

# Recruiting and retaining maintenance technician talents in the aviation industry

Harald O. Schween  
Head of Sales & Marketing





# Agenda

Current state of play

Opportunities & limitations

Industry examples

Takeaways



# Lufthansa Technical Training at a glance

**600**  
customers  
worldwide



**100 %**

Subsidiary of  
Lufthansa  
Technik AG

**Multi-certified training  
organization**  
with  
training centers in Germany  
and abroad

**1.200**  
Products

for Vocational, Basic,  
Aircraft Type and  
Competencies  
Training



**Focus on**  
innovation and  
technology

**14.000** Trainings days



**p.a**



# Recruiting, qualification and retention of maintenance technicians is more crucial then ever for the aviation aftermarket

- Aging workforce, dynamic operations, employee fluctuation
- Predicted shortfall of 167.000 skilled aircraft technicians over the next two decades in Europe\*
- Valuable skills and experience need to be replaced
- Millennials and moreover **Generation Z** will be the focus to close the gap
- Local/domestic availability of talents may be limited



\* Boeing 2024 Pilot and Technician Outlook



Do we need **a new and broad approach** for a highly skilled and versatile **future generation** of maintenance technicians?



# Generation Z expect technology to play a vital role during their learning and qualification path

**> 2 billion**

Gen Z  
globally

**25 %**

of European workforce  
will be Gen Z by 2030

**1<sup>st</sup>  
True Digital  
Natives**

**45%**

of Gen Z teenagers are online  
“almost constantly”

**87 %**

play video  
games weekly

**43%**

expect  
self-directed learning

Generation Z: generally defined as the people born between 1995 and 2010  
Source: McKinsey & Company; June 29, 2020



# Organizations are urged to develop training concepts that take into account new learning behavior...



## Enable Mobile Accessibility

- Learning Management System
- Online Course Material
- Tools



## Provide Video Solutions

- Video Tutorials
- Learning Nuggets
- Micro-Teaching



## Invest in Simulations

- Maintenance Simulators
- VR / AR Solutions
- Enable Experience



## Collaborative Learning

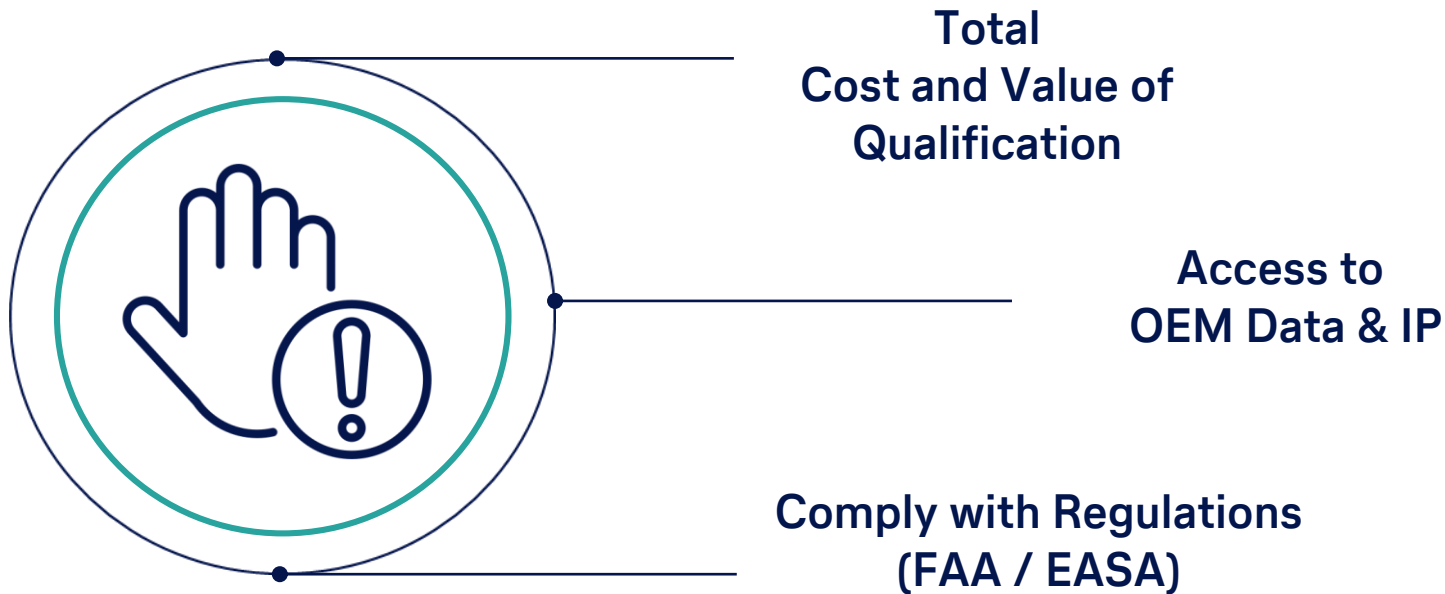
- Online Distance Learning
- Tutorials
- Working Groups

