



- **Competence Assessment at KLM Engineering & Maintenance**

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● KLM Engineering & Maintenance

- KLM Engineering & Maintenance (KLM E&M) is KLM's maintenance division. Operating under the name AFI KLM E&M, KLM E&M and Air France Industries (AFI) are a major force in the global aircraft maintenance industry.
- Their "airline MRO organisation" (Maintenance Repair & Overhaul) is relatively unique in the MRO world.
- In addition to the KLM and Air France fleets, KLM E&M and AFI also maintain the aircraft, engines and components for around 200 customers worldwide.
- AFI KLM E&M employs around 15,000 staff, including more than 4,500 employees at KLM E&M, who work on approximately 2,800 aircraft around the world.
- KLM E&M is a teaming organisation.

● Teaming

- Imagine... an organization
 - where everyone matters
 - Where different generations work together, help, support and respect each other
 - Which is flexible and agile, because teams are at the helm themselves
 - Where teams make decisions, continuously improve and thus get the job done together
 - Where your talents are used and where you can develop further
 - Where managers coach and ensure that you can get the best out of yourself

This is teaming!

- Teaming

● Selection process

- How
 - Job interviews
 - Optional > Assessment by external organisation
- Why
 - Is candidate suitable for the job?
 - What is needed to make a candidate suitable for the job?
- Who
 - Manager
 - Recruitment
 - Team members

● **Teaming and competence assessment**

- Team members are more and more involved in job interviews
- Team members thus play an important role in the selection of new team members
- What is the best fit for the team?
- Which competences does the team need?

● Tools for the teams

- Online trainings available for employees
- Personal effectiveness, team development and leadership
- Menu > soft skill trainings
- Example
 - Management Team of business unit supports employees with interview questions and required competences due to a expected large outflow of older employees

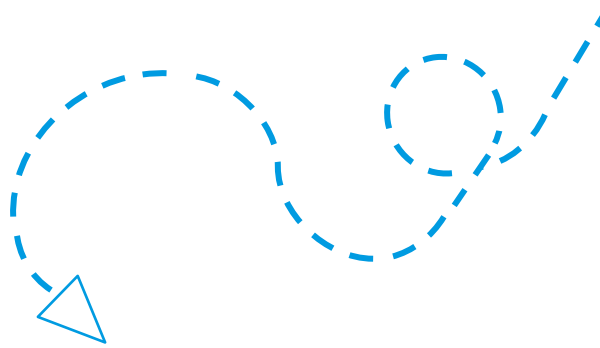
● Make and keep a candidate suitable for the job

- Training
 - Trainingmatrix per function
 - Focus on knowledge
- TOP conversation
 - Conversation about Talent, Development and Performance
 - Initiated by employee
 - At least yearly
- Competence assessment
 - Part 145 requirement
 - Initiated by manager/team leader
 - Once every 2 years

● Training

- E&M Training Board
 - Stipulates the training policy
 - Judges the content of the various trainings
 - Supervises the execution of Part 145/147 training
- Training matrix
 - Management sets the requirements for employees within their unit/plant
 - Management determines which trainings are necessary to fulfill these requirements
 - All trainings are incorporated in a training matrix

- **TOP conversation**



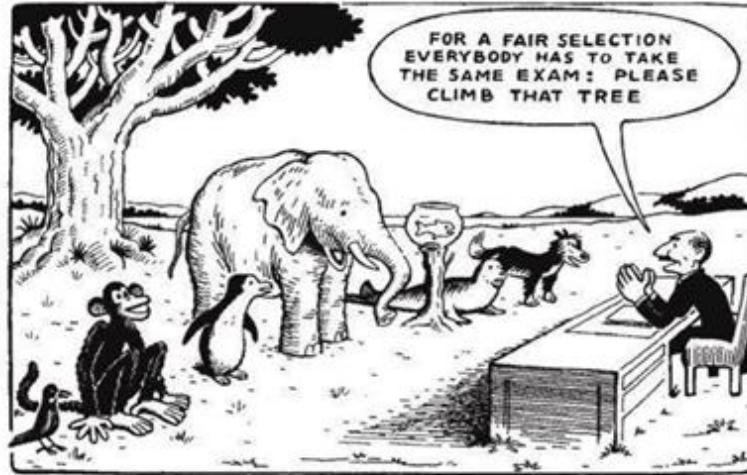
Everybody has talent

And when we manage to create the right environment, with the right attention for each other, we develop a mindset of continuous learning and improvement.

Good for employees and for KLM, now and in the future.

