Project Management in Aviation
Training Course
Course Agenda
# Course Agenda

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</tbody>
</table>

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<td>Module 3: The Project Planning Stage</td>
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<td>Closure</td>
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</table>
Course Introduction
Laila Hareb Al Muhairi, Assistant Director General Strategy and International Affairs

Laila Hareb, Assistant Director General, is a game changer in the local and regional aviation strategies. She joined the General Civil Aviation Authority (GCAA) in September 2009 to lead its Strategic Planning and Corporate Excellence Department. In little over two years since she began her work at the GCAA, it has been awarded the prestigious Sheikh Khalifa Government Excellence Program (SKGEP) award in recognition of its best practices in the areas of Strategic Planning and Performance Management systems. In addition to this, it was also recognized as the government entity for the most improved performance.

Laila Hareb is a corporate strategist with vast experience in developing and implementing strategic direction for major organizations in public sector. The first Arab lady to hold a vital strategic position in the MENA region. Her areas of expertise is expanded in variety of management sectors such as Strategic Planning, organizational development, corporate performance functions, quality & excellence and stake holder relationship management. Her previous experiences and achievements include developing a three year Corporate Strategy Plan and Balanced Score Card, development and implementation of CRM strategy for national transportation where as the Director-Strategy and Corporate Performance, she was instrumental in establishing performance standards as well as strategic and planning excellence in the organization.
Who we are!

Laila Hareb Al Muhairi, **Assistant Director General Strategy and International Affairs**

Ms. Hareb undertook major restructuring projects for various organizations. She undertook project management such as UAE Aviation Fees and Charging Restructuring. She also brings a wealth of experience in the areas of Information Technology, Training, Corporate Marketing and communication. She initiated and personally managed training programs for aviation personnel in different continents, notably training for ladies in aviation.

In the midst of her busy schedule, Laila would still take the time to leave a very personal mark on people around her.

She is a motivational speaker who presents to audiences on the topics of inspiration, motivation, change, and overcoming hardships. The stories she shares with her audience are authentic and genuine life changing events that she has survived. Striking a balance between the responsibilities of a single parent for three, and the demands of a dynamic aviation industry was her biggest challenges, yet her major success. She has been described as a dynamic and innovative speaker that never fails to provoke, excite and energise. Laila is passionate about people releasing their potential and reaching the peak of their capacities. She communicates with great passion and conviction and is skilled in building audience bond and engagement.
Course Introduction

Who we are!

Issa Abdel Ahad, Corporate Development Specialist and PMO Manager.

Almost 20 years of experience in translating business needs into successful solutions. Issa leads the planning and execution of a wide range of strategies and projects to meet some of the highly important organizational objectives of GCAA with the aim of enhancing work effectiveness and efficiencies.

Issa also leads the Portfolio Management Office (PMO), which manages tracks and monitors the performance of almost 30 sensitive and highly visible projects to ensure they are being delivered within agreed scope, with quality, on time and budget while the overall risk for GCAA is properly controlled.

Before joining the GCAA, Issa has been involved in some of the key transformational projects in the United Arab Emirates and across the Middle East region. In his capacity as operations and delivery director for one of the international system integrators and management consultancies, Issa oversaw the successful delivery of all the projects undertaken by the company in the Middle East, which also covers the planning, forecasting and fulfillment of the human resource factor across the different projects, beside managing the overall delivery risk for the company in the region.
Course Introduction

Who we are!

Issa Abdel Ahad, Corporate Development Specialist and PMO Manager.

One of Issa’s key achievements was the successful management and execution of the UAE national council elections of 2011, on which he played the role of program manager to ensure a smooth and successful elections spread over 13 election sights and with a team of over 100 professionals. In doing so, Issa was the first in the Middle East to manage fully electronic elections at the national level. Also, the UAE’s federal government CRM solution was one of Issa’s biggest achievements where he managed the program to develop and roll-out the solution to almost 40 federal government entities.

Overall, Issa enjoys a breadth of experience ranging from management consultancy, project management, people management and other exciting domains. He is responsible, creative, with initiative and punctuality. Issa accepts with pleasure the challenges and goals that are assigned to him, with good handle of the interpersonal relationships, ability to lead and work in teams, ability to work under high pressure, so as to solve problems efficiently and achieve the set goals.
About GCAA

• The General Civil Aviation Authority (GCAA) was established in 1996 by Federal Cabinet Decree (Law 4).

