

# PREPARING CABIN CREW FOR THE NEXT AVIATION CRISIS — THE RECOVERY



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**eats2021**  
BERLIN

# DISCUSSION

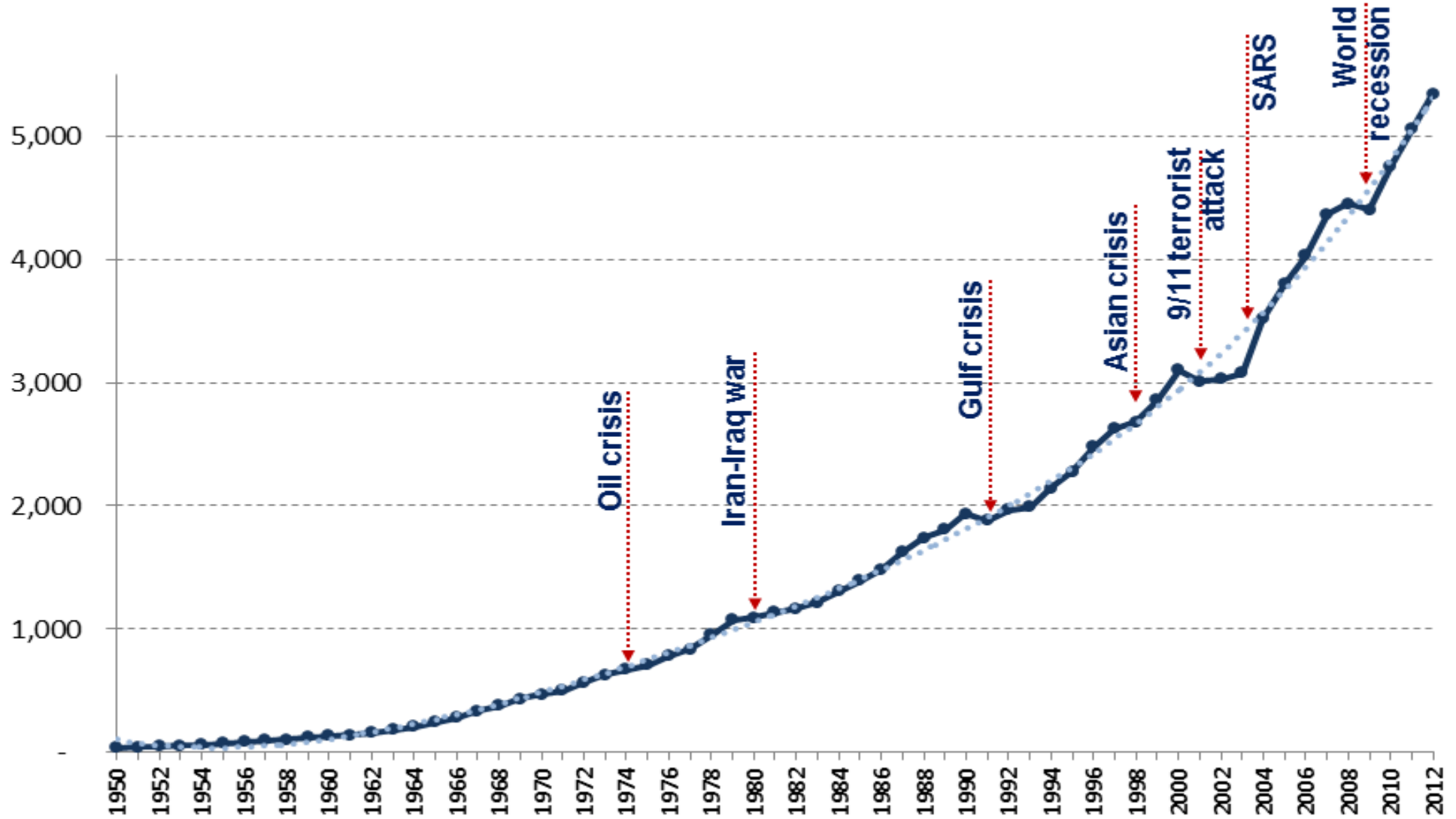
- **Historic World crisis's that affected the growth of Aviation**
- **Effect of Covid 19**
- **Covid -19 Effect on Cabin Crew**
- **Return to normal (a potential crisis in itself)**
- **How can we prepare Cabin Crew for a return?**
- **What do Training & other departments need to do?**



# The world aviation - 1950 to 2012

Revenue Passenger-Kilometres\*

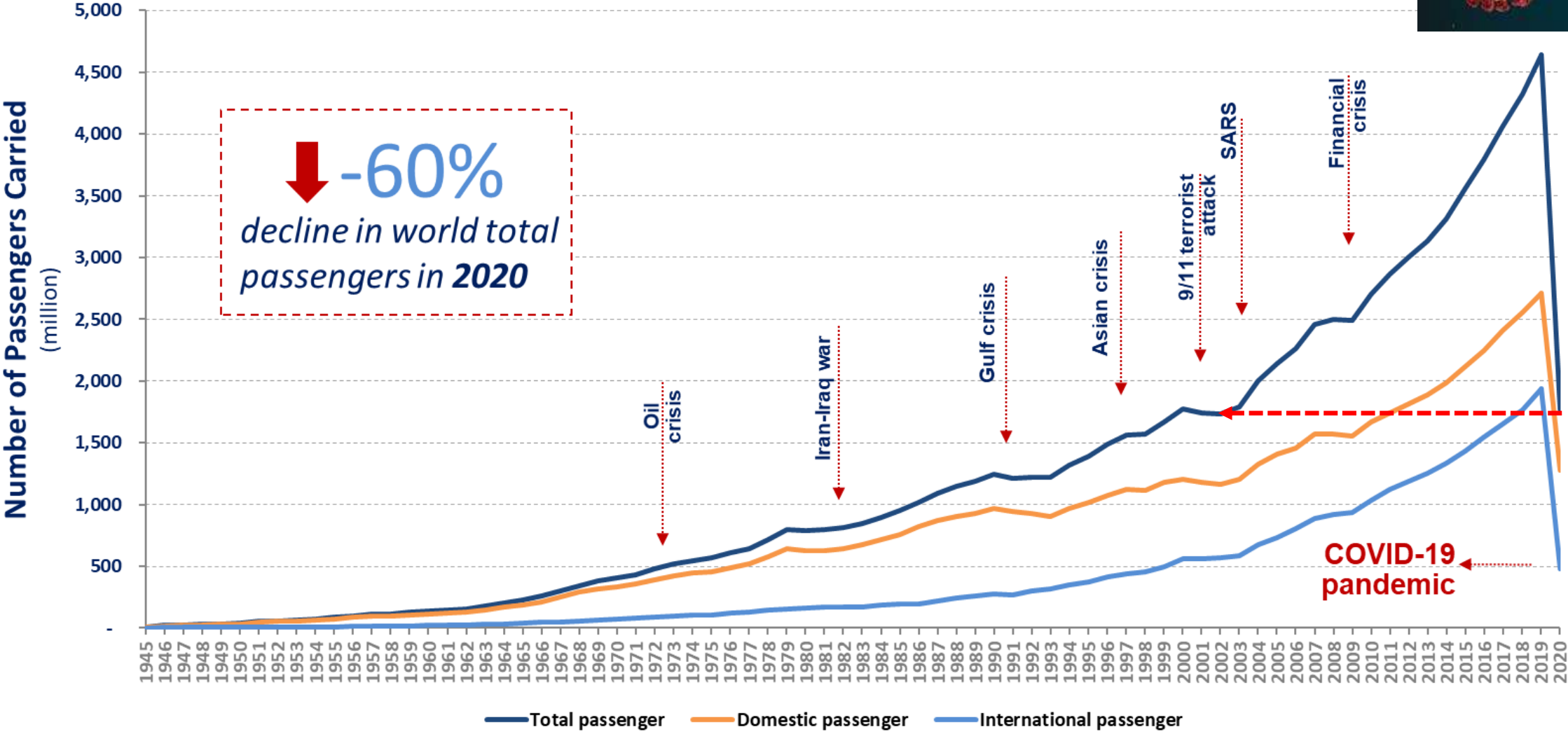
(billion)



