

***Panel 5: HR Development Strategies in
Aviation: Best Practices Paving the
Way Forward***



- A critical analysis of the past trend indicates almost doubling of passenger and cargo traffic every 10 to 15 years
- The growth is highly pronounced in Asia- Pacific region basically due to efficient connectivity through number of brown-field and green-field airport development expected to be completed within the coming 10 years.
- The current traffic trend within Asia- Pacific region and especially India shows an exponential growth in the next 10 years.
- ICAO Doc 9961 “Asia-Pacific Area Traffic forecasts 2010-2030” indicates the following statistics:
 - Increase in GDP at an average annual rate of 6.2%
 - Intra- Asia Pacific pax traffic is expected to increase at a “most likely” average annual rate of 6.9% reaching close to 211 million pax in 2020.
 - Increase in ATM expected to reach 1853.6 thousand in year 2020, at an average annual growth rate of 5.6%.

- As witnessed by the aviation industry in the last decade, the “non aeronautical” revenue will continue to move much ahead of the “ Aeronautical” revenue. Ever increasing customer expectation and retail business strategy are two key components of non-aero revenue model
- Attractive pricing policies, passenger profile based marketing strategy and well designed retail mix strategy are few key factors that boost non-aeronautical businesses.
- Airport duty-free is one of the major non-aeronautical revenue source
- Advertisement – another key component of non-aero revenue generators
- The key element to drive all these business models towards success is highly qualified, competent and well trained manpower.

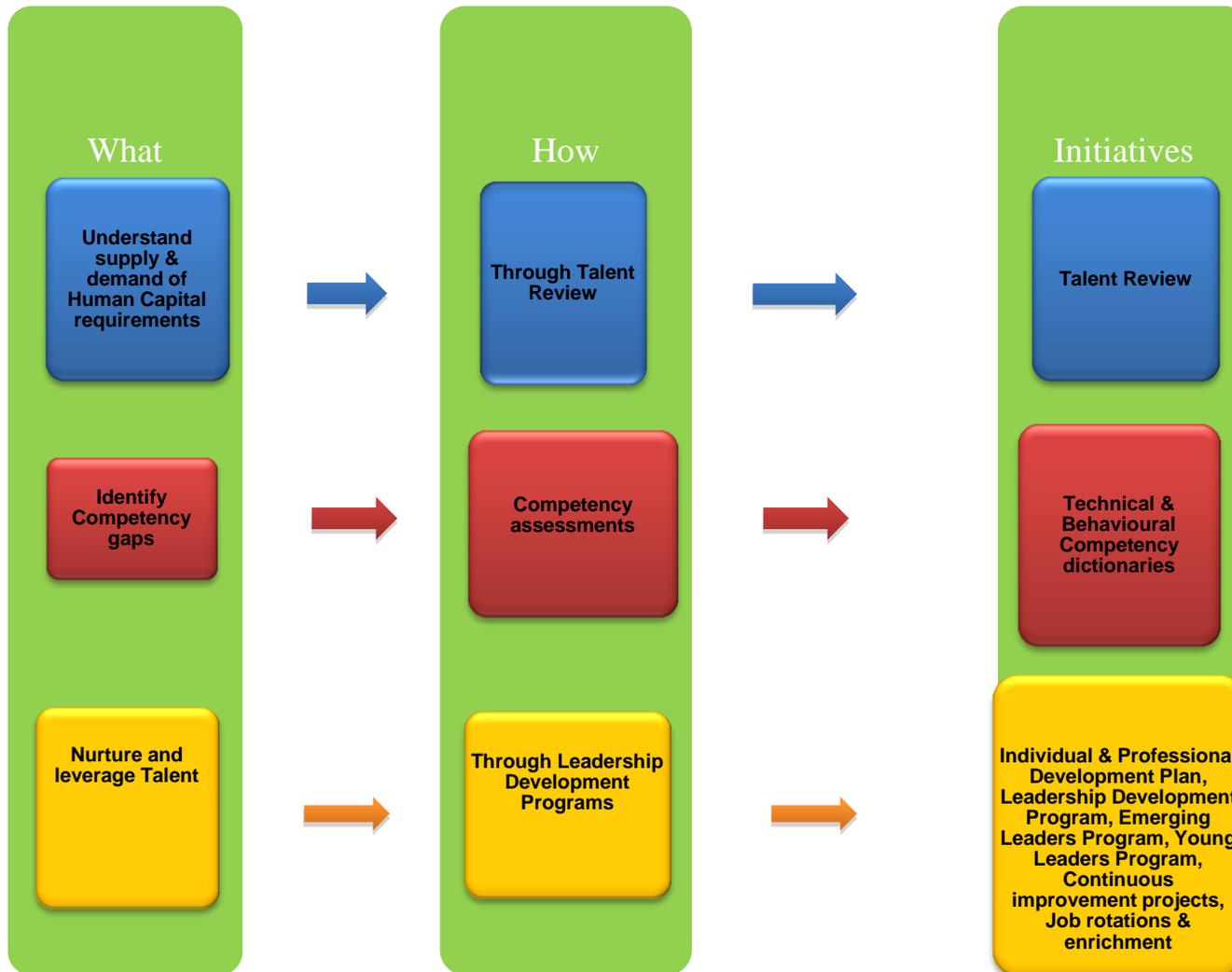
HR Role in Making Future Airport Leaders