**Permanent tutoring is still key to ensure build up of competences and knowledge transfer**



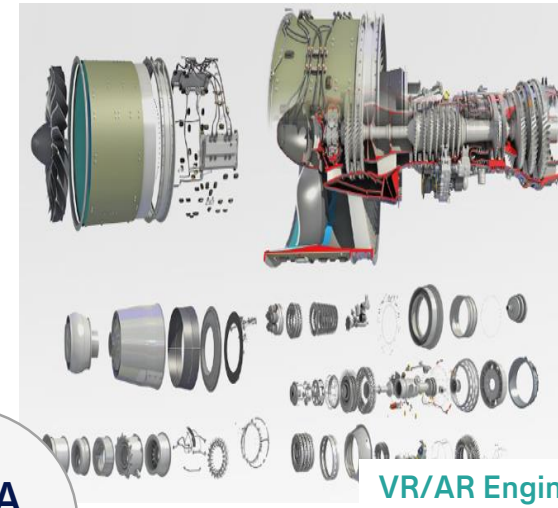


# However, limitations in designing and implementing digital training concepts need to be taken into account

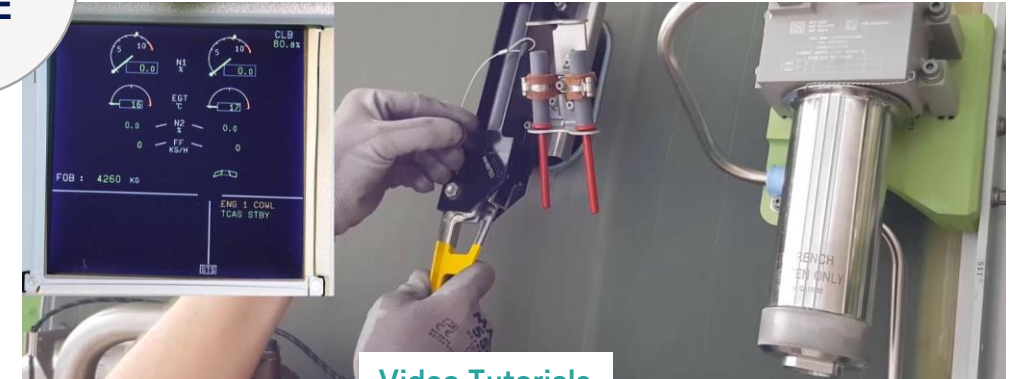
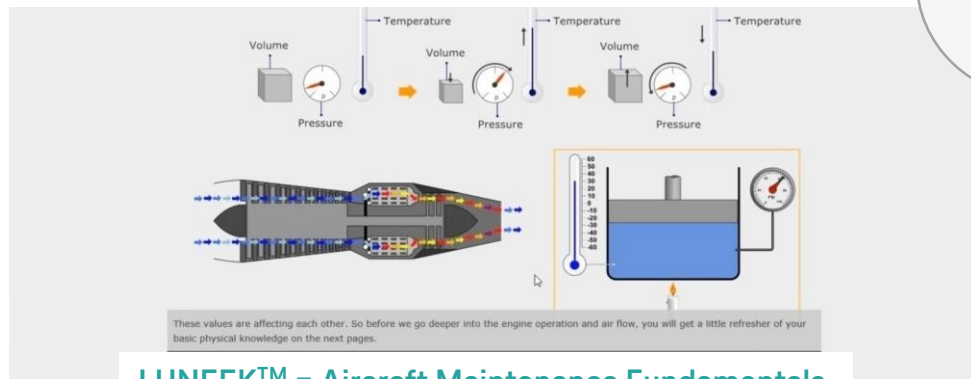