• GCAA’s role is to regulate and oversee aviation safety, security and environment, deliver air navigation services and facilitate air connectivity through international collaboration in order to serve the general public and the civil aviation industry in a responsive and cost effective manner.

• GCAA represents UAE in the ICAO executive council as an effective member participating in shaping ICAO policies and regulations and leads the Arab region in the development of aviation industry.

• GCAA plays a vital role in the development of the Arab aviation industry throughout its leadership as chairman of the executive council of Arab civil aviation commission and its initiatives of Arab aviation transformation and developing its strategies.
GCAA Training

• In support of the continuous development of the aviation sector in UAE, GCAA plans and delivers a group of **aviation specific training courses** targeted at its own employees and the aviation market alike.

• Courses span all aspects of civil aviation including **Safety**, **Security** and **Air Navigation**, and are delivered mostly in the GCAA training center in Abu-Dhabi. (*National Center for Aviation Studies - NCAS*)

• GCAA currently provides around **30 courses**, either directly using its own capabilities or through specialized third parties.

• GCAA had **signed different MoUs with all UAE training providers** to provide specific training requirements for ACAC, AFCAC and LACAC to enhance capacity building not only locally but internationally.

• A list of the courses we currently deliver is provided in the next slides.
GCAA Training Courses (National Center for Aviation Studies - NCAS)

**Safety Affairs - FOPs & SAFA**
- Fatigue Risk Management
- Flight Operations Inspector Refresher Course (FOI)
- Aging Aircraft
- Fixed Wing Training Refresher Course
- Occurrence & Serious Incident Investigation (SRM)
- Flight Operation Inspector Refresher course (FOI)

**Safety Affairs - Licensing**
- Regulatory Audit Techniques
- Flight examiner "Initial"
- Flight examiner "Refresher"
- Nominated Post-holder Training

**Safety Affairs - Airworthiness**
- Human Factor
- Safety Management System (SMS)
- State Safety Program (SSP)
- EASA Part 21 Course
- Technical Report Writing
- Airworthiness Course
- EWIS - Electronic Wire
- CAR part M
- Fuel Tank Safety Training Refresher
- CAR part M Refresher
- CAR Part 145
- SMS Recurrent
## GCAA Training Courses *(National Center for Aviation Studies - NCAS)*

<table>
<thead>
<tr>
<th>Safety Affairs - ANA</th>
<th>Air Accident Investigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• EASA new ATM/ Aerodrome Regulations</td>
<td></td>
</tr>
<tr>
<td>• Aviation Fuel Management</td>
<td></td>
</tr>
<tr>
<td>Air Accident Investigation Course</td>
<td></td>
</tr>
<tr>
<td>• Aviation Incident Investigation</td>
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</tbody>
</table>

### General

| Introduction to aviation |
| Strategic Planning in Aviation |
| Project Management in Aviation |

### Security Affairs

| Air Cargo Operations Oversight for Airports |
| AirPort Security Operations Optimization |
Project Management
Workshop Methodology

• Training will run over a period of 4 days
• Beside the theoretical material, exercises will be given to give you the chance to practically apply what you learnt
• Exercises and problem solving require team work
• You will be working as teams, this will help share the knowledge and boost team work
• Each 3 to 4 people will form a team preferably
• Questions are welcomed any time
• Please do not hesitate to inform us if the translation is not clear
Workshop Methodology

- Choose a name for your team
- Choose a leader or coordinator
- You are encouraged to present and discuss actual case studies from your organizations

*NOTE: PMBOK and other standards and references have been used as source for some of the text and material used in this presentation.*
Module 1: Introduction to Project Management
History of Project Management

• As a discipline, project management developed from several fields of application including civil construction, engineering, and heavy defense activity.

• Until 1900 civil engineering projects were generally managed by creative architects, engineers, and master builders themselves.

• It was in the 1950s that organizations started to systematically apply project management tools and techniques to complex engineering projects.

For example:
- Vitruvius (first century BC),
- Christopher Wren (1632–1723),
- Thomas Telford (1757–1834) and
- Isambard Kingdom Brunel (1806–1859)
History of Project Management

Two forefathers of project management are:

- **Henri Fayol**, is known for his creation of the **five management functions** that form the foundation of the body of knowledge associated with project and program management.

