



PARE

PERSPECTIVES FOR AERONAUTICAL RESEARCH IN EUROPE

Perspectives for Aeronautical Research in Europe

2018 Report

CHAPTER 10

Attracting Young Talent to Aeronautics

Final Version



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Chapter 10 – Attracting Young Talent to Aeronautics

The career inclinations of young people can form gradually more consciously from childhood and primary school (section 10.1), through teenage and secondary school (section 10.2) to adulthood and university (section 10.3), with the influence of educators and the natural family. The choice of employment depends on the image and reputation of the employer (section 10.4) and its ability to provide good living and working conditions (section 10.5) and to foster the commitment and fidelity of the workforce (section 10.6) as a second family.

10.1 – Childhood and Primary School

Aerospace can easily enter the imagination of children, as shown by the story of the “Petit Prince” created by the aviator François Saint-Exupéry in the setting of the Moon. The stories about flying creatures and the visible objects in the universe can take an enormous diversity and lead to a variety of tales, including mythological episodes. The latter raise the question of how far to take these stories, for example Icarus. It is imaginative to build wings of wax to fly higher and higher; and tragic if the heat of the sun melts them and causes a fall. On one hand it warns of the risks of flying, on the other hand it is a story with tragic end. Without venturing into controversial realisms there is in phantasy world plenty of room for flying machines and travels to space objects. Also, demonstrations like balloons and origami paper gliders are quite entertaining for children.

A key aspect (Key Topic T10.1) is catching and retaining the attention of children and also specific programme developed for children (Key Topic T10.2).

KEY TOPIC T10.1 – CATCHING AND RETAINING THE ATTENTION OF CHILDREN

Although flying objects and creatures are usually entertaining for both children and adults, the attention paid to an aviation story or tale is deeply affected by different factors, among which age is included.

Focusing on children, attention span depends on age and on other aspects such as the interest shown in the activity. Generally, attention is a process by which people can address their mental resources to some aspects, the most relevant ones, or also to the execution of determined actions that are considered the most adequate within possible ones. In other words, it is a process that allows people to focus on some stimulus and not on others, and to control and guide their activity to a determined goal.

Attention has multiple variations but the most interesting one is the voluntary attention in which people decide to pay attention whilst in the involuntary attention or passive attention the stimulus attracts people.

In this context, children’s attention span evolves and gets improved along growth, thus at the beginning of childhood, child’s attention span is focused on interesting objects nearby that they can manipulate. In this manner, interest is essential in order to make the child pay



attention to a specific object and not to other one, in such a way that if a new more interesting object shows up, children stop focusing on the first object and start to focus on the new one. In other words, children easily move on from one action to another frequently.

As children grow, attention span increases and becomes more stable as well, so they usually can remain longer periods of time doing an activity. Typically, attention span can even triplicate within 2 or 3 years, from 30 minutes when children are 3 or 4 years old to 1 hour and a half when children are 5 or 6 years old.

At this stage of growth, the main change in children's attention span is the capacity to focus in a conscious and voluntary way thus attention can be focused on determined objects and activities. Besides, parents and teachers hold a key role for children development, including their attention span development as they can stimulate kids to focus on the activities that they want to.

Summarizing, children's attention span depends on their growth and on the interest that objects and tasks awaken in them in such a way that it is difficult for kids to focus on a monotonous and less attractive activity.

Fortunately, flying-related stories are usually entertaining for children. In this manner, they usually enjoy doing activities such as playing with kites, listening to tales that take place in space or watching flying-related cartoon as well as make paper gliders.

Regarding aviation-related cartoon, Super Wings (Figure 10.1) is an animated television series in which a group of different planes travel the world delivering packages to children and solving problems thereby they are called the Super Wings. Being broadcasted since 2015, it has become popular in many countries as their stories are fun for kids.



Figure 10.1 – Super Wings Poster



Additionally, to television series, movies in which aircraft are main characters are also usually entertaining for kids. For example, Planes (Figure 10.2) is an animated movie produced by Disney and released in 2013 in which a crop-dusting plane with a fear of heights lives his dream of competing in a famous around-the-world aerial race. This movie was successful as it grossed \$239.3 million worldwide on a \$50 million budget and, due to this, a sequel was also released afterwards.



Figure 10.2 - Planes Poster

These kinds of funny activities related to aviation can act as an incentive to awaken in kids the feel of loving this thrilling sector and, in this way, they could grow up willing to work in a job related to aviation.



KEY TOPIC T10.2 – SPECIFIC PROGRAMMES FOR CHILDREN

Besides children stories including flying and space objects, related illustrations and origami paper gliders there are many other activities to make STEM funny for young children and, specifically, aerospace. The American Institute of Aeronautics and Astronautics (AIAA) has developed STEM programs which aims to inspire, influence, and mould the next generation of aerospace scientists and engineers by providing a series of resources and programming to teachers, students, parents, and aerospace professionals. These programs focus on STEM (science, technology, engineering, and mathematics) subjects, as these will give pupils the

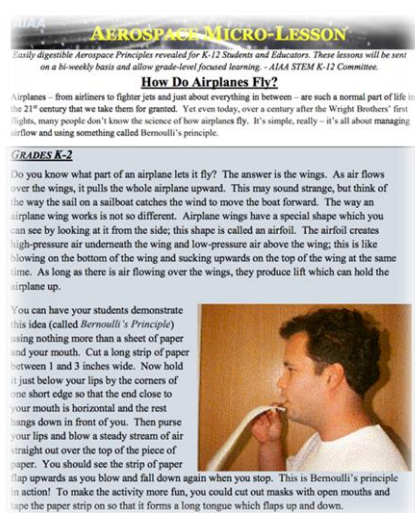


Figure 10.3 - Micro-Lesson example for K-2

tools to advance aerospace. AIAA supplies teachers with all the tools they will need to stir the curiosity of their students, and those tools are fun, engaging, and, mostly, "hands-on," to ensure the students thrive in their learning environment. From classroom grants, to standards based projects, to our signature program "Generation STEM: Discovering Aerospace Through Experience," AIAA is committed to providing students with exceptional learning experiences, and teachers with the tools and resources to create those moments. Also, AIAA has available "Aerospace Micro-Lessons" (Figure 10.3) that are special prepared for K-12 students and focused on aerospace principles. Each lesson is broken down into grade levels and are meant to spark conversation and interest in aerospace. Lessons will range from engineering, to mathematics, to physics, to highlighting aerospace anniversaries -- all of which will be presented in a way that easily relates to your students.

A variety of educational resources is also available in NASA'S website, it includes several entertaining materials such as: explanatory videos with attractive illustrations; interactive online games and "hands-on" experiences and activities that children can explore as they learn about science, technology, engineering, and mathematics. On one hand, when youngsters get the opportunity to actually watch and manipulate science they get inquisitive and involved with it. Some simple experiments that promote this scope are described by Lauren Eirik (2015) from Rasmussen College. On the other hand, engineering skills can be both fun and rewarding, because building can happen with blocks or even household items like straws and



Figure 10.4 - How strong is a piece of paper?

marshmallows. Building can also happen on the computer using games and programs. For instance, one activity is to test the strength of paper (Figure 10.4), folded in differently shaped columns, by piling books on top. This is very similar to how columns are used to support buildings and other structures, being a funny and clear way to enhance kids' interest on STEM fields, more specifically on engineer. Other activity can be a competition that aims to build



the paper airplane that takes the longest time to fall on the floor, which in a funny way leads to a discussion about some fly principles.

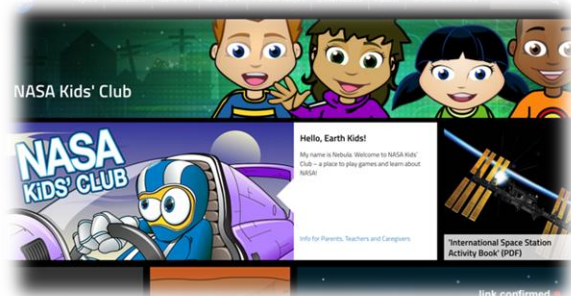


Figure 10.5 - Kid's Club Page

As mentioned before, online games can be an effective way to trigger kids' interest, so in NASA'S website children can find a Kid's Club section (Figure 10.5) with games related to the aerospace.

Sports have a major role in most children's life, they play because it's fun and brings enjoyment. As the science of aerodynamics

has also applications in sports, sports can be a pleasant way to learn about the "aviation world". From ball games like baseball, football and tennis to athletics, skiing, swimming and many other sports, the proper application of some basic principles of aerodynamic can make a difference between winners and losers. Throwing a ball along a curved trajectory or reducing the drag for a runner, all can be explained and improved through the science of flight. Teachers and parents may give some brief explanations of these basic aerodynamic principles or even make some funny experiments, so children can experience the "secrets" of the flight in sports and actually get some tips they might use if they practice the sport.

Also, cartoons may be good channels to boost kid's curiosity about aerospace. For instance, "Super Wings" is a TV show with Friendly airplanes that travel the world and teach kids multiculturalism. UP! is a Disney movie in which one of the main characters unveils hundreds of helium balloons to fly his house to Paradise Falls. Also, Leap! is about two kids, Felicie and Victor, who make their escape from the orphanage using a pair of aerodynamic wings that Victor invented.

Contests and events can also be organized. For instance, in the United States there is a Science and Engineering Festival with events that aim to show where "STEM Can Take You" and with a program named "The Nifty Fifty" which is a group of noted science and engineering professionals who fan out across the country to speak about their work and careers at various middle and high schools.¹ In Switzerland, Fédération Aéronautique Internationale (FAI) sponsors the Young Artists Contest which encourages young people to demonstrate the importance of aviation through their art, and to motivate them to become more familiar with and participate in aeronautics, engineering, and science.² Also, in London, the Royal Aeronautic Society organizes events that "aim to introduce young people to the wonderful world of aerospace and aviation, with a through life approach to the industry which aims to inspire young people about past and future aerospace achievement". For primary education specifically there are 2 programs: Cool Aeronautics (outreach programme) and Amy's Aviation (two children's animated series called 'Amy's Aviation' that charts the adventures of Amy as

¹ <https://usasciencefestival.org/>

² <https://www.fai.org/fai-young-artists-contest>



she discovers the wonderful world of aerospace and aviation).³ In Portugal, the Aeronautical Promotion Centre along with Nortávia organizes visits for the children to have their first contact with the aeronautical environment, in which they are able to have direct contact with the aircraft and their pilots and mechanics in a playful and relaxed way, thus arousing enthusiasm for the aeronautical culture.⁴

Similarly, but in a larger scale, in France, Tarmaq project aims to bring culture and share aeronautical know-how to all: families, children, curious and professionals. In an area of 35,000 m², Tarmaq, "will make it possible to experience the aircraft in all its forms". The theme park will include a leisure area, with airliner simulators, driving leisure drones, arcade games, a mini-airport for 7-17-year-old to discover the trades of a hub.

In sum, the career inclinations of young people can form gradually more consciously from childhood and primary school, it's all about making STEM fields funny and enjoyable for kids.

10.2 – Teenage and Secondary School

The basic teaching of physics, natural science and mathematics, even at secondary school level, can lead to some understanding of flying in the atmosphere and travelling in space. It is possible to explain why balloons fly up in air; to build and throw some paper planes. To explain how the earth moves around the sun and the seasons; the motion of the moon around the earth and the moon cycle; the rotation of the earth and the daily cycle. About the sun, other planets, the comets and stars. About helicopters and drones. The drones are now so common and cheap that they can be readily used to train piloting skills. Some of these activities can occur in leisure times at school or outside school with the families.

The path of students from secondary to higher education can be illustrated considering two universities in distinct European countries (Key Topic T10.3).

KEY TOPIC T10.3 – STUDENT PATH FROM SECONDARY TO HIGHER EDUCATION

Introduction

The fast development of the aeronautical industry over the last few decades has led to the creation of many jobs for both engineering's and technicians. In the last 10 years, the air transportation industry has employed over 350000 people (figure 10.6). On the other hand that from the perspective of future employment, the scenario has an European context. This is due to the fact that the corporations employing these numbers may be the same in different countries, either because they are cross border transnational companies (like EADS and Airbus), or they are joint ventures (like Thales Alenia Space and Alcatel, Agusta and Westland,

³ <https://www.aerosociety.com/careers-education/schools-outreach/primary-education/>

⁴ <https://air-chapter.squarespace.com/blog/2018/1/11/visita-escola-de-aviao-nortvia>



KLM and Air France, etc.) or, finally, they are co-operations on specific projects (e.g. Clean-Sky).

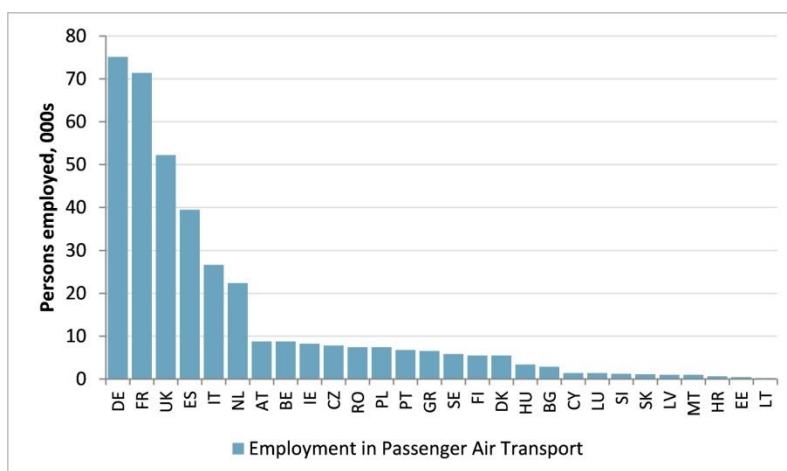


Figure 10.6 - Employment in Passenger Air Transport
<http://eur-lex.europa.eu/legal-content/es/TXT/?uri=CELEX:52015SC0261>

The student finishing secondary school has a wide and sometimes bewildering choice of university degrees to apply for. Even restricting to Science, Technology, Engineering and Mathematics (STEM) the options can be numerous and confusing. The aerospace engineering domain can be attractive from different points of view: technical knowledge acquired, and an interesting job in research, manufacturing or exploitation, with a very good retribution. The fascinating promise of aerospace engineering must be delivered in a high-quality university course that gives the necessary knowledge, skills and ability to reason and work in all these disciplines and their combination. Because universities have an admission exam (with a typical procedure), high school graduates need to have a strong motivation, and to know very well mathematics and physics, to pass steps of the admission process.

In the aerospace industry the fluctuations of aerospace engineering employments depend from the strategies of the main players in Europe: EADS, ESA, Alenia, etc. In present (and the trends is maintained) the "big" members of aerospace industry have a certain specialization in manufacturing of parts and components (table 10.1), and graduates of aerospace faculties may choose first to work in aerospace capabilities present in their country, although there is considerable mobility on the aerospace sector.



	France	United Kingdom	Germany	Italy	Spain
Major competences	Cockpit technologies and manufacture, engine manufacturing, broadest range, e.g final assembly of wide-body aircraft, helicopter, aircraft funding	Manufacturing of wings, strong in related composite applications, engine manufacturing, military products, MRO	Avionics, fuselages, complex cabin equipment, high-liftsystems, vertical tails, manufacture of and technologies for engines, final assembly of large civil aircraft, helicopter	Electronics, Military aircraft, helicopter manufacturing, strong integrated in non-EU value chains	Tail, fin and pitch elevator, growing strength in composites, assemblage of military transport aircraft and helicopters

Table 10.1 - Specialization of bigger member states in the aerospace industry in Europe

(Source: Competitiveness of the EU Aerospace Industry with focus on: Aeronautics Industry, 2009.
https://www.albertacanada.com/EU_AerospaceIndustry.pdf)

In the next section we will present the educational offers of 2 european universities in aerospace domain.

Politecnico di Torino (Italy)

The Politecnico di Torino is considered one of the best Italian universities for engineering studies. The admission test to the Polito is limited, because the students who try to enter are many and coming from all over Italy, and from many european countries. The test to be admitted to the Politecnico di Torino at the three-year degree will not be held on a single date, but in different periods. There are many students who sign up for the test. Precisely the dates of the test are March 15, April 20, May 19, April 20-21, August 31, September 1-2 and September 14. The test consists of answering 42 questions in an hour and a half. The questions are divided into 4 sections related to 4 different disciplinary areas: mathematics, comprehensive verbal, logical and physical themes.

The students have the possibility to obtain the Aerospace Engineering, Laurea (1st degree and Bachelor-level of the Bologna process) in the Deptmt of Mechanical and Aerospace Engineering ("Collegio di Ingegneria Meccanica, Aerospaziale, dell'Autoveicolo e della Produzione, Classe: ingegneria industriale (L-9), Corso: ingegneria aerospaziale (L-9)"). The program has a duration of 3 years and it held in Italian language, but the first year is common to other graduate programs and is also offered in English language.



An average number of 200 students graduates the program; an average number of 150 graduates not works at the time of graduation (2015-2017 period).

The educational programme is divided in the following sections:

- Scientific and methodological foundations: mathematics and basic sciences (physics and chemistry) for engineering. These courses are held in the first three semesters, although the third-year programme also provides optional courses in mathematics and statistics for students wishing to strengthen their background.
- General engineering: timetabled in the second year, this provides the base common to all industrial engineers and it focuses on industrial technical design, materials science and technology, machinery mechanics, electrical engineering, electronics, applied thermodynamics, heat transfer and structural mechanics (the last three subjects are treated with greater attention to the connection with subsequent courses in aeronautic construction and aerodynamics).
- Aerospace engineering: the third-year covers the core of knowledge in aerospace engineering, including flight mechanics, aerospace construction and structures, aerospace equipment and systems, fluid dynamics and aerodynamics, and aerospace propulsion. These form the basis for the main technical competences of graduates, and for the integration in aerospace industry or to continue further studies.
- Aeronautic maintenance: in the third year, students have more practical options, necessary for the forming a professional skill, focused on aircraft maintenance. These training activities are supervised by the Italian Civil Aviation Authority (ENAC), a member of the European Aviation Safety Agency (EASA), which guarantees full recognition for the purposes of awarding graduates Aircraft Maintenance Licence Class C, in accordance with EASA Part-66 international norms.

