Evolution of the Aviation Workforce
Building Partnerships in Aviation Maintenance Education
MAINLINE PARTNERS

American Airlines  
Delta  
United

160+ DESTINATIONS  
Canada, Mexico, Caribbean

FLEET TYPE:  
BOMBARDIER  
EMBRAER 
JET AIRCRAFT

170+ AIRPORTS SERVED

DIVERSE ROUTE STRUCTURE

Atlanta (ATL)  
Chicago (ORD)  
Cleveland (CLE)  
Dallas (DFW)

Detroit (DTW)  
Houston (IAH)  
Newark (EWR)  
New York (LGA)

1,000+ DAILY DEPARTURES
Airline Industry Changes (…for the better)

- Consolidation of Airlines
- Market stabilization
- Cost stabilization
- Capital investment (new aircraft)
Long-Term Forecast

- 39,600 airplanes in the next 20 years
- 41% replacement
- 59% growth

In Addition to Expanding Schedules, Airlines Are Deploying Larger Aircraft
Replacement of 50-Seaters With Larger Regional Jets Is Biggest Driver of 14% Jump

Average Domestic Aircraft Size (Seats per Scheduled Departure)

<table>
<thead>
<tr>
<th>2010</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alaska</td>
<td>110.9</td>
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<tr>
<td>Allegiant</td>
<td>150.0</td>
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<tr>
<td>American</td>
<td>96.3</td>
</tr>
<tr>
<td>Delta</td>
<td>93.7</td>
</tr>
<tr>
<td>Frontier</td>
<td>112.6</td>
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<tr>
<td>Hawaiian</td>
<td>146.9</td>
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<tr>
<td>JetBlue</td>
<td>148.2</td>
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<tr>
<td>Southwest</td>
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<tr>
<td>Spirit</td>
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<tr>
<td>United</td>
<td>133.2</td>
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<tr>
<td>Virgin</td>
<td>83.3</td>
</tr>
<tr>
<td>Average</td>
<td>102.0</td>
</tr>
</tbody>
</table>

Source: Innovata (via Diio Mi) as of Mar. 4, 2016

* Airlines 4 America
Industry Trends*

Employment at U.S. Passenger Airlines
Thousand Full-Time Equivalents

2000: 520.6
2010: 378.3 (-142,300, 27%)
2014: 384.6 (+10,700, 3%)
2015: 395.3 (+17,000, 4.5%)
2016: 402.2

Source: Bureau of Transportation Statistics for scheduled U.S. passenger airlines

*Airlines 4 America
New Technicians by Region
(2016-2035)

- Asia Pacific: 268,000
- Europe: 127,000
- North America: 118,000
- Middle East: 66,000
- Latin America: 50,000
- CIS: 26,000
- Africa: 24,000

World Total: 679,000

Talent Drain

90% A&P 3.4 yrs.
10% Leaders 10.5 yrs.
Recruiting

- Web
- Social Media
- Career Fairs
- School Outreach
What We Look For

• FAA Certification
• **Must complete a successful interview**
• Must work willing and educated in a fast-paced airline atmosphere (24/7/365)
• Detail oriented (**technology can help with that**)
• Process driven (**but where do they learn the process...?**)
• Focused
• Team player and communicator
• Take pride, demand excellence, and accept responsibility and growth opportunities
Interview Process

• Knowledge & Skills Assessment
  • Verbal querying
  • Written tests
  • Hand tool demonstration

• Complete background checks and drug testing, and be able to obtain SIDA (security) badge.
Old School
New School
License vs. Skill

• Part 147 schools provide training to obtain an FAA A&P license that allows them to comply with the regulatory requirements to maintain aircraft.

• Part 147 schools do not always provide mechanics the knowledge and skill set to be productive mechanics in today’s environment.
What is the Function of Maintenance Training?

Safe + Efficient = Profit

Repair and Maintain

Regulatory Compliant

Personal Development
Partnership Purpose

• Partnerships with institutions can allow a pathway for career planning, as well as opportunities to provide pertinent skills and knowledge about the airline industry, transport category aircraft, and the job of the modern aviation maintenance technician.

• For mechanics currently in workforce, skills training, testing, and additional certification can be achieved on the job.
Quality Partnership Goals

• Close the skills gap
• Create a pathway to a career (not just a “job”)
• Communicate opportunity at an earlier stage (From high school – first day at A&P School)
• Aviation as a lifestyle (pride and community)
TALENT AS AN ECONOMIC COMMODITY: GROWTH OF INDUSTRY

TALENT SUPPLY CHAINS

• Treats employers as end-customers
• Promotes employer-driven demand planning
• Includes public/private education and workforce talent providers
• Tailors talent solutions for employers
• Shares performance data across the supply chain
TALENT SUPPLY CHAINS ADDRESS TWO CHALLENGES:

- TALENT SHORTAGES AND SKILL GAPS.
CASE STUDY: AIRLINE AMT TALENT SUPPLY CHAIN

- **Customer: Regional Airline**
  - Defines talent acquisition objectives by roles and locations
  - Provides detailed talent requirements specifications
  - Teams with talent suppliers to define curricula and certifications

- **Supply Chain: Educational and Certification Providers**
  - Commits to customize curricula to employer’s requirements
  - Teams with employer define curricula and certifications
  - Customizes certifications to qualify candidates for the employer

**Employer-Designed Certifications Help Reduce Talent Acquisition Costs and Ensure the Reliability of Talent Provided by the Supply Chain**
Closing

• For mainline and regional carriers (Part 121 operations) our profits are earned on meeting a reliable schedule. If they don’t fly and don’t fly on time we won’t be profitable. Our organizations rely on a skilled, safe, and efficient workforce.

• MROs and general aviation operations business depends on a skilled, safe, and efficient workforce.

• Airframe and Component manufacturers rely on a skilled, safe, and efficient workforce.
Closing

Air Carriers

General Aviation

Workers

Safe

Skilled

Efficient

Aircraft and Component Manufacturers
Questions?
Let’s keep the conversation going...

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