\*: World scheduled services



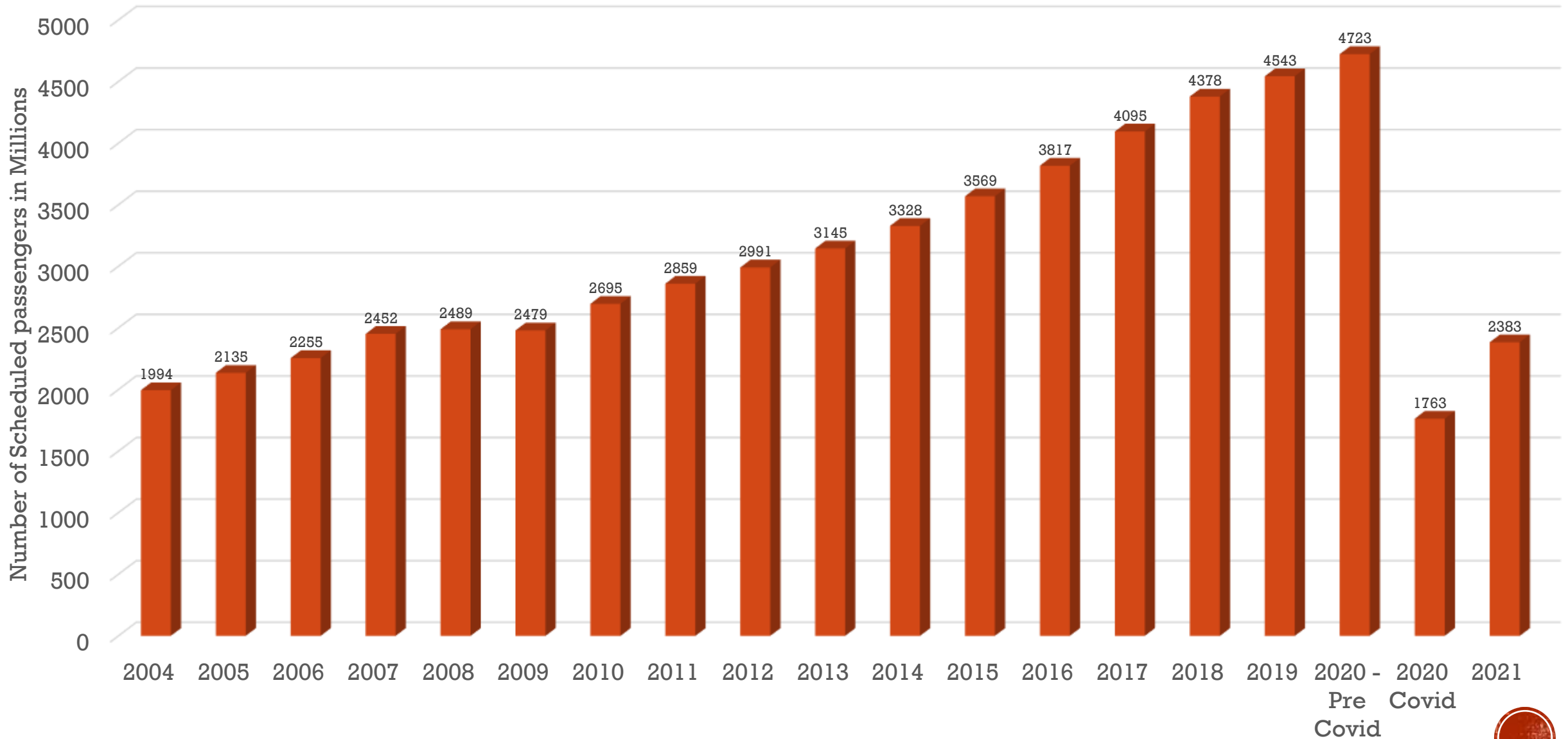
# World passenger traffic evolution 1945 – 2020



Source - ICAO - 15 January 2021



# Number of Scheduled passengers boarded by Global Airlines from 2004 to 2021

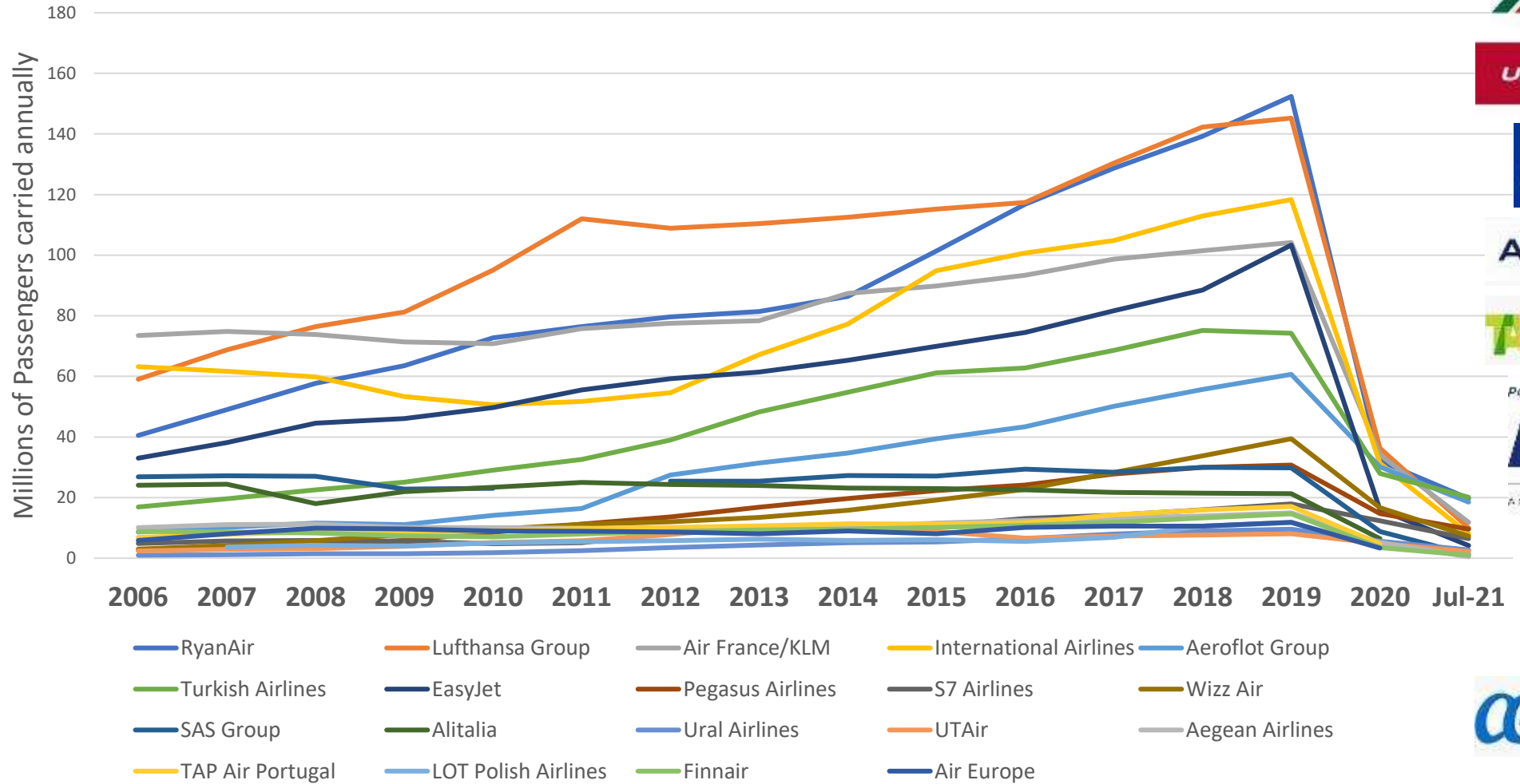


Source: Statista April 2021



# Passengers Carried Annually by 19 European Airlines from 2006 to July 2021

Note: 2021 only reflects passengers carried up to end July 2021



SAS Group

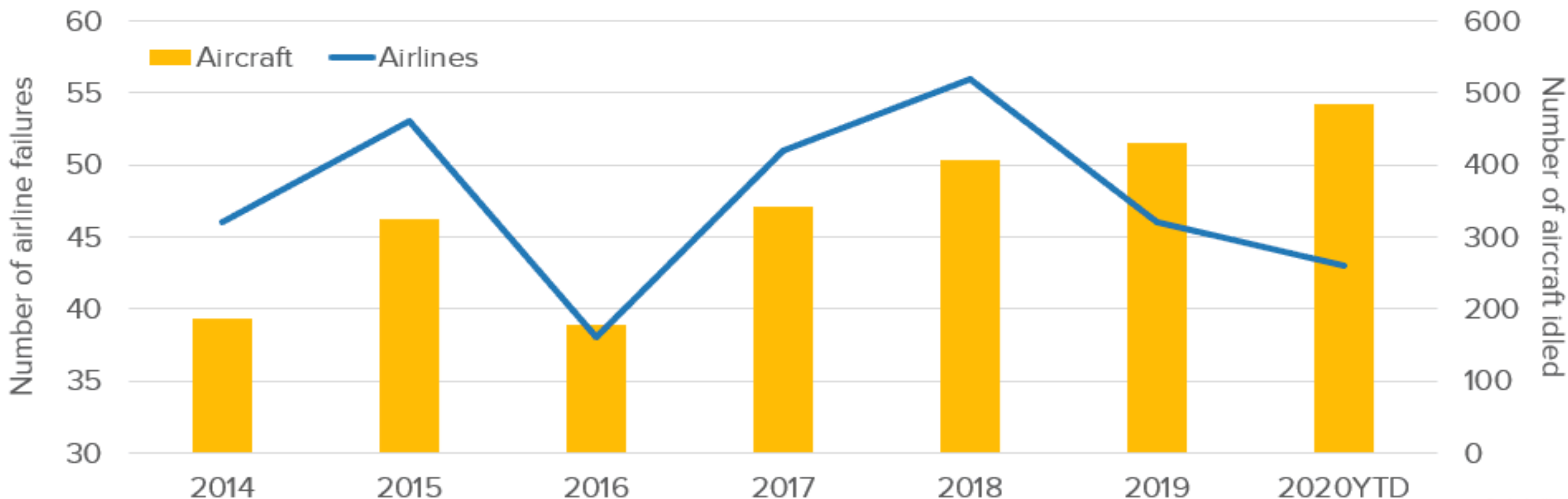


A STAR ALLIANCE MEMBER



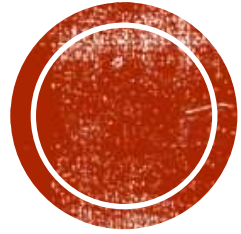
# Global airline failures from 2014 to 2020

Fewer airlines have failed in 2020 so far, but more aircraft have stopped operating because larger airlines were affected.



