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High Performance Work Practices for
Competitive SMEs in Aviation Sector

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HiP Air

High Performance Work Practices for
Competitive SMEs in Aviation Sector

Training Curricula for effective implementation of HPWP in aeronautical SMEs

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HiPAir Project

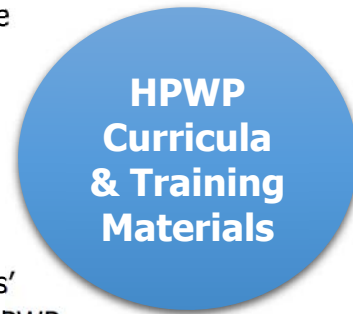
High Performance Work Practices for competitive SMEs in Aviation Sector

The HiPAir's project is a strategic partnership co-funded by the ERASMUS+ programme of the European Commission, which started in September 2015, born from the collaboration between entities from Poland, Portugal, Spain and Turkey. It aims to develop **skills** and **work practices**, in particular for Small and Medium Enterprises (**SMEs**) in the aviation sector. It intends to:

- Increase the efficiency of Vocational and Education Training (VET) in the aviation sector;
- Reduce mismatches of skills within aviation sector, especially those connected to the competences of managers of SMEs, to lead to a more efficient management of the workforce;
- Develop transversal skills of VET learners in the sector using innovative methods that imply a higher engagement and active participation in the learning process and training development.

In order to achieve the goal related to managers' skills, HiPAir focuses on adopting High Performance Work Practices (HPWP) to spread, disseminate and promote use of good work practices among European SMEs, underlining the importance of innovative management practices used to optimise the potential of organisations in the aviation sector.

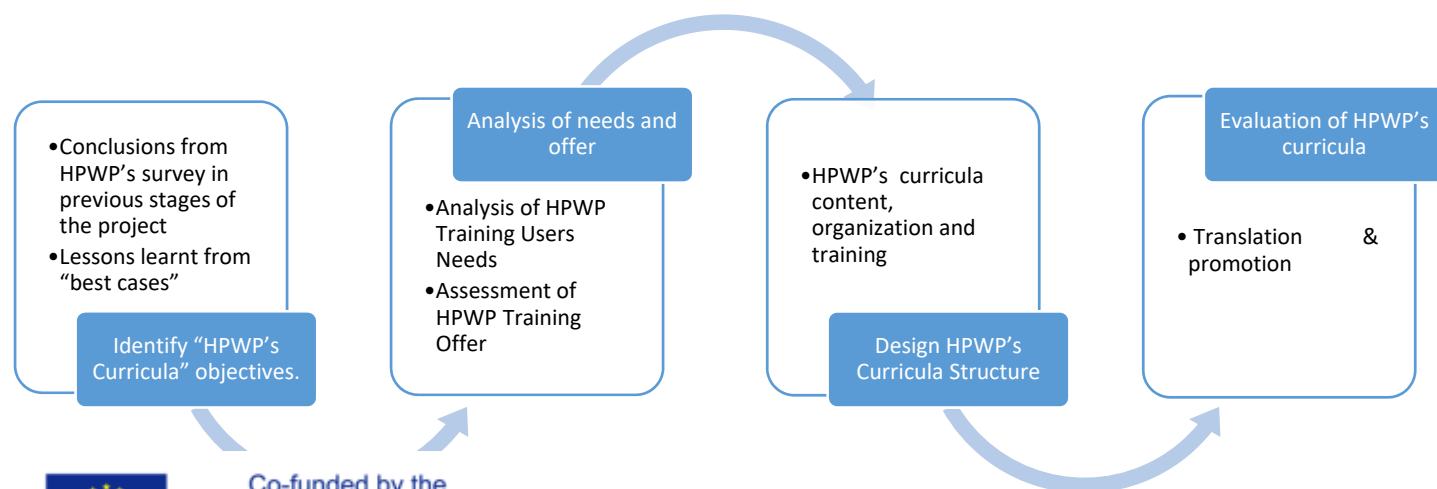
Thus, HiPAir's purpose is to elaborate **training curricula and training materials** covering the most important aspects of HPWP implementation process in the companies. According to HiPAir's objectives, training curricula and materials should explicitly be addressed to the aeronautics SMEs' managers concerning HPWP.