The aerospace engineering programme concludes with a final exam based on an assignment carried out independently by the student, who will present his or her dissertation before a reviewing commission. For students who choose the EASA Part66 a part of the dissertation is associated to an internship in an industry or company.

Before graduating students must also attain English language certification at the level of the Cambridge Preliminary English Test, "Pass with Merit".

Employment opportunities for which graduates in Aerospace Engineering are specifically trained lie mainly in the aerospace field:

- Major European aerospace industries;
- Small and medium-size industries which supply the former;
- Agencies and contractors responsible for aircraft maintenance;
- Airline companies;
- Air traffic management authorities;
- The air force and other military aviation sectors;
- Public and private bodies for testing in the aerospace field.



The multidisciplinary knowledge of the aerospace engineer and some of its specific competences (fluid dynamics and aerodynamics, light structures, computer aided design, advanced materials and technologies, integration of various mechanical systems, sensitivity to safety issues) can readily be applied in a range of jobs outside the aerospace sector (e.g. civil construction, automotive domain, etc.). European-level data show that about 50% of aerospace engineers are employed in other industrial sectors, even in regions where aerospace activities are most strongly established and offer the greatest employment opportunities (France, Germany, UK, Italy, Spain).

The qualification for further studies (Higher Education inside MSc programmes, especially in aerospace engineering), the graduates must to have solid theoretical knowledge, oriented to the engineering practice, of mathematics, physics, aerodynamics, mechanics, etc., excellent language skills and ability to formulate problems in mathematical terms, and also a capacity for analysis and synthesis.

TU DELFT (Netherlands)

Due to increasing number of students in the last years, the TU Delft bachelor programme Aerospace Engineering has determined a fixed capacity, a numerus clausus, of 440 new students that can be admitted into the bachelor's degree programme for academic year 2018 - 2019 (the deadline for application is annually before January 15, and the result is published at April 15). The selection procedure aims at a good match between the student and educational programme and focusses on the Motivation and Academic Performance of an applicant. Every applicant will receive a rank number. Higher final selection scores result in better rank numbers that offers possibility to be placed in the top 440 applicants. The Academic Test (available from March 1 to March 25) is used to determine the score on the criterion Academic Performance. The Academic Test has three sections: Mathematics, Physics, and the First Year Material.

The programme structure (36 months) is based on: 28% aerospace design, 28% aerospace engineering sciences and technology, 27% basic engineering sciences, and 17% minor. The average studying week has 42 hours (16 hours -lectures, 8 hours - projects and laboratory courses, and 18 hours self-study/tutorials), being 100% english-language BSc (&MSc) programme.

In the first year, students learn the basic engineering sciences, such as mechanics and calculus, and the main focus is to apply these disciplines in the aerospace design projects. The second year is dedicated designing systems and processing measurement data. With an intensive mathematics courses, the topics briefly discussed in the first year are exploited in depth, providing with a solid theoretical background in aerodynamics and orbital mechanics. The aerodynamic courses are accompanied by practical applications using two aerodynamic tunnels. The first semester of the third year allows extended the student education by means of minor programmes. Students can choice to do this at other Tu Delft faculties, at other universities in the Netherlands or at one of partner universities. The last semester consists of the final BSc courses, and offers a practical flight with a Cessna Citation aircraft to carry out measurements in flight. Everyone finishes the third year with the Design Synthesis Exercise



(working with a team of students on an original and relevant design assignment, in many cases the design project being proposed by aerospace companies or research organization.

The necessary profile of an aerospace engineering student must be included the capacity to acquire new maths and physics skills at a rapid pace, ability to solve multidisciplinary design in a team, and capacity to study in an international-oriented environment.

A study regarding career for graduates (year 2017) concludes that:

- 88% of MSc graduates find a job within 6 months after graduating
- 40% become employed in the Aerospace sector
- 60% find a job within other engineering (wind energy, automotive) sectors, consultancy or management.

MSc programmes have the following directions: Space Flight, Flight Performance & Propulsion, Aerodynamics & Wind Energy, Control & Operations, and Aerospace Structures & Materials.

10.3 – Adulthood and University

The student finishing secondary school has a wide and sometimes bewildering choice of university degrees to apply for. Even restricting to Science, Technology, Engineering and Mathematics (STEM) the options can be numerous and confusing. Aeronautics and aerospace should be presented as:

- an advanced technology that takes most benefit of mathematics and physics, and is thus an ideal combination of all three rather than a narrowing down of focus into one of them;
- one of the most interdisciplinary branches of engineering since a flying machine involves most technologies: mechanics of flight, aerodynamics, propulsion, structures, materials, production, control, avionics, computing, telecommunications, man-machine interface;
- an enabler of a variety of vehicles, including airliners, high-performance aircraft, light private aircraft, helicopters, convertibles, drones, space launchers, satellites, space stations and interplanetary explorers;
- the ability to integrate all these technologies in vehicle that is safe, efficient and environmentally friendly while allowing fast travel to a wide range of destinations, some previously inaccessible.

The fascinating promise of aerospace engineering must be delivered in a high-quality university course that gives the necessary knowledge, skills and ability to reason and work in all these disciplines and their combination.

European universities offer a wide choice of high-quality aerospace education, with comprehensive curricula (Key Topic T10.4) and strong collaboration (Key Topic T10.5).



KEY TOPIC T10.4 – ANNALYSIS OF A COMPREHENSIVE AEROSPACE CURRICULUM

The aerospace is one of the main technological sectors of the European Union and a strategic sector to guarantee the future of European integration, its independence, prosperity and its competitiveness in the global economy. In short, it is a catalyst for growth and qualified employment.

The European aerospace industry has evolved over the past 40 years through a general and collective effort of public and private institutions, large companies, small and medium-sized enterprises (SMEs), academia and research, etc., to become an industry leader in the world. Today, aeronautics and air transport are among the main drivers of European cohesion and competitiveness, representing 220 billion euros and providing 4.5 million jobs in Europe, a figure that is expected to double in 2050. These data reveal that aeronautics plays a key role in facilitating European economic growth and social inclusion, providing income to regions that are otherwise isolated and helping people to broaden their horizons.

There are two fundamental aspects that must be taken into account and that affect directly to the implementation of university aerospace studies: the availability of qualified professionals and the breadth of the environment in which the aerospace sector develops and for which professionals must be trained.

Attracting talented younger generations is one of the big challenges that faces the aerospace industry nowadays. In order to maintain European leadership and competitiveness in the aerospace sector, it is essential to attract young talent with high quality university courses that provide the necessary knowledge, skills and abilities that allow them to work in an efficient way within the aerospace field.

In the following sections, it is given an overview of the main courses related to aerospace studies that are available in Europe, with special attention for the Spanish case.

Universities with aerospace engineering studies

Once students finish secondary school, it is possible to choose a great variety of aerospace degrees across Europe (figure 10.7). In Europe, aerospace education is usually structured in a three-year bachelor's degree in aerospace engineering, with exceptions such as the Spanish case, which offers a four-year degree. Once students have finished these studies, they can choose a later specialisation with a two-year Master in various disciplines within the aerospace sector.

In Europe, many universities offer studies in aerospace engineering, with bachelor, masters and doctoral programs. The following image shows some universities that offer Degrees in Aerospace Engineering marked with a black point. As it can be seen, France, United Kingdom, Spain or Germany are the countries with more programs available.



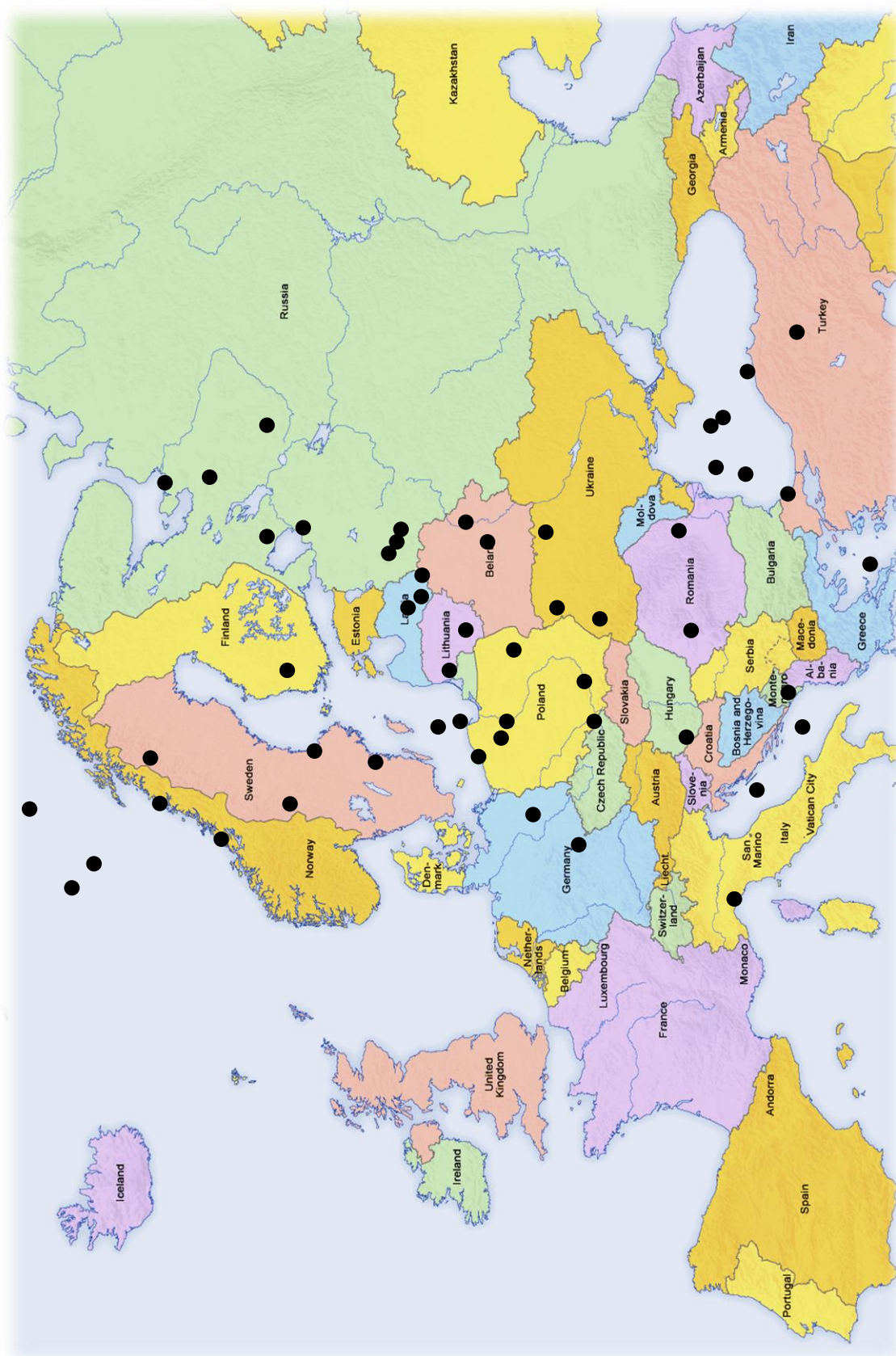


Figure 10.7 - European universities that offer Degrees in Aerospace Engineering



The duration of the degree programs of the universities considered in the previous image, is indicated in the figure 10.8.

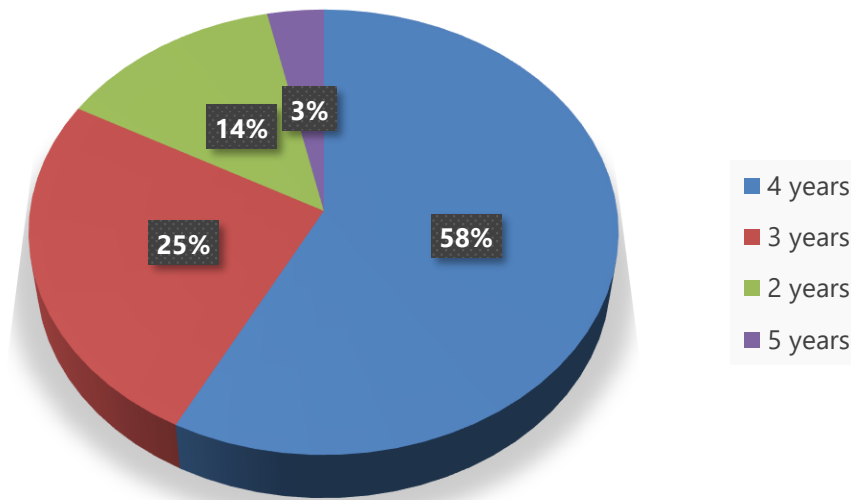


Figure 10.8 - Duration of the European Degrees in Aerospace Engineering

The previous graphic shows that most degree programs have a duration of four or three years, however, other countries such as Germany or Greece are the exception, with studies programs with a duration of two or five years, respectively.

Later, these studies can be extended with a two-year master's in aerospace engineering, which is also offered by the universities. Within this master, it is possible to choose several specialisations such as airports, propulsion systems or aerospace structures. In addition, other types of masters offered provide the opportunity of enlarging knowledge in other disciplines related to the aerospace sector such as, for example, space flight or energetics. The trend in recent years is studying a Degree in Aerospace Engineering, in which students acquire knowledge about the basic principles of aerospace technology and engineering sciences and, then, students continue their training with a master, which provides them the opportunity to specialize in a specific area of the aerospace field.

On the other hand, aviation is an extensive sector, and, for that reason, it is difficult to cover all the areas related to the aerospace industry in the study programs offered by the universities. Therefore, depending on the university, the degrees in aerospace engineering cover different disciplines within the aviation sector, such as airports, management or air navigation.

After analysing the degrees offered by the different universities, the areas that have been considered are the following ones:

- Aircraft: this area is related to the basic operation principles of an aircraft
- Airport: this area refers to the airport processes and its operation mode
- Propulsion: it refers to the basic principles of the aircraft engines system



- Science/materials: this area is focused in the mathematics principles of the aircraft performance as well as the study of aerospace structures and materials
- Management: it refers to all the business management within the aviation sector
- Navigation: this area is focused in the air traffic management
- Systems: this area is related to the aircraft systems such as avionics and electronic systems.

The following table 10.2 shows the areas mentioned above, and which of them are covered by the degrees of the different European universities that have been considered for the analysis.

University	Aircraft	Airport	Propulsion	Science/ materials	Management	Navigation	Systems
Polytechnic University of Catalunya	x		x	x			
University of Sevilla	x	x				x	
Polytechnic university of Valencia	x	x	x	x			
University of Leon	x	x		x			
University of Cadiz	x		x	x		x	
Polytechnic University of Madrid	x	x	x	x		x	x
European University of Madrid	x			x			
Carlos III University of Madrid	x		x				
University of Rey Juan Carlos	x	x	x			x	
University of Alfonso X el Sabio	x	x	x			x	
Polytechnic University of Milan	x		x	x	x		x
Polytechnic University of Turin	x		x	x	x		
Sapienza University of Rome	x		x	x			x
University of Luigi Vanvitelli	x		x	x		x	
University of Bologna	x					x	x
University of Padova	x			x	x	x	
University of Pisa	x		x				
Zurich University of Applied Sciences	x	x	x		x		
Delft University of Technology	x		x	x			
Amsterdam University of Applied Sciences	x	x			x		



University	Aircraft	Airport	Propulsion	Science/ materials	Management	Navigation	Systems
Inholland University of Applied Sciences	x			x			
Institute of Technology Carlow	x			x			x
University of Limerick	x			x	x		x
FH JOANNEUM Graz	x		x		x		
University of Patras	x		x	x	x		
Kaunas University of Technology	x			x			x
Vilnius Gediminas Technical University	x		x	x			x
Polytechnic University of Bucharest	x	x	x	x	x		
Transilvania University of Braşov	x			x	x		
Technical University of Košice	x		x		x	x	
BRNO University of Technology	x			x			
Czech Technical University in Prague	x			x		x	
Riga Technical University	x		x	x			
Newport University Centre for Educational Development	x		x	x	x		
University of Belgrade	x	x	x			x	
National Technical University of Ukraine	x			x		x	
Ecole-air de Salon de Provence (military school)	x			x		x	
ENAC Toulouse	x	x				x	x
ENSMA Poitiers	x	x	x	x			
ISAE-SUPAERO Toulouse	x	x		x			
University of Bristol	x			x		x	x
University of Glasgow	x			x		x	x
Politechnika Warszawska	x			x		x	

Table 10.2 - Areas covered by the European degrees within the aerospace sector

In the following points, it is included a brief description of the main universities that offer aerospace engineering studies, with the Spanish case analysed in detail.



10.3.1 France

In France, several institutions offer courses in aerospace engineering:

- In the first place, ISAE-SUPAERO Institut Supérieur de l'Aéronautique et de l'Espace, a world leader in higher education for aerospace engineering, which was officially created in October 2007 from the merging of two institutions: ENSICA and SUPAERO. It is located in Toulouse and it offers a degree program, the ingénieur ISAE-SUPAERO Degree, a program which is based on a multidisciplinary core curriculum comprised of courses in three main areas: science, humanities, engineering and businesses. It also offers a Master of Science in Aerospace Engineering, 15 Advanced Masters and 6 Doctoral programs.
- ENAC Ecole nationale de l'aviation civile, which is also based in Toulouse and belongs to the Ministry in charge of Civil Aviation. It trains pilots, air traffic controllers and engineers for future work in aerospace companies and in the public sector of civil aviation. It offers several degree programs including ENAC engineer, two masters and eight advanced master's courses.
- ENSMA Ecole nationale supérieure de mécanique et d'aérotechnique, which is based in Poitiers. It offers a degree in Aeronautics, Transport, Mechanics and Energy with a possibility of choosing the following specialisations in the third year: aerodynamics, energetics, heat transfer, structures, advanced materials and computer science and avionics. It also offers several masters in turbulence, aeronautical mechanics and energetics, air and ground transportation, etc.

