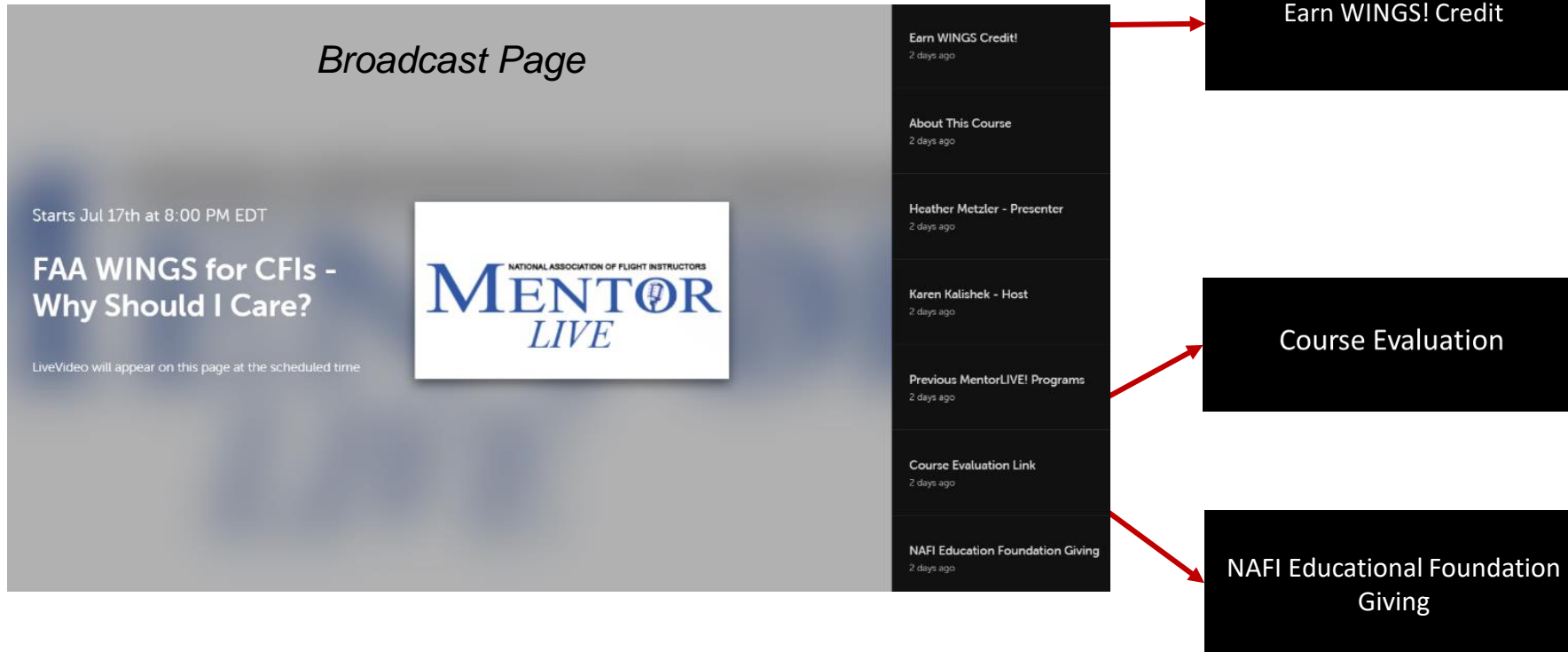
1. Customer Experience Score
 - Every 2 Weeks, Compared to Previous 2 Weeks
 - Every Month, Compared to School Baseline
2. First-Time Pass Rate at Each Check
 - Every 6 months, Compared to School Baseline

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Save the Date!

Join us for next month's MentorLIVE, January 20th at 8:00 p.m. ET



Presented by Catherine Cavagnaro

ATP-SEL, COM-MEL, COM-SES and glider CFI,SEL/MEL and Instrument

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Thanks for Watching!

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