



GERMAN AIRWAYS

Post COVID

Ramp-up



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Introduction

David Waind began his career in Canada, working in regional airlines and in parallel obtaining FAA qualifications prior to relocating to Germany as part of an airline start-up team in 1997. Since then, he has worked in international management roles both inside and outside of the aviation, always keeping an aerospace and maintenance focus. In 2019 he re-joined, then WDL Aviation in a period of significant rejuvenation. This including the phase-in of a new fleet, extensive base maintenance activities of the outgoing fleet and a subsequent change and upgrade of facilities and systems.

German Airways is a leading ACMI carrier based in Cologne Germany and operates a fleet of Embraer E190 aircraft. The Technical Operations of the airline include line and base maintenance capabilities for multiple types with access to 3500m2 of fully equipped hangarage, workshops and offices.



David Waind



Director Technical Operations





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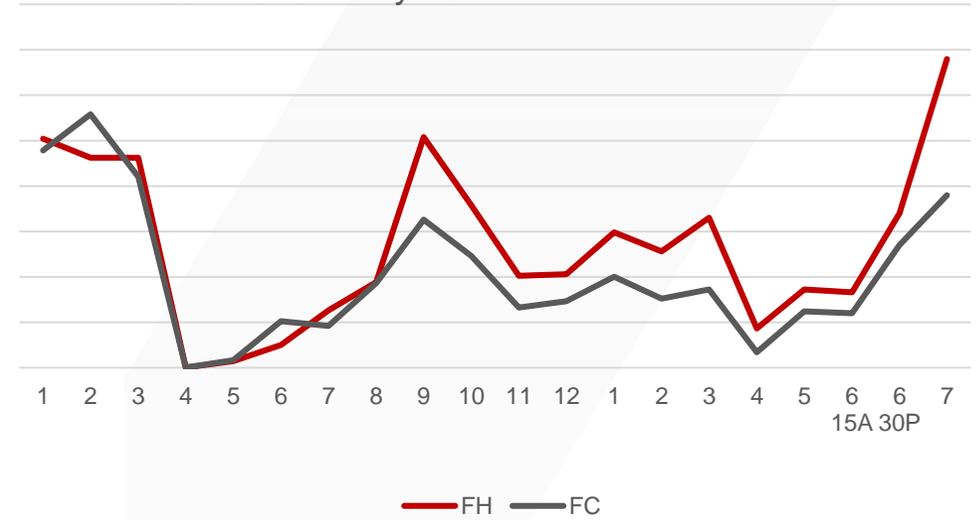
We are going for a ride on a Rollercoaster...

Shut Downs and Lock Downs – direct influence on flight operations

Park, Store or go to the desert? – or just go low utilization

How to forecast & plan maintenance, manpower, equipment in times of uncertainty?

Jan 2020 - July 2021 - The Rollercoaster





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Challenges AMO & CAMO...

Bridge widening gaps – The clock keeps ticking even when the FH & FC slow or stop. Preparation of numerous scenario plans

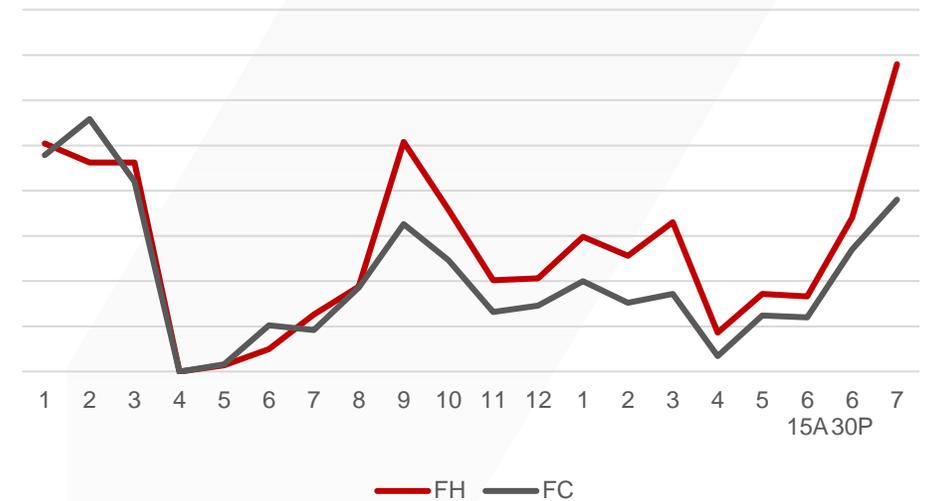
Keep the Team: healthy, proficient, employed and ready for the restart.