10.3.2 Italy

The main universities that offer aerospace programs are the following ones:

- The Polytechnic of Milano, a scientific-technological university that trains engineers, architects and industrial designers. It offers a three-year bachelor's degree in aerospace engineering, a training program focused on the acquisition of a solid background in methodological aspects and basic subjects, such as the study of flight mechanics, aerospace technologies, aerospace propulsion systems and on-board systems. Graduates in Aerospace Engineering may continue their studies with a Master of Science in Aeronautical or Space Engineering.
- The Polytechnic of Turin, which offers a three-year bachelor's degree in aerospace engineering, within the department of mechanical and aerospace engineering. After the degree, students can continue their studies with a two-year master's in aerospace engineering, with the following specialisations: aerospace structures, propulsion systems, aeromechanics, aero-gas dynamics and space. It also offers a master's in aerospace engineering.
- The University of Rome "La Sapienza". It offers a three-year bachelor's degree in aerospace engineering and two Master of Science Degrees (Aeronautical Engineering and Space and Astronautical Engineering). After the Master of Science Degree, the training in Aerospace can be continued at Sapienza by joining one of three one-year Professional Master Courses



in Civil Aviation, in Satellites and Orbiting Platforms, or in Space Transportation Systems. Finally, the educational offer is completed with a three-year Ph.D. Course in Aeronautical and Space Engineering.

10.3.3 United Kingdom

The universities that offer Degrees in Aerospace Engineering include:

- Cranfield University, which offers the widest range of disciplines and is well equipped with research and simulation resources (>200 graduates per year). This university is highly specialised in one-year masters and does not offer any bachelor's training. It attracts many foreign students (>50%).
- The University of Bristol, offering degree courses and research in aeronautics and space. The aerospace engineering department has close links with major industrial companies, including Leonardo Helicopters, Airbus and Rolls-Royce.
- University of Glasgow, with a wide offer in aerospace training, including several degrees and masters.

10.3.4 Germany

Germany is a hub of state-of-the-art developments in the field of Aerospace and Avionics. That is why they have a large number of universities that offer studies in the sector. Below are the three examples of universities as well as the degrees, master and university degrees they offer:

- Bremen University of Applied Sciences. This is the public university of the applied sciences, which is situated at Bremen in Germany. This institute has various courses with bachelor's degree programs offered, while twenty-six master's degree courses are offered. In the field of aeronautics, it has a first program: Master's degree in Aeronautical Management and a second program: Master's degree in aerospace technologies.
- Technical University of Applied Sciences Wildau. The Technical University of Applied Sciences Wildau has twenty degree programmes in direct study programmes, and 2 in distance learning programmes. Relative to aeronautics, they offer an Aviation Management master's degree and also an Aeronautical Engineering/Aeronautical Logistics master's degree.
- Technical University of Munich. This is a research university with campuses in Arcisstrasse, Garching and Freising-Weihnstephan. It is a member of TU9, and until now, it is the only state university dedicated to technology. They offer a program orientated in Earth Oriented Space Science and Technology and an Aerospace Engineering master's degree.

10.3.5 Netherlands

In Netherlands, the most important university is the TU Delft, which is a reference in aerospace with more than 100 graduates per year. It offers a Degree in Aerospace Engineering and, during the first two years, students can acquire knowledge in aerospace design projects,



aerospace technology and basic engineering sciences. In the third year, students can choose a minor program between the followings:

- Simulation, verification and validation
- Production of aerospace materials
- Systems engineering and aerospace design
- Aerospace flight dynamics

The university also offers a two-year master's in aerospace engineering, with the possibility of choosing between six specialisations:

- Aerodynamics and wind energy
- Aerospace structures and materials
- Rotor design
- Flight performance and propulsion
- Space flight

10.3.6 Switzerland

The ZHAW Zurich University of Applied Sciences is one of the universities of applied sciences in Switzerland, which provides aerospace training. It offers a three-year bachelor's degree in aviation, with the possibility of choosing one specialisation from the fourth semester. The specialisations available are the following ones:

- Technics and Engineering, which is focused in aircraft systems and mechanics, as well as in maintenance and certification
- Operational engineering, which is focused in security management and airports processes
- Finally, the aviation degree program can be combined with obtaining a commercial pilot license, which makes possible to shorten the training period since the academic basis for the licensing theory is already provided in the Aviation degree program.

10.3.7 Spain

The professional environment in which the aerospace sector develops is very broad. Any study on the aerospace sector cannot lose sight of the broad framework in which this sector is framed, which is none other than the vast and complex aerospace system. In this area, aircraft, satellites and missiles move, which demand the performance of a series of essential agents for their development: manufacturers, airlines, airports, ATM's, R & D Centres, etc.



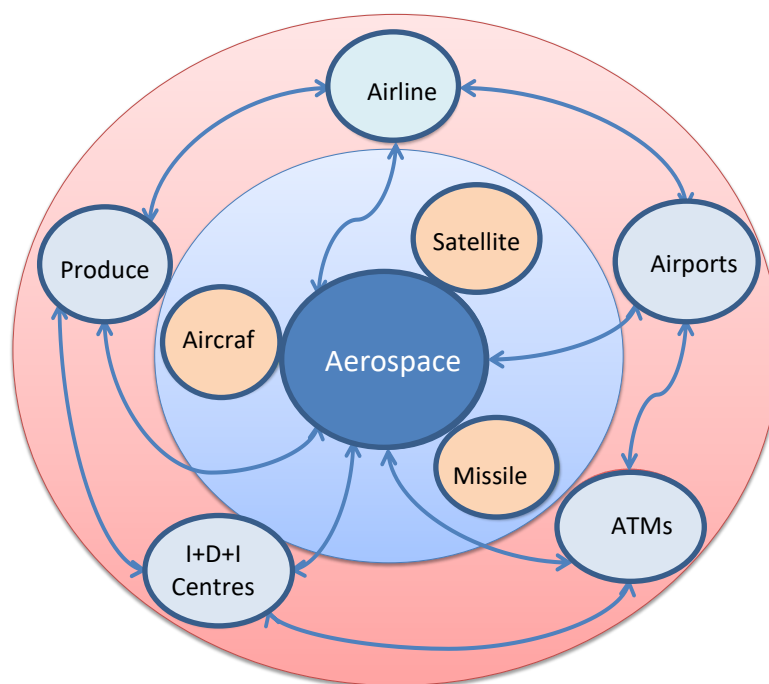


Figure 10.9 -The Aerospace System
(Source "La industria aeroespacial 2003", ETSIA)

The relevant components of the Aerospace education include the airports and Air Traffic Management System or ATM.

In the field of airports, Spain is proud to host the first airport operator in the world and the fourth provider of air navigation services in Europe, Aena. The Aena Group is a group of companies dedicated to airport management and the provision of air navigation services. Through *Aena Aeropuertos S.A.* (of which Aena owns 100% of the capital) manages 47 airports and 2 heliports in Spain and participates directly and indirectly in the management of another 26 airports around the world. It is the first airport operator in the world by number of passengers, with more than 200 million. Through the public body, Aena provides air navigation services. Aena is the fourth provider of air navigation services in Europe and participates prominently and actively in all projects of the European Union related to the implementation of the Single Sky. The professionals who manage this network of airports and air navigation have been formed mostly in the aeronautical schools of the UPM.

The purpose of the bachelor's Degrees is to obtain a general education in one or several disciplines by the student, aimed at preparing for the exercise of professional activities. The overcoming of these teachings gives right to the obtaining of the corresponding title of Graduated.

The official university degree programs are specified in the curricula that are prepared by the universities, subject to the rules and conditions that apply to them in each case. These curricula must be verified by the Council of Universities and their implementation must be authorized by the corresponding Autonomous Community. Additionally, official university degrees are



subject to an evaluation procedure every 6 years, starting from the date of their registration in the RUCT, in order to maintain their accreditation. The *Agencia Nacional de Evaluación de la Calidad y Acreditación* (ANECA) is responsible for establishing the necessary verification and accreditation protocols. After the authorization of the Autonomous Community and the verification of the curriculum, the Ministry of Education and Science will submit to the Government the proposal for the establishment of the official title and its registration in the RUCT, whose approval by agreement of the Council of Ministers will be published in the *Boletín Oficial del Estado* (BOE).

Each study plan of a degree title contains 240 credits, which include all the theoretical and practical training that the student must acquire:

- Basic aspects of the branch of knowledge
- Compulsory or optional subjects
- Seminars
- External practices
- Targeted work
- Final Degree Project
- Other training activities

Each degree concludes with the elaboration and public defence of a Final Degree Project. Each and every one of the degrees is assigned, at the proposal of the University where it is taught, in one of the following branches of knowledge:

- A. Arts and Humanities.
- B. Sciences.
- C. Health Sciences.
- D. Social and Legal Sciences.
- E. Engineering and Architecture.

The curriculum of a degree must contain a minimum of 60 credits of basic training, of which at least 36 must be linked to some of the subjects listed in annex II of Royal Decree 1393/2007 for the branch of corresponding knowledge. These subjects must be specified in subjects with a minimum of six credits each and must be offered in the first half of the study plan.

The remaining credits up to 60, if applicable, must be configured by basic subjects of the same or other branches of knowledge, or by other subjects as long as their basic character is justified for the initial training of the student or its transversal nature. If the degree includes external internships, these must have a maximum length of 60 credits and should preferably be offered in the second half of the study plan. The end of the degree project can have between 6 and 30 credits, be oriented to the evaluation of competences associated with the degree and therefore must be done in the final phase of the study plan.

Additionally, students can obtain academic recognition in credits for participation in cultural, sports, student representation, solidarity and cooperation activities up to a maximum of six credits of the total curriculum studied.



In the case of qualifications that qualify for the exercise of regulated professional activities in Spain, as is the case at hand, the curriculum must guarantee and must be designed in such a way as to obtain the necessary competences to obtain that profession and must if there is an adaptation to European regulations.

Access to official bachelor's degrees requires holding the bachelor's degree or equivalent and passing the exam. The fulfilment of these conditions give access to obtaining a place in the public system of university education. The global calculation of the offer of university places is higher than the demand. However, the greater demand to study in certain universities and especially, to take certain qualifications produces local imbalances between supply and demand. For this reason, and in order to objectify the access mechanisms to the University, the University Council approves annually, at the proposal of the respective Universities, access limits for all or some of the studies that make up its academic offer.

In Spain, several universities offer degree courses in the area of aeronautics, being the Polytechnic University of Madrid the one that provides the greatest number of graduates.

One of the most important characteristics of the UPM University is that the program in aerospace engineering contemplates several disciplines in the student training. That is, as the aerospace industry is a very wide sector, there are many areas that are necessary to take into account. At European level, it only exists a title denominated Aeronautic Engineer, but it does not include all the competences or skills that are required in the aerospace industry. Most European universities offer three-year degrees, which provide general knowledge about the sector, without including important specialisations such as air navigation or airports and focusing most of them in the vehicle.

However, the Aerospace Engineering Degree of the UPM University contemplates almost all the professional areas of the complex and wide aerospace system, including aircrafts, propulsion, air navigation, airports and aerospace technologies.

In addition to the UPM University, there are other national centres that offer studies in aerospace engineering. Nowadays, the Degree in Aerospace Engineering is taught in eleven schools (in brackets, it is indicated the university and the year in which the degree in aerospace became available):

- Superior Technical School of Aeronautical Engineering and Space (UPM / 2010-11)
- Superior School of Engineers of Seville (US / 2010-11).
- E.T.S.I. Industrial and Aeronautics of Terrassa (UPC / 2010-11).
- Superior Technical School of Design Engineering (UPV / 2010-11).
- School of Industrial Engineering and Information Technology of Leon (ULE / 2010-11).
- Superior Polytechnic School of Castelldefels (UPC / 2010-11).
- Superior Polytechnic School (Carlos III University of Madrid / 2010-11).
- Superior Polytechnic School (Alfonso X el Sabio University of Madrid / 2010-11).
- Polytechnic School (European University of Madrid / 2010-11).
- Superior Engineering School (University of Cadiz / 2011-12).
- E.T.S. of Telecommunications Engineers (Rey Juan Carlos University of Madrid/ 2011-12)



The following table 10.3 offers a comparative analysis of the degrees offered by these centres, which includes:

- Denomination of the degree title offered.
- University / centre where it is taught.
- Previous experience of the centre in aeronautical degrees.
- Year in which the Degree in Aerospace Engineering is offered for the first time.
- Language.
- Number of places available and access notes.
- Specialisations.
- Duration.
- Number of credits of the title.



Chapter 10

Title	University/ Centre where it is taught	Previous experience of the centre in aeronautical degrees	Year in which the Degree in Aerospace Engineering is offered for the first time	Language	Places available. Access note	Specialisations	Duration	Number of credits
Degree in Aerospace Engineering	Polytechnic University of Madrid Superior Technical School of Aeronautical Engineering and Space	Degrees to be extinguished: Technical Aeronautical Engineer (in Airports, Aircraft, Air Navigation, Aerospace Equipment and Materials, Aeroengines) Aeronautical Engineer	2010/2011	Spanish	630 11,386	Five specialisations: -Aerospace Vehicles, -Aerospace Propulsion -Science and Technologies -Airports and Air Transport -Navigation and Aerospace systems	4 years	Total: 240 ECTS Basic training: 60 Compulsory common credits: 60 Compulsory specialisation credits: 82,5 compulsory UPM-EIAE credits: 13,5 Optional credits and/or internships: 9-12 Final Degree Project: 12
Degree in Aerospace Engineering	University of Seville Superior Technical School of Engineering	Degrees to be extinguished: Aeronautical Engineer	2010-2011	Spanish/ English	125 12.34	Three specialisations: -Aerospace Vehicles. -Air Navigation -Airports and air Transport	4 years	Total: 240 ECTS Basic training: 64.5 Compulsory 76.5 Optional: 87 Optional internships: 9 Final Degree Project: 12
Degree in Aerospace Vehicles Engineering	Polytechnic University of Catalunya Superior Technical School of Industrial and Aeronautical Engineering of Terrassa (ETSEIAT)	Degrees to be extinguished: Aeronautical Engineer	2010/2011	Spanish/Cat alan	60 11.590	Aerospace Vehicles	4 years	Total: 240 ECTS Compulsory: 210 Internships: 0 Final Degree Project: 24
Degree in Aerospace Technologies Engineering	Polytechnic University of Catalunya Superior Technical School of Industrial and	Degrees to be extinguished: Aeronautical Engineer	2010/2011	Spanish/Cat alan	60 12.286	Aerospace Technologies	4 years	Total: 240 ECTS Compulsory: 210 Optional: 18 Internships: 0



Chapter 10

Title	University/ Centre where it is taught	Previous experience of the centre in aeronautical degrees	Year in which the Degree in Aerospace Engineering is offered for the first time	Language	Places available. Access note	Specialisations	Duration	Number of credits
	Aeronautical Engineering of Terrassa (ETSEIAT)							Final Degree Project: 24
Degree in Air Navigation Engineering	Polytechnic University of Catalunya School of Telecommunications and Aerospace Engineering of Castelldefels (EETAC)	Degrees to be extinguished: Aeronautical Technical Engineer in Air Navigation	2010-2011	Spanish: 25% Catalan: 60% English: 15%	80 10.166	Air Navigation	4 years	Total: 240 ECTS Basic: 60 Compulsory: 120 Optional: 36 Final Degree Project:: 24 Optional internships: 12
Degree in Airports Engineering	Polytechnic University of Catalunya School of Telecommunications and Aerospace Engineering of Castelldefels (EETAC)		2010-2011	Spanish/Catalan	40 9.072	Airports		Total: 240 ECTS Compulsory: 216 Final Degree Project:: 24
Degree in Aerospace Engineering	Polytechnic University of Valencia • Superior Technical School of Design Engineering	Degrees to be extinguished: Aeronautical Engineer	2010/2011	Spanish and Valencian	120 12,29	Five specialisations: -Aircrafts -Aeroengines -Airports -Aerospace equipment and materials -Air Navigation	4 years	Total: 240 ECTS Basic training: 60 Compulsory: 88.5 Optional: 79.5 Final Degree Project: 12
Degree in Aerospace Engineering	University of Leon School of Industrial Engineering and Information Technology	Degrees to be extinguished: Aeronautical Technical Engineer in Aero engines	2010/2011	Spanish/English	60 11,478	Aircrafts	4 years	Total: 240 ECTS Basic training: 60 Compulsory: 132 Optional: 36 Final Degree Project:: 12



Chapter 10

Title	University/ Centre where it is taught	Previous experience of the centre in aeronautical degrees	Year in which the Degree in Aerospace Engineering is offered for the first time	Language	Places available. Access note	Specialisations	Duration	Number of credits
Degree in Aerospace Engineering	Carlos III University Superior Polytechnic School	NO	2010/2011	English	70 11,269	Two specialisations: -Aerospace Vehicles -Aerospace Propulsion	4 years	Total: 240 ECTS Basic training: 78 Compulsory: 129 Optional: 12 Internships: 12 Final Degree Project: 12
Degree in Aerospace Engineering	Alfonso X el Sabio University Superior Polytechnic School	NO	2010-2011	Spanish	80	Four specialisations: -Aircrafts -Aeroengines -Airports -Air navigation	4 years	Total: 240 ECTS Basic Training: 60 Compulsory: 159 Optional: 9 Internships: 0 Final Degree Project: 12
Degree in Aerospace Engineering in Aircrafts	European University of Madrid Superior Polytechnic School	NO	2010/2011	English	40	Aircrafts	4 years	Total: 240 ECTS Basic training: 60 Compulsory: 138 Optional: 12 Internships: 12 Final Degree Project: 18
Degree in Aerospace Engineering	University of Cadiz Superior Engineering School of Cadiz.	NO	2011/2012	Spanish	70 11,55	Two specialisations: -Aircrafts -Aerospace equipment and materials	4 years	Total: 240 ECTS Basic training: 60 Compulsory: 145.5 Optional: 16.5 Internships: 0 Final Degree Project: 18
Degree in Aerospace Engineering in Air Navigation	Rey Juan Carlos University	NO	2011-2012	Spanish	55 9.416	Air Navigation	4 years	Total: 240 ECTS Basic training: 78 Compulsory: 114



Title	University/ Centre where it is taught	Previous experience of the centre in aeronautical degrees	Year in which the Degree in Aerospace Engineering is offered for the first time	Language	Places available. Access note	Specialisations	Duration	Number of credits
	Superior Technical School of Telecommunication Engineering							Optional: 18 Internships: 18 Final Degree Project:: 12

Table 10.3 - Degrees in Aerospace Engineering offered in Spain



In this section, it is analysed in detail the Degree in Aerospace Engineering of the Polytechnic University of Madrid, which is taught by the Superior Technical School of Aeronautical Engineering and Space (ETSIAE).