# Maintenance training should be based on a modern media suite focused on fulfilling learning objectives



## MEDIA SUITE



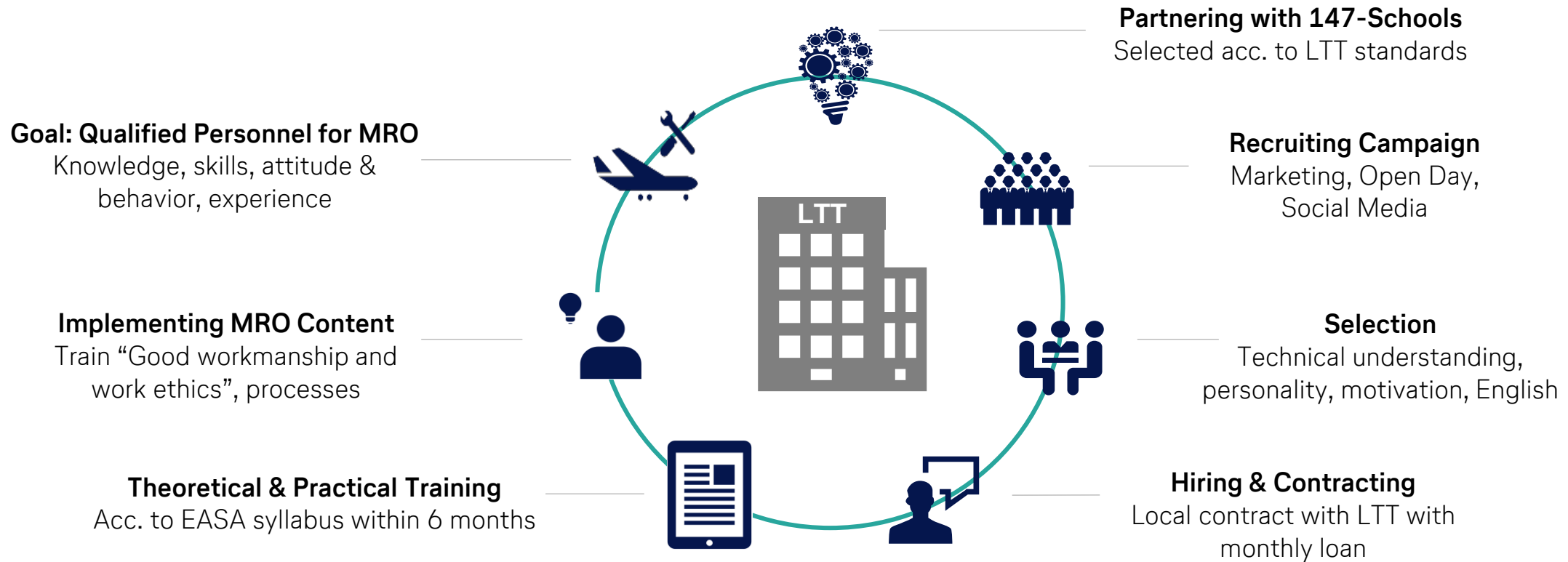
# All applications provide tangible benefits for the trainees and the instructor – comprising a high level of knowledge transfer

Example 360° Viewer

- Reasonable cost of production
- Reducing aircraft availability **by more than 5 days**
- Full online and offline application – enabling tutoring and self-paced learning
- Embedded video nuggets for system and process descriptions
- Provides gamification opportunities for trainees
- Officially approved by the regulator



# Collaborative approach in order to attract and qualify talents for MROs



# Qualifying and retaining talents will require that we adopt steadily our training methods

- **YES**, we do need a new and broad approach in recruitment and training
- Invest in training means at **reasonable total cost and maximum value of qualification**
- Immersive technology becomes cheaper and better (e.g. haptics) – new opportunities arise
- **Foster digital literacy** within your organization
- Collaborate with all stakeholders along the recruiting and qualification chain to ensure **maximum benefit for MRO**





# Contact Details



## **Harald O. Schween**

Head of Sales and Marketing

Airportring Tor 24  
60549 Frankfurt/Main  
Germany

Phone +49 69 696 94096  
harald.schween@litt.dlh.de





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