HPWP Curricula Development Methodology

The development of the curricula for the implementation of HPWP among the aviation SMEs has followed a methodological approach that build upon the conclusions from HPWP survey and the lessons learnt from "Best Cases". It also performed

a detailed analysis of user training needs regarding professional profiles and training curricula on HPWP and an assessment of HPWP training offer already available in European countries with strong aviation sector (as well as those existing in other countries where SMEs have a significant weight). All these inputs were used to identify the objectives to elaborate the "HPWP's Curricula", their structures and also to develop the content, organization and training methods.



Overall structure of the HPWP's Curricula.

The HPWP's Curricula elaborates training guidelines, which cover the most important aspects of HPWP implementation process in the companies.

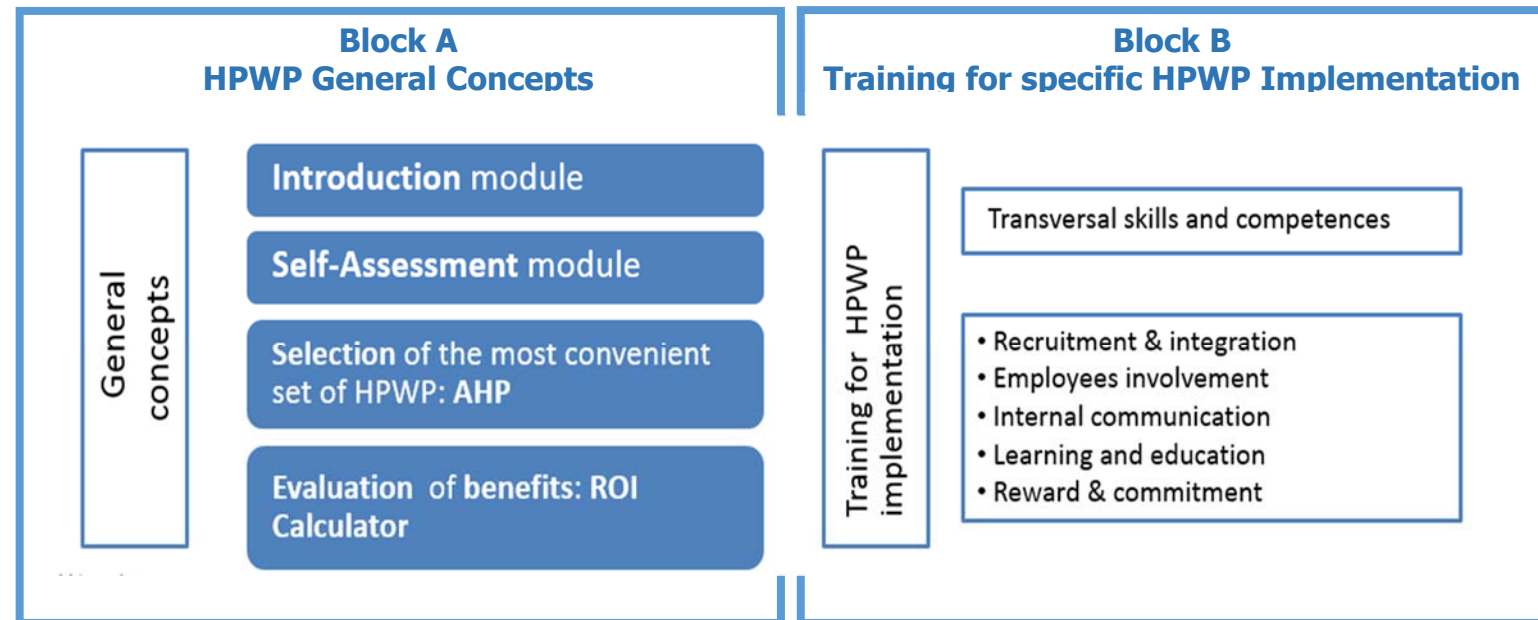
This curriculum encompasses a total package of learning activities. It is a guide or handbook for the company's managers, which are looking for developing and implementing High Performance Work Practices in their organization. It agglutinates in one single document the overall knowledge, general concepts required at the managerial level, as well the skills/competences, and the specific training required for the implementation of particular blunder of HPWP.