- TOP conversation

And this talent is unique
to everyone



● TOP conversation

- Conversation about Talent, Development and Performance
(in Dutch: Talent, Ontwikkeling en Performance, hence TOP)
- Facilitated with a form in MyHR (KLM's HR database)
- Supported with (among others):
 - A menu (SharePoint site) with a diverse range of supporting resources in order to:
 - Discover what you are good at and what is important to you (Talent Scans via MyTalent)
 - Develop knowledge and skills in preparation for a good conversation
 - After the conversation, get started with what has been discussed
 - Webinars and other communication materials to equip employees and managers with skills and knowledge



● TOP conversation

- All necessary guidance for employees and managers available

How to go about



Prepare yourself well

A good preparation is the key to a good TOP conversation. Before the meeting, answer the questions below and think about what you find important to discuss.



Connect with each other

Take the time together to reflect on the past period and to synchronise watches for the coming period. Discuss together how to make it a pleasant and successful period.



Meet at least once a year

Have a TOP conversation at least once a year. You can choose the time and place together. Do this well in advance, so there is enough time to prepare. You can (and may) have as many TOP conversations as you both want. In any case, you are expected to fill in the "Wrap-up" at the bottom of this form.



Use the supporting questions

The supporting questions on the right will help you answer the main questions about Talent, Development and Performance. You can choose whether and which of these questions you use.



Good to know

- Both the employee and the manager prepare themselves for the TOP conversation of the employee using this form.
- You can see each other's answers once they have been filled in. If you have input that you would like to keep to yourself prior to the meeting, do not fill it in yet.
- The employee and manager can work on the form at the same time.
- After the meeting, it is the manager who finalizes the form (via the blue button at the bottom of the form).
- The process of the TOP conversation consists of just one step; this way you don't have to send the form back and forth.
- Looking for more in your preparation? Please know that KLM has a large and diverse range of talent scans, e-learning and relevant reading material. This [menu](#) contains a selection of that offer. Check it out and see if there is something for you!

How do you contribute to the results?

You achieve better results if you know what the goals are, how you can contribute and if you are fit. You can work on your performance in a targeted manner; if you know what your strengths and areas for improvement are. Look at what you have achieved in the past period and evaluate that together. Also discuss what is expected of you in the near future; in your role, within the team / department.

Do you find it difficult to answer this question?

- Use the supporting questions on the right to form an image of your contribution to the results and how you contribute.
- Think about what **feedback** you get from colleagues and what that teaches you.



Supporting questions to help form an image of your performance

- How do you contribute to the results of the team / department?
 - o What is your role in the team?
 - o How are you to work with?
 - o What is your contribution? E.g. think of your skills or expertise.
 - o Do you work safely?
- Is there anything you can / want to improve or strengthen?

● Part 145 requirements

- 145.A.30(e) Personnel requirements

The organisation shall establish and control the competence of personnel involved in any maintenance, airworthiness reviews, management and/or quality audits in accordance with a procedure and to a standard agreed by the competent authority. In addition to the necessary expertise related to the job function, competence must include an understanding of the application of human factors and human performance issues appropriate to that person's function in the organisation.

- 145.A.35(f) Certifying staff and support staff

...the organisation shall assess all prospective certifying staff for their competence, qualification and capability to carry out their intended certifying duties in accordance with a procedure as specified in the exposition prior to the issue or re-issue of a certification authorisation under this Part.

● Competence assessment process

- Assess the competence by evaluation of:
 - On-the-job performance and/or testing of knowledge;
 - Records for basic, organisational, and/or product type and differences training;
 - Experience records.
- Determine as result of this assessment, the individual's qualification:
 - Which level of ongoing supervision would be required or whether unsupervised work could be permitted;
 - Whether there is a need for additional training.
- Record the assessment
 - Record the competence assessment and qualification, including copies of all documents that attest to this qualification, and add them to the personal file.

Competence assessment form



KLM Engineering & Maintenance

COMPETENCE ASSESSMENT Unit Airframe Line & Base maintenance

Target Group Certifying- / Support Staff

Employee Name Department code

Employee number

	Standard	Need Improvement	Not Acceptable	
Knowledge of human factors, human performance and limitations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Info
Knowledge of Part-M, Part-145 and any other relevant regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Info
Knowledge of organisation capabilities, privileges and limitations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Info
Knowledge of relevant parts of maintenance organisation exposition and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Info
Knowledge of occurrence reporting systems and understanding of the importance of reporting occurrences, incorrect maintenance data and existing or potential defects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Info
Knowledge of safety risks linked to the working environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Info
Knowledge on CDCCL when relevant (critical design config.control limitation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Info
Knowledge on EWIS when relevant (electr.wire interconn. system)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Info

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Experts were once amateurs who kept practicing

- Amit Kalantri -