SOURCE: Cirium





# EFFECTS ON CABIN CREW

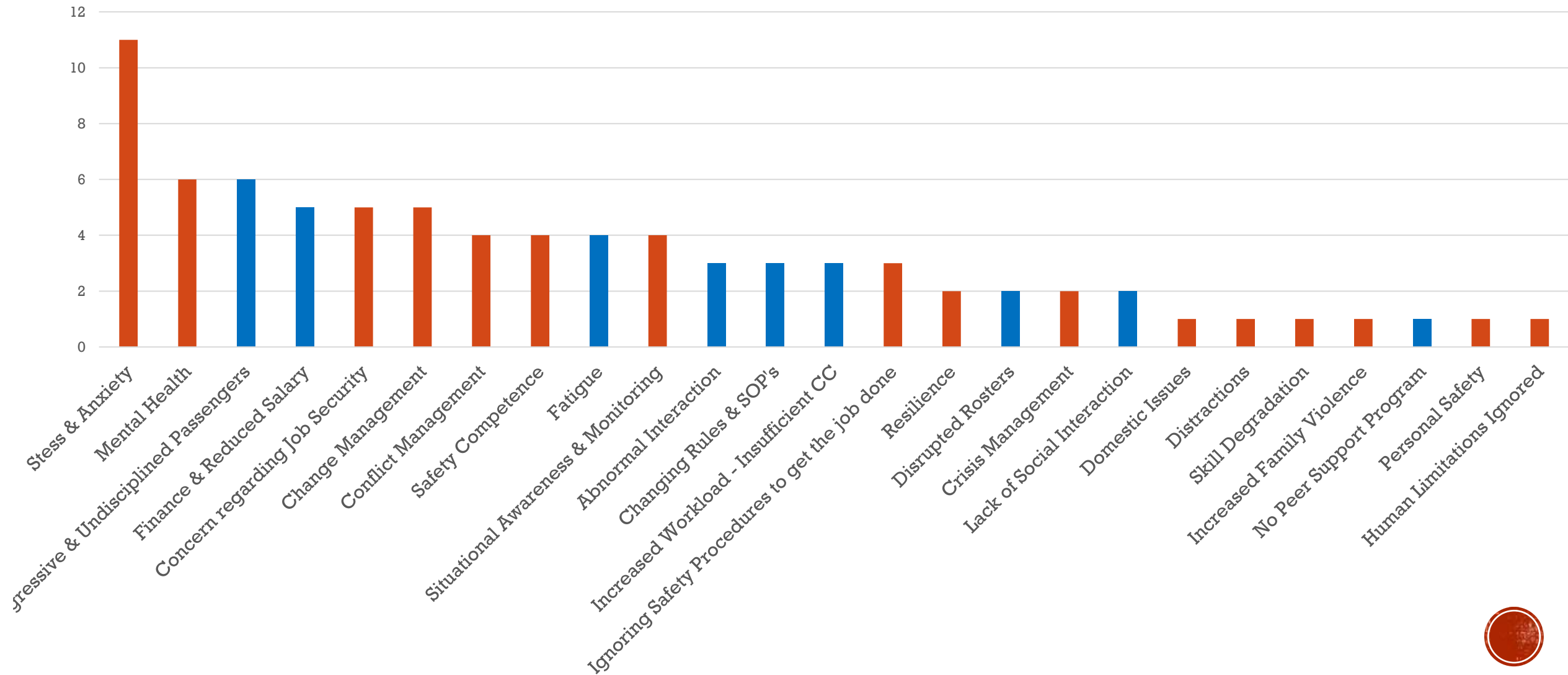




# Issues Affecting Cabin Crew regarding On-Board Performance during Covid - 19 Recovery

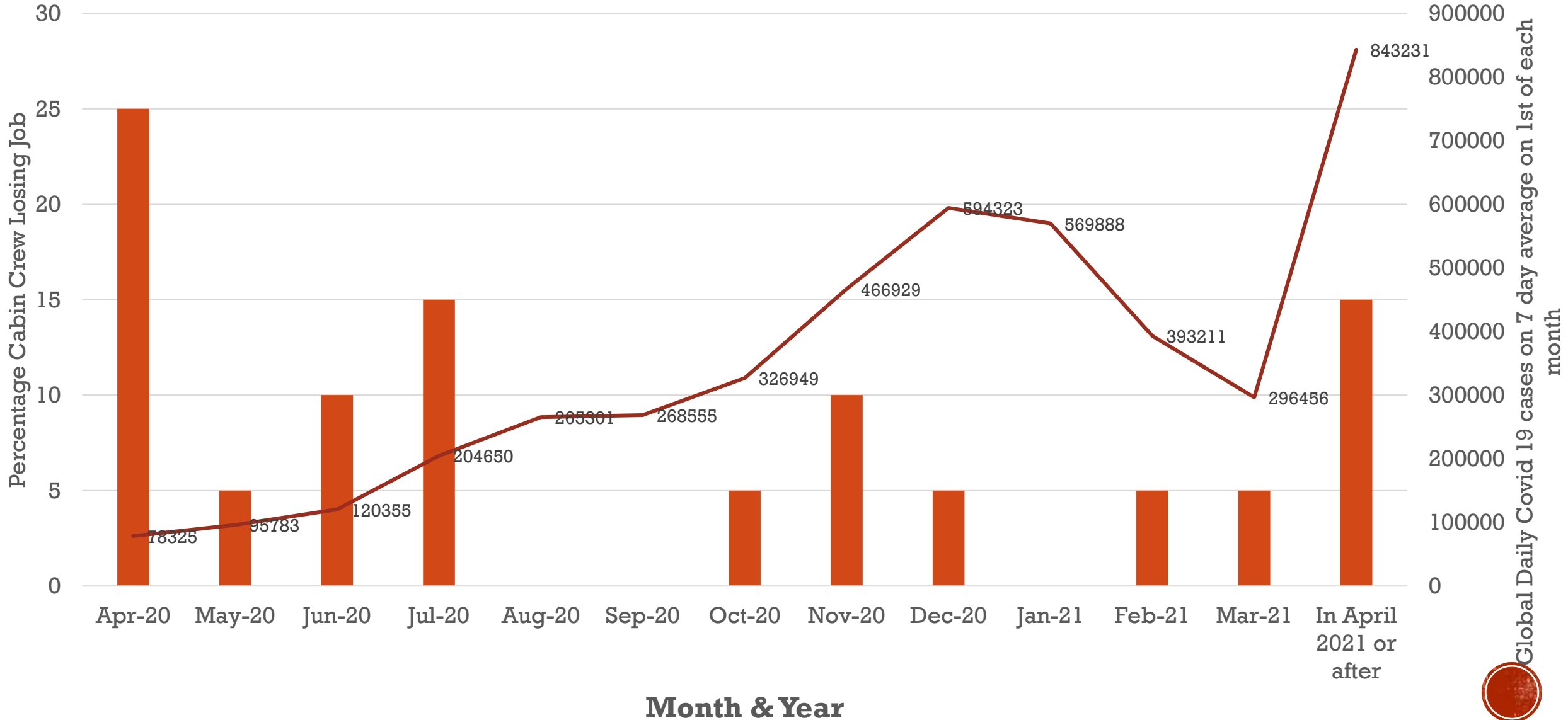
N = 19 (1 x Aviation Psychologist, 1 X Accident/Crisis Response Manager, 3 X CC HF Managers, 11 X Purser [CRM Instructors], and 3 x Female Captains)