Block A ("General Concepts"): integrates all the contents related with overall and general concepts that the company's managers will need to know and master for the implementation of HPWP in their companies. Is organised in 4 different modules that SMEs managers will attend progressively:

- Module 1. Introduction.
- Module 2- Self-Assessment.
- Module 3- Selection of the most convenient set of HPWP.
- Module 4- Evaluation of benefits or return of investment form HPWP.

Block B ("Training for specific HPWP Implementation"): deals with training specific for HPWP Implementation. It is divided into two big modules:

- Module 5- Transversal skills and competencies.
- Module 6- Training for specific practices implementation.



The approach of these curricula is innovative and it is structure different from the overall HR training programs available of the market and from the reduced HPWP training offer currently accessible for companies.

After accomplishing the training for the Block A, SMEs might end with a broad variety of HPWP implementation strategies. Therefore, modules 5 and 6 in block B pretend to provide guidance to the SMEs' managers and HRs' responsible for configuring a bespoke training program that suits their own implementation program. Enough training courses and programs are available currently on the market covering the issues included in Block B.

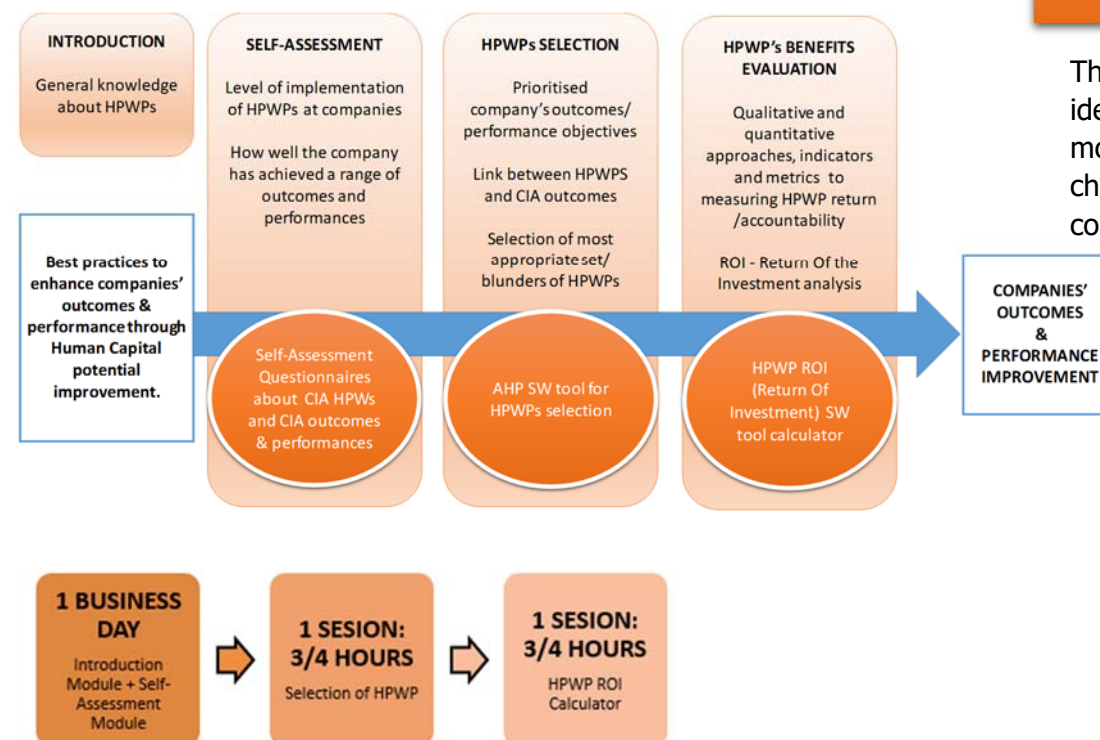