- **Henry Gantt**, called the father of planning and control techniques, who is famous for his use of the **Gantt chart** as a project management tool.
History of Project Management

Other Key Contributors

- Critical Path Method (CPM)
  - DuPont & Remington Rand Corporations

- Work Breakdown Structure
  - Winslow Taylor

- Resource Allocation
  - His theories lead to the definition of

- Program Evaluation and Review Technique (PERT)
  - Booz Allen Hamilton

Module 1: Introduction to Project Management
The delivery of business outcomes is realized through the success of projects, and in essence that is the way that project management strategies drive organizational success,” says Adrian McKnight, PMP, program director at Suncorp-Metway Ltd., a financial services firm in Brisbane, Queensland, Australia.
“Good project management discipline stopped us from spending money on projects that fail,” says Ron Kasabian, general manager at global IT giant Intel, Folsom, California, USA, he continues: “Resources are precious, and we’ve got to be sure we are spending them in the best and most efficient way possible,” he says. “When project failure rates decrease, Intel gets the biggest benefit out of IT, which in turn improves Intel’s ability to remain competitive.”
For more info on the benefits of Project management check the white paper under the following link:

http://www.pmi.org/business-solutions/~/media/PDF/Business-Solutions/Value%20of%20Project%20Management_FINAL.ashx
## Module 1: Introduction to Project Management

### History of Project Management

### Some Project Management Institutes

<table>
<thead>
<tr>
<th>Roles relevant for each qualification or certification</th>
<th>APM Introduction Certificate</th>
<th>PRINCE2 Foundation</th>
<th>PMI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project team member</td>
<td>APM</td>
<td>PRINCE2® Practitioner</td>
<td>CAPM (Certified Associate in Project Management)</td>
</tr>
<tr>
<td>New project manager</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Project office staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project co-ordinator</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project planner (project experience not required, but advantageous)</td>
<td>APM Practitioner Qualification (PQ)</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Project manager (junior)</td>
<td>APMP</td>
<td>PRINCE2® Practitioner</td>
<td>PMP (Certified Project Management Professional)</td>
</tr>
<tr>
<td>Work package manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project office manager (typically min. 2-3 years project experience)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project manager (min. 3 years experience of managing non-complex projects)</td>
<td>Registered Project Professional (strictly a designation)</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Senior project manager (typically min. 5 years managing complex projects)</td>
<td>New qualification coming</td>
<td>MSP™ (Managing Successful Programmes)</td>
<td>None</td>
</tr>
<tr>
<td>Programme manager</td>
<td>New qualification coming</td>
<td></td>
<td>PgMP (Certified Programme Management Professional)</td>
</tr>
<tr>
<td>Programme director</td>
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</tbody>
</table>
## History of Project Management

### Some Project Management Courses Delivered by IATA

<table>
<thead>
<tr>
<th>Course / Certification</th>
<th>URL Address</th>
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</thead>
<tbody>
<tr>
<td>IATA/ICAO Project Management Essentials (I-TRAIN)</td>
<td><a href="http://www.iata.org/training/courses/Pages/project-management-essentials-i-train-taph63.aspx">http://www.iata.org/training/courses/Pages/project-management-essentials-i-train-taph63.aspx</a></td>
</tr>
<tr>
<td>Monitoring and Controlling Multiple Projects (30 PDUs) (Classroom, 5 days)</td>
<td><a href="http://www.iata.org/training/courses/Pages/monitoring-projects-taph16.aspx">http://www.iata.org/training/courses/Pages/monitoring-projects-taph16.aspx</a></td>
</tr>
<tr>
<td>Project Management - Advanced (30 PDUs, classroom, 5 days)</td>
<td><a href="http://www.iata.org/training/courses/Pages/project-management-advanced-taph38.aspx">http://www.iata.org/training/courses/Pages/project-management-advanced-taph38.aspx</a></td>
</tr>
<tr>
<td>Project Management - University of Geneva (30 PDUs, classroom, 3 days)</td>
<td><a href="http://www.iata.org/training/courses/Pages/unige-project-management-taph48.aspx">http://www.iata.org/training/courses/Pages/unige-project-management-taph48.aspx</a></td>
</tr>
<tr>
<td>Project Management Essentials (30 PDUs, classroom, 5 days)</td>
<td><a href="http://www.iata.org/training/courses/Pages/project-management-essentials-taph05.aspx">http://www.iata.org/training/courses/Pages/project-management-essentials-taph05.aspx</a></td>
</tr>
<tr>
<td>Project Management Diploma</td>
<td><a href="http://www.iata.org/training/diploma_program/Pages/project-management.aspx">http://www.iata.org/training/diploma_program/Pages/project-management.aspx</a></td>
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</tbody>
</table>
What is a project?