- Business is facing a complex, volatile, and unpredictable environment and building skills needed for leadership development
- For example:
 - Airport operations have also become complex and demanding.
- Increased runway capacity, reducing lateral separations, faster turn-around targets, ever increasing environmental complexities, stringent safety standards and a commitment to satisfy all the stakeholder's needs are some of the activities requiring highly trained manpower.
- Activities like Air Traffic Management, Airspace decongestion , Environment friendly flight operations, operation and maintenance of highly sophisticated CNS, Operational and other technical equipment and airport facilities need specialized skills and knowledge.
- The need for highly trained and competent personnel to undertake these demanding and complex tasks is very high.
- Operation of sophisticated equipment / machinery under highly demanding circumstances can be achieved only through meticulous identification of training needs, competency evaluation, gap analysis and providing appropriate training to close these gaps.

- Training and development is crucial in transformation- coaching the leaders, enabling them to develop their capabilities to lead the organizations, greater customer focus, regulations, environmental sustainability and competition.
- GMR Group's Talent development policy has structured processes to identify and develop leaders internally to cater to current & future business requirements.
- GMR realized the need for developing fresh talent and to train the available resources to match the requirement of private airports.
- Employees hired in line with GMR Behavioral & Technical competencies as per GMR Airport Technical dictionary assessment. All employees of Operations Department were trained by GMR's partner MAHB training center and academy. On the job training was supplemented by Operational Readiness and Airport Transfer (ORAT).

