

A case-study on training ; development of pakistan international airline

[Business](#)



In The Name of Allah, the Beneficent, the Merciful With all my heart, We are immensely grateful to the Almighty Allah, by the Grace of Whom we have been able to accomplish this report for Human Resource Management.

In accomplishing this report we have been benefited from the advices, guidance, and encouragement of a lot of people who deserve credit and acknowledgement and without the assistance of these people, this report was not possible. So we would like to show my gratitude towards them. We would like to thank our respected teacher Mr. Afzal Ahmed for their help, encouragement, motivation and guidance for completing this report. We sincerely acknowledge their kind efforts, without which this report could not have been compiled. Their expert comments and advices deserve special credit and recognition, which would also be a source of inspiration for us in future.

PAKISTAN INTERNATIONAL AIRLINE History Birth of a Nation, Birth of an Airline Air transport has probably never been more important to the development of a new nation than in the case of Pakistan. In June 1946, when Pakistan was still in the offing, Mr. Mohammad Ali Jinnah, the Founder of the upcoming nation, instructed Mr. M. A. Ispahani, a leading industrialist, to set up a national airline, on a priority basis.

With his singular vision and foresight, Mr. Jinnah realized that with the formation of the two wings of Pakistan, separated by 1100 miles, a swift and efficient mode of transport was imperative. A New National Flag Carrier for Pakistan Orient Airways was a privately owned company, with limited capital and resources. It could not be expected to grow and expand independently.

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It was then that the Government of Pakistan decided to form a state-owned airline and invited Orient Airways to merge with it. The outcome of the merger was the birth of a new airline, through PIAC Ordinance 1955 on January 10, 1955.

In addition to transport activities, Orient Airways had established the nucleus of overhaul and maintenance facilities and acquired trained pilots, engineers and technicians, measures which proved to be a great asset for PIA during its teething phase. PIA's First International Service The year 1955 also marked the inauguration of the fledgling airline's first scheduled international service - to the glittering, glitzy capital city of London, via Cairo and Rome. Initially, there was much criticism, as the public could not comprehend or justify the need to operate an international route when, in their opinion, other projects vital for a developing country should have been given a higher priority. However, PIA's focus was, and continues to be, to serve the Pakistani community at large. The provision of transportation to expatriates has remained one of the foremost priorities of the national airline.

Moreover, PIA earned substantial foreign exchange through international services, which it invested in the purchase of aircraft and spare parts, as fleet expansion was a grave necessity for the airline. New Planes, New Directions, New Management In 1956, orders were placed for two Super Constellations and five Viscounts which were to be delivered in 1959. At this juncture, PIA possessed a small fleet which comprised of Convairs, Viscounts, Super Constellations and DC-3s. While Mr. M. A.

Ispahani was the first Chairman of the new dynamic airline; it was the first Managing Director of PIA, Mr. Zafar-ul-Ahsan, who in his 4 year tenure, got the ball truly rolling and set the shape of things to come. The PIA Head Office building at Karachi Airport, which houses all the major departments of the airline, was the brain-child of Mr. Zafar-ul-Ahsan. In fact, on his departure from the airline, the employees presented him with a silver replica of the building with the caption, " The House You Built". In 1959, the Government of Pakistan appointed Air Commodore Nur Khan as the Managing Director of PIA.

With his visionary leadership, PIA ' took off' and within a short span of 6 years, gained the stature and status of one of the world's frontline carriers. In aviation circles, this period has often been referred to as the " golden years of PIA". Development, expansion, and growth were keywords that the new management was committed to. In March 1960, PIA launched its first Boeing 707 jet service on the London-Karachi-Dacca, route which later proved to be very successful. This trail-blazing accomplishment resulted in PIA becoming the first Asian Airline to operate a jet aircraft, setting trends for the future.

In 1961, the airline took on the mammoth task of initiating a cross-Atlantic service from Karachi to New York. By this time, PIA had placed orders for more new aircraft, which included Fokker F-27s, Boeing 720Bs and Sikorsky helicopters. Helicopter services in East Pakistan had gained momentum by 1962 and expanded to include Sylhet, Chittagong, Dacca, Comilla and Ishurdi. PIA's helicopter services carried over 70, 000 passengers during the

first year of operation. At the time, it was regarded as a stellar operation, equal to any other in the world. Unfortunately, due to two mishaps, the service was discontinued in 1966.

