

## Leader, Crew Development

### Virgin Australia's Purpose

Champions of Better

Our Vision

The world's most rewarding travel experience

### Our Values

1. Spirit
2. Heart
3. Collaboration
4. Imagination

<b>Level</b>	2B	<b>Location</b>	BNE/SYD/MEL/ADL/PER/NZ
<b>Department</b>	Cabin Crew	<b>Division</b>	Cabin Crew
<b>Group</b>	Customer	<b>Direct Reports</b>	Flight Managers, Cabin Leaders, Cabin Supervisors, Cabin Crew
<b>Reports to</b>	Manager Cabin Crew	<b>Manager once removed (MOR)</b>	General Manager, Cabin Crew
<b>Role Scope</b>	(size of revenue / expense budget)	<b>Created / Updated</b>	May 2014 / May 2017

### Role purpose

The position is a transformational people leadership role that is responsible for providing proactive and focused leadership to a large, remote customer facing cabin crew workforce.

The Leader Crew Development is to display presence and stature as they lead crew performance and inspire motivation through personal contact and the consistent application of company performance measures.

This role is expected to create internal customer service excellence throughout the Cabin Crew team, which will motivate them to deliver a high standard of guest experience on board.

### Accountabilities and Key Metrics

	Accountabilities	Key metrics
Financial	<ul style="list-style-type: none"> <li>Absence rate management</li> <li>Leave and attendance</li> <li>Team leave acquittal</li> <li>Roster requests</li> <li>Wellness initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Overall absence rate</li> <li>Policy breaches</li> <li>Leave balances</li> <li>Absences of crew as a result of wellness related matters</li> <li>Crew unavailable to fly</li> </ul>
Safety	<ul style="list-style-type: none"> <li>Injury management</li> <li>Minimize Lost Time</li> <li>Champion safety culture</li> </ul>	<ul style="list-style-type: none"> <li>Lost time injury rate</li> <li>Return to work plans aligned</li> </ul>
Operational	<ul style="list-style-type: none"> <li>On time performance (OTP)</li> <li>Cabin Crew performance</li> </ul>	<ul style="list-style-type: none"> <li>OTP compared to competitors</li> <li>Cabin crew attributable delays</li> <li>Cabin crew related cancellations</li> </ul>
Customer	<ul style="list-style-type: none"> <li>Guest Satisfaction in Cabin</li> </ul>	<ul style="list-style-type: none"> <li>Overall satisfaction with Cabin Crew</li> <li>Guest Satisfaction – Crew Metrics</li> <li>Guest complaints actioned</li> <li>Delivery of Customer Service transformation initiatives</li> </ul>

	Accountabilities	Key metrics
People (80%)	<ul style="list-style-type: none"> <li>• People Plan implementation</li> <li>• Crew Engagement &amp; Enablement</li> <li>• Crew Recognition</li> <li>• Observation Flights</li> <li>• Cabin Crew Development</li> <li>• Crew Communication</li> <li>• Wellness processes</li> </ul>	<ul style="list-style-type: none"> <li>• Team Engagement &amp; Enablement score</li> <li>• Service leader nominations</li> <li>• Brand Ambassador nominations</li> <li>• Development meetings</li> <li>• Wellness meetings</li> <li>• Minimum 6 days flying per roster period</li> </ul>

## Decision Making Authority

Decisions role expected to make	Recommendations role expected to make
<ul style="list-style-type: none"> <li>• Cabin Crew performance management</li> <li>• Cabin Crew development</li> <li>• Recruitment / Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous improvement of the guest experience</li> <li>• Ways to increase Cabin Crew engagement</li> </ul>

## Expertise

	Must have	Great to have
Knowledge / qualifications	<ul style="list-style-type: none"> <li>• Responsible Service of Alcohol (RSA)</li> <li>• First Aid including CPR</li> <li>• Demonstrated training facilitation skills</li> </ul>	<ul style="list-style-type: none"> <li>• Tertiary qualifications in business management or similar</li> <li>• Sound knowledge of SEP, service procedures and guest care</li> <li>• Formal qualifications in Training &amp; Assessment</li> </ul>
Skills	<ul style="list-style-type: none"> <li>• Ability to coach and mentor team members</li> <li>• Emotional intelligence; the ability to read, monitor and understand personal and crew behaviours and respond to affect positive outcomes</li> <li>• Ability to quickly learn and apply new skills and processes</li> <li>• Ability to drive positive customer outcomes through a large diverse workforce.</li> <li>• Project Management skills</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced computer skills</li> <li>• Strong written and oral communication skills.</li> <li>• Computer literacy skills - Intermediate understanding of Office applications</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• A minimum of five years professional experience, with at least three years at managerial level, preferably with a major airline and/or customer service industry with multiple direct reports (50+)</li> <li>• Demonstrated ability to lead a team and build a productive team environment.</li> <li>• Demonstrated ability to lead a team to achieve a high level of service standards, initiative and personal drive.</li> <li>• Interviewing, counselling and performance management experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Operational Human Resources/Industrial Relations experience</li> </ul>