First, this degree became available in the 2010-2011 academic course, when the Aeronautic Engineer and Aeronautic Technical Engineer Degrees extinguished.

The Degree in Aerospace Engineering of the UPM University is structured in a common basic training and the following specialisations:

- Aerospace Vehicles
- Aerospace Propulsion
- Navigation and aerospace systems
- Airports and air transport
- Science and aerospace technologies

After a common basic training the first two courses, students choose a specialisation for the last two courses, where they acquire the competences and skills of those specialisations.

The study plan complies with the provisions of the Resolution of January 15, 2009 of the Secretary of State for Universities (BOE, January 29, 2009) and by Ministerial Order CIN / 308/2009, of February 9 (BOE, February 18, 2009).

The Degree in Aerospace Engineering of the UPM University is composed of 240 credits. They are distributed as it is indicated in the following table 10.4.

Credits distribution		Number of credits
Basic credits		60 ECTS.
Compulsory common credits		60 ECTS.
Compulsory specialisation credits	Aerospace Vehicles	82,5 ECTS.
	Aerospace Propulsion	82,5 ECTS.
	Science and aerospace Technologies	82,5 ECTS.
	Airports and air Transport	82,5 ECTS.
	Navigation and Aerospace Systems	82,5 ECTS.
Compulsory credits of UPM-ETSIAE		13,5 ECTS
Optional credits and/or internships	Specialisation of Science and Aerospace Technologies	9 ECTS
	Rest of specialisations.	12 ECTS
Credits of Final Degree Project		12 ECTS.

Table 10.4 - Credits distribution of the UPM Degree in Aerospace Engineering

As it can be seen in the previous table, students' study 133,5 common credits for all the specialisations and 82,5 credits of compulsory subjects for the specialisations of Aerospace Vehicles, Aerospace Propulsion, Navigation and Aerospace systems and Airports and Air Transport. In the case of Science and Aerospace Technologies specialisation, they are 85,5 credits.



In addition to the previous credits, there are the optional credits and the credits belonging to the Final Degree Project.

The following table 10.5 shows the list of subjects, which are part of the study plan of the Degree in Aerospace Engineering offered by the UPM.

Subjects	Subjects	ECTS	Specialisations
Mathematics	Mathematics I	9	All
	Mathematics II	9	All
	Mathematical methods	6	All
	Numerical calculation	3	Science and Aerospace Technologies
	Mathematics extension	6	Science and Aerospace Technologies
	Statistics	6	All
Economy and Business Management	Business Economics	6	All
	Business and Project Management	4,5	All
Aerospace production	Aerospace Manufacturing	3	All
	Aerospace Production Systems	3	Aerospace Vehicles, Aerospace Propulsion
physics	Physics I	6	All
	Physics II	6	All
	Meteorology	3	Airports and Air Transport, Navigation and Aerospace systems
Design engineering	Graphic expression	6	All
	Graphic design	3	Aerospace Vehicles, Aerospace Propulsion, Science and Aerospace Technologies
	Mechanical design	4,5	Aerospace Vehicles, Aerospace Propulsion
Science and technology of materials	Chemistry	6	All
	Material science	6	All
	Construction materials	3	Airports and Air Transport
	Structural Materials for Propulsive Systems	3	Aerospace Propulsion
	Composite materials	3	Aerospace Vehicles, Science and Aerospace Technologies
	Aerospace alloys	3	Aerospace Vehicles, Aerospace Propulsion, Science and Aerospace Technologies
	Alloys	3	Science and Aerospace Technologies
Aerospace Technology complements	Specialisation Orientation Conferences	1,5	All
	Aerospace Technology	6	All
	Computing	6	All
	Computational Fluid Dynamics	3	Science and Aerospace Technologies
	Finite element method	3	Science and Aerospace Technologies
	MEF and CFD	4.5	Aerospace Vehicles, Aerospace Propulsion
Electrical and Electronic Engineering	Electronics and Automation	6	All
	Electric engineering	6	All
	Electrical installations	4,5	Airports and Air Transport, Navigation and Aerospace systems
Mechanics and thermofluidic dynamics	Classical Mechanics	6	All
	Thermodynamics	6	All
	Fluid mechanics	6	All
	Analytical Mechanics	3	Science and Aerospace Technologies
	Orbital Mechanics	3	Science and Aerospace Technologies
	Applied thermodynamics	3.75	Aerospace Propulsion
	Heat and Mass Transportation	3.75	Aerospace Propulsion
	Fluid mechanics II	6	Aerospace Vehicles, Aerospace Propulsion, Science and Aerospace Technologies
Aerodynamics, Aeroelasticity and Flight Mechanics	Aerodynamics and Flight Mechanics	6	Airports and Air Transport, Navigation and Aerospace systems
	Aerodynamics	6	Science and Aerospace Technologies
	Aerodynamics, Aeroelasticity and Flight Mechanics	9	Aerospace Propulsion



Subjects	Subjects	ECTS	Specialisations
	Aerodynamics and Aeroelasticity	9	Aerospace Vehicles
	Flight Mechanics	6	Aerospace Vehicles, Science and Aerospace Technologies
	Aeroelasticity	3	Science and Aerospace Technologies
Air Transport Engineering	Air Transport	3	All
	Air Transport Engineering	6	Airports and Air Transport, Navigation and Aerospace systems
Air Traffic Management Engineering	Air Traffic Management	6	Navigation and Aerospace systems
	Air Traffic Control and Management	3	Airports and Air Transport
	Positioning, Guidance and Control	4,5	Navigation and Aerospace systems
Resistance of Materials, Elasticity and Structures	Resistance of materials and Elasticity	7,5	All
	Solid mechanics	3	Aerospace Vehicles, Aerospace Propulsion, Science and Aerospace Technologies
	Structures	6	Science and Aerospace Technologies
	Structures	3	Airports and Air Transport
	Steel structures	4,5	Airports and Air Transport
	Concrete structures	4,5	Airports and Air Transport
	Aeronautical Structures	4,5	Aerospace Vehicles, Aerospace Propulsion
	Vibrations	3	Aerospace Vehicles, Aerospace Propulsion, Science and Aerospace Technologies
Airport Engineering	Aerodromes	6	Airports and Air Transport
	Construction	6	Airports and Air Transport
	Buildings and Facilities, Urbanization and Access	6	Airports and Air Transport
	Geotechnics	3	Airports and Air Transport
	Geodesy and Topography	4,5	Airports and Air Transport
	Airports	6	Navigation and Aerospace systems
	Airports facilities	4,5	Airports and Air Transport
	Operation Engineering and Airport Management	3	Navigation and Aerospace systems
Navigation and Aerospace Systems Engineering	Introduction to Air Navigation	3	Airports and Air Transport, Navigation and Aerospace systems
	Communications and Networks	4,5	Navigation and Aerospace systems
	Geodesy and Cartography	4,5	Navigation and Aerospace systems
	Communications and Surveillance Systems	4,5	Navigation and Aerospace systems
	Automatic Control Systems	3	Navigation and Aerospace systems
	Air Navigation Systems	4,5	Navigation and Aerospace systems
	Radio Frequency Systems	4,5	Navigation and Aerospace systems
	Digital Treatment of Information	4,5	Navigation and Aerospace systems
	Avionics	4,5	Navigation and Aerospace systems
Aerospace propulsion	Aerospace Systems Engineering	3	Navigation and Aerospace systems
	Air reactors	6	Aerospace Propulsion, Science and Aerospace Technologies
	Alternative Aeronautical Engines	4,5	Aerospace Propulsion
	Air reactors	4	Aerospace Vehicles
	Alternative Aeronautical Engines	2	Aerospace Vehicles
	Rocket engines	3	Aerospace Vehicles
	Aircrafts Propulsion	3	Airports and Air Transport, Navigation and Aerospace systems
	Alternative Aeronautical Engines	3	Science and Aerospace Technologies
	Engine Systems	4	Aerospace Propulsion
	Fuels and lubricants	2	Aerospace Propulsion
Aerospace vehicles	Rocket engines	4,5	Aerospace Propulsion, Science and Aerospace Technologies
	Control and Optimization	6	Science and Aerospace Technologies
	Aerospace vehicles	6	Science and Aerospace Technologies
	Space vehicles	3	Aerospace Vehicles
	Fixed Wing Aircrafts	6	Aerospace Vehicles
	Rotary Wing aircrafts	3	Aerospace Vehicles



Subjects	Subjects	ECTS	Specialisations
	Missiles	3	Aerospace Vehicles
Sustainability and Sustainability	Legislation and Management	3	Airports and Air Transport
	Operation and maintenance	6	Airports and Air Transport
	Maintenance and Certification of Engines	7.5	Aerospace Propulsion
	Maintenance and Certification of Aerospace Vehicles	6	Aerospace Vehicles
	Final Degree Project	12	All
	Professional and Academic English	6	All
	Internships or optional	6	Science and Aerospace Technologies
	Internships or optional	12	Aerospace Vehicles, Aerospace Propulsion, Airports and Air Transport, Navigation and Aerospace systems

Table 10.5 - List of subjects of the Degree in Aerospace Engineering study plan by the UPM

KEY TOPIC T10.5 – COLLABORATION AMONG EUROPEAN UNIVERSITIES WITH AEROSPACE ENGINEERING DEGREES

The University of almost all countries offer Programs in Aeronautic/Aerospace Engineering and therefore it would be almost impossible to give a precise idea of the different organization adopted in such diversified academic systems. Moreover, beyond the structure of engineering programmes, the programme contents themselves may vary considerably from one institution to another.

On this topic, as well in many others concerning specific scientific/professional/cultural contexts, different non-profit Associations/Networks/Partnerships have been created by Academic/Governmental Institution to share common backgrounds and visions of the general characteristics required to the University Degree Programs in each specific field.

Therefore, a criterion to select possible examples concerning the organization of typical University Degrees in Aeronautic/Aerospace Engineering could be that of focusing on those ones participating to specific networks existing in this field, such as PEGASUS and EASN.

In particular, the Partnership of a European Group of Aeronautics and Space Universities - PEGASUS represent one of such networks.

PEGASUS (www.pegasus-europe.org) has been formed from an initiative taken by the four main **French Grandes Ecoles** involved in aerospace with the aim of attracting the best students and also to offer highly relevant educational and research programmes.

PEGASUS partners are public and/or non-profit institutions of higher education in aeronautical / aerospace engineering located in the EU.

- 20 Founding Members in 1998;
- Presently 25-member Institutions;
- European countries represented.



Co-ordinated change and innovation are required to achieve objectives to be defined through close links and interaction with our aerospace Industry and relevant Government agencies. PEGASUS is open to all EU institutions providing a sufficiently qualified education in aerospace engineering. These programmes must include:

- Degree-awarding programmes;
- Continuing Education;
- Research;
- Intercontinental Affairs.

The participating Institutions (as of 2014) to the PEGASUS Partnership are depicted in Figure .

Partners of the Pegasus Network are categorised as:

- Full Partners, who fulfil the conditions stipulated by the internal procedural regulations.
- Probationary Partners, who joined the Pegasus Network according to the Internal Procedural Regulations and have not yet been upgraded to the Full Partner status.
- Associate Partners, namely institutions not fulfilling all admission requirements but, nevertheless, in possession of a high reputation.





Figure 10.10 - Academic Institutions (as of 2014) members of the PEGASUS Partnership.
Source: https://www.pegasus-europe.org/userfiles/Pegasus_presentation.pdf

The PEGASUS associated partners are shown in Figure .



PEGASUS Associate Partners			
Country	Institution	Country	Institution
	Kazan State Technical University		Kharkiv Aviation Institute
	Ufa State Aviation Technical University		
	Moscow Aviation Institute		

Figure 10.11 - Associated Partners of the PEGASUS Partnership.
Source: https://www.pegasus-europe.org/userfiles/Pegasus_presentation.pdf

All partners have agreed on a specific curriculum description format, PEGASUS Course Catalogue in 2009 enabling an immediate understanding of the level of education provided by the partners. The PEGASUS members agree that a new European system for QA in Aerospace Engineering Education should be applied for on a voluntary basis and if possible should not duplicate existing accreditation systems. The new system should focus on the qualifications and skills of the graduates right after graduation. PEGASUS, through PEGASUS-



Industry Alliance, has established an entity for developing a quality/excellence label, named PERSEUS which is awarded at Master Level (level 5 of Bologna process) on the basis of peer reviews and site visits.

According to the PEGASUS Course Catalogue (https://www.pegasus-europe.org/userfiles/Pegasus_Brochure_issue3.pdf), the commonalities of the programmes in Aeronautic/Aerospace Engineering have been classified into the following categories:

- **FS: FUNDAMENTAL SCIENCES**

They are the background scientific knowledge required to understand and utilise techniques and methods used in aerospace engineering. FS include courses such as mathematics, physics, chemistry, computer science basics, etc.

- **ES: ENGINEERING SCIENCES**

They are sciences applied to general engineering purposes, such as mechanics, fluid mechanics, gas dynamics, electronics, telecoms, software engineering, simulation tools and techniques, etc.

- **AE: AEROSPACE ENGINEERING SCIENCES**

Among engineering sciences, those having a strong orientation towards aerospace have been identified separately. They include: aerodynamics, propulsion techniques, aeronautical structures & materials, aircraft design, flight dynamics, air traffic control, aircraft operations, aviation safety, avionics, space engineering, among others.

- **GC: GENERAL COURSES**

Today, engineers can no longer limit themselves to purely technological projects, and they are in need of knowledge and skills in various “soft” sciences domains. These general courses include a large variety of topics (often proposed as optional courses) such as economics, finance, management, project management, history of aviation & industry, foreign languages, etc.

- **IT/FYP: INDUSTRIAL TRAINING / FINAL YEAR PROJECT**

Most PEGASUS engineering programmes include also one or several periods of practical training, in laboratories or industrial structures. These may take place during the training program (industrial training/internship) and/or right at the end of it (Final Year Project). In this case, the practical training period is rather long (generally 4 to 6 months) and represents an opportunity to apply to real industrial problems the skills acquired during the period of courses.

In some countries with a strong centralised administration of education (France, Italy) little dispersion in their programmes’ profiles can be found. However, their programmes are also quite similarly balanced as those of Spain, Portugal and Sweden. For instance, in all those countries, the proportion of basic science and technology (the sum of the first two categories: FS and ES) is roughly the same, 40% to 50% of the overall curriculum (although the respective weights of FS and ES may vary more importantly according to some national inclinations



towards more or less theoretical studies). Conversely, in countries with a long tradition of decentralised education (Germany, UK), the dispersion between categories is greater from one university to another.

Nevertheless, some German universities (Stuttgart, Munich, Dresden and Aachen) show a similar proportion of basic science and technology (50%) as French, Italian, Spanish and Swedish institutions.

A summary of the different percent composition (in terms of ECTS) of the Degree Programs in Aeronautic/Aerospace engineering in the PEGASUS Universities is shown in Figure 10.12.

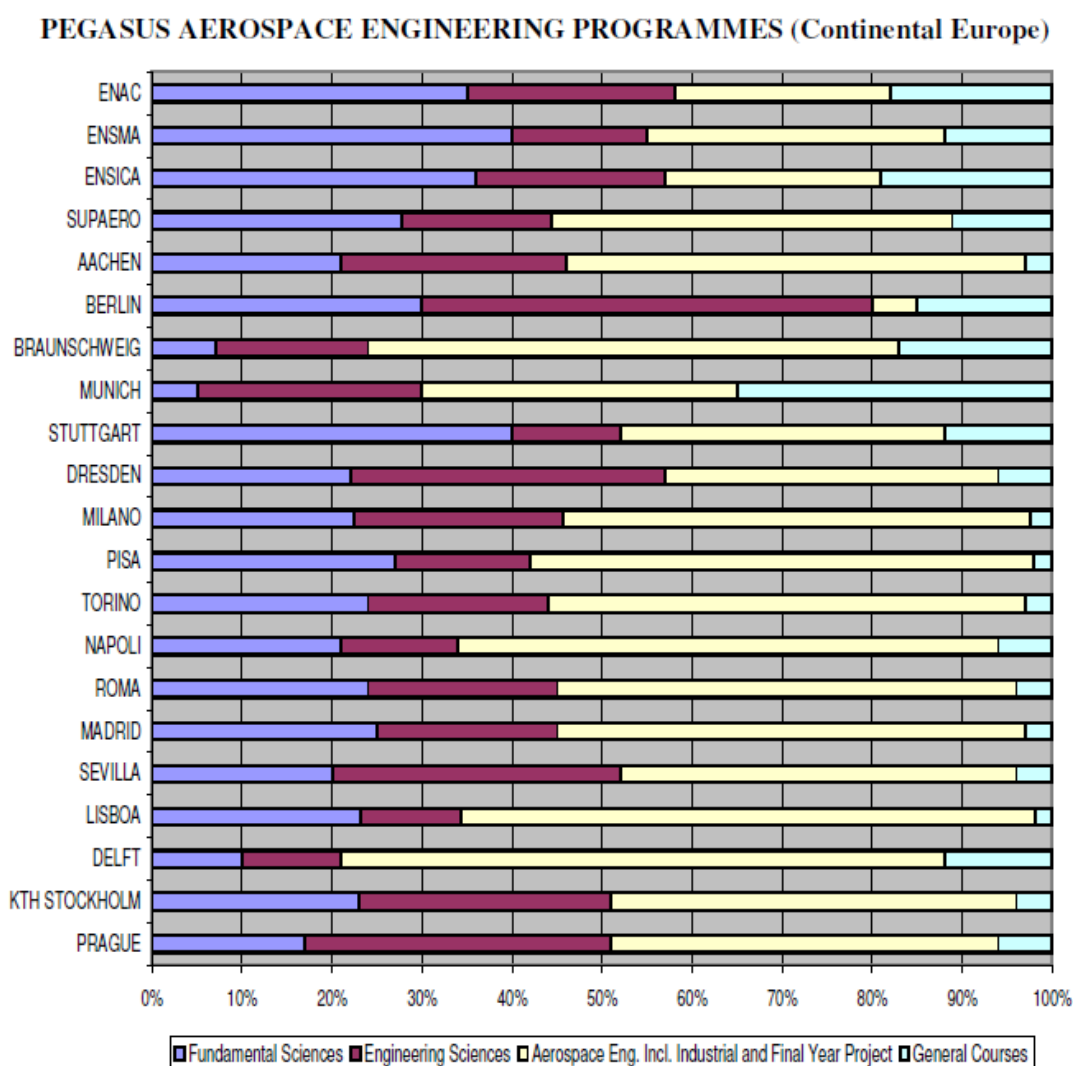


Figure 10.12 - Percent composition (in terms of ECTS) of the Degree Programs in Aeronautic/Aerospace Engineering in the PEGASUS Universities.

