

Training and development at emirates airlines management essay

[Environment](#), [Air](#)



People are the heart and soul of any organization, therefore recruiting, training, as well as retaining high caliber of staff is one of the core values of any organization. As a result of the recognition of the importance of self-development and the increased knowledge and skills, the human resource department of Emirates Airlines has ventured into operating a high caliber of training programs (Graham, 2010). These programs are made accessible to all staff across the entire group. Training can be facilitated through a variety of methods. Some of the methods used in the facilitation of these programs include classroom based programs, e-learning, practical assessment, simulation, project bases trainings or a blend of either or more of these programs.

For instance, Emirates Airlines has a network of learning resource centers within its headquarters in Dubai making it possible to have a learning environment for individual or group based training (Graham, 2010). In addition, Emirates learning portal is “ My Learning Zone”. This is aimed at providing a one stop location for accessing, training and development information. It also provides online training for all her employees. The development of staff through training is basically motivated by the annual professional development courses in key areas or departments that need training and development (Graham, 2010). Training can also be carried out through seminars and conferences. This is aimed at keeping skills updated and to help employees remain abreast of the industry development.

While most organization invests in training of their employees with an aim of building their moral, and motivates them, Emirates Airlines offers her

employees an opportunity to develop their skills. The aim of this is to develop their confidence and improve their independence when they leave the organization (Graham, 2010). For instance, Emirates Airlines have developed an ICDL programme for their air cabin crew in order to empower them with the essential skills and widen their scope and competence in their specific job prospects.

Introduction of Emirate Airline

Emirate Airlines was founded in the year 1985 with the support of the Sheikh of the United Arab Emirates. The Dubai government in agreement with the Pakistan International Airlines helped in the formation of the airline (Graham, 2010). The initial destinations included Bombay, Delhi in India and Karachi. Currently, Emirates offers a number of scheduled, international, regional and domestic destinations. This ranges to a total of about 75 destinations in over 53 countries. Emirates Airline is part of the Emirates group. The group consists of various entities such as the airlines division, aircraft maintenance division as well as the cargo division. Other divisions include the hospitality division, an aviation college as well as transguard division. The aviation college was instituted to offer training and development of staff and partner organizations in the group (Graham, 2010).

In addition, Emirates Airlines is one of the few airlines that hardly felt the harsh economic and aviation downtime in the past few years. This is as a result of the great marketing trends aimed at promoting Dubai as a world class tourism destination with tax-free shopping. In addition, Emirates Airlines also strives in promoting its hub in Dubai (Graham, 2010). This is

because Dubai is believed to be the best geographically positioned city in connecting Asia and Europe. Since Dubai is known for its trade, Emirates Airlines operates large cargo aircrafts because of the large tourist's number. This explains why Emirates Airlines is in a position to accommodate expanding international and regional market cargo demands. The main goal of Emirates Airlines is to keep expanding and this is the very reason why their market keeps expanding.

Emirates Airlines was ranked the largest airlines carrier in the Middle East and among the ten largest in the world. This research was based on the international passenger traffic. Emirates Airlines is a fast growing international airline in possession of some of the youngest fleets of aircrafts and closely above 400 awards of excellence internationally (Graham, 2010).

Emirates Organizational Chart

Cargo

Vice Chairman

CEO & CHAIRMAN

Sales

Emirates Airline

Engineering & Operations

Service & Dnata

Facilities

HR

Dnata

Service Departments

HR chart of Emirates Airline

Questionnaire on Training and Development in Emirates Airlines

Qn. 1. Is there need for Proper Human Resource Management in Training and Development?

The human resources department of Emirates Airlines takes the responsibility of ensuring employees satisfaction and efficiency at work. At Emirates, this department ensures that it helps the employees and organization at large to meet its objectives as well as strategic goals through proper management of her employees and their maintenance. For training and development to be achieved successfully, Emirates Airlines through its human resources department ensures that both political and legal factors are favorable for employee development (Graham, 2010). In this case, Emirates enjoys a competitive advantage since it is government owned. In addition, the government support economically makes the airline competitively effect training and development of her employees. Depending on the economic condition of the state, the human resources department can effectively decide on how to invest in training and development of the

employees (Graham, 2010). In addition, the responsibility of the human resources department is to ensure that the socio-cultural factors surrounding the organization are conducive for training and development.

Qn. 2. What is Emirates Airlines position in Training and Orientation?