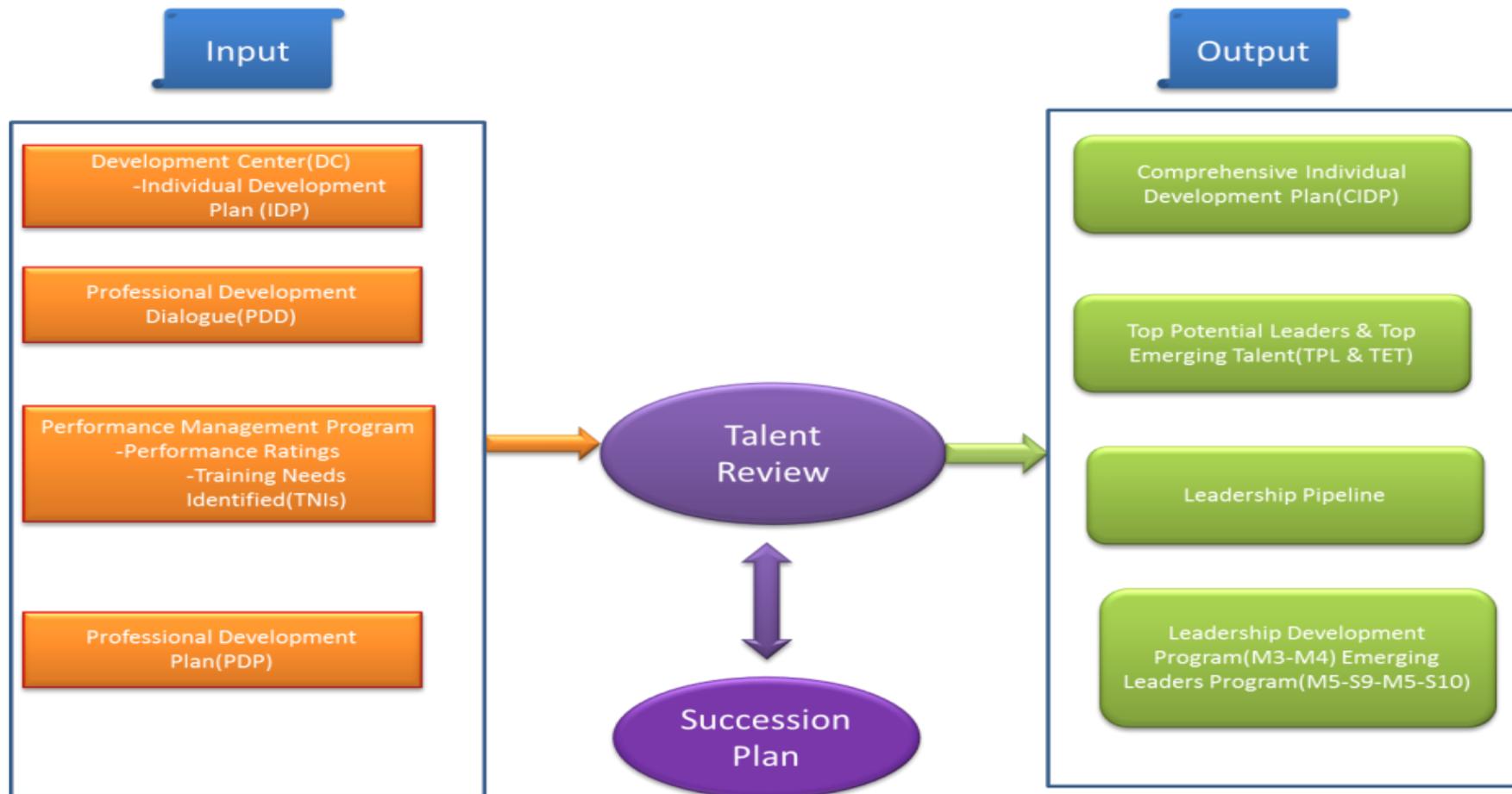
- Continuous focus on leadership interventions like Airport Management Professional Accreditation Programme (AMPAP) and technical skill enhancement through aviation courses as per Training Needs Identified (TNI) basis of Performance Management Process.
- Employees encouraged to visit other airports to benchmark airport operations and management globally and implement the best practices.

- The company allocates a significant portion of its Annual Operating Plan (AOP) towards Learning and Development (L&D)
- Aviation Academy (AA) was set up in 2009 with an objective of providing professional training and enhancing the knowledge and skills of GMR Airports employees for the Global Aviation Industry, especially in the Asia-Pacific Region.
- Aviation academy has emerged as a global gateway for aviation learning in India. The academy facilitates Airports Council International (ACI) training programs, organizes and hosts International Civil Aviation Organization (ICAO) Safety Management System training programs, conducts International Air Transport Association (IATA) certificate training programs and provides Directorate General of Civil Aviation (DGCA) approved dangerous goods training programs. GMR Aviation Academy has signed a sister Airport Agreement with Incheon Airport Aviation Academy to share expertise, knowledge and establish aviation-training programs.
- Leadership programs and development initiatives at GMR are designed in propinquity with the Values and Beliefs of the organization.