**CAUSES** vs **EFFECTS**

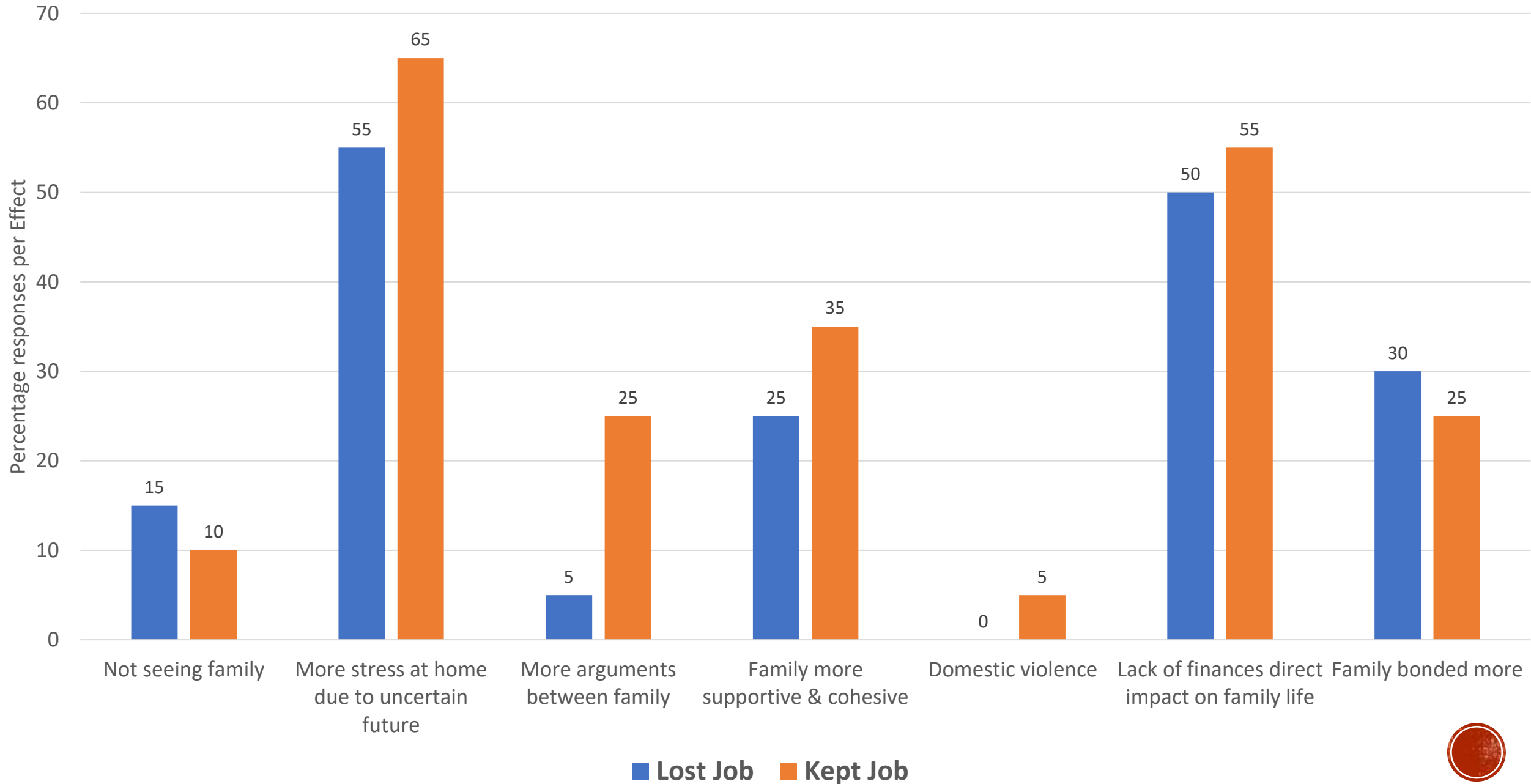


# Month of Losing Job during Covid-19 and Global Covid-19 cases

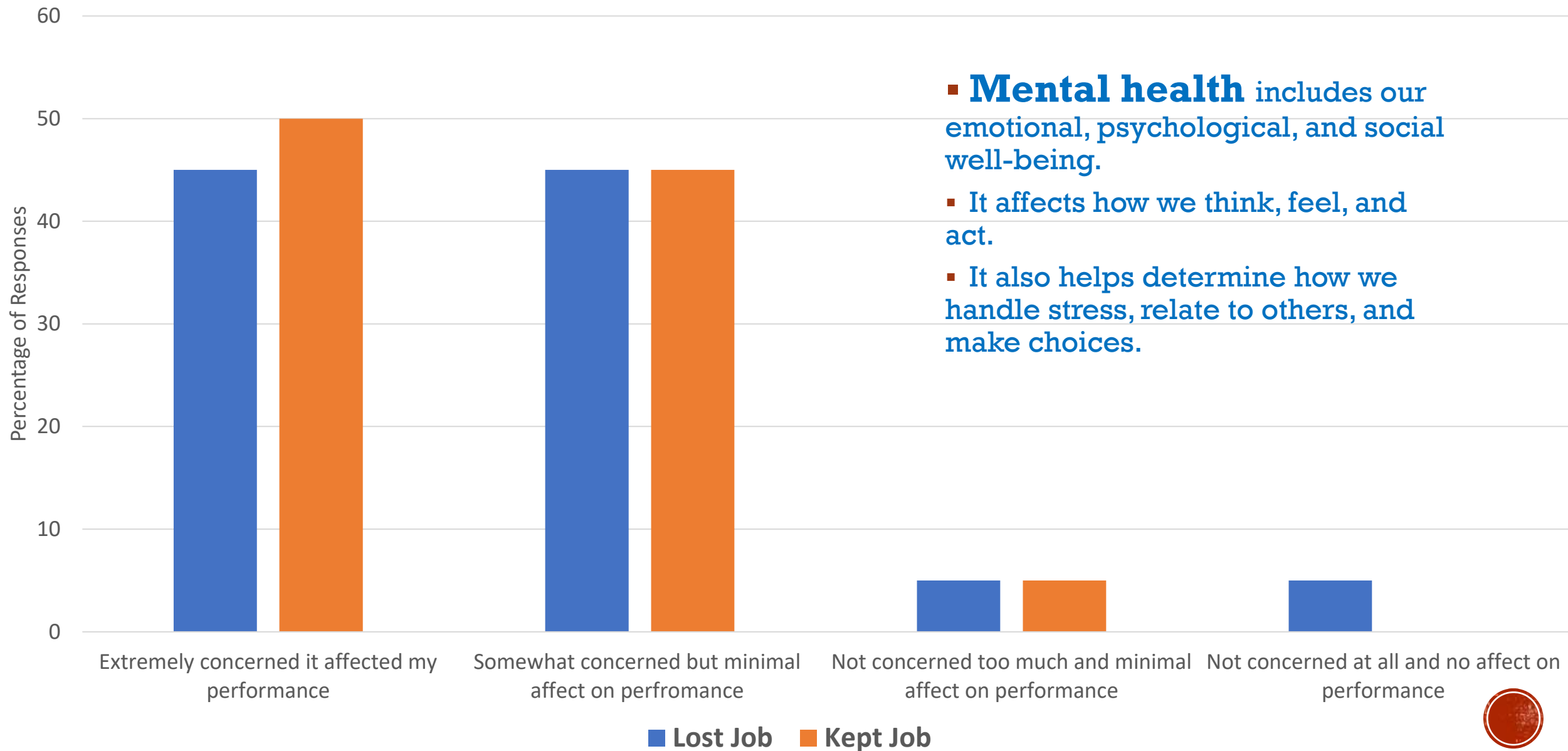
Note: Covid cases are as per the 1st of each month based on a 7 day average and not the total cases for the month.



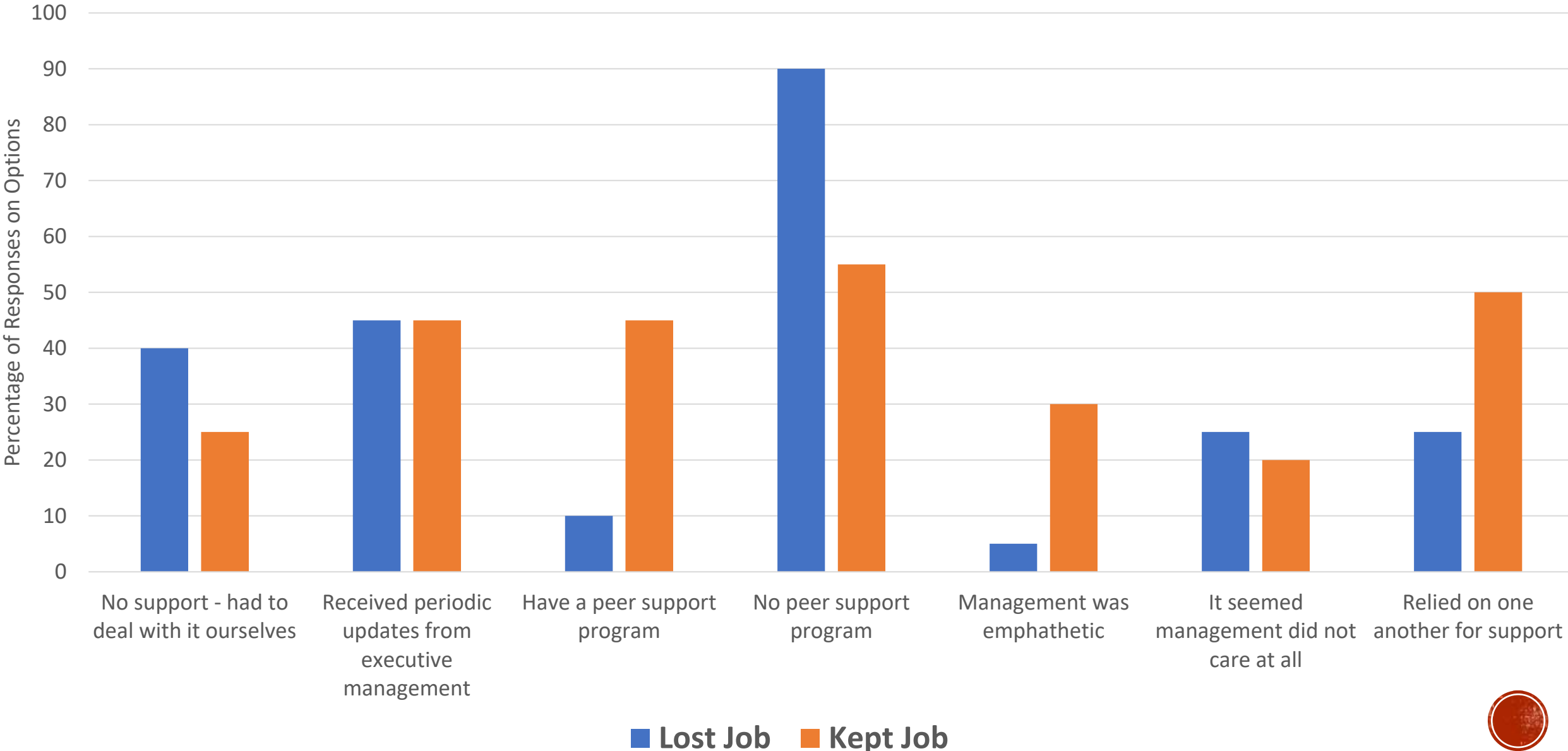
# To what extent did Covid-19 affect your family life?