Safety Management System at PIA PIA is the first airline to get certified (initial certification) on Safety Management System (SMS) by Civil Aviation Authority CAA - Pakistan. CAA Air Navigation Order (ANO 91. 0032 issued in September 2008) binds all airlines operating in Pakistan to have SMS. Well before the issuance of this ANO, PIA initiated SMS awareness and implementation in July 2008. PIA awarded initial certification on SMS in 27th February 2009 by CAA.

The Pursuit of Excellence Through Technology and Quality Control Not content with a number of historic firsts under its belt, PIA made history yet again, by installing Pakistan's first computer, an IBM1401, in 1967. PIA's first Engine Overhaul Shop, located near the Head Office building, was also completed and commissioned around this time. The Ground Training School (GTS) now known as the PIA Training Centre, was first conceived and developed during 1961-62. Interestingly, training was initially imparted in the T-shaped building which has now become the PIA Dispensary, close to the Head Office building. Besides visible development and growth in traffic and revenues in the sixties, PIA added additional destinations, new equipment, and cutting-edge technology to support its ever expanding operations.

A new Jet Hangar for Boeings with a supporting airframe overhaul shop was completed and commissioned in 1968. In 1970, PIA set up its own Flight Kitchen in Karachi, which caters, even today, to the national airline as well as

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other carriers. Over the years, with the airline's expansion and increased capacity, the need for a second Flight Kitchen became imperative. Ushering In a New Era of Growth and Development PIA heralded the nineties by donning a bright new corporate identity. Old-timers may remember the flutter that the earlier green and gold livery had created when it was first introduced in 1974. However, in keeping with the changing times, PIA introduced a smart, sporty 90's look.

The familiar PIA green was reinforced with moss green and pale blue stripes were incorporated into the new corporate identity. The stripes, a universal symbol of sport, highlighted PIA's active participation and sponsorship of a diverse range of national games. PIA's players have always been at the forefront of Pakistani Cricket, Hockey, Squash, Football, Chess, Bridge, Polo and Table-Tennis teams. The nineties also saw the expansion of PIA's massive Hajj and Umrah operations to Pakistan's smaller cities, in addition to the major cities of Islamabad, Peshawar, Lahore, Quetta and Karachi. PIA's growth continues unabated and the airline now operates globally, covering the entire domestic landscape and international destinations spread over 4 continents. Impressive statistics for a comparatively young airline? Since its inception in 1955, PIA has indeed, come a long way.

OBJECTIVES OF TRAINING ; DEVELOPMENT OF PIA To develop and conduct quality training as per the requirements of user departments and regulatory authorities • To maintain centralized training database of all PIA personnel for organizing HR activity • To maintain regular contact with vendors regarding new functionalities, modifications and additions to update training

programmes and train the instructors • To formulate criteria which will enable the training of PIA personnel to achieve excellence in their respective fields/functions • To conduct courses, workshops, seminars, workouts, conventions, and to present papers so as to make PTC prominent in aviation training, particularly in this region

History of PIA Training Centre

PIA Training Centre, Karachi-an institution of comprehensive instruction dedicated towards imparting quality training in all the major areas associated with civil air transport. The centre is housed in a three-storied spacious building, essentially self-contained in facilities and centrally air-conditioned. It is situated about 300 yards from the Corporate Head Office building of PIA. The prestige and esteem that the Training Centre enjoys has been a result of tireless efforts expended, since the very inception of PIA in 1956, in making the programmes of study worthy of its name. Training has been offered for PIA employees as well as for other airlines' staff intending to work, or already working as members of the cockpit and flight service crew, as passenger service and marketing staff, and as mechanics and engineers, etc.

It was in 1960 that all training was amalgamated under one roof at the Hotel Midway House, Karachi. The Centre was moved to its present premises in October 1975. Specialist instructors are assigned at the Centre for imparting rigorous training to those who fly, and to those who service and maintain various types of aircraft (B-747-200, A-310, A-300, B-737, B-777). The training aids and equipment used are the latest. The methods of knowledge and skill transfer, adopted at the PIA Training Centre, are varied all pragmatic and useful.