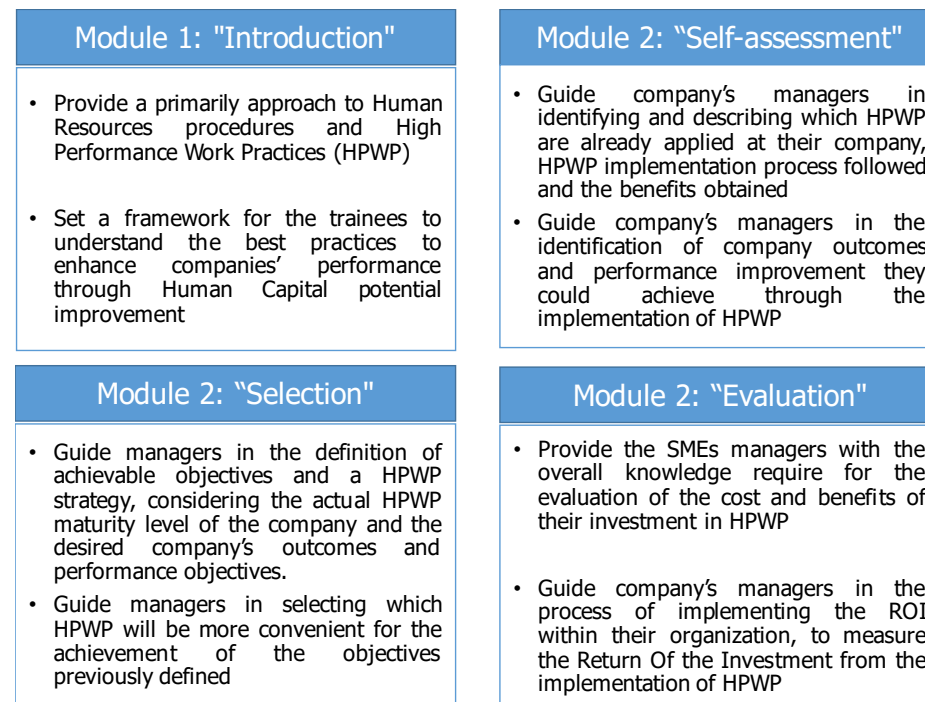
Block A : HPWP General concepts

In this general training, all of the modules are directed to the same target groups: **Companies Management Groups, Top Management or Company's Responsible/Owner (SMEs)**. Inside of the "General Concepts Block A", the different contents are divided in the next four modules:

The 4 modules have been designed as a step by step process. With the accomplish of the learning activities of this 4 modules SMEs' managers will end up with a practical knowledge of HPWP concept and a clear understanding of how they could adapt it to the particularities of its own company. This practical knowledge includes a self-assessment of their maturity and goodness for implementing HPWP; the definition of a HPWP implementation strategy coherent with the SME's business strategy; the identification of the set of practices that best suit this strategy and the tools to measure the return of their investment.

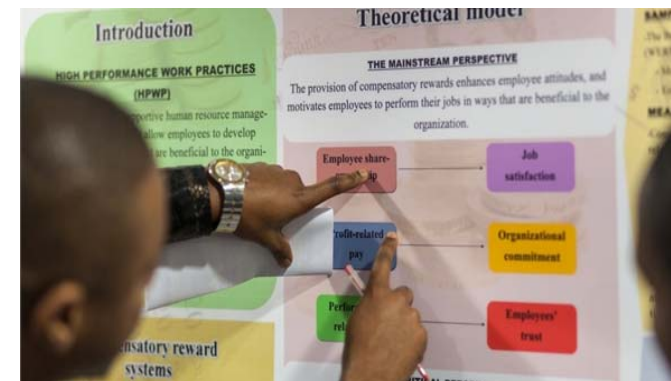
As illustrated in the figure, these four modules are directly related one to each other, and they share a common driver: "best practices to enhance companies' outcomes and performance through Human Capital potential improvement (HPWP)". The result obtained from each module serves as an input for the next one, so following the various steps, the company achieves a customized HPWP system which is tailored to its needs.