Emirates cabin crews are among the best in the world. According to the Emirates yearly report, the cabin crews are recruited all over the world and trained on one particular platform. Since the cabin crews are in constant interaction with the company's clients, the organization spends over six percent of its annual revenue in training and development of these staff. Emirates position is that better services can only be achieved through competitive skills. This is in line with their philosophy of continuous customer satisfaction (Graham, 2010). This is also as opposed to other airlines that spend three to four percent of their revenues in training and development.

Emirates Airlines considers employee training and development as a very critical process for the organization. In addition, training is important because it puts emphasis on the skills an employee attains in improving the services offered in their immediate job. Furthermore, Emirates Airlines position on training is that the end result are big payoffs for the employees who are guaranteed improved productivity and competence should the employees get the right training at the right time. At Emirates, there is a systematic approach to training that is specifically built for employees (Graham, 2010). The training activities are further broken down to ensure that the needs of each employee are met. The most economical approach is

chosen and the organization ensures that it is one that allows employees to also share their opinions and exchange their ideas with one another thus enhances individual knowledge.

Qn. 3. How does Emirates Airlines undertake Career Planning Development?

Initially, most people in employment would not have any reason to shift jobs or careers. Currently, times have changed and careers have become boundary less. These are careers that are not bound to any specific organization and expand through project based competency within a specific industry. As a result of this, Emirates Airlines have ensured they modernize the socio-cultural environment for its employees and increase the competitive forces revolving around their careers. In addition, Emirates embarks in restructuring the organization in order to ensure that employee's careers are properly developed. For instance, at Emirates Airlines, candidates with previous knowledge in customer care service are highly appreciated (Graham, 2010). This implies that an employee working in a customer care organization is very relevant in Emirates Airlines. This is a way through which Emirates ensures that career planning and development is effectively carried out (Graham, 2010).

Emirates Airlines uses HR planning and career planning in ensuring that the right candidates are selected and maintained. This simply implies taking the right person for the right job within the organization. According to information from Emirates database, this process entails staff retention, training and analysis of the staff's skills. Particularly, emirates need

employees that are extroverts (Graham, 2010). The reason for this is to have employees that are ready to face new challenges. In order to undertake proper career development, employees here are trained to work in groups with colleagues from different cultural backgrounds. The human resources department accounts for this in order to effectively plan the process of fitting the right employees to the job in the entire organization.

Again, Emirates Airlines ensures that her employees are served with their rights and remain responsible with these rights. With continued career development and training, the HR department gives employees the responsibility of ensuring that they remain up to date with relevant skills. For instance, Emirates ensures that all its employees possess at least a high school degree, and that all crew members are properly groomed at all times (Graham, 2010). Career plateauing is a critical stage in an employee's career life and it is achieved when the chances for development are at minimal.

Qn. 4. What are the Career Development Opportunities within Emirates Airlines?

Within Emirates Airlines, internal applications are considered first before the external ones for any vacant position. These vacancies are first advertised internally before they are advertised externally. This is a method used by Emirates Airlines in ensuring competence and professionalism in the entire organization. As a result, employees get the opportunity to develop their careers internally. Again, there are specific conditions that any applicant must meet for him or her to qualify for the job (Graham, 2010). These conditions make the employee develop high levels of competence, improved

skills and efficiency. They include an employee finishing at least a year in the current position or department. The reason for this is because the employee can be appraised from his current performance. In addition, the employee must meet all the minimum qualifications for the job and win the line managers approval for the job.

Qn. 5 How does training help in developing people and Capabilities at Emirates Airlines

Emirates Airlines is committed to facing challenges that most organizations may want to avoid. For instance, the challenge of developing greater confidence, initiative, solution finding as well as problem solving initiatives among her employees are some of the challenges Emirates has committed to. Emirates therefore commits to ensuring that its staff are at all times self-sufficient, resourceful and at the same time creative and autonomous (Graham, 2010). This initiative in turn helps employees engage in high level of productivity and competence.

In addition, Emirates Airlines commits to development of employees by empowering their conventional skills (Graham, 2010). This program ensures employees are equipped with adequate techniques and methods.

Furthermore, the human resources department ensures that staff maturity, belief and courage are also developed. As a result, this program ensures that managerial and strategic capabilities are also developed. Again, training and development ensures that the focus is in the individual and not the skill.

Qn. 6. How does Emirates Airlines design self-study training and learning programmes?