Classroom lectures are augmented by group discussion, observations, experiments, simulations, case studies, etc. Study tours to a number of PIA facilities are regularly conducted and seminars on topics of general interest are frequently convened. Training facilities available within the airline also include flight simulators which are used in the Transition and recurrent Training of pilots and other operational crew. The equipment here includes: a cabin service procedures trainer, A310 Flight Simulator, 747-200 Flight Simulator and B743 FFS with RB211 Engines also A-310 Video ; Audio Computer Based Instructions (VACBI) Systems. These are largely supplemented with apprentice workshops and laboratories for new entrants. During the past, for many years the PIA Training Centre has also been instrumental in rendering training to a large number of pilots, engineers, flight stewards/stewardesses, traffic and sales personnel from over 30 airlines and associated agencies worldwide, mostly from Asian and African countries.

PIA TRAINING FACILITY Main Building: Three-storey Centrally Air- conditioned Building Area: 52, 200 sq. ft. Building includes: Classrooms equipped with latest training aids: o Aircraft Cabin Mockup Computer Based Training o Audio Visual System o Audio Visual System o Cockpit Systems Simulator o Grooming Room o SABRE System (Reservation/Check-in) o Laboratories o Library o Printing and Publications o Auditorium o Seminar ; Conference Rooms Apprentice Building: Building Area: 12, 700 Sq. ft. Two-storey building equipped with: o Air-conditioned classrooms o Latest training aids o Workshops

METHODS OF TRAINING ; DEVELOPMENT USED BY PIA CUSTOMER SERVICE • Flight service • Marketing • Passenger service ENGINEERING ;

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MAINTENANCE • Apprenticeship • Aerospace • avionics FLIGHT OPERATIONS
INFORMATION TECHNOLOGY MANAGEMENT CUSTOMER SERVICE FLIGHT
SERVICE Basic Courses | | | In this course they provide Flight Service Basic
For Cabin Crew | | Advance Courses | | 1 | Advance courses are based on
training of In-flight Management Supervisory | | | Skills | | 2 | Supervisory
Skills for Senior Crew of ATR 42/500 | | Refresher Courses | | 1 SEP Refresher
(PIA specific Aircrafts) | | 2 | In flight Service Refresher | | 3 | Joint SEP
Refresher (PIA specific Aircrafts) | | Equipment / Job Specific Courses | These
courses include the training of handling dangerous goods | Dangerous Goods
Regulations Initial | | Dangerous Goods Regulations Refresher | | Flight Deck
Transition | | Wet Drill | MARKETING Traffic, Reservation ; E-Ticketing The
basic courses of marketing include Traffic and Ticketing courses where they
have to deal with the customers and it also include Reservation and E-
Ticketing courses.

In these courses the training is provided about how to deal with the
customers during peak seasons. The employees working at the ticketing and
reservation counter must know about the prices of the tickets of PIA and of
other airlines as well for the particular destinations. So for this purpose the
training is provided to the employees. This whole course is based weeks
training program. It is conducted through lectures, video presentations and
role playing. Cargo Sales Basic Most of the PIA's revenue comes from its
cargo facility.

In this course the employees are trained about how to handle the cargo
goods. Some goods are so delicate that there is a danger they might break

or get spoiled. So the employees are trained to handle those goods. This training is based on two weeks. Vestibule training and simulation is used for this purpose.

General Courses/ Seminars/ Workshops This training includes travel documents courses. In this courses the air traffic employees are trained about what kind of travel documents are needed by the passengers to travel and how to check those documents. Seminars and workshops are conducted for this purpose. Marketing orientation is also included in this course in which they introduce the goals and objectives of the whole marketing department.

PASSENGER SERVICE Basic Passenger Services The basic passenger services courses include fulfilling the needs of the passenger whenever they call, how to behave with the passengers, serving passengers with drinks and refreshment etc.

These training programs are carried out through video presentations and vestibule training.

Interact Safety Safety instructions training is given to the cabin crew in this course. They are trained about how to handle the turbulent situations. The basic training program used for this purpose is simulation.

Baggage handling These courses include how to handle the baggage of the customers. Vestibule training is used for this purpose.

Courtesy & Customer Care This training program includes dealing with the passengers in a friendly and courteous manner even if they are unhappy or angry. The crew is trained to listen to even the worst remarks of the passenger and in turn reply them with courtesy. This training program is carried out through role playing and behavior modeling. Attitude

Development The cabin crew has a specific attitude which must be developed through training programs. Special lectures and video presentations are used for this purpose.