(Source: https://www.pegasus-europe.org/userfiles/Pegasus_Brochure_issue3.pdf)



PEGASUS member institutions are characterized by diverse aerospace engineering specialities which are reflected through a variety of courses or programmes, some of which are mandatory for all students while others are optional (electives). Some topics are widely taught across the PEGASUS engineering programmes, such as aerodynamics, aeronautical structures & materials, aircraft design, propulsion & combustion. Others are more concentrated in some member institutions, which put on emphasis on certain specialities like aircraft operations, air traffic control, space engineering & technology, etc. However, it is also possible to list “strong” areas for each institution.

FRANCE

ENAC (Toulouse) Aircraft operations, aviation safety, airline/airport operations & management, air traffic management; Aircraft navigation, avionics, communications; Aircraft Design, Subsystems and Integration; Performance, Stability and Control.

ENSICA (Toulouse) Aircraft design, subsystems & integration; Aircraft navigation, avionics, communications; Structures, materials; Aerodynamics, gas dynamics; Space engineering & technology.

ENSMA (Poitiers) Aerodynamics, gas dynamics, heat transfer; Structures, materials; Propulsion, combustion.

SUPAERO (Toulouse) Aerodynamics, gas dynamics; Propulsion, combustion; Aircraft, navigation, avionics, communications; Space engineering & technology; Structures, materials.

GERMANY

RWTH AACHEN Aerodynamics, gas dynamics; Structures, materials; Propulsion, combustion; Aircraft design, subsystems & integration; Production and maintenance.

TU BERLIN Aerodynamics, gas dynamics; Propulsion, combustion; Aircraft operations, aviation safety, airline/airport operations & management, air traffic management

TU BRAUNSCHWEIG Aircraft operations, aviation safety, airline/airport operations & management, air traffic management; Aircraft navigation, avionics, communications; Structures, materials.

TU MUNICH Aerodynamics, gas dynamics; Space engineering & technology; Propulsion, combustion; Structures, materials; Aircraft navigation, avionics, communications.

UNIV. STUTTGART Propulsion, combustion; Aircraft design, subsystems & integration; Structures, materials; Aerodynamics, gas dynamics.

TU DRESDEN Structures, materials; Aerodynamics, gas dynamics; Propulsion, combustion; Space Engineering & Technology; Aircraft Navigation, avionics & Communications.



ITALY

POLITECNICO DI MILANO Structures, materials; Aerodynamics, gas dynamics; Propulsion, combustion; Space engineering & technology; Rotary Wing Systems and Non-conventional Aircraft.

UNIV. DI PISA Structures, materials; Aerodynamics, gas dynamics; Performance, stability & control, flight dynamics; Space engineering & technology;

POLITECNICO DI TORINO Structures, materials; Aerodynamics, gas dynamics; Propulsion, combustion; Aircraft design, subsystems & integration; Performance, stability & control, flight dynamics; Space engineering & technology.

UNIV. DI NAPOLI Structures, materials; Aerodynamics, gas dynamics; Aircraft navigation, Avionics, Communications; Performance, Stability and Control; Aircraft design, Subsystems and Integration.

UNIV. DI ROMA Space Engineering & Technology; Structures, materials; Aerodynamics, gas dynamics; Propulsion, combustion; Performance, Stability and Control, Flight Dynamics.

THE NETHERLANDS

TU DELFT Aerodynamics, gas dynamics; Space engineering & technology; Aerodynamics, gas dynamics; Aircraft design, subsystems & integration.

PORTUGAL

IST LISBOA Aircraft navigation, Avionics, Communications; Performance, Stability and Control, Flight Dynamics; Aerodynamics, gas dynamics; Aerodynamics, gas dynamics; Propulsion, combustion;

SPAIN

ETSIA MADRID Propulsion, combustion; Aircraft operations, aviation safety, airline/airport operations & management, air traffic management; Aircraft navigation, avionics, communications; Structures, materials; Aerodynamics, gas dynamics.

UT SEVILLA Structures, Materials, Aircraft Operations, Aviation Safety, Airlines / Airports Operations and Management, Air Traffic Management, Production & Maintenance, Aerodynamics, Gas Dynamics, Heat Transfer, Aircraft Navigation, Avionics, Communications

SWEDEN

KTH STOCKHOLM Structures, materials; Aerodynamics, gas dynamics; Performance, stability and control; Aircraft design, subsystems & integration; Propulsion, combustion.

UNITED KINGDOM

UNIVERSITY OF BRISTOL Structures, materials; Aerodynamics, gas dynamics; Aircraft design, subsystems & integration; Performance, stability & control.



CRANFIELD UNIVERSITY Aircraft operations, aviation safety, airlines/airports operations & management, air traffic management; Aerodynamics, gas dynamics; Structures, materials; Aircraft design, subsystems & integration.

UNIVERSITY OF GLASGOW Structures, materials; Aircraft design, subsystems & integration; Performance, stability & control; Aircraft operations, aviation safety, airlines/airports operations & management, air traffic management; Aerodynamics, gas dynamics.

CZECH REPUBLIC

CVUT PRAGUE Aircraft Navigation, Avionics, Communications, Aircraft Operations, Aviation Safety, Airlines / Airports Operations and Management, Air Traffic Management, Aerodynamics, Gas Dynamics, Heat Transfer, Aircraft Design, Subsystems and Integration, Performance, Stability and Control, Flight Dynamics.

ITALY

The Italian University System is organized, after the Bologna process on three-degree levels as shown in Figure 10.13.

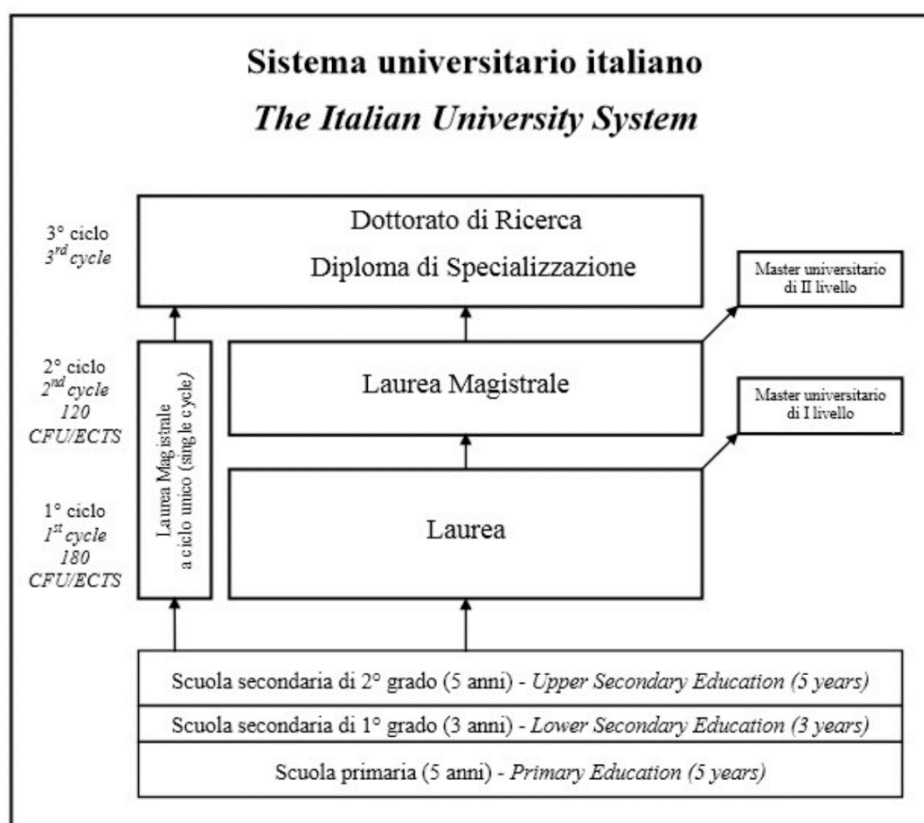


Figure 10.13 - Organization of the Italian University system.
Source: www.universitaly.it

There are several Italian Universities offering First Cycle (Bachelor), Second Cycle (Master) and Ph.D. Degrees in Aerospace/Aeronautical Engineering. However, since the Bachelor offers



limited work opportunities it seems more appropriate to limit the analysis only to Master and Ph. D courses.

In Italy there are 11 National Universities offering a Second Level (master's degree in aerospace/Aeronautical Engineering. Detailed information on the organization and specific contents of each Degree Program can be found, as shown in Figure 10.14, on a site provided by the Italian Ministry for University and Research <https://www.university.it/>.










































































Università degli Studi di BOLOGNA (University page)		Website
Aerospace Engineering , FORLÌ [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	      
Politecnico di MILANO (University page)		Website
Aeronautical Engineering , MILANO [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	      
Space Engineering , MILANO [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	      
Università degli Studi di NAPOLI "Federico II" (University page)		Website
AEROSPACE ENGINEERING , NAPOLI Interateneo [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	     
Università degli Studi della Campania "Luigi Vanvitelli" (University page)		Website
Aerospace Engineering , AVERSA [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	    
Università degli Studi di PADOVA (University page)		Website
Aerospace Engineering , PADOVA [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	     
Università degli Studi di PALERMO (University page)		Website
Università di PISA (University page)		Website
Aerospace Engineering , PISA [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	    
Università degli Studi di ROMA "La Sapienza" (University page)		Website
Aeronautical engineering , ROMA [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	     
Space and astronautical engineering , ROMA [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	     
Università degli Studi ROMA TRE (University page)		Website
Aeronautical engineering , ROMA [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	    
Università del SALENTO (University page)		Website
AEROSPACE ENGINEERING , BRINDISI Interateneo [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	      
Politecnico di TORINO (University page)		Website
Aerospace Engineering , TORINO [scheda completa (SUA-CDS)] [scheda sintetica] [Course website]	LM-20	     

Figure 10.14 - Italian Universities offering a master's degree in Aeronautic/Aerospace Engineering.

Source. <https://www.university.it/>

The meaning of the symbols on Figure 10.14 are as follows:



Accession requirement → undergraduate degree





Offered by University Institution



Compulsory admission test



Admission test not required



Face to face class lessons



Duration 2 Years (4 semesters)



Program with international agreements



Courses taught in English

Full information on learning outcomes, study plan, syllabus, professors, opportunities for international mobility of students, placement opportunities, etc. can be obtained by accessing the link "SUA-CDS" or the "Course web site".

Typical catalogues of some master's degrees offered by the Italian Universities are shown in 10.15. As indicated previously, in Italy there is a strong centralised administration of education which binds the Institutions to provide a curriculum with little dispersion in their programs.























1st Year									
Code	SSD	Course Title	Num Sec	Language	Course location	Type	Sem	CFU	CFU Group
081066	ING-IND/06	AERODYNAMICS			BV	M	1	10.0	10.0
096008	ING-IND/03	FLIGHT DYNAMICS			BV	M	1	10.0	10.0
083768	ING-IND/04	AEROSPACE STRUCTURES			BV	M	1	10.0	10.0
099255	ING-IND/04	AEROSPACE STRUCTURES			BV	M	1	10.0	
099245	ING-IND/04	DYNAMICS AND CONTROL OF FLEXIBLE AIRCRAFT			BV	M	2	10.0	10.0
096024	ING-IND/06	COMPRESSIBLE FLUID DYNAMICS			BV	M	2	10.0	10.0
096010	MAT/08	NUMERICAL MODELING OF DIFFERENTIAL PROBLEMS			BV	M	2	6.0	6.0
099268	ING-IND/14	MACHINE DESIGN			BV	M	2	6.0	
099256	ING-INF/04	ADVANCED AEROSPACE CONTROL			BV	M	2	6.0	
083903	ING-IND/10	HEAT TRANSFER AND THERMAL ANALYSIS			BV	M	2	6.0	
084149	ING-IND/15	COMMUNICATIONS SKILLS			BV	M	2	2.0	2.0
099257	ING-IND/03	TECHNICAL COMMUNICATION IN ENGLISH			BV	M	2	2.0	
2nd Year									
Code	SSD	Course Title	Num Sec	Language	Course location	Type	Sem	CFU	CFU Group
091224	ING-IND/04	AERO-SERVO-ELASTICITY			BV	M	1	8.0	24.0
091254	ING-IND/06	INSTABILITY AND TURBULENCE			BV	M	1	8.0	
091253	ING-IND/06	EXPERIMENTAL FLUID DYNAMICS			BV	M	1	8.0	
099244	ING-IND/06	COMPUTATIONAL FLUID DYNAMICS			BV	M	1	8.0	
097502	ING-IND/14	MECHANICAL SYSTEMS RELIABILITY			BV	M	1	6.0	6.0
091222	ING-IND/35	MANAGEMENT OF AEROSPACE PROJECTS			BV	M	1	6.0	
051177	MAT/09	OPERATION RESEARCH			BV	M	1	6.0	
091335	ING-IND/06	AERODYNAMIC PROJECT			BV	M	2	6.0	12.0
051173	ING-IND/06	ROTOR AERODYNAMICS			BV	M	2	6.0	
091336	ING-IND/03	DESIGN OF WIND TURBINES			BV	M	2	6.0	
091339	--	GRADUATION THESIS AND FINAL WORK		--	--	V	1	20.0	20.0
091339	--	GRADUATION THESIS AND FINAL WORK		--	--	V	2	20.0	

Figure 10.15 - General contents of the Aeronautic Engineering master's degree (taught in English at the Polytechnic of Milan)

Source: www.polimi.it



10.4 – Careers in Aeronautics and Space

The kind of multidisciplinary competence in advanced technologies necessary in the aerospace sector is also sought in other sectors, such as:

- the automobile, railway and other transport and non-transport industries looking for better aerodynamics, lighter strong structures, more efficient engines, advanced control, safe traffic management;
- the consulting companies needing managers of technological projects, that require scientific skills out of reach of economists or legal people and find that the latter aspects can be assimilated to a sufficient extent by engineers.

Although an aerospace engineer would have as a first-choice aeronautics or space, it may happen that some consultant companies are quicker to offer professionally enticing and well-paid job opportunities, often advertising before the university degree is complete. The aeronautical industry can have the lead if it invites promising students to stay during their university course, thereby establishing early links that ensure their choice before other attractions arise.

The unrelenting technological progress changes the shape of the aerospace industries (Key Topic 10.6) and the careers it offers (Key Topic T10.7).

KEY TOPIC T10.6 – EVOLUTION OF THE AEROSPACE INDUSTRY

The aerospace industry is currently experiencing profound changes. With emerging countries such as China, India, Brazil and Russia entering into the market, global competition is steadily on the increase. Whilst long-term growth predictions are generally positive, continued success can only be achieved by those who excel at developing and implementing innovative product and service concepts, particularly with regard to environmental and ecologically sustainable issues. In order to serve the global market and sell technologically highly specialised products, cooperation between companies as well as entire regions is essential. The strategic response to the rapidly changing world has been the bundling of resources and competencies by clustering.



Within this context, EACP (European Aerospace Cluster Partnership) was established (figure 10.16) in 2009. This initiative provides a permanent platform for mutual exchange, policy learning, and cooperation to achieve high-level performance among European aerospace clusters. It focuses on the exchange of experiences concerning both cluster policy and the implementation of effective solutions needed to address various challenges faced by the partners. In order to be admitted to the network, a member must represent all segments of the regional aerospace sector, including industry, R&D and administrative bodies.

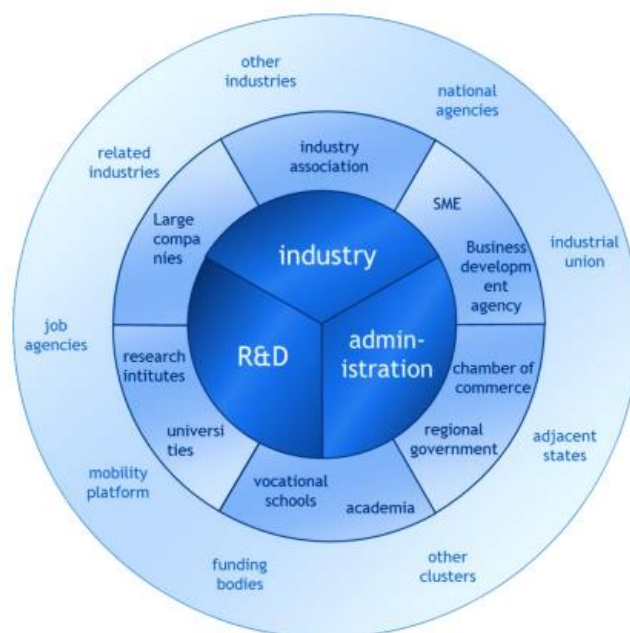


Figure 10.16 - Stakeholders represented within EACP (Source: EACP web page)

After 5 years of existence, EACP currently constitutes a network of 42 aerospace clusters (figure 10.17) from 17 European countries, thus largely covering the entire aerospace value chain in Europe.





Figure 10.17 - EACP Cluster map (Source: EACP web page)

Since its inception, EACP has been based on a set of core values (figure 10.18) which shape the culture and define the character of its transnational approach. As the most active aerospace collaboration platform, EACP provides a permanent framework for information exchange and policy study as well as opportunities for mutual transnational cooperation between its members and all market actors. With a focus on European clusters, EACP shapes the future trajectories for international cluster relations, whilst acknowledging the regional needs, challenges and characteristics of the aerospace sector. This relies on the core values of trust, engagement, dependability and joint added value generation, rendering EACP a network based on plurality and mutual commitment. In a global context, EACP strives to position Europe as the leading centre for innovation and competitiveness in the aerospace realm, thus addressing the contemporary challenges of an increasingly globalised world. Taken together, EACP represents a set of cooperative values and close interaction, both of which stand in line with its vision to strengthen the whole through the diversity of the many.