# To what extent did the uncertainty of future employment affect your mental health?

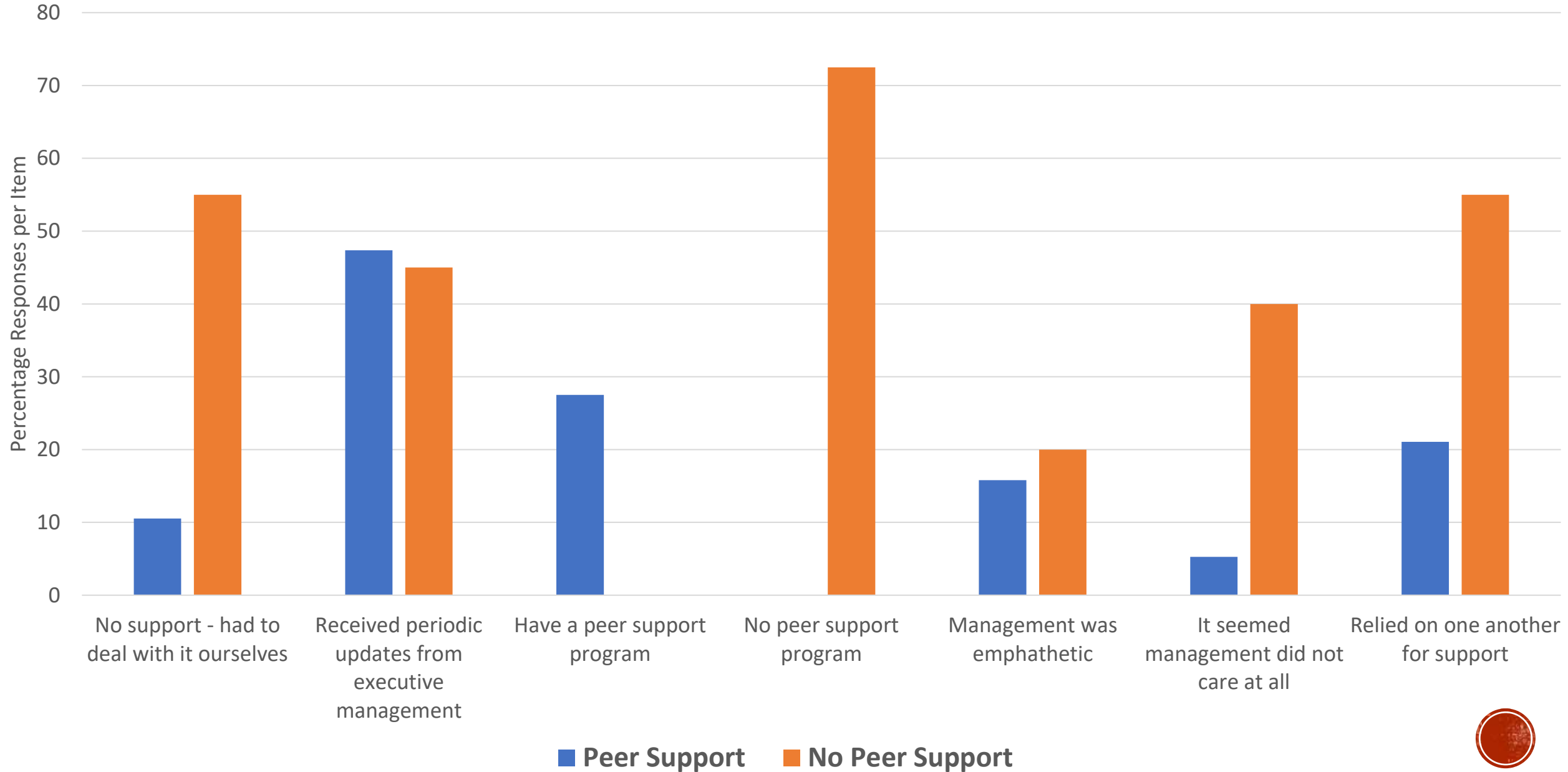


# To what degree did Management support you during the crisis?

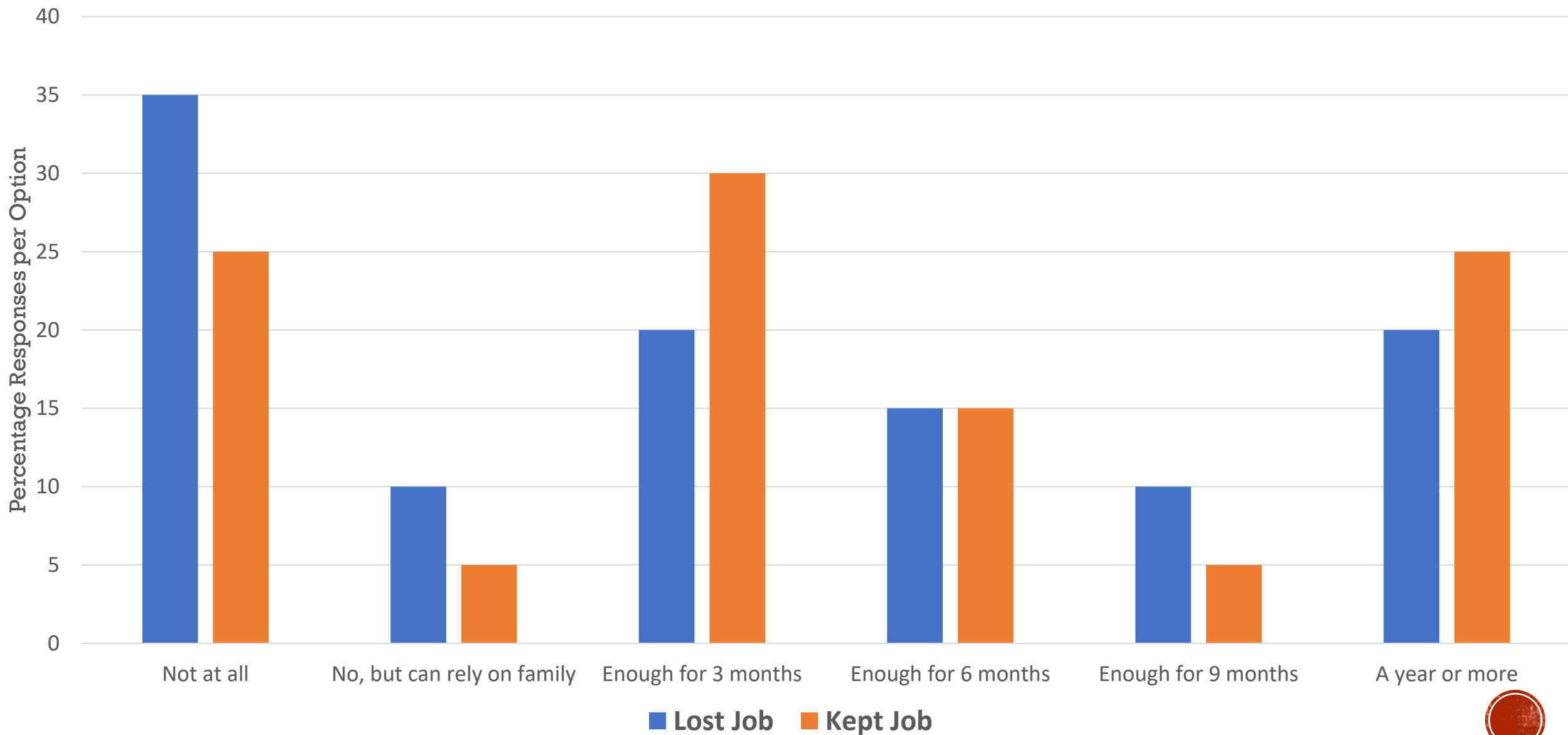


# Peer Support Program

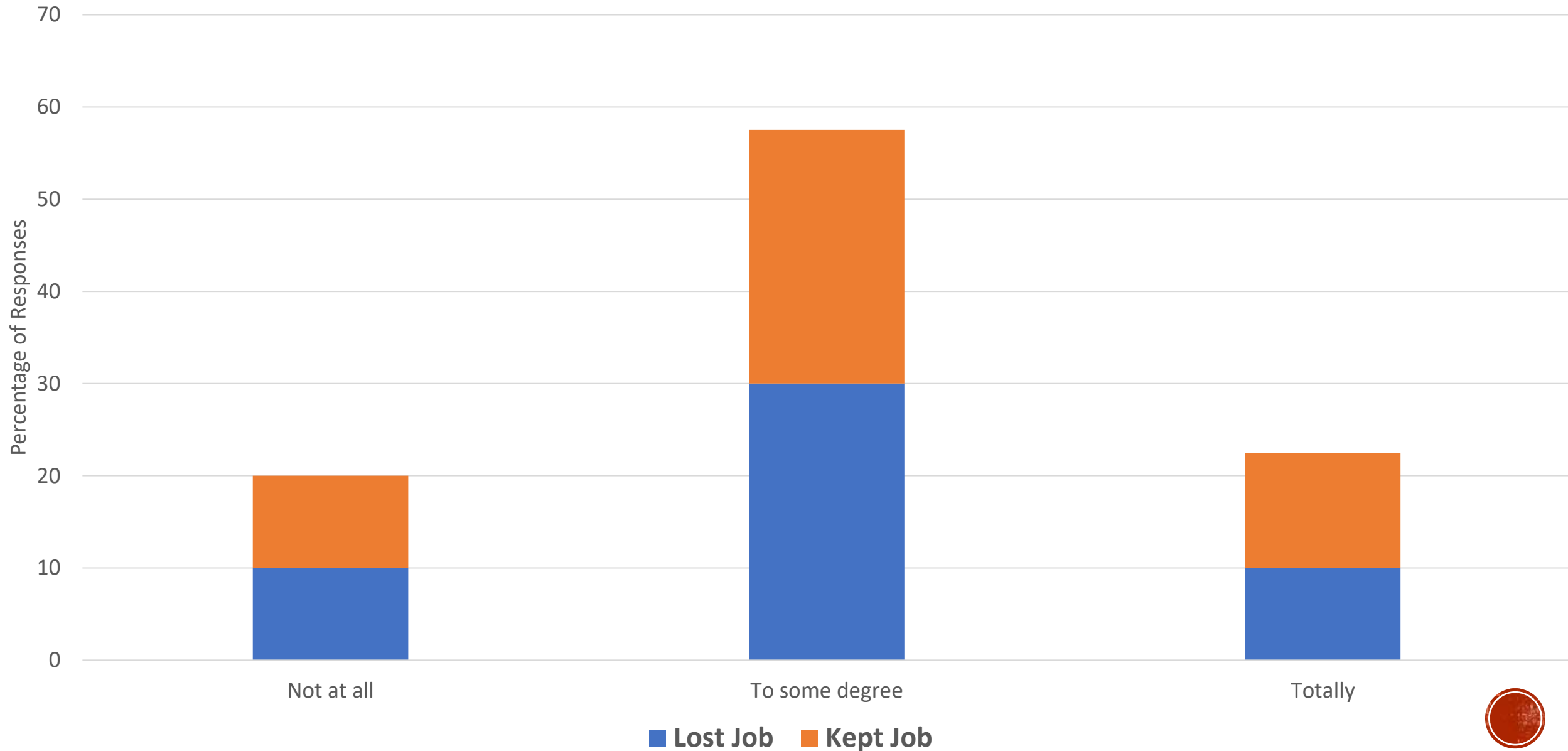
Peer Support = 27,5% vs No Peer Support 72,5%



