

Performance Management

MyTravel Airways, one of the leading charter airlines operated as an in-house airline for MyTravel Group Plc. Before merging with Thomas Cook in April 2008, the airline employed over 2000 staff, and flew to over 70 destinations around the world from across the UK. Operating with a mixed fleet of Airbus and Boeing aircraft with its own dedicated engineering facility the airline's aim was to provide the best in class operational performance and service.

The challenge

The previous Performance Management system for Cabin Crew had been withdrawn and had not been replaced. There was a pressing need for a Performance Management system that would ensure effective feedback and management of performance across the Cabin Crew community. The system needed to be simple, easy to administer and focussed on the key areas of work that the crew performed.

The solution

A series of meeting with key stakeholders was used to identify key characteristics of the approach. With over 1600 crew in the peak summer months and the nature of the work and working patterns an 'off the shelf' contemporary personal objective based system wasn't suitable. There wasn't the time, resources or need for such an objectives based system for the Cabin Crew. By working with the various stakeholders we drafted a bespoke performance management process designed specifically for the Cabin Crew.

- ✓ A process centred on a standard review from
- ✓ This provided 5 key areas for review, competencies and associated behaviours,
- ✓ The assessments were completed by a Cabin Supervisor.
- ✓ The approach had a rating scale (four points) for each of the five items and an overall rating that utilised the same four point scale.
- ✓ All crew were to be assessed at least once a month (12 reviews/year minimum)
- ✓ All crew would be assigned to a virtual team at their base and this would provide the mechanism for end of year appraisals.
- ✓ Cabin Supervisors were set targets for the number of reviews they needed to complete in a season

The draft proposal, including the philosophy, subject areas, rating scale, process and a review form were shared with the Cabin Supervisors during their development programme. This consultation process enabled them to review and comment on the draft approach and over the first winter of CSDPs the majority of Cabin Supervisors had the opportunity to provide their input and comment. Similarly the other managers involved in the process had the opportunity to review the proposal and the materials.

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The results

The Cabin Crew Performance Management system was signed off at the end of the winter and successfully launched for the summer season with the backing of the managers, the Cabin Supervisors and the Cabin Crew union. The Cabin Supervisors found the process and the form easy to use and the volume of reviews required was achieved. The management information provided at each base enabled feedback to be given to Cabin Supervisors in terms of the quality and quantity of the assessments they were producing. The process was used for a variety of purposes:

- ✓ assessing whether to offer season crew permanent roles,
- ✓ identifying good and poor performers
- ✓ individual feedback on performance with coaching
- ✓ identifying organisational development needs.

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