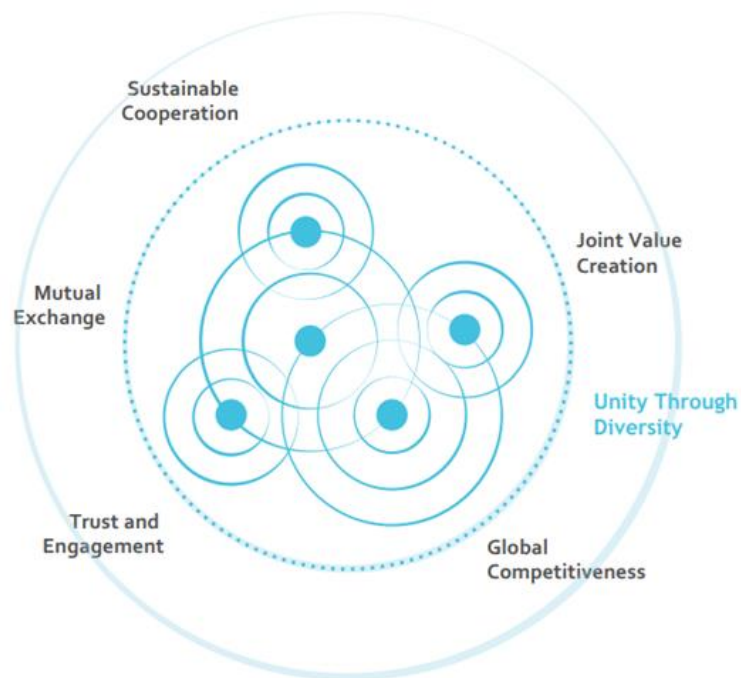


Figure 10.18 - EACP values (Source: EACP web page)

The main objective of the EACP initiative resides in improving the global competitiveness in Europe through intense inter-cluster collaboration. This goal is pursued (figure 10.19) within three major fields of action:

- Knowledge exchange
- Push innovation
- Strengthen EU position

All EACP activities follow these guidelines to improve competitiveness in a European context.

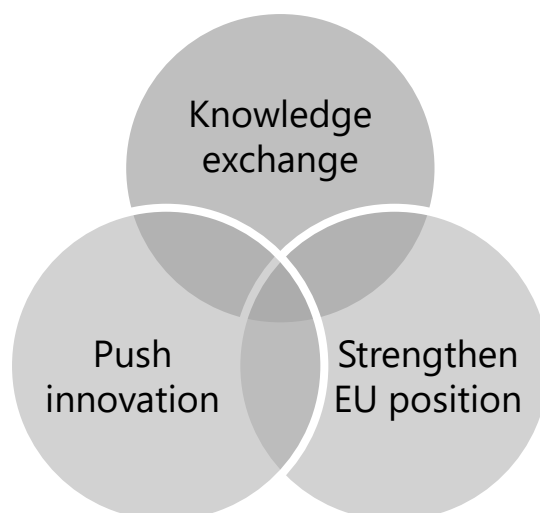


Figure 10.19 - EACP fields of action



- **Knowledge exchange:** to enable inter-cluster knowledge exchange, presentations and discussions on best practice are conducted at regular EACP meetings. Participation in the European Strategic Cluster Partnership (ESCP) allows for the exchange of experience and knowledge regarding economic, political and social developments that affect aerospace and other industry sectors. Thus, the regional clusters are not only prepared for possible future developments, but also work to further cluster excellence.
- **Push innovation:** the second main objective is pursued by developing skills and qualification among the existing and future aerospace workforce. Examples include the establishment of other EU-projects which specifically target technological innovation, such as the CARE and BeAware or CANNAPE. These and other projects are supplemented by EACP match-making events, as part of which EACP unites actors from industry and R&D to develop new ideas needed to improve technology, products and processes.
- **Strengthen EU position:** the third main objective constitutes a number of activities related to the continued internationalisation of the member clusters, their regions and resident companies. A crucial factor in this regard is the development of a competitive aerospace supply chain in the EU. Specific problems faced by suppliers are to be monitored and integrated into the EU technology roadmap. In order to improve the EU's global competitiveness in the aerospace sector, a strategic assessment of future technological fields as well as collaborations with strategic actors are planned. In this manner, EACP also supports the efforts of other institutions such as ASD, ACARE, CleanSky, EASN, Sesare and EEN.

KEY TOPIC T10.7 – CAREES IN THE AEROSPACE SECTOR

T10.7.1 – About the Sector

The global Aerospace and Defence industry will strengthen in 2018 as revenues are forecasted (figure 10.20) to increase by 4.1 percent, doubling last year's 2.1 percent growth. The recovery of global gross domestic product (GDP), stable commodity prices, and heightened passenger travel demand are likely to ramp up growth in the commercial aircraft sector in 2018.

The sector can be divided into two major areas:

- aeronautics industry and
- air transport.

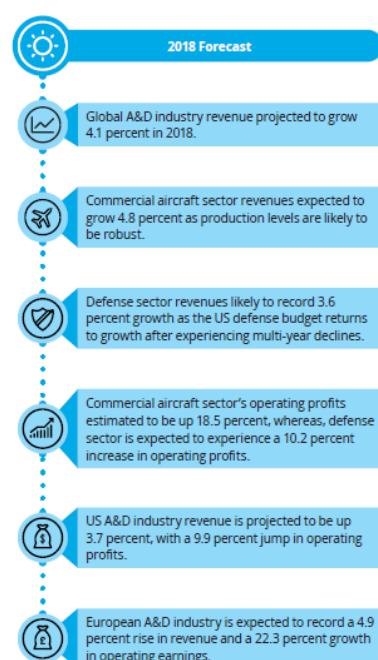


Figure 10.20 - 2018 Forecast for the Aerospace industry
Source: Deloitte 2018 Global Aerospace and Defence Industry Outlook



Aeronautics Industry

According to the European Commission, Aeronautics is one of the EU's key high-tech sectors on the global market:

- the EU is a **world leader in the production of civil aircraft**, including helicopters, aircraft engines, parts and components
- the EU has a **trade surplus for aerospace products**, which are exported all over the world.

The European aeronautics industry develops and manufactures **civil and military aircraft, helicopters, drones, aero-engines** and **other systems and equipment**. The industry work involves **designing components and systems and generating CAD models and drawings**; work such as **fluids analysis or thermal analysis**; **manufacturing the technology**; **developing and testing it**; and **supporting the products in service**.

Big manufacturing companies include **Airbus, BE, Leonardo Embraer and Bombardier**, who design, manufacture and build aircraft, and **Rolls-Royce, Safran, General Electric and Pratt and Whitney**, who design, manufacture and build engines. **Liebherr, Cobham and GKN** are other big names. There is a large network of smaller suppliers who support the big companies.

Productivity is considerable and despite high employment costs, the sector is **quite profitable**. A sizeable share of value added is spent on **research and development (R&D)**, which is reflected in an increasing number of patent applications. (European Commission).

Air Transport

According to **Aviation Benefits Beyond Borders**, the **Air transport** (figure 10.21) supports **11.9 million jobs** and **\$860 billion in GDP in Europe**. The air transport industry in Europe directly **generated an estimated 2.5 million jobs in 2014**.

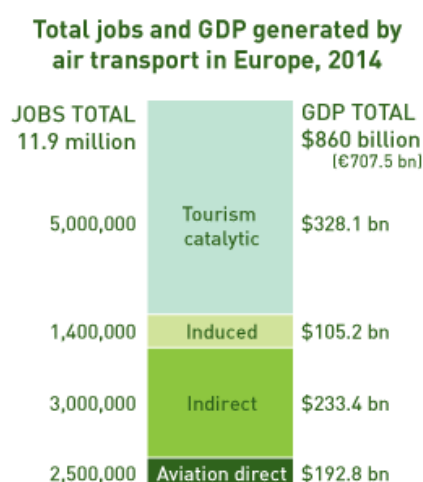


Figure 10.21 – Air Transport in Europe



The total impact – including those from the operations of the air transport sector itself, the impact of the air transport sector's procurement of inputs of goods and services from its supply chain, and the impact of employees of the air transport sector and its supply chain spending their wages – mean the **air transport sector supported 6.9 million jobs and contributed \$531.9 billion to GDP in Europe.** (Aviation Benefits Beyond Borders, 2014)

Moreover, substantial benefits derive to regional economies via the catalytic impacts of tourist spending, much of which is generated by tourists travelling by air. In 2014, **the spending of tourists arriving at their destination by air is estimated to have added 5 million to employment and \$328.1 billion in GDP.** (Aviation Benefits Beyond Borders, 2014)

At the same time, according to most recent statistics from the latest edition and **Eurostat data**, the EU air transport cluster and airport related activities direct contribute to the **EU's GDP in €110bn** while the **overall total impact, including the indirect effects, is as much as €300bn.**

T10.7.2 – Human Dimension of the sector

Employment in Aerospace and Defence industry has been increasing and, in 2015, reached its maximum by employing 847.700 people (Figure 10.22). Employment in the aerospace sector is **particularly significant in Europe (Figure 10.23), mainly in the United Kingdom, France, Germany, Italy, Spain, Poland and Sweden.**

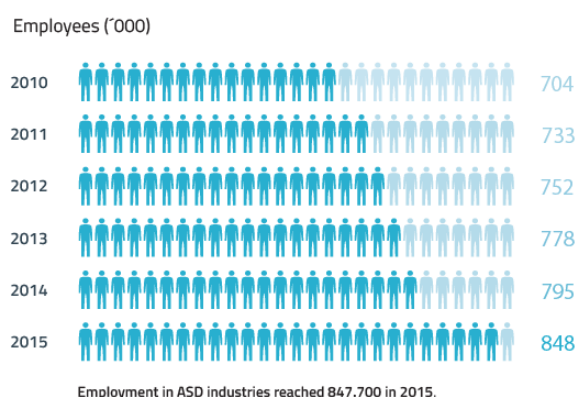


Figure 10.22 - Aerospace and Defence Industry Employment between 2010-2015
Source: Aerospace and Defence Industries Association of Europe



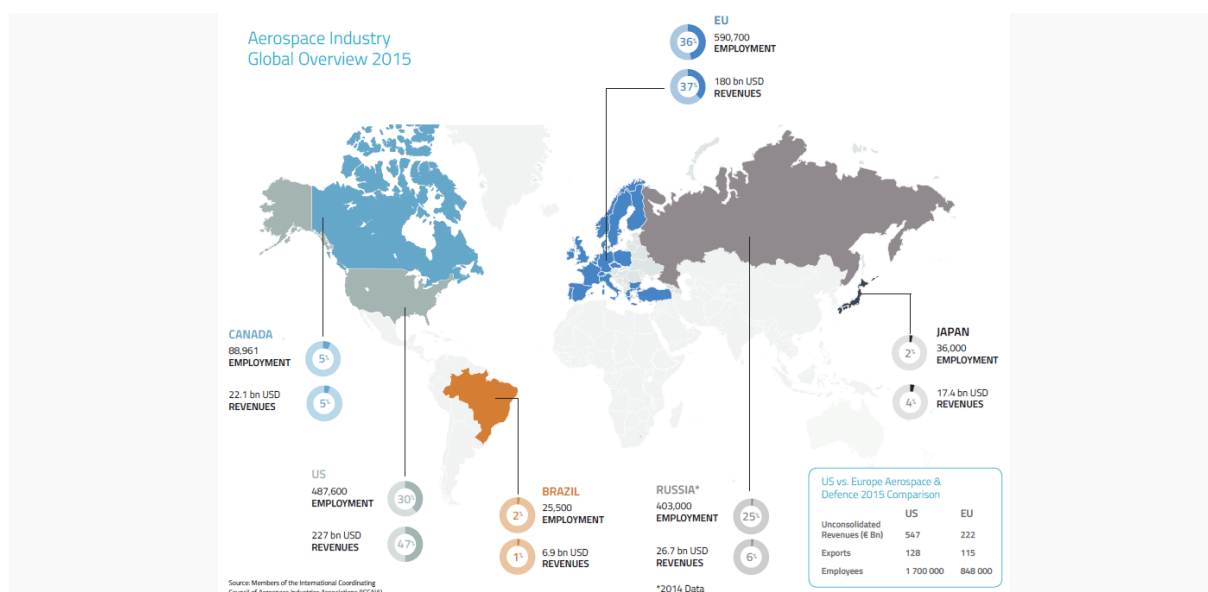


Figure 10.23 - Aerospace Industry Overview

Aeronautics Industry

According to the Aerospace and Defence Industries Association of Europe (ASD), 65% of employment in the Aerospace and Defence sector accounts to aeronautics related careers (figure 10.24):

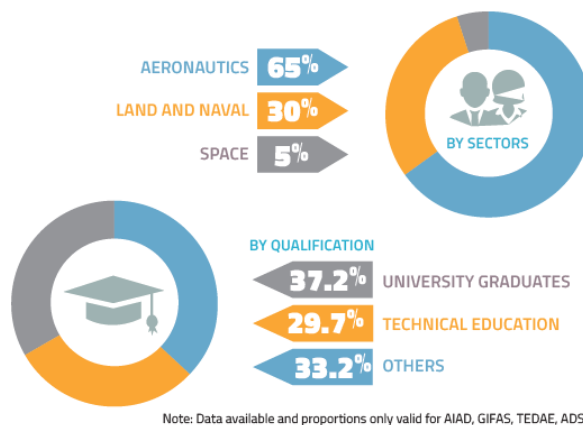


Figure 10.24 - Aerospace and Defence 2015 Employment Breakdown
Source: Aerospace and Defence Industries Association of Europe



Air Transport

According to **Aviation Benefits Beyond Borders**, the air transport industry in Europe directly generated (Figure 10.25) an estimated **2.5 million jobs in 2014**.

- **533,000** of those people (21% of the total) were in **jobs for airlines or handling agents** (for example, flight crew, check-in staff, maintenance crew, reservations and head office staff).
- **Another 174,000 people (7% of the total) worked for airport operators** (for example, in airport management, maintenance, security, and operations).
- **1.4 million jobs (57%) were on-site in airports, at retail outlets, restaurants, hotels, etc.**
- A further **311,000 people (12%)** were employed in the **manufacture of civil aircraft** (including systems, components, airframes, and engines).
- **Air navigation service providers** employed an additional **84,000 people (3%)**.



Figure 10.25 - Total jobs and GDP generated by air transport in Europe, 2014

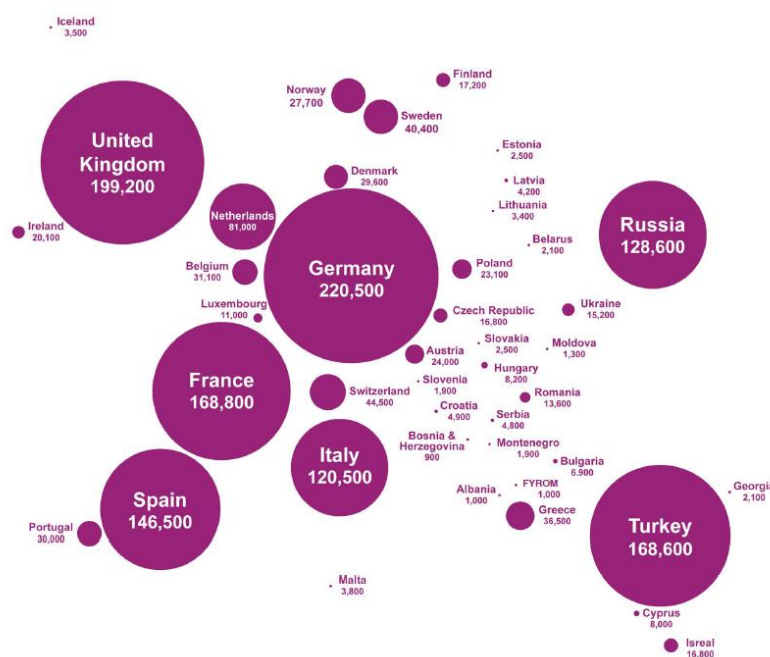


Figure 10.26 - Map of the Direct Employment at Airports in Europe, 2013
Source: Economic Impact of European Airports, InterVISTAS

European airports (figure 10.26) are a source of a wide variety of job categories, with different positions spread on-site and off-site across the airports (Figure 10.27).





Figure 10.27 - Direct Job by Employment Type
Source: Economic Impact of European Airports, InterVISTAS

The direct employment generated by airports is affected by the size of the airport and the mix of traffic handled. Direct employment data was gathered from 125 airports representing 71% of European passenger traffic. For those airports where no employment information could be obtained an econometric model was developed to infer their direct employment. Analysis was conducted of the airports from which data was collected to analyse the relationship between direct employment and characteristics of the airport. The results are summarised in Figure 10.28:

Airport Size / Traffic Type	Comment
Less than 1 million traffic units	Each increase of 1000 traffic units increases employment by 1.2 Jobs
1 million - 10 million traffic units	Each increase of 1000 traffic units increases employment by 0.95 Jobs
Over 10 million traffic units	Each increase of 1000 traffic units increases employment by 0.85 Jobs
Connecting passengers	Connecting passengers generate 3% less direct jobs than origin/destination passengers
LCC passengers	LCC passengers generate 20% less direct jobs than non-LCC passengers

Figure 10.28 - Factors Determining Airport Direct Employment
(Source: Economic Impact of European Airports, InterVISTAS)

The latest edition of the **Eurostat data** reported that the EU air transport cluster and airport related activities **directly employ around 1.9 million people and directly or indirectly support 4.7 million jobs**. According to the European Commission, since the completion of the aviation internal market, direct employment in aviation has remained stable while the aviation market was booming. While over the period 2000-2013 passenger traffic in the EU



has grown at a compound average rate of +3.0% p.a., i.e. totalling +47% over that period, employment in the air transport cluster saw a net reduction of -7.0% over the same 13-year period. These developments took place in a context of rapidly increasing productivity and more widespread recourse to outsourcing.