# Do you have a savings plan to ensure that you have sufficient funds in the event of losing your job?

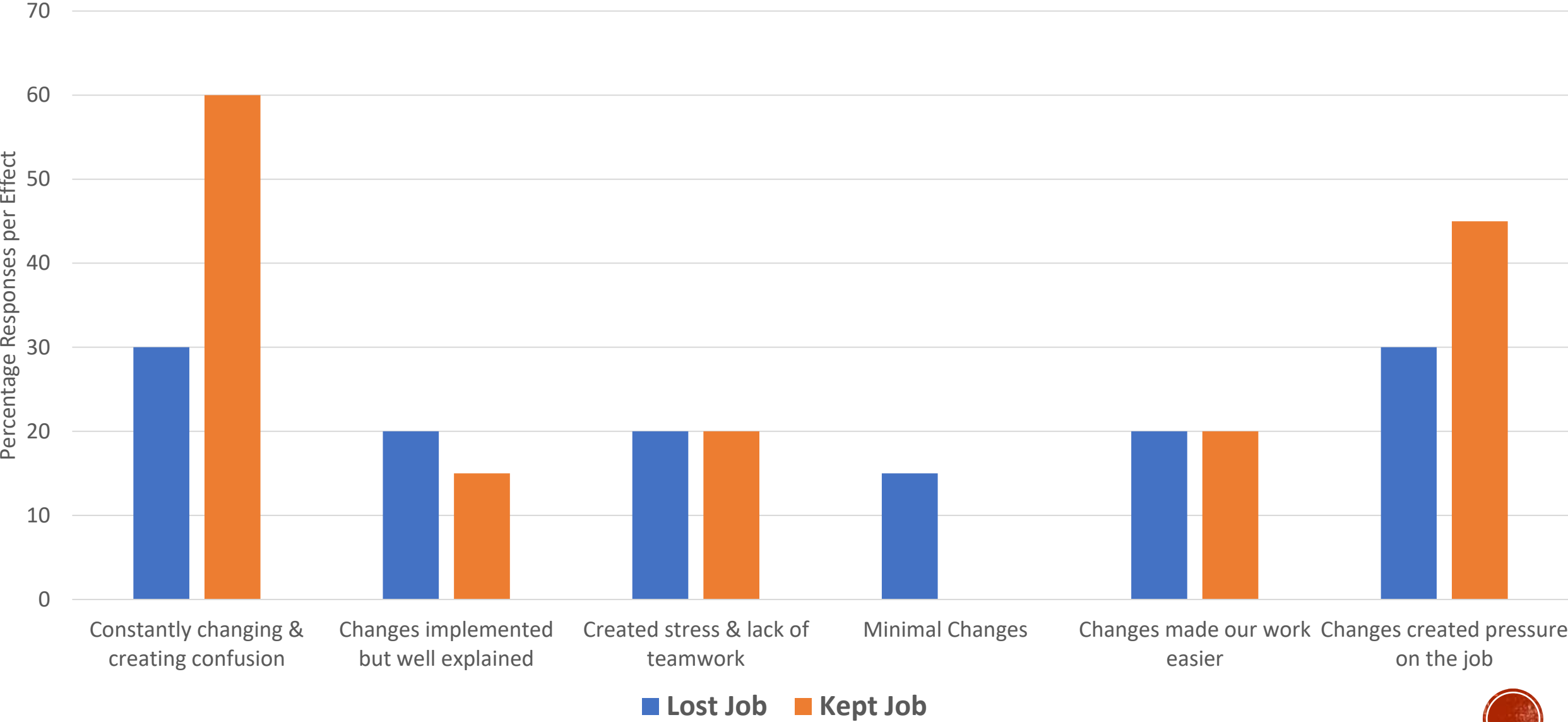


# Does your direct or indirect family rely on your income for their daily expenses?

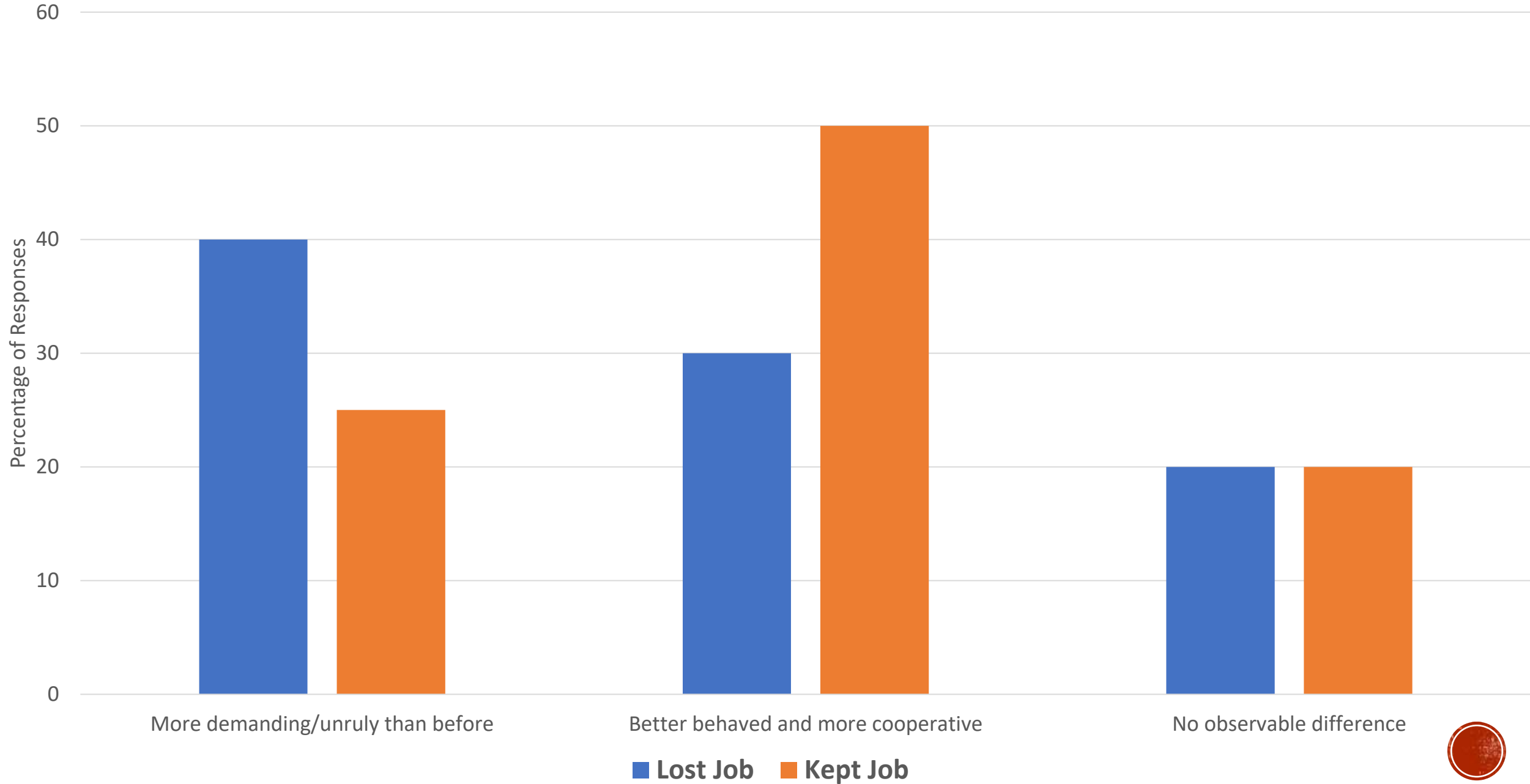




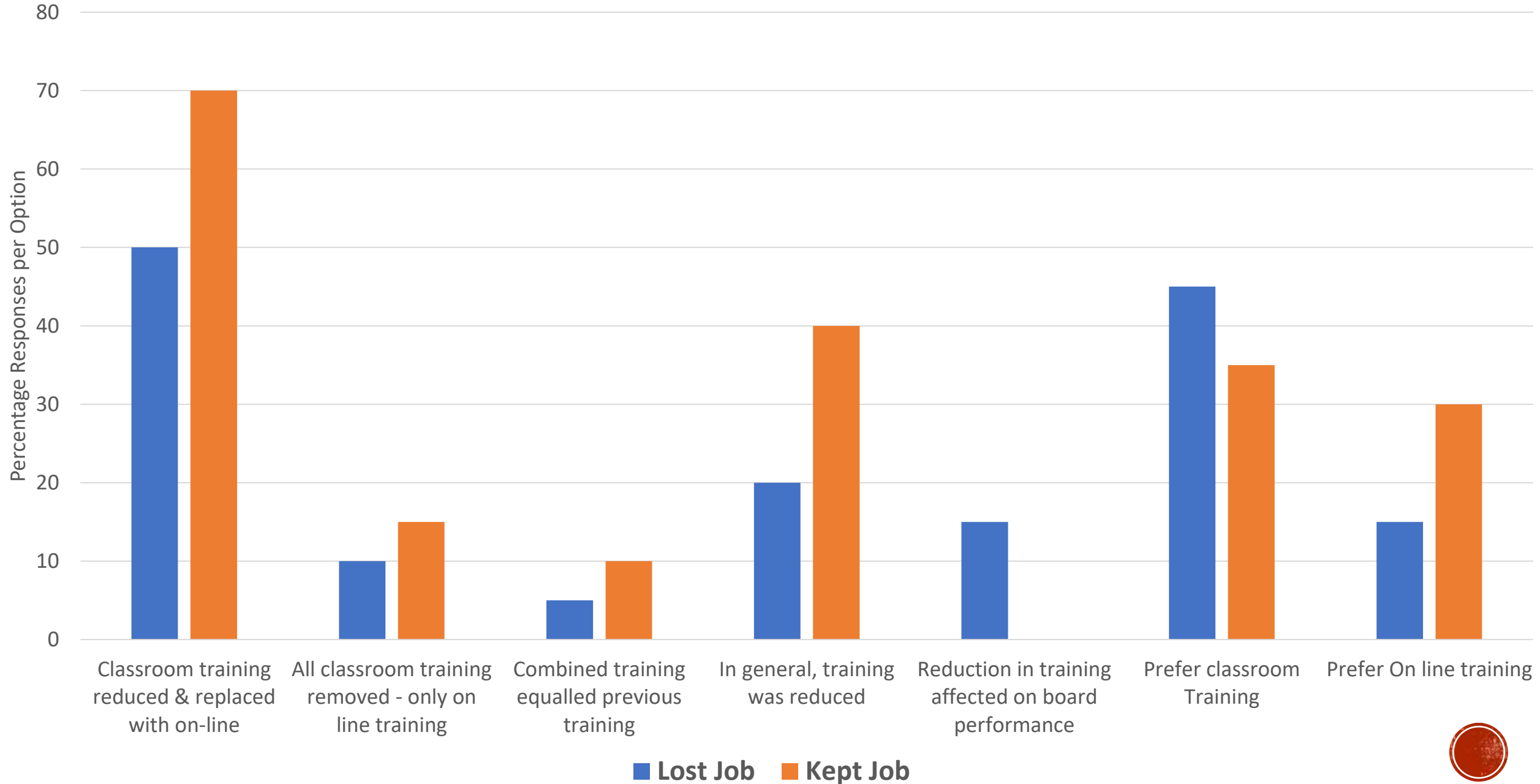
# To what extent did the change in Regulations and SOP's affect your onboard performance?



# Passenger Behaviour during Covid-19



# To what extent was regulatory training affected?



# CABIN CREW COVID-19 EFFECTS SUMMARY

- Affected family life, but in general more supportive and cohesive.
- Overall mental health affected on board performance.
- Some management support, but more reliant on one another.
- 60% of Cabin Crew have no savings plan for a possible crisis.
- 80% of Cabin Crew support their family financially (22.5% total reliance).
- Change in SOP's and Regulations had a direct impact on the quality of work.
- Passengers initially aggressive/undisciplined, but more harmonious with time and exposure to Covid-19 regulations.
- More on-line training with an overall reduction in training.
- 64% prefer classroom training vs 36% preferring on-line training.



# PREPARING CABIN CREW FOR A CRISIS

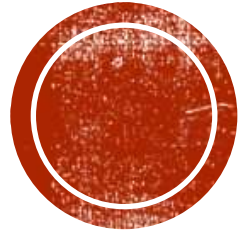
## ▪ What are we doing already?

- Stress & Stress Management
- Conflict Management
- Self Assessment & Self Critique
- Resilience Development
  - Mental Flexibility
  - Performance Adaptation
- Surprise & Startle Effect
- Threat & Error Management

## ▪ What can we do additionally?

- Most Cabin Crew well educated – for every 7, 4 have a Bachelors, 1 has a Masters.
- Financial Planning advice
- Reality of Airline Business & Fragility
- Provide Mental Health training or exposure
- Implement more Peer Support Programs