Time Management Learning to manage the time during flight is very important for the cabin crew for this purpose the training is conducted. The method of simulation and vestibule training is used for this purpose.

ENGINEERING & MAINTENANCE ? APPRENTICE Apprentice Mechanic Course

The apprentice mechanic course is conducted for aerospace, avionics and sheet metal. This training program is based in three years each. It involves learning from more experienced employee. Aircraft Maintenance

Familiarization This training program is conducted for the maintenance team of the aircraft.

Its time duration is 12 weeks. Apprenticeship training is used for this

course. ? **AEROSPACE** The basic courses for aerospace include • Basic gas turbine familiarization • Basic structure repair • Basic cabin maintenance • Aircraft cleaning

All these training programs are conducted through

apprenticeships and job instruction training. ? **AVIONICS** Basic courses for avionics include • Basic electricity & electronic • Basic radar

FLIGHT OPERATIONS Flight Operation Training Unit Flight operation courses are for cadet pilot and flight operation officer. These are the basic training programs and are conducted through simulations and job instruction training.

Information Technology training unit: The basic IT courses include windows & internet, review of MS-Office, network basics and orientation. Equipment or job specific courses include MS-excel, MS-word, MS-power point, MS-excel

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advance, MS-access, MS-project etc. Security courses are also included in information & technology training. MANAGEMENT Skill Development Courses These courses include the training of initial management, middle management, senior management and supervisory skill. Case studies, role playing and behavior modeling is used for these training programs.

Laboratory training and action learning is also used for this purpose.

Seminars/ Workshops/ Short Courses These include following trainings • Leadership • Teamwork • Motivation • Stress management • Effective communication • Positive attitude • Decision making • Creativity & innovation • Organizing skills • Interpersonal skills • Problem solving skills.

All the above mentioned skills are acquired through various training programs which include lectures and video presentations, role playing and behavior modeling, case studies, laboratory training and action learning.

Training and Development Pakistan International Airline Training and development The role of human resource department is to improve the organizations effectiveness by providing employees with the knowledge , skills , concept , rules or changing attitude and behavior to enhance the performance of employees Training: Training is typically part of human resource development. Training is an aim to improve employees current work skill and behavior Effort initiated by an organization to foster learning among its members . Tends to be narrowly focused and oriented toward short term performance concerns.

Development: Development aims to increase abilities in relation to some future position or job. Effort that is oriented more toward broadening an

individual's skills for the future responsibilities. Training And Development Objectives: The principle objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization in addition to that , there are four other objectives . Individual Objectives - helps employees in achieving their personal goals, which in turn , enhances the individual contribution to an organization. Organizational objective- assists the organization with its primary objective by brining individual effectiveness. Functional objective- main the department's contribution at a level suitable to the organizations need.

Societal Objective- ensure that an organization is ethically and socially responsible to the needs and challenges of the society. Importance of Training and development: • Optimum utilization of human resource • Development of human resource • Productivity • Team spirit • Organization culture • Quality • Healthy work environment • Profitability • T & D aids in organizational development. Steps of Training and Development: Need Assessment: In need assessment HR tries to find out the objective in order to provide the training to the employee and for this they do GAP ANALYSIS through they may able to realize that what kind of training and development should be needed and for what reason. Need Assessment is done by " GAP" ANALYSIS. The first step is to check the actual performance of our organizations and our people against existing standards, or to set new standards. There are two parts to this: Current situation: Current state of skills, knowledge, and abilities of our current and/or future employees is determined.

This analysis also should examine our organizational goals, climate, and internal and external constraints. Desired situation: Identify the desired or necessary conditions for organizational and personal success. This analysis focuses on the necessary job tasks/standards, as well as the skills, knowledge, and abilities needed to accomplish these successfully. The difference the “ gap” between the current and the necessary will identify our needs, purposes, and objectives. [pic] Benefits of Need Assessment: Through need assessment we may able to find: Problems or deficits: Are there problems in the organization which might be solved by training or other HRD activities? Impending change: Are there problems which do not currently exist but are foreseen due to changes, such as new processes and equipment, outside competition, and/or changes in staffing? Opportunities: Could we gain a competitive edge by taking advantage of new technologies, training programs, consultants or suppliers? Strengths: How can we take advantage of our organizational strengths, as opposed to reacting to our weaknesses? Are there opportunities to apply HRD to these areas? New directions: Could we take a proactive approach, applying HRD to move our organizations to new levels of performance? For example, could team building and related activities help improve our productivity? Mandated training: Are there internal or external forces dictating that training and/or organization development will take place? Are there policies or management decisions which might dictate the implementation of some program? Are there governmental mandates to which we must comply? Methods Of Training and Development: There are various types of training and development methods which are used for different purposes.