In the European report (2015) "Study on employment and working conditions in air transport and airports" is indicated a percentage of 60% men and 40% women in air transport.

T10.7.3 Careers in aeronautics and air transport

This sector can be divided into two major areas:

- **Aeronautic Industry** - includes prime contractors and system designers (aircraft manufacturers, missile and satellite manufacturers, designers of on-board electronic systems and others), engine manufacturers (propulsion system designers) and equipment manufacturers (pneumatic, electric, electronic, mechanical). It is based on trades classified into 3 categories:
 1. engineers (system engineer, mechanical design engineer and others),
 2. senior technicians (logistic technician, method preparer and others) and
 3. operators (boilermaker, fitter-fitter and others).
- **Air transport** - includes the transportation of people, goods and mail on regular lines and non-scheduled activities (charter, taxi, plane rental with pilot, flight training and others). It relies on aeronautical maintenance activities and airport assistance activities (rack and field operations, shipboard trades, civil aviation professions).

T10.7.4 Needs and tendencies

Air transport (maintenance technicians, pilots and cabin crew)

The commercial passenger aircraft fleet is growing, and Airbus forecast suggested it will continue to grow in terms of the numbers of aircraft over 100 seats in the coming years. In fact, the GMF suggests the fleet will more than double from today's level of around **19,000 aircraft to 40,000 in 20 years' time** (Figure 10.29). (Airbus Global Market Forecast 2017-2036, 2017).



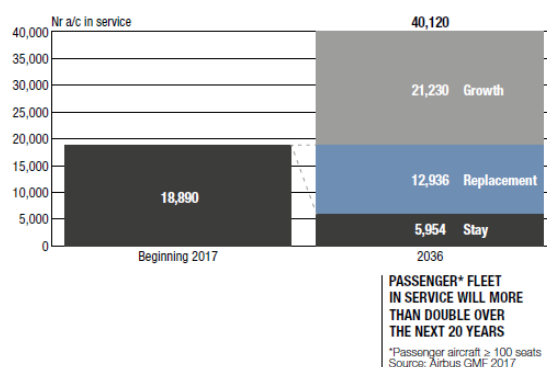


Figure 10.29 – Passenger fleet in service will more than double over the next 20 years

Based on the expected increase of passenger fleet in service for the next 20 years, the **2017 Airbus Global Market Forecast Report** underlines future needs for:

1. Maintenance, Repair and Overhaul market (**MRO**);
2. New **pilots** and
3. **Technicians**.

Firstly, this fleet growth will also drive the size of the **MRO business**, which Airbus also expects to double, US\$60 billion to more than **US\$120 billion a year by 2036**, or a cumulative US\$1.85 trillion over the same period. Unsurprisingly, as the fleet grows in Asia-Pacific so too will its share of the overall MRO business with 36% of the value or more than US\$660 billion over the next 20 years (Figures 10.30, 10.31 and 10.32). As represented on Figure 6, MRO demand will more than double over the next 20 years.

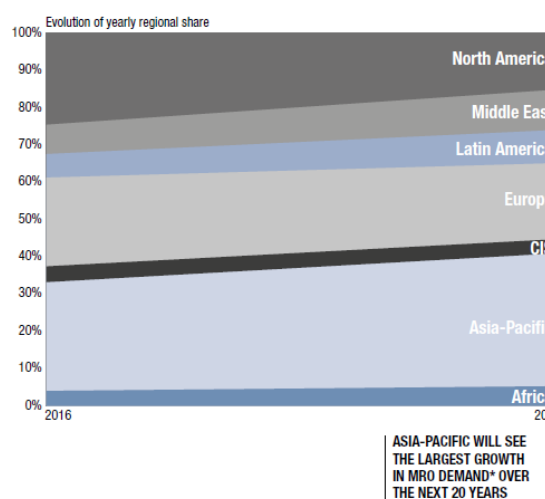


Figure 10.30 – Evolution of yearly regional share

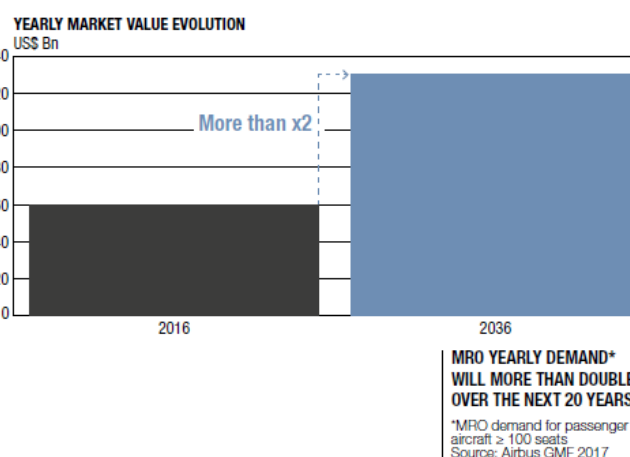


Figure 10.31 – Yearly market value evolution



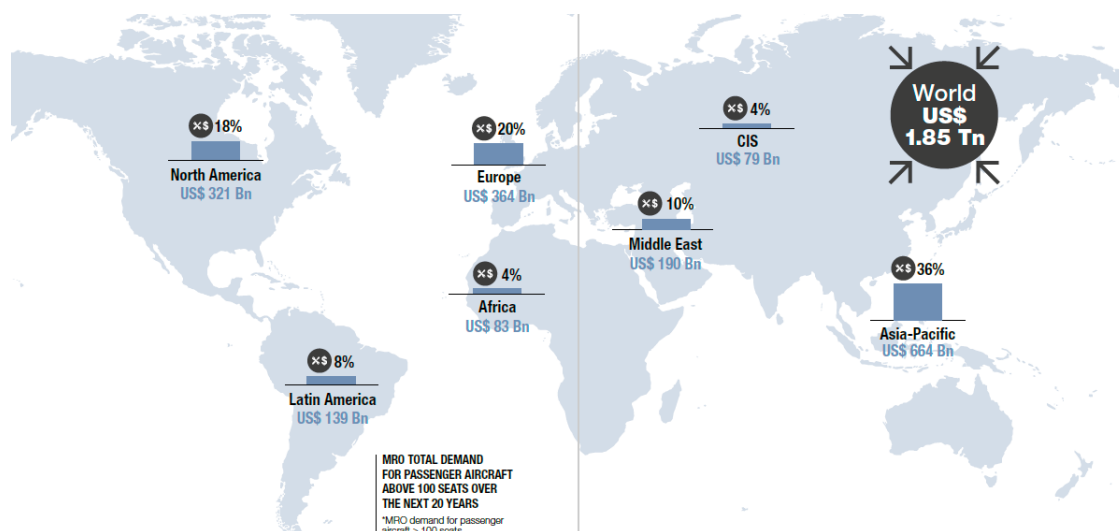


Figure 10.32 – MRO total demand for passenger aircraft above 100 seats over the next 20 years

As the world fleet grows so too does the need for more **pilots and technicians** to meet the needs of airlines and passengers. Airbus forecast (figure 10.33) that over the next 20 years more than a million such professionals will be needed to be trained to the highest levels.

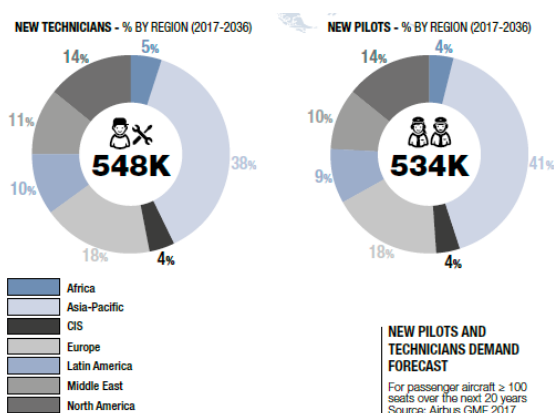


Figure 10.33 – Need for technicians and pilots

According to Boeing, the airline industry will require **637,000 new pilots**, **648,000 new mechanics** and **839,000 cabin crew members** during the period. The Boeing forecast shows the most pronounced demand for pilots, technicians and flight attendants in the Asia-Pacific region, which, according to Boeing, stands soon to surpass North America as the world's biggest commercial aviation market. Specifically, Asia-Pacific will need 253,000 new pilots over the forecast period, as well as 256,000 mechanics and 308,000 cabin crew. While North America promises to command the second highest demand for pilots and mechanics, at 117,000 and



118,000, respectively, Europe will need more cabin crew, at 173,000, than will North America (154,000).

However, the Aviation Technician Education Council (ATEC) Pipeline report shows that **new entrants make up 2% of the aviation maintenance technicians' population annually, while 30% of the workforce is at or near retirement age**, which reinforces the **need to attract women and students to the sector**.

Aerospace Engineers

Aerospace engineers will be other promising career (table 10.6), not only because of the estimated global demand for new passenger airplanes, but also because of the rapid advances in aerospace technology. **Research and development projects**, such as those related to improving the safety, efficiency, and environmental soundness of aircraft, will help sustain demand for workers in this occupation. Aerospace engineers in all areas will continue to be needed as design and production focus on aircraft that are less noisy and more fuel efficient. In addition, **as international governments refocus their space exploration efforts, new companies are emerging to provide access to space beyond the access afforded by standard governmental space agencies**. The **growing use of unmanned aerial vehicles** will create more opportunities for aerospace engineers as authorities find domestic uses for them, such as finding missing persons lost in large tracts of forest or measuring snow pack and other water resources. Commercial interests will also find increasing uses for these unmanned vehicles, and workers in this occupation will find employment in designing and perfecting these vehicles for specified uses. **Employment opportunities should be favourable for those trained in software, such as C++, or with education and experience in stress and structural engineering**. Finally, the **aging of workers in this occupation should help to create openings in it over the next decade**. (*Occupational Outlook Handbook*, 2017)

Occupational Title	Employment, 2016	Projected Employment, 2026	Change, 2016-26	
			Percent	Numeric
Aerospace engineers	69,600	73,800	6	4,200

Table 10.6 - Employment projections data for Aerospace Engineers, 2016-26 Source: Bureau of Labour Statistics, U.S. Department of Labour.

In the United Kingdom (Table 10.7) two-thirds of aerospace engineering graduates are in employment six months after graduation. A fifth of those in employment (Table 10.8) are working as mechanical engineers, and a further fifth are working either as design and development engineers or other engineering professionals (Association of Graduate Careers Advisory Services, 2017).

Destination	Percentage
Employed	66.5
Further study	17.2



Destination	Percentage
Working and studying	3.2
Unemployed	8.3
Other	4.7

Table 10.7 - Graduate destinations for aerospace engineering

Type of work	Percentage
Engineering and building	43.2
Technicians and other professionals	11.1
Retail, catering and bar work	8.8
Business, HR and financial	6.8
Other	30.0

Table 10.8 - Types of work entered in the UK

Internships are often the best way to get your foot in the door. Applying for a graduate programme or a direct entry position are other good ways. Most companies offer lots of training and professional development opportunities, including the opportunity to move into different roles.

According to **Carrie Lambert**, back in 2016, when was capability manager in engine noise at Rolls-Royce, the **aerospace industry seeks graduates from the following disciplines:** aerospace/aeronautical, chemical, control, electrical, electronics, environmental, instruments, manufacturing, materials, mathematics, mechanical, physics, power systems, software. Also, **areas receiving a lot of attention include:** unmanned aerial vehicles, supersonic aircraft, distributed propulsion, electric aircraft, and higher bypass ratio engine products such as geared fans and open rotor technology. However, **along with a solid technical background, good communication skills are absolutely critical.** Engineers in this sector need to think and reason logically and use a **combination of forensic and creative thinking to solve problems.** There's always a lot to do so the **ability to plan, prioritise and judge** the level of detail and time to spend on a task is important.



Other careers

Also, digital transformation is a reality for A&D industry, so, besides a strong vision from the top management, attracting and retaining talent like data scientists and software experts will be key.

10.5 – Motivating and Rewarding the Workforce

The best motivation and reward for the workforce is openness to new ideas and giving opportunity for sensible innovation that benefits also the company's interests. This is more easily achieved in a small spin-off in a more dynamical atmosphere with less constraints. In many cases a spin-off cannot do more than a specific work, or the initial stages of a larger task and the greater resources of a larger organization are needed to progress further. The commitment of larger resources requires a clear assessment of potential benefit. When that benefit materializes it should reach all levels of the workforce that contributed to it. Some companies:

- share a part of the profits with the employees;
- give employees the opportunity to buy a limited number of shares at favourable prices with the condition that they cannot be sold for a number of years.

Measures like these motivates employees to work harder for the aims of the company they share, knowing that the success due in part to their efforts will be recognized. These objectives relate to the principles of Strategic Human Resource Management (Key Topic T10.8) and their application in the Aerospace Sector (Key Topic T10.9).

KEY TOPIC T10.8 – PRINCIPLES OF STRATEGIC HUMAN RESSOURCE MANAGEMENT

According to HIPAIR Erasmus+ project it is very important that high performance working practices (HPWP) are recognized as important elements of business strategy development, in which the human resources play the key role. HPWPs include, for example, recruitment and integration, employee involvement, internal communication, training and reward and commitment. Strategic human resource management theory asserts that these practices increase employees' knowledge, skills, and abilities (KSAs), empower employees to leverage their KSAs for organizational benefit, and **increase their motivation to do so** (Becker & Huselid, 1998; Delery & Shaw, 2001). The result is **greater job satisfaction, lower employee turnover, higher productivity, and better decision making**, all of which help improve organizational performance (Becker, Huselid, Pickus, & Spratt, 1997). Therefore, this approach helps to accept and involve the HR function as a strategic factor in the formulation and implementation of the company's strategies, since human resource management capabilities are important not only for attracting and selecting, but also retaining, motivating and developing the workforce in an organization. **Some practices that were identified in HIPAIR Project and may be effective on motivating workforce are:**



1. **REWARD & COMMITMENT** - practices focused on facilitating a greater sense of belonging to the specific organisation. Financial and nonfinancial incentives establish a sense of stakeholding within the company, having long term positive impact on employees.
 - Compensation plans (production, administrative, administrative, etc.)
 - Flexible working conditions
 - Rooms for nursing mothers
 - Retention policy
2. **EMPLOYEES INVOLVEMENT** - practices that are focused on increase of the involvement and commitment of the employees inside the company. They can help in evaluation and improvement of workers performance as well as achievement of excellence in specific areas.
 - Functional flexibility program
 - Suggestions Programs
 - Organisational Climate and Satisfaction Surveys
 - Employee Engagement Survey
 - Individual Development Plans
 - Employee Action Plans
 - Performance appraisal
 - Annual objectives for each employee, individual and/or global
 - KPI for teams
 - Excellence achievement programme.
3. **TRAINING** - Practices aiming at improvement and development of the skills and competences of the company employees, needed for the specific company goals.
 - Mentoring, Coaching, Tutoring
 - Talent identification and development plan
 - Talent development program to women-leadership in aeronautics industry
 - Specific training plans based on competences/skills matrix in order to answer to identified gaps and to support life-long learning processes

Also, because environment conditions play a role on individual's motivation to perform their work task, employers should guarantee work/task enrichment through more autonomy and discretion in one's job, feedback on performance, opportunity to use multiple skills (i.e., skill variety), identification of the contribution of one's job to the overall work context (i.e., task identity), and knowledge of the significant contribution of one's job to others' lives (i.e., task significance). (Aycan ,2004) This reflects Hackman and Oldham process motivation theory.

Besides the above mentioned, some people's motivation is based on fairness with which they are treated and compare this treatment with the one that is received by others whom they consider relevant for this comparison. Consequently, organizational justice is a key element to enhance worker's motivation. (Adams Equity Theory, 1963) There are ways in which to restore equity such as changing inputs (e.g., working less), changing the comparison group, changing



the outcomes (e.g., asking for a salary increase), and leaving the organization. Reward allocation based on an equity principle is not endorsed in all cultural contexts.

As reported by Gibson et al. (2000), process motivation theories have important impact on managers who are involved in the motivational process as per their job nature. However, it is crucial to notice that there are individual differences concerning to the importance given to different properties or results, and that these differences are related to other aspects of the organization. The relationship between the individual and the organization is interactive, of mutual influence in the establishment of a psychological contract - individual motivations and organizational conditions interact in complex ways.

KEY TOPIC T10.9 – HUMAN RESSOURCE MANAGEMENT IN THE AEROSPACE SECTOR

Over the years, Human Resources Management (HRM) faced the requirement to adapt to new markets reality, work forms and workers' needs. Nowadays, it is necessary even a faster adaptation due to the constant market's demand change, technological developments, globalisation and strong competition.

Traditional and rigid forms of work organisation have proved that they are not efficient for motivating the workforce, which is a very important resource to achieve more efficiency and benefits, as employees work harder for the aims of the company they share.

Therefore, the new challenge to be achieved will be to improve and adapt new HRM paradigms, by developing new methods to reward employees, in order to increase productivity and competitiveness in global markets.

In relation to aviation sector, HRM becomes a key issue to assure its competitive position, since it is considered as one of the most innovative industries worldwide. Therefore, in order to maintain the favourable position of the European aerospace industry, companies should pay special attention to HRM matters.

According to the HiPAir project, a strategic partnership co-funded by the ERASMUS+ programme of the European Commission, one of the new forms of work organisation, which have been developed, is the concept of High-Performance Work Practices (HPWP). Though many of the practices referred as high performance are commonly used by most organisations to motivate workers, such as financial incentives, flexible job descriptions and continuous skills development programs, the concept of HPWP is fairly unknown. HPWP can be defined as modern management practices design to stimulate the employees and the organisation performance.

According to literature worldwide, there is a relation between the systematic and integrated implementation of HPWP and performance indicators, such as productivity and profitability. This link may exist due to the effect of HPWP in employee attitudinal and behavioural variables such as job satisfaction, organisational commitment, employee empowerment, etc. Therefore, HPWP could develop better work conditions, affecting employee perceptions towards his employer, increasing satisfaction levels and the will to do more and better in the workplace.