The figure indicates the optimal time planning for the 4 four modules of Block A.



Block A - Module 1: Introduction to HPWP

This module provides a primarily approach to Human Resources procedures and High Performance Work Practices, setting a context for the trainees to understand the best practices to enhance companies' performance through Human Capital potential improvement.



Intended Outcomes: Upon successful completion of this module, trainees should be able to understand:

- The importance and advantages of developing organised procedures in SMEs.
- Specific HR needs for the aviation industry.
- The concept of HPWP and its integration in HR manager procedures.
- Examples of HPWP and the need to develop specific practices adapted to the company.
- The benefits of implementing simple HPWP and its flexibility.
- HPWP should be selected considering the company characteristics and present a wide range of budgets and needed for its implementation.
- The possibility to evaluate HR tools impact within company.
- The difference between "Motivation Systems" and HPWP.
- How to access information concerning HPWP.

Block A - Module 2: Self-assessment

This is a first step in the process of identifying and selecting the blunder of most convenient and HPWP, according to characteristics, needs and objectives of the company.

During the self-assessment module, company's managers will:

- Rate themselves and their companies in terms of knowledge and application of HPWP.
- Identify and plan the improvements they intend to achieve at their companies through the implementation of HPWP.

Intended Outcomes: By the end of the module, the managers of the companies attending the training session should be able to:

- Identify and describe HPWP implemented at their company and the followed process.
- Understand the benefits HPWP already implemented have reported to their company.
- Qualify company HPWP maturity level.
- Identify which other HPWP could be easily implemented (without high costs nor efforts) to complete and reinforce the positive effects of the ones already implemented.
- Evaluate if the situation of the company is a good candidate for the implementation of HPWP
- Define medium and long term strategies and objectives, for the performance areas of their business.
- Understand "where" they are in relation to the previously defined performance objective.
- Understand how HPWP relate to their company business objectives and strategies.

Block A – Module 3: Selection of the most adequate blunder of HPWP.

Selection module will provide the enterprises with the information and guidelines required to conclude the process of selection of practices.

1st scenario:
HPWP already implemented

- Additional HPWP without a high extra cost.
- Set relationship between new and old HPWP.

2nd scenario:
HPWP not yet implemented

- Implementation of the most suitable HPWP from the scratch
- Consider the objectives, characteristics and resources of the company.

Intended Outcomes:

- Priorities the objectives of the company in term of company outcomes and performance and in terms of HPWP implementation.
- Identify which low cost practices could be used to reinforce current HPSP strategy, if it exists already.
- Formulate the selection of HPWP as a business multi-criteria decision making process.
- Apply the HPWP-AHPS decision maker, as supporting tool in the process of selecting HPWP.
- Define objectives and strategy for the implementation of HPWP, aligned with the company business objectives.
- Identify which HPWP will be more convenient for the achievement of the objectives previously defined.
- Select the set of practises that fit better with company outcomes and performance objectives.

A SW tool, named “**HPWP-AHP decision maker**”, will help SMEs’ Managers in the decision of selecting the best set of HPWP.

Block A – Module 4: Evaluation of benefits

This module responds to one of the main concerns of SMEs managers, the need for reliable assessment tools in order to demonstrate and measure the benefits of HPWP implementation and prove the value of these practices to owners and managers.