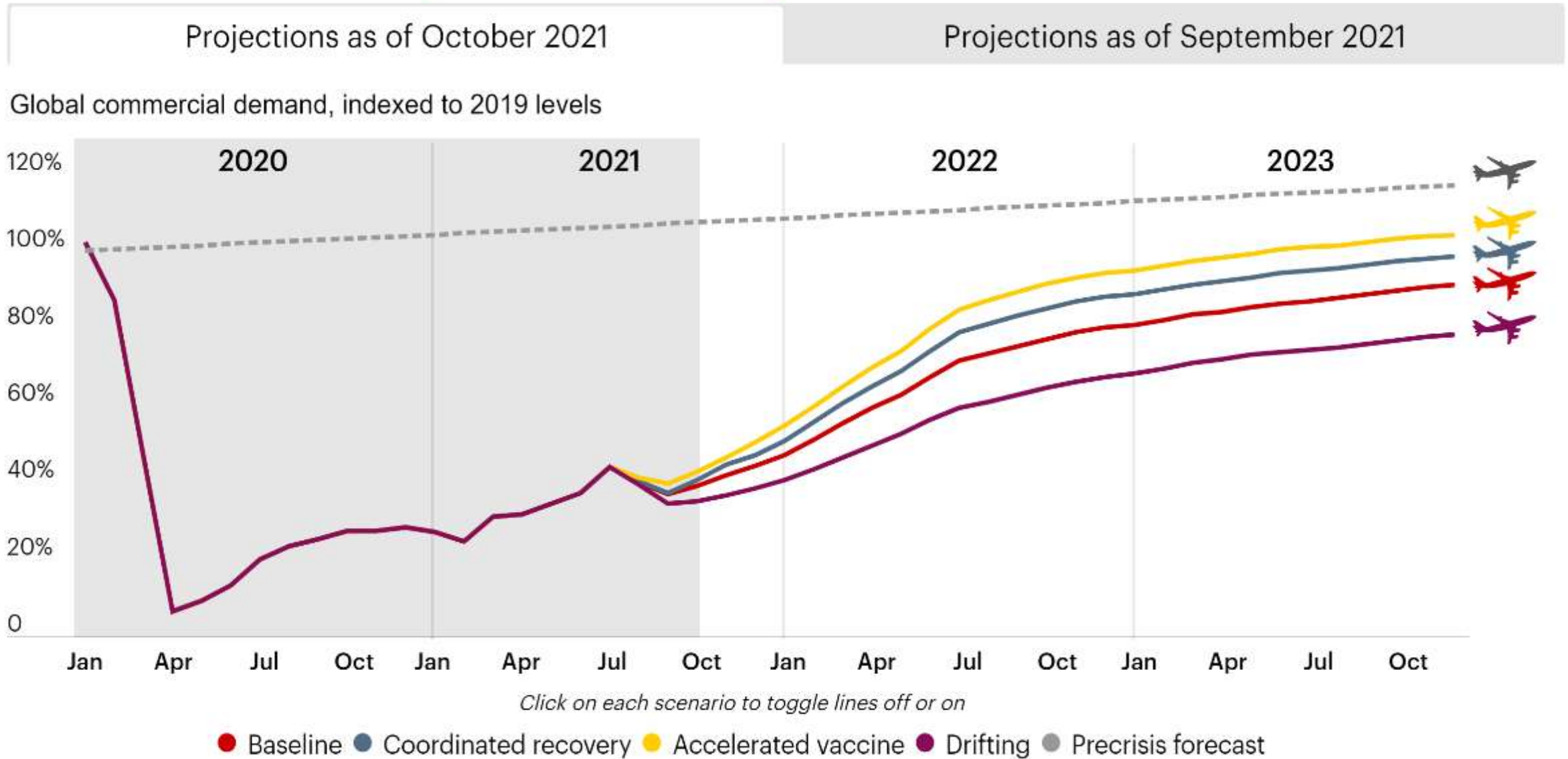




# THE RECOVERY



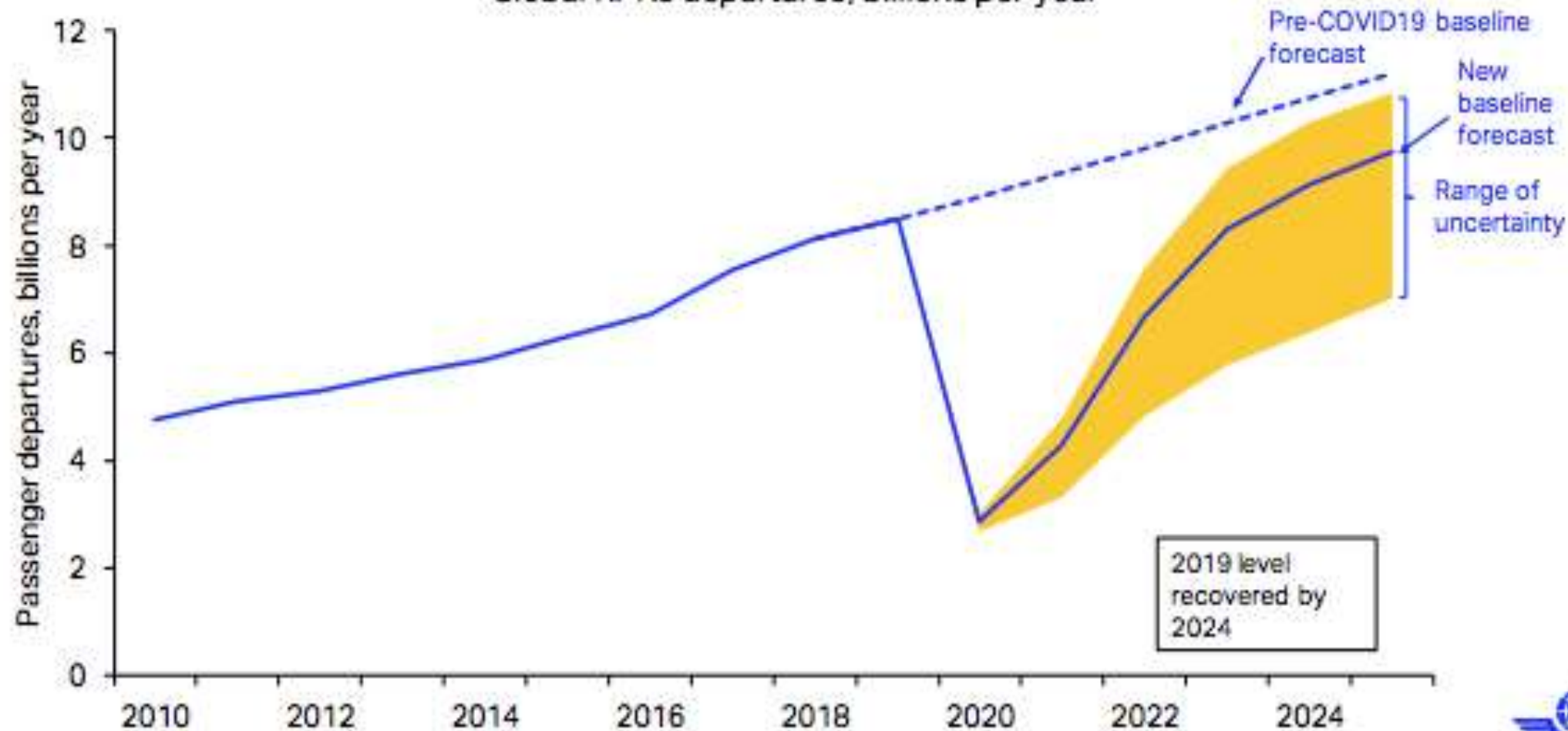
# Recovery scenarios for global air travel demand



# Vaccine news positive but recovery will still take time

## Issues with vaccine implementation and the impact of economic damage

Global RPKs departures, billions per year





# EUROCONTROL STATFOR 7-year forecast for \*Europe 2021-2027

Actual and future total en-route service units, % traffic compared to 2019



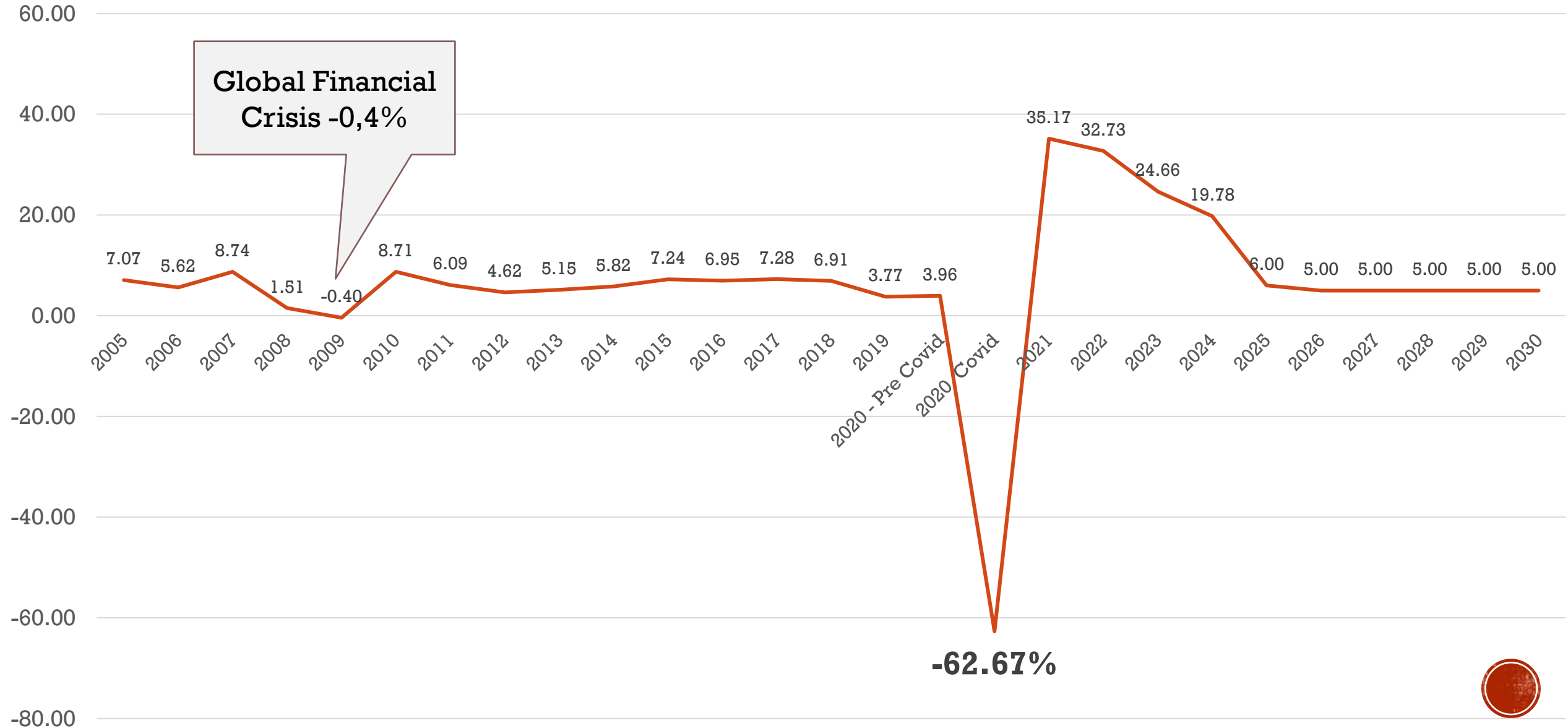
\* Europe = CRCO Members (39 States)  
Source: EUROCONTROL, 7-year Forecast October 2021



# Percentage Growth by Global Airlines and Predicted Recovery

## Growth required to regain previous growth.

Note: Assumed Medium Recovery in 4 years and assumed annual growth of 5%



# HR REQUIREMENTS



Maintaining contact with Cabin Crew who have been released.



Keeping them up to date on progress to recovery.



Assessing who will be interested in re-joining the company.



Starting to identify, with co-ordination of other departments, how many CC will be required and when.



Setting realistic periods for re-employment (its not going to happen overnight).



Start a recruitment drive and have potential CC in a pool (it will get smaller as they find alternative employment or lifestyles).



Identify those returning to the company, those already trained (other company) and those joining for the first time.



# CC TRAINING REQUIREMENTS



Ensure your presence on meetings regarding recovery (HR, finance, planners, marketing, etc)



Engage in correspondence with EASA regarding what can be done (what is the absolute minimal regulatory requirement).



Prepare courses for those returning to the company, those coming from other companies and new joiners.



Coordinate with planners as to when CC will be returning and set realistic training times in accordance with experience of CC.



Ensure that the courses meet the EASA Aviation Regulations.



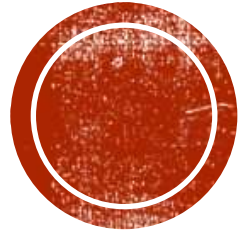
Start identifying the need for resources and possible outsourcing dependent on training department staff and resource numbers.



# ADDITIONAL CONSIDERATIONS?

- There may be pressure to change the way you train – remember, the government instructed airlines to stop flying. What you were doing was most probably okay.
- Movers & Shakers – did your company maybe get rid of them?
- Mental Health is more a religion or discipline that needs to be implemented and practised per individual. A simple attendance of a course is not sufficient. It is what the recipients do with the knowledge and advice that makes the difference.





**GOOD LUCK AND THANK  
YOU**