- Talent Review” (TR) program is conducted to ensure that the demand and the supply of manpower is analyzed. Talent review is an initiative designed to identify the existing capability and capacity of the organization.
- Employee is sent for Development Center (DC) for potential assessment and a “Professional Development Dialogue” is conducted between the employee and his/ her manager to understand the aspirations of the employee.
- Performance Management Process (PMP) assesses the performance of an employee through a structured annual appraisal process and the performance rating categorizes the employee’s performance as High , Medium or Low. On the basis of potential and performance, an “Individual Development Plan” and “Professional Development plan” are created.

Talent Review & Succession Planning



- GMR Competency Dictionary defines and identifies the level of competency required (viz. Level 1- Practitioner, Level 2 - Proficient, Level 3 - Expert) . Technical and Behavioral competency levels are defined in the dictionaries.
- Talent Assessment Criteria is based on 9 Box -Potential Performance Matrix
- The future leaders are developed through developmental intervention as well as through on-the-job experience. This is achieved by following 60:30:10 principle, where 60% of the IDP focuses on “Experiential Learning”, 30% focuses on “Feedback & Peer Learning” and 10% focuses on “Classroom Learning”.

- GMR emphasizes on the concept of “Succession planning” which is a process of identifying and developing internal people with the potential to fill key leadership positions in the company.
- This process of succession planning helps in identifying 2 types of successors:
 - Long term successor:
Capable of leading the future strategic plan of the business, including next generation business model and strategy formulation.
They need 2-3 years to develop and be ready.
These are high potential & high performance employees.
 - Step-in Successor:
Capable of leading up to 2 AOP Cycles without any anticipated disruption to strategy or the business model outcome.
This successor will be an employee who is fully familiar and involved with most aspects of the business and current functions.
- Identified successors through developmental Plans including job rotation, project assignments, study visits and classroom education get developed for taking up the identified critical positions.

- Coaching by senior leadership, internal & external coaches is an important element in developing future airport leaders.
- GMR has a multi-tier leadership development approach, wherein tailor made interventions cater to varying managerial and leadership requirement for the various levels of management..

Leadership Development Program

- Applicable to Senior Management.
- Designed in-house and delivered through Indian Institute of Management (IIM) Bangalore

Emerging Leaders program

- Applicable to Middle Management.
- Designed and developed around the GMR Behavioral competencies as a CEO – 2 programs by IIMs

Young Leaders Program

- Applicable to Junior Management
- Designed in-house with the objective to help employees understand themselves and to develop know-how to lead others as supervisors.

Role specific interventions:

60 % of experiential learning as per the IDP of employees are achieved through -

- Job Rotation – Rotation to a different Role / Function / Sector
- Job Enrichment – New Assignments in current role, stretch goals in current role and vertical enhancement of roles & responsibilities.
- Job Enlargement to increase the range of goals through horizontal enhancement of roles & responsibilities.
- Mission Critical Assignments.
- Job Sculpting by meeting deeper life interests of an individual through modifying the current set of responsibilities.

Policy Deployment Matrix:

Yearly targets on job rotation and number of successors are defined at the beginning of the year. This measure is a part of CXO's goal sheet , gets deployed to the next level to bring accountability.

Potential Appraisal:

Performance Management Program has a probationary appraisal for new employees (six months old in the organization). In addition to the probationary appraisal (which measures performance), “Potential appraisal” is conducted to assess the potential of the new recruits and is tracked month on month.

Internal Job Postings (IJP):

Potential employees are preferred in case of any opening at GMR. IJP is used to fill critical positions in the organization before going out to the market for hiring.

These initiatives have enabled GMR to successfully retain talent to a larger extent.

- Leadership is the foundation of exceptional organizational performance.
- Leadership development and learning can play a critical role in helping move a company from its current reality to a desired future destination.
- GMR aims at developing leaders who are flexible, culturally aligned, collaborative, able to learn and adapt to changing circumstances, and willing to continue their learning journey to becoming better strategic thinkers and achievers.
- A challenging environment for Human Resources in aviation as a sector is to create HR practices and a pool of leaders who will lead GMR to the next level of excellence and also contribute to the sector and deliver social and economic benefits to our Country.

Thank You