During this module, the company’s managers will have the opportunity to:

- Become familiar with different qualitative and quantitative approaches to measuring HPWP return /accountability, and with the top metrics used to measure the return form the investment in human resources programs.
- Prepare themselves for measuring the benefits of HPWP implementation by performing a Return Of the Investment analysis of the implementation of HPWP.

Intended Outcomes:

- Develop appropriate objectives for the HPWP initiative, as part of the ROI process.
- Develop a detailed evaluation plan and a ROI analysis plan.
- Collect data required for the ROI analysis during and after the implementation of the program.
- Use the HPWP-ROI calculator for the evaluation of the benefits derived from the HPWP implementation.
- Measure the differences between the situation in the company before and after HPWP implementation.

A SW tool, “**HPWP ROI calculator**” will help managers to quantify the achieved benefits.



Block B: Training for specific HPWP implementation

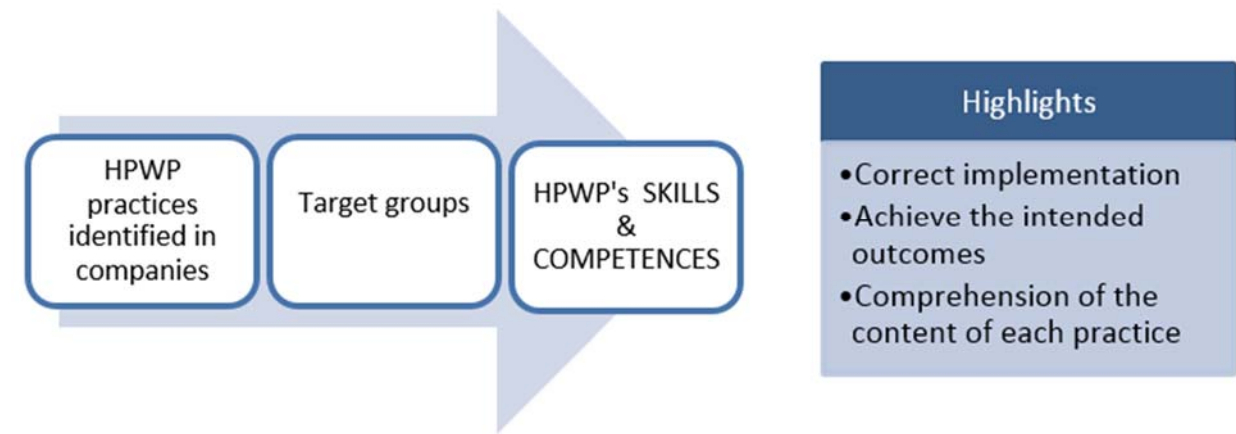
The aim of the Block B is to provide the interested companies with the necessary transversal skills, as well as the specific and technical knowledge, for a right and correct HPWP implementation inside the organizational structure. Block B of the HPWP’s Curricula is organised in two modules that address specific training needs of HPWP:

Nodule 5: Transversal skills and competences

It identifies and proposes **transversals skills and competences** that the companies should pursue among its employees for a proper HPWP implementation, and that SME’s managers will need to acquire for a successful implementation of HPWP in their companies.

It is intended to facilitate the learning process and integration of HPWP into different sectors of the company through the empowerment of the **HPWP’s skills and competences** considered substantial to each category of HPWP.

HPWP’s skills and competencies are the cross and essential abilities and talents that the employees should in order to implement correctly the HPWP. The whole staff has to recognize this skills over different levels and positions inside the company for achieving the maximum level of efficiency in the learning process.



- ### Highlights
- Correct implementation
 - Achieve the intended outcomes
 - Comprehension of the content of each practice

Nodule 6: Training for specific practices implementation

It identifies and proposes specific technical training for individual HPWP that might require, because its complexity, some ad-hoc training or tuning process before its implementation inside a company.

The specific training program presented in this module will provide, for the most common HPWP at aviation SMEs, detailed guidance about the:

- Target groups of the training program.
- Training needs and objectives.
- Required skills and competences.
- Estimated duration.
- Recommended training method and format.
- Pre-requisites for participants.