## Key Responsibilities

Responsibility	Major activities / behaviours
1. Transformational Leadership	<ul style="list-style-type: none"> <li>Be an ambassador and role model for the polish and performance expected of Virgin Australia's Cabin Crew workforce.</li> <li>Plan communication to ensure that the message is simple and the medium suits the audience</li> <li>Share honest viewpoints openly; conduct courageous conversations whilst maintaining tact and professionalism</li> <li>Positively influence the direction of conversations to achieve the best outcomes for Virgin Australia</li> <li>Continually coach and develop crew to identify and grow individuals toward their career aspirations</li> <li>Provide performance and behavioural feedback and lead the performance management process</li> <li>Design and implement development and succession plans for crew.</li> <li>Meet with each crew member assigned to you at least twice per calendar year to discuss development and deliver an annual performance review.</li> <li>Lead the probationary review process for assigned crew.</li> </ul>
2. Service Leadership	<ul style="list-style-type: none"> <li>Role model and monitor the delivery of the Virgin Australia service standards and be subject matter experts in service delivery and the guest experience.</li> <li>Identify and recommend process and policy improvements to current practices to improve the ability of company to meet business needs and achieve sustained guest satisfaction.</li> <li>Action guest compliments and complaints.</li> <li>Identify and recognise crew who consistently deliver outstanding guest service.</li> <li>Monitor compliance with grooming and uniform standards.</li> </ul>
3. Lead High Performance Teams	<ul style="list-style-type: none"> <li>Set and agree high performance standards and measures with the team</li> <li>Incorporate diverse views and opinions to create better outcomes for their business</li> <li>Drive the right results; create focus for accomplishing the right outcomes</li> <li>Provide team with performance data – with clear and objective measures of success</li> <li>Build positive and open relationships; be approachable, shows genuine sensitivity and care toward others and provides support when needed</li> <li>Attribute success to the right team members; rather than taking credit for themselves</li> </ul>
4. Continuous Improvement	<ul style="list-style-type: none"> <li>Responsible for coordination of continuous improvement activities through the flight reporting process</li> <li>Contribute to the development of business improvement initiatives through the analysis and reporting of on-board performance trends and crew feedback across portfolios including, catering, service delivery, guest satisfaction, leadership, crew engagement and occupational health and safety.</li> <li>Liaise and engage with Manager Cabin Crew and other key stakeholders to make recommendations, develop solutions and action plans to address performance trends and issues identified by crew</li> <li>Communication actions and outcomes to crew</li> </ul>
5. Safety Leadership	<ul style="list-style-type: none"> <li>Identify and report on safety risks in the cabin.</li> <li>Support the Safety and Standards teams with safety related investigations.</li> <li>In consultation with other stakeholders, maintain regular contact and oversight of injured team members to provide ongoing support.</li> </ul>

Responsibility	Major activities / behaviours
	<ul style="list-style-type: none"> <li>▪ Maintain endorsement and qualifications required to operate as crew</li> <li>▪ Conduct safety briefings and inspections</li> </ul>
6. Operations Leadership	<ul style="list-style-type: none"> <li>▪ Conduct flying as an operational crew member</li> <li>▪ Provide relevant feedback and observations in flight report.</li> <li>▪ Facilitate the “Unplugged” (VAA) or “Voice” (VAI) programs as required</li> <li>▪ Conduct team briefings on a range of matters as required</li> <li>▪ Maintain full accountability for health and safety, incident response and crew support for assigned crew; liaise with key stakeholders as required</li> <li>▪ Coordinate the approval of DAMP processes in conjunction with the Manager Cabin Crew and other key stakeholders-</li> <li>▪ Arbitrate disputes regarding EBA application on day of operations.</li> <li>▪ Encourage and coach those involved in change; overcoming organisational blockages as necessary</li> <li>▪ Communicate the rationale for change in a clear and easy to understand way</li> </ul>
7. Grow Talent	<ul style="list-style-type: none"> <li>▪ Ensure development plans address the most critical skills and capabilities for all team members</li> <li>▪ Provide regular coaching and feedback to all team members</li> <li>▪ Allows team members to learn from their mistakes and using these opportunities to coach and develop</li> <li>▪ Encourages team members to take responsibility to generate their own solutions; coaches rather than tells</li> <li>▪ Provide support to the Cabin Crew Training team to reinforce key message during initial, recurrent and ad-hoc training events</li> <li>▪ Participate in and facilitate face to face training as required</li> <li>▪ Facilitate Service, Leadership and induction programs to crew as required</li> </ul>

## Key interactions

Internal	People Team, Cabin Crew Systems, Network Operations, Operations Planning, Cabin Crew Training, Ground Experience
External	Customers, Unions, Suppliers

## Sign off

I have read and understand the requirements of this position. I agree to consult with my Leader should I not understand the key accountabilities or expectations of me. I will carry out the position to the best of my ability and understand I must meet required performance standards and targets. I accept the responsibilities of the position as outlined above.

I understand the position description for my role is constantly evolving, based on emerging priorities and shifts in organisational and department needs, and therefore will be updated from time to time.

Team member name: [Add name]	Signature:	Date: [Add date]
Leader's Name: [Add name]	Signature:	Date: [Add date]