? Lecture: Lecture is best used to create general understanding of a topic or to influence attitudes through education about a topic. It is the most common form of off the job training is the oral presentation of information to an audience. Lecture Helps in:

- The variation here means that some forms of lecture are interactive while some are not real
- Lecture motivate and create interest among the trainees in order to become effective
- It is presumed to possess a considerable depth of knowledge of subject at hand

This method is used mainly in college and universities

Pros:

- Less time is needed for the trainer to prepare than other methods.
- It provides a lot of information quickly when it is less important that the trainees retain a lot of details.
- Cost per trainee is very low
- Can be reached large number of people at once
- Knowledge building exercise

Cons:

- Does not actively involve trainees in training process.

- The trainees forget much information if it is presented only orally
- Inability to identify and correct misunderstandings

|| ? Computer Based Training:

Computer based training can be defined as that any training that occurs through the use of computer.

- E learning new ways of delivering training programs are constantly being developed in the attempts to match the high speed at which businesses are moving. One of the new methods of delivering training programs is with online

Pros:

- It is easy to provide this training and the trainer can follow-up with questions and discussion.
- It is also easy to assure that the same information is presented to each trainee.

Cons:

- It is expensive to develop.

Most trainers choosing this option must purchase the training from an outside vendor, making the content less specific to their needs. ? Simulation: Simulation is defined as spirited activity or exercise in which trainees compete with each other according to the defined set of rules. Simulation is creating computer versions of real life games. It is about imitation or making judgment or opinion how events might occur in a real situation Trainees participate in a reality-based, interactive activity where they imitate actions required on the job. It is a useful technique for skills development.

Pros: • Training becomes more reality-based, as trainees are actively involved in the learning process. It directly applies to jobs performed after training. • Simulations involve yet another learning style, increasing the chance that trainees will retain what they have learned. Cons: • Simulations are time-consuming. The trainer must be very skilled and make sure that trainees practice the skills correctly.

• Only perfect practice makes perfect. ? Job Rotation This approach allows the manager to operate in diverse roles and understand the different issues that crop up . if someone is to be corporate leader , they must have this type of training . Recent study indicated that the single most significant factor that leads to leader achievement was of experience in different department , business unit , cities and countries Pros: • Excellent job rotation program can decrease the training cost while also increasing the impact of training , because job rotation is a hands on experience . ake individuals more self motivated , flexible , adaptable , innovation, eager to learn and able to communicate effectively and better understanding of strategic issue Cons: •

One of the possible problem with the rotation programs will be the cost because job rotation increase amount of management time to spent on lower level employees ? Apprenticeship: Apprenticeship is another of on the job training is one of the oldest form of training .

apprenticeship are designed to a significant time span . apprenticeship were the major approach to learning a craft. Outdoor and actions oriented programs through experimental learning. Develops leadership, teamwork and risk taking abilities Pros: • Trainees can immediately see the consequence of wrong actions Materialistically enhance their thinking and behavior Cons : • Work time bias has to be allotted for it • Interest of the participant is required ? Vestibule training: A special type of classroom facility is used to give instruction in the operative of equipment like that found in operation department. The emphasis is on instruction rather than production . actual work condition are simulated .

material files and equipment are used . used for training people for clerical and semi skilled job Pros • Training becomes more reality based • Directly applies to job after training • Increase the chances of retention Cons • Time consuming • Trainer has to be very skilled There has to be elaborates setups for the same ? Games and Simulation: Trainees participate in a reality-based, interactive activity where they imitate actions required on the job. It is a useful technique for skills development. Pros: Training becomes more reality-based, as trainees are actively involved in the learning process. It directly applies to jobs performed after training. Simulations involve yet another

learning style, increasing the chance that trainees will retain what they have learned.