A project is temporary in that it has …

- a defined **beginning and end in time**
- defined **resources**
- a defined **scope**
What is a project?

A project is unique in that …

✓ it is **NOT** a routine operation

BUT

✓ a specific **set of activities designed to accomplish a goal**
What is a project?

Project Vs. Operation

A project …

... converts an IDEA into REALITY
... is a temporary endeavor undertaken to create:
  ➢ a UNIQUE PRODUCT (quantifiable, tangible)
  ➢ a SERVICE (Intangible)
  ➢ or RESULT (Outcomes or Documents – Knowledge)

✓ Temporary
✓ Unique (somehow)
✓ Achieve objective then terminate

An operation …

... is an organizational function performing the ongoing execution of activities that produce the same product or provide a repetitive service.

✓ Permanent (on-going)
✓ Repetitive
✓ Sustains the business
Module 1: Introduction to Project Management

Sample Aviation Projects

- Develop and implement Fair Competition policies
- Expansion of aviation facilities
- Project to reduce emissions
- ERP solution across the entire aviation authority
- Reengineering the safety inspection processes

Module 1: Introduction to Project Management
## Project Vs Operations

**Team Activity 1**

- Classify the below activities as project or operation:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Project</th>
<th>Operation</th>
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<tr>
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<td></td>
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<tr>
<td>Enable electronic channels (ex. Web) to deliver aviation services</td>
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<tr>
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Project Vs Operations

**Team Activity 1**

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</tbody>
</table>
Project management is the application of knowledge, skills and techniques to execute projects effectively and efficiently.

It’s a strategic competency for organizations, enabling them to tie project results to business goals — and thus, better fulfill their strategies and excel in their industries.
What is a Program?

• A program is similar to a project except that it is:
  ➢ Larger in scope than a project
  ➢ Made up of several interrelated projects
  ➢ Made up of a number of similar products
Project Participants
The project team

• Projects are delivered by a set of individuals that together form the *Project Team*.

• A project team often includes people who are critical to deliver the project. Project members can be classified as:
  ✓ Individuals with some value to the project
  ✓ Individuals who possess necessary skills required to deliver the project
  ✓ Individuals who are decision makers
Module 1: Introduction to Project Management

Project Participants

The governance structure

- Sponsor
- Director
- Committee
- Decision Makers
- Project Manager

- Project Management is an art grounded on applications, judgment, and common sense.
- The project manager is expected to execute many functions including:
  - Planning
  - Organizing
  - Staffing
  - Directing
  - Motivating
  - Leading
  - Controlling
  - etc...

PM Characteristics

Project Success
Module 1: Introduction to Project Management

Project Participants

The project team

- Sponsor
- Director
- Committee
- Decision Makers

Project Manager

Subject Matter Expert

Change Management

Team Lead 1
- Team Member
- Team Member 1

Team Lead ...
- Team Member
- Team Member ...

Team Lead N
- Team Member
- Team Member N

Project Coordinator

Team Member

Team Member

Team Member

Team Member

Project team differs based on many factors such as project size, complexity, specialization, impact, etc...
Project Participants

The project team … GCAA Sample Project Org.

ERP System Enhancement Project
Project Participants

Team Activity 2 - The project team

Each team to give examples of project teams structures they were part of or managed before.
Module 1: Introduction to Project Management

Project Participants

Project Stakeholders

• Stakeholders are individuals and/or organizations who are actively involved in the project, or whose interest may be positively or negatively affected as a result of the project execution or the successful project completion.

• Stakeholders need to be updated regularly on project progress or upon achievement of key milestones.
Module 1: Introduction to Project Management

Project Participants

Project Stakeholders

- Customers
- Other Civil Aviation Authorities
- Suppliers
- Resource managers
- Employees
- Airline Operators
- Regulators
- Financial Institutions
- Line managers
- Project Management Office
- Board of Directors
- etc....

The level of interest in the project execution or the level of impact by the project results

The level of influence the stakeholder has on the project