Management of Change (operations) and Change Management (people) are essential in every decision

On reflection we discovered the following pattern:

- 5 „R“s 1) **Realise** – assess and accept the situation & circumstances
- 2) **Reflect** – on what options are feasible
- 3) **Reset** – agree and take action
- 4) **Reflect** – what worked, what didn't ?
- 5) **Rebuild/Restructure** – take the steps necessary

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Actions Taken AMO & CAMO

Home Office: limited possibilities – increased risk of infection
- manpower planning to minimize exposure and risks

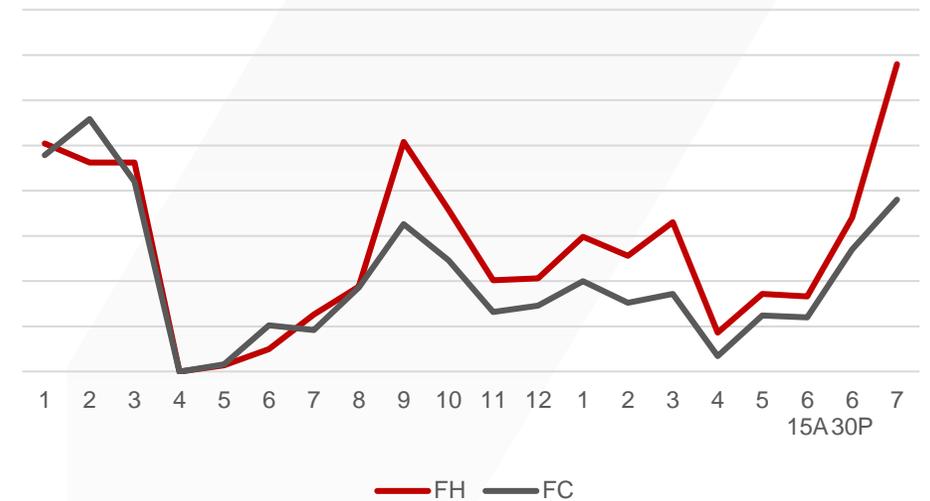
Focus on scalability to prevent unnecessary costs or wasted resources while retaining the ability for quick restart

Staff rotation (line and base) and increased focus on task training complimented by mentorship/buddy system

Third party services – revenue input and keep the team together

Synergies with other local operations – cost reductions

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Ramp-Up Challenges

Supply Chain

- standard consumables may have long lead times (not just toilet paper)
- previous supply data is often no longer reliable
- BREXIT – re-validation of suppliers, import costs and much longer transport times
- staged call-ups and calibration of tooling which was deemed excessive during the pandemic

KPI / SPI

- The „classics“ may not be valid
- not enough data, MaReps:PiReps, storage & low utilization influences

Human Factors

- Proficiency/ skill fade in an unexpectedly short period of time
- AMC 66.A.20 (b) 2 / GM1 145.A.30 (e) - current & new joiners
- Reactivation/Reintegration of furloughed staff (what have they missed/how rough is the re-entry?)
- Fatigue and „weariness“ resulting from 15 months of interruption

Manpower Planning

- Use of Flying Spanners, Corona Testing & Quarantine time



Ramp-Up – Management of Change & Change Management

Use the tools available and at hand... The context may have changed but factors are universal

Analyse circumstances, challenge in decision making, establish barriers and mitigations by taking the „classics“ into consideration:



Make COVID the opportunity to introduce or improve processes, training, efficiencies and safety promotion inside the AMO & CAMO organizations.



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