Cons: Simulations are time-consuming. The trainer must be very skilled and make sure that trainees practice the skills correctly. Only perfect practice makes perfect. ? Role Play: The purpose of this method is to give participants a chance to experience such situation a chance to experience such situation in a controlled setting. Further more trainee are provided with a description of the context usually a topic area a general description of a situation , a description of their roles and the problem they each face During a role play, the trainees assume roles and act out situations connected to the learning concepts. It is good for customer service and sales training.

||| Role play helps in Developing interpersonal skills and communication skills. • Conflict resolution • Group decision making Developing insight into one's own behavior and its impact on others Pros: • Trainees can learn possible results of certain behaviors in a classroom situation. • They get an opportunity to practice people skills. It is possible to experiment with many different approaches to a situation without alienating any actual customers. Cons: • A lot of time is spent making a single point. • Trainers must be skilled and creative in helping the class learn from the situation.

In some role play situations, only a few people get to practice while others watch. ? Case Studies A case study is a description of a real or imagined situation which contains information that trainees can use to analyze what has occurred and why. The trainees recommend solutions based on the content provided. Details of series , either real or hypothetical , which take

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place in a business environment When this method of training used participants asked to sort through data provided in the case to indentify the principal issues and then propose solution to these issues Pros: • A case study can present a real-life situation which lets trainees consider what they would do. • It can present a wide variety of skills in which applying knowledge is important. Cons: Cases can be difficult to write and time-consuming to discuss.

- The trainer must be creative and very skilled at leading discussions, making points, and keeping trainees on track. For the Effective Training Method: • Motivate the trainee to improve performance • Provide for active participation by trainee • Encourage positive transfer from training to job • Provide timely feedback on the trainee performance • Be structure from simple to specific problem
- EVALUATION OF TRAINING ; DEVELOPMENT IN PIA
- The ' Evaluation of training and development in PIA consists of: • senior management • the trainer • the training manager Each has their own responsibilities, which are described below Senior Management Awareness of the need and value of training in a PIA. • The necessity of involving the Training Manager (or equivalent) in senior management meetings where decisions are made about future changes when training will be essential. • Knowledge of and support of training plans. • Active participation in events.
- Requirement for evaluation to be performed and require regular summary report. • Policy and strategic decisions based on results. The Trainer: • Monitoring the learning as the programmed progresses. • The trainer must know how to trained there staff in order to work in any unseen situation. •

They must be prepared with different methods of training The Training Manager Maintenance of interest and support in the planning and implementation of the training, including a practical involvement where required • The introduction and maintenance of evaluation systems, and production of regular reports for senior management • Frequent, relevant contact with senior management Although the principal role of the trainee in the programmed is to learn, the learner must be involved in the evaluation process. This is essential, since without their comments much of the evaluation could not occur.

Neither would the new knowledge and skills be implemented. LINKAGE OF T ; D TO Compensation OF PIA ? Training ; Development In PIA, Training and development helps there employees in compensating themselves. There is a very close relationship between training and development and compensation plan. Compensation plan based on training and development. When the employees of PIA trained enough to face certain challenges and accomplish airline's goals and objectives then they will be compensated.

Compensation may be adjusted according the business needs, goals, and available resources. Human resources departments are responsible for the creation and management of the compensation program Different types of compensation which is in PIA includes: • Base Pay • Overtime Pay • Bonuses, , Merit Pay • Travel/Meal/Housing Allowance • Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes. In PIA, various methods of training and development are used to polish there employees. as training becomes an essential part of an airline. Thus HR department has this

job to fulfill. In Hr dept, there is a separate section for Compensation and Benefits in which all employees records, performance, appraisals are evaluated and then they get compensated.

? Compensation: Develop a competency and performance based compensation system which gives optimum flexibility to local units to reward performance in support of the Institute's mission within the bounds of the Institute's budgetary policy at the time of the review. Characteristics • Compensation is linked to the competencies of individuals and teams and how well they contribute to an airline's success. • The compensation system is clear, equitable, and well-communicated. The compensation system is flexible enough to support changing work assignments, team-based pay, superior performance, and market forces. How it is implemented

1. Evaluate the current compensation systems at the PIA.
2. Develop a process to measure the contributions of managers, individual contributors, and teams.
3. Conduct an annual Airline audit to ensure equity in base salaries across roles.