

# TODAY'S CHALLENGE TOMORROW'S INNOVATION

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## CHALLENGE STATEMENT #02

### 1. Challenge Owner Index and Pseudonym

#02 – INID

### 2. Challenge Statement

Customer Service training is currently classroom and scenario based. New hires are required to undergo On-Job-Training before they are assessed and certified to be transitioned into the role. On-Job-Training is flight dependent and experience varies between new hires during the On-Job-Training phase as it is impossible to experience every possible scenario raised and highlighted during classroom based training. As such, new hires might not have the experience required to manage specific difficult situations that would require appropriate responses or actions to remedy the situation. Consequently, new hires might be psychologically and emotionally overwhelmed by those situation which is one of the contributing factors towards the attrition rate.

### 3. About the Challenge Owner Organisation

INID is one of the world's largest air and travel services providers. Established in 1959, the company ensures the aviation industry operates smoothly and efficiently in 129 airports. Offering ground handling, cargo, travel, and flight catering services in 36 countries across six continents, INID is a trusted partner for over 300 airline customers around the world. Today, INID's customer-oriented teams handled 280,000 aircraft turns, moved 2.6 million tonnes of cargo and uplifted 16 million meals.

### 4. Define the Challenge

#### Current Situation

We hope to focus on the Customer Service staff who service the check-in counters at Changi Airport and all other service-related tasks. Customer Service training is currently classroom and scenario based. New hires are required to undergo On-Job-Training before they are assessed and certified to be transitioned into the job. On-Job-Training is flight dependent and experience varies between new hires during the On-Job-Training phase as it is impossible to experience every possible scenario raised and highlighted during classroom based training. As such, new hires might not have the experience required to manage specific difficult situations that would require appropriate responses or actions to remedy the situation. Consequently, new hires might be psychologically and emotionally overwhelmed by those situations which is one of the contributing factors towards the attrition rate.

#### Past & Current Solutioning Efforts

Current efforts at scenario based training is adopted by leveraging on role-playing to simulate real-life situations. Role-playing in a controlled environment has its limitations. It focuses on teaching the

principles of how to respond, but lacks realism in training and difficult to recreate authenticity in a simulated environment. It can be a challenge to actively and effectively engage trainees through role-playing as guidance is required, therefore, learning must be scaffolded which may require more training time.

Currently, trainees go through classroom-based training, scenario base training and on-job training. There are assessments given at different stages. On-job training is the final stage before trainees are given a pass. We are looking for a solution that will complement the existing training framework.

### **Challenge / Gap / Unrealised Potential**

Preparing trainees for real life situations

- Unable to simulate all possible scenarios
- Unable to prepare trainees adequately to manage difficult situations
- Unable to evoke similar feelings and emotions during engagements
- Inadequate On-Job-Training due to flight availability and passenger load factor

Engaging learners during training

- Trainees come from different backgrounds and it is often challenging for the trainers to pitch a training that covers all different groups of people
- This results in different levels of engagement during the training sessions. It is often common to find learners not as motivated and engaged as hoped for

Effectiveness of On-Job Training

- On-job training can only happen when there are flights. With the current situation brought about by the pandemic, available flights that INID service are sparse. Even when there are flights, due to lower levels of passenger loads, there is inadequate opportunities for on-job training.
- For example, different airlines have different products and requirements and typically customer service staff have to be proficient and familiar with the different products and standards.

## **5. Targeted Learners / Users**

- Customer Service new hires with little to no experience
- Refresher training for current Customer Service staff
- Primary targeted user population: 300 Customer Service Staff
- Secondary targeted user population: 1200 Service Staff in wider airport community

## **6. Solution Partner and Deliverables**

Credible and reputable with proven track record of successful implementation of projects. Solution partner has to be prepared to work very closely, transparent, well equipped with the knowledge, tools and embrace innovative approaches to support effective and engaging adult learning.

## **7. Expectations of Solution**

- The solution should preferably be used indoors
- The solution should be portable and not confined to a specific space
- The solution must be accessible to all
- The solution must be easy to set up and use

- The solution should not require any physical or digital infrastructural changes
- The solution should not pose any safety hazards

## 8. Measures of Success

### Selection criteria:

- Future-proof
- Scalable
- Maturity of solution: At least TRL 7
- Self-sustainable solution
- Solution that can be easily adapted due to operational needs

### Evaluation criteria and methods:

- Qualitative feedback from trainees
- Comparison of Training Assessments
- Staff retention
- Trainer and staff productivity levels
- Cost savings (i.e. uniforms etc.)

### Expected observable outcomes:

- Faster processing time with happier passengers
- Increase in positive feedbacks from passengers
- Increase in job satisfaction by Customer Service Staff

### Expected measurable impacts:

- Increase in confidence of handling difficult situations, successful de-escalations
- Increase in competency of completing tasks, taking 20% less time to complete
- Reduction in attrition rate