Emirates Airlines applies the same principles in application of self-study programs just like other methods of training. The internet has been used by the HR of Emirates Airlines to enable self-study learning and development programs to be more useful, empowering and cost effective than it was before (Graham, 2010). For this program to be successful, the HR department expects all employees to be creative and innovative. They encourage employees to engage the web for ideas and self study as well as self development resources. They also get information regarding group management and technology advancement.

Qn. 7. How is mentoring linked to projects and objectives activities in this organization?

One of the most productive and effective modern methods of training and development in various organizations, particularly for staff or departments and teams is linking mentoring and projects. This approach builds on management by objectives principles which are more participative, voluntary and inclusive (Graham, 2010). Mentoring is a facilitative approach that broadly features on strategic assessment of the organization and individual department priorities combined with high yield training needs. In addition, mentoring ensures that targeted staffs have interpreted discussion with line-managers of training delegates as well as strategic managers of the organization (Graham, 2010). Again, mentoring brings to picture pre-training skills/behavioral needs-analysis-all training delegates.

Qn. 8. What are some of the Mentoring Principles and Techniques?

The main role of mentors in training and development is to help mentees find the right answers for themselves. The principle for mentorship is said to be effective when the mentor helps mentees gain the experience of learning. The principle implies that the mentor focuses on mentoring efforts and expectations on helping and guiding the mentored to develop solutions and find answers for themselves. Most of the principles of mentoring are common to those of proper coaching, which are specifically prominent within line training.

Qn. 9. What are some of the achievements resulting from training and development?

Employers and managers have the responsibility of ensuring that training and development of staff is successful. Receiving recognition is a powerful tool in stimulating employees for further training and self development. The management therefore commits to recognizing employees achievements in helping to motivate them and have them implement the acquired skills.

Qn. 10. What are some general training tips

The tips must always apply to the traditional work related training. The tips never apply automatically to other forms of personal development and facilitation of learning process. Some of the tips to be considered in planning for training include assessing the objective of training and have them always in mind (Graham, 2010). In addition, the number of people to be trained is a factor to consider as well as the methods and format to be used in training.

The length of the training and its venue is also a factor to be considered. Some other factors include the effectiveness of the training and how the reaction of the reaction of the trainee will be measured.

A chart on Training and Development

Observation and Analysis of the Information

From the given information resulting from the questionnaire, it emerges that Emirates Airlines is among the leading organizations in the aviation industry in undertaking employee development. Emirates Airlines follow strategies and policies that are result oriented. The Human Resources department of this organization works towards the integration of the goals and visions into fruitful strategies (Graham, 2010). In addition to this, the line departments in conjunction with the HR have put in place facilities that effect internal growth and employees. This is achieved through the implementation of various up-to-date training programmes. Furthermore, Emirates Airlines take career planning very seriously and ensures that all her employees are suitable for every vacancy or positions within the organization (Graham, 2010).

Emirates Airlines main goal is attaining the highest quality staff in the aviation industry. The government of Dubai plays a critical role in empowering the management of Emirates Airlines by providing suitable environment and resources for training and development. This comes in line with the massive investment the government has made in the company as an independent entity. Through training, Emirates strives to offer the best services globally to their customers and expand their business ventures (Graham, 2010). Training and development of employees has made Emirate

Airlines an award winner in international cargo handling division, and its destination and leisure division being among the best. Training and development is also put in place so as to ensure that the airline maintains its reputation for excellence during its periods of rapid growth (Graham, 2010).

Suggestions

Making an organization successful in any specific setting needs crucial and detailed studies as well as investigation of the specific aspects that will serve the organization with the best results. Emirates Airlines has to ensure they look out with their rival companies as well as their overall status on strategies and events both internally and externally. This will help the organization know how it will sustain the comparative advantage it has on employee training and development at the moment. Furthermore, this strategy helps the organization analyze their strength in terms of employee empowerment, maximizing on their strength and eliminating their weaknesses.

In addition, Emirates should use the reputation it has in the aviation industry to champion innovation and employee excellence through improved training. In addition to training, the company has the sole responsibility of ensuring that clients are provided with sage, dependable and most of friendly transportation tagged with other valued industrial services. Training should also be aimed at making services offered by the employees memorable to clients. Again, training should be customer oriented in a way that safety, convenience and customer comfort are taken into consideration. Finally, success is also attached to proper leadership. Emirates Airlines success

should be attributed to generic strategies which one of them should include focus on leadership.