At European level, no company openly uses integrated sets of HPWP, nevertheless it is possible to identify some isolated practices considered High Performance, such as leadership abilities' development program, job rotation, retain talent programs, etc.

The following table 10.9 shows examples of High-Performance practices which are used in companies at European level:

Recruitment and integration	Interviews, theoretical tests Welcome Induction programs Internship programmes Search talented people in collaboration universities and other training institutions Preparation of job descriptions and selection procedures
Employees involvement	Functional flexibility program (mobility inter and intra-department); Suggestions programs; Organisational climate and satisfaction Surveys; Employee engagement survey; Individual development plans; Employee action plans; Performance appraisal; Annual objectives for each employee, individual and/or global; KPI for teams; Continuous improvement system Excellence achievement programme
Internal Communication	Communication packages for employees; Intranet; Webinars; Communication meetings (involving all the workers, who may present their opinions and suggestions to improve company's procedures)
Training (learning and education)	Scholastic program; Post-graduate studies; Language courses; Training technical and non-technical (internal and external courses); Mentoring, coaching, tutoring; Talent identification and development plan Talent development program to women-leadership in aeronautics industry; Specific training plans based on competences/skills matrix in order to answer to identified gaps and to support life-long learning processes.
Reward and commitment	Compensations plans (production, administrative, management, etc.); Flexible working conditions; Rooms for nursing mothers; Retention policy; Standardized job roles; Compensation, bonuses related with objectives achievement; Salary increment related with objective review.

Table 10.9 High Performance practices used in European companies (Source: Hip Air, High performance work practices in the aviation sector report),



In the following sections, it is included, as examples, companies that use High Performance practices.

T10.9.1 FerroNATS

FerroNATS (Table 10.10) provides the aerodrome control service that manages the operations of aircraft and vehicles within its area of responsibility, both on land and in the air.

Size	+ 130
Products	Air Traffic control services
Location	Spain
Established	2011
Ownership	Ferrovial Services and NATS

Table 10.10 FerroNATS characteristics (Source: Hip Air, High performance working practices best cases)

The professional development of the employees in this company have a strategic value, that why this is one of the company's cornerstones. In order to achieve this objective, since its beginnings in 2011, FerroNATS has been putting in place High Performance Practices. These are some examples of human resources programmes aimed at its employees:

- Career path:

The company informs its employees about the opportunities for career progression and growth and encourages its employees to achieve new professional goals.

Through its internal selection policy, FerroNATS encourages its employees to take part in all the company's selection processes, thereby fostering the professional growth of the team.

- Individual Development Programmes:

FerroNATS has been running Individual Development Programs since 2014. These programmes involve the direct participation of the Human Resources Department, the Operations and Training Department, and the Tower Managers of each unit.

- FerroNATS Secondment Programs

2016 saw the start of the FerroNATS Secondment Program whereby control tower and central office staff are seconded for one to six months to the offices of Ferrovial Services or NATS where they join one of the teams there.

The purpose of this programme is to promote the professional development of employees, enabling them to acquire new knowledge and skills, to create a teamwork culture among FerroNATS and its shareholders, to encourage knowledge exchange, to improve professional practices, and to foster networking.



At FerroNATS there is a professional development path (Figure 10.34) which enables its employees to know where they are and to focus their development on an area of interest within the company. This path is defined below:

The benefits of this kind of programs are reciprocal and they have repercussions for both the employee and the company:

- Increase of the employees' motivation
- Increase of the employees' commitment
- Improvements in the working environment among employees
- Decrease of the staff's rotation
- Greater professionalization of the employees in their workstations

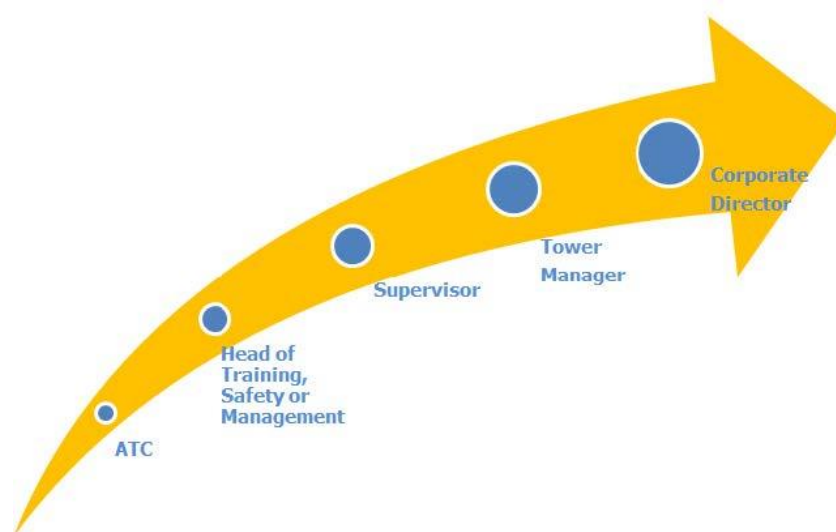


Figure 10.34 Areas of interest in FerroNATS

(Source: Hip Air, High performance working practices best cases)

T10.9.2 Fokker Elmo Turkey

The company develops and manufactures high technology products for the aerospace sector and has been operating in Turkey. Fokker Elmo (table 10.11) is accepted as an expert in electrics in planes and plane motors internationally.

Size	302 employees
Products	Electrical Wiring Interconnection Systems
Location	Izmir, Turkey
Established	2007
Ownership	GKN Group

Table 10.11 Fokker Elmo Turkey characteristics

(Source: Hip Air, High performance working practices best cases)

Golden Idea System is one of the initiatives that aim to continuously improve all functions and involve all employees. The purpose of the system is to humanize the workplace, eliminate



overly hard work and teach people how to perform experiments on their work using the scientific method and how to learn to spot and eliminate waste in business processes.

There are some of the benefits of Golden Idea System:

- Less waste: inventory is used more efficiently as are employee skills
- People are more satisfied: they have a direct impact on the way things are done
- Improved commitment: team members have more of a stake in their job and are more inclined to commit to doing a good job
- Improved competitiveness: increases in efficiency tend to contribute to higher quality products
- Improved customer satisfaction: coming from higher quality products with fewer faults
- Improved problem solving: looking at processes from a solutions perspective allows employees to solve problems continuously
- Improved teams: working together to solve problems helps build and strengthen existing teams

T10.9.3 Groundforce

This is (Table 10.12) an aircraft ground service company.

Size	2335 employees
Products	Auxiliary activities to Air Transport (ground handling activities)
Location	Lisbon, also operates in Oporto, Funchal and Porto Santo Airports.
Established	2003
Ownership	Private/Public/mixed owned

Table 10.12 Groundforce characteristics
(Source: Hip Air, High performance working practices best cases)

Given the fact that Groundforce is a labour-intensive aviation company, that works on shifts, responding to the different flows of the operation (by season, by operational peak, by day of the week, per day) and the inevitable irregularities resulting from an operation that is intended to be just in time, employees are mainly hired for operational areas located on passenger, ramp, baggage terminal and cargo areas according to the specific job description with inherent soft skills.

Prior to their admission, there is a training paid package for each job function with eliminatory stages (according to IATA and ANAC procedures) that also includes on job training, with a binding opinion of a tutor (senior employee on airside operation). This training package allows the company to ensure the compliance with industry regulations and carrying out a first screening of operational talent in the organization. Soft skills are provided by external consultants that respond to strategic training aspects (leadership, communication, assertiveness, coaching, mentoring, etc.).



Other general training in Security, Airside Safety, Dangerous Goods Regulation, Human Factors and OSH (occupational safety and health) at work is given by internal trainers with that specified qualification.

Thanks to the training received, employees have a better perception of the company, its directions, workflows, processes, procedures and are more satisfied with working conditions. Safety is the main focus and employees feel it top-down and everybody assesses the other ones in the same way. Employees also feel that technology has come to stay, revolutionizing forms and methods of work, internal communication and the relationship with different stakeholders.

T10.9.4 Global Training & Aviation (GTA)

They are experts in the operation of full flight simulators. GTA (Table 10.13) invest in high quality training equipment and instructors to provide the most reliable and professional training.

Size	+150 employees
Products	Aviation Training Solutions
Location	Spain & Indonesia.
Established	2002

Table 10.13 Global Training & Aviation characteristics
(Source: Hip Air, High performance working practices best cases)

One of the pillars of Global Training Aviation is the communication between its employees. There exists an information network which connects all employees and generates a very effective communication and it also contributes to make the employee feel involved in circumstances which are not necessary of his main accountability. GTA is based (figure 10.35) on the maximum employees' involvement making them, part of the whole company's functions and tasks. This is applied to all company's positions, so we can find that the Executive Director is developing basic and technical tasks of a project.

Global Training Aviation offers a more effective training through reinforcing the emotional and personal element of teaching. At the same time, GTA stands up for technological excellence which is reflected in its business:

- All the instructors are staff in active in airlines and they share and transmit their passion for what they are explaining.
- The company always uses E-learning and CBTs with the support of an instructor. Custom tracking is performed during the student's evolution in order to detect and anticipate to possible learning issues.
- Along the training process each instructor receives a personal report of the student from the previous instructor. This lets the instructor know which the student's strengths and weakness are.
- The training schedule is adapted to the multi-culturalism of GTA's students, building a "tailor-made" training process.



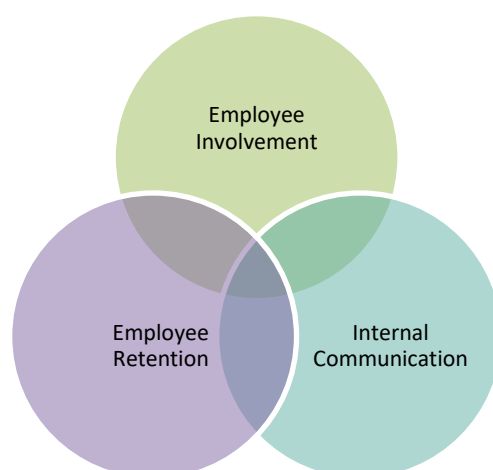


Figure 10.35 Factors on which GTA is based
(Source: Hip Air, High performance working practices best cases)

T10.9.5 FTB Lisi Aerospace

The company (Table 10.14) presents the following characteristics:

Size	555 employees
Products	Fasteners for airplanes
Location	Izmir, Turkey
Established	Year 2001
Ownership	Lisi- Fastener Technology

Table 10.14 FTB Lisi Aerospace characteristics
(Source: Hip Air, High performance working practices best cases)

FTB is executing "Lisi Excellence Achievement Program (LEAP Project)" since March 2013, which aims to involve employees to every application/ step at all levels in the company.

The five LEAP principles (figure 10.36) are the following ones:

- Eliminating waste, rework and other recurrent situations at all levels by getting to the origin cause
- Having progress-oriented attitudes at work
- Viewing matters under a different light: The 3 reals: observing facts in the floor with the process workers
- Putting in place work standards produced by the process workers, and checking and improving these standards
- As a matter of routine, think: HSE, quality and then production



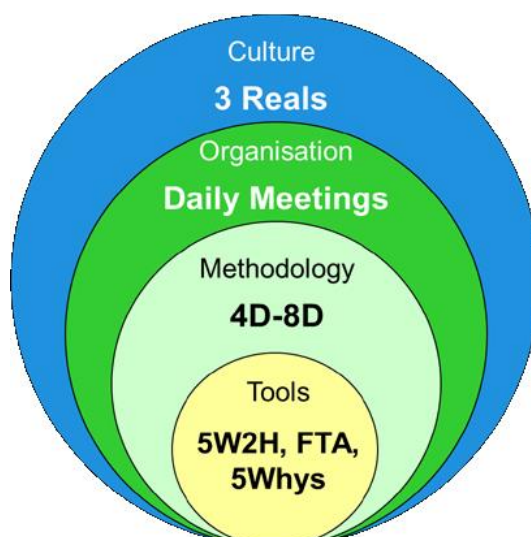


Figure 10.36 LEAP Project principles
(Source: Hip Air, High performance working practices best cases)

T10.9.6 MTU Aero Engines Polska

The company (Table 10.15) presents the following characteristics:

Size	580 employees
Products	Aviation business
Location	Rzeszow/ Jasionka, Poland
Established	2008
Ownership	MTU Aero Engines

Table 10.15 MTU Aero Engines characteristics
(Source: Hip Air, High performance working practices best cases)

MTU Aero Engines Polska is an active member of Aviation Valley in Podkarpackie region. During the first years, within the company there were different standards of attitude, work and values, since most employees came from other companies. The company noticed that company culture influences everyday business and decided to carry out Company Culture Surveys, which showed them the directions to be followed.

As a result, the company decided to focus on values such as healthy life style and teamwork and proposed several activities to create team spirit and engagement, improve health, practice hobbies and business together. In addition, the company created a virtual special agent named "Health", who promotes healthy activities at work.

T10.9.7 Pratt & Whitney Rzeszów S.A.

The company presents the following characteristics in the table 10.16:

Size	3500 employees
Products	Aircraft engine manufacturers



Location	Rzeszow, Poland
Established	1937
Ownership	United Technologies Company (UTC)

Table 10.16 Pratt and Whitney Rzeszów S.A characteristics
(Source: Hip Air, High performance working practices best cases)

Pratt&Whitney Rzeszów is an important element of the chain of world aerospace component suppliers and aircraft engine manufacturers. One of the initiatives of carried out by the company is Techno Tour, which aims to change the culture of the firm, and stimulate the activity of the employees, strengthening their sense of belonging to the company. The program will acquaint the employees with the key specialties, technology and strategic areas of the organisation.

T10.9.8 The Southwest Airlines

The company presents the following characteristics in the table 10.17:

Size	46000 employees
Products	Airline industry
Location	Dallas, USA
Established	31 years ago
Ownership	Southwest Airlines Company Institutional

Table 10.17 The Southwest Airlines characteristics
(Source: Hip Air, High performance working practices best cases)

Southwest Airlines has focused on relationships to improve the quality and efficiency of its performance. The organisation works hard at enhancing team building skills by giving employees training for relational competence. In terms of hiring, the company prefer new people who are able to integrate smoothly with other members on a team. With this strategy, every employee share company goals regardless of the functional area in which they work. In this way, it allows them to respond in a coordinated way whenever new challenges arise, or new information becomes available. It also provides a context by which decisions can be made and information shared.

10.6 – Retaining the Fidelity of Employees

The traditional model of society of lifetime work in a company still exists in countries like Japan but is presented by some as a 'lack of mobility', so that the US is a good and Europe is a bad example. In fact, the mobility of employment has more to do with cultural traditions than with company efficiency: are Japanese companies with stable employment less efficient than American companies with volatile employment? The trade surplus of Japan versus the United States tends to suggest the reverse. The fact that Japanese run factories in the US are often more efficient than American run companies also suggests that worker-management relations at an informal level are a contributor to productivity. Worker mobility is essential to allow the



more capable to find jobs where their skills are put to better use for the benefit of society, but there is nothing wrong with a company gaining the fidelity of its employees by giving them good working conditions, competitive wages, stable job prospects and also the prospect of eventual retirement without major concerns. Cooperation with worker unions, if possible, is preferable to confrontation.

Retired workers can also continue to be of benefit to their former employers, by their testimonials of job satisfaction that may help recruit others with comparable competence and allegiance. An interesting example is the Museum of Safran at Villaroche that is run by former employees. Besides having a good collection of company products past and present, it also serves as a meeting place just outside restricted premises. As former employees the 'keepers' of the museum have first-hand knowledge about some the exhibits that were part of their work. They edit documentation about the most famous company products and sell some nice models at reasonable prices. Everyone benefits: the company with a well-run museum, the former employers with a part-time work of their choice and the visitors with knowledge and crafts of their hosts.

The satisfaction employees (Key Topic T10.10) is closely related to the stability of the workforce (Key Topic T10.11).

KEY TOPIC T10.10 – SATISFACTION OF EMPLOYEES

In the journey of the consolidation of a company, employees and collaborators have a key role cooperating for the same goal. In a job environment it is usual that some employees are dissatisfied with their work due to the fact that their conditions in the company are not optimal, so they end up leaving the company which causes a constant rotation in the organizations.

Clearly this is a negative point for the company due to it generates distrust and instability besides it increases the costs in the search and recruiting of new personnel. Thus, keeping the employees is an essential requirement in order to make the company successful.

Related to that, sometimes the wages do not match the working hours or the quantity or, even worse, the quality of the job done by the employees. The fact that an employee feels that he is not valued by the company is completely subjective in such a way that many times increasing wages is not the solution to make the employee happy at work but also the company should provide the employee with the right environment in which he feels comfortable. However, it is also important that the company pays fair and competitive wages according to the job itself and according to the rest of the market.

Additionally, in a market where people work about 8 hours a day it is difficult to find the right moment to solve personal issues thereby employees' value positively having flexibility at work. If a company provide the employees with an environment where schedule changes and other facilities are possible, employees will be willing to stay working for the firm as they feel comprehension and empathy from the company.

Another important factor is that employees feel that their bosses appreciate their work in the company. In this manner, the experience and commitment of the employees along the years should be valued by the company thus it strengthens employees' loyalty.



Definitely, some actions that a company can carry out to improve workers experience are develop, foster and reward the training of employees, the public and private recognition, facilitate schedule flexibility, give opportunities for professional improvement, provide laptop and/or mobile phone for work, value the opinions expressed by the employees, create a good work environment for workers, promote business trips and so on. In conclusion, at present it is not about to reward the employee in an individual way but nowadays teamwork is the most fostered practice and it is a practice increasingly extended by the benefits it produces, both in the organization and in the employees themselves.

KEY TOPIC T10.11 – STABILITY OF THE WORKFORCE

Employee fidelity can be defined as employees who are devoted to the success of their organization and believe that being an employee of this organization is in their best interest. Not only do they plan to remain with the organization, but they do not actively seek for alternative employment opportunities⁵

What is identified in US as a “mobility problem” is a combination of the behavioural loyalty (the perception of the shortage in the labour market) and the Peter Principle (promotion of a person until it reaches its level of incompetence)⁶. A favouring factor in this approach in US is the huge size of the workforce in Aerospace: over 700 000 people employed, compared with about 400 000 in Europe and nearly the same figure in China⁷. The average productivity (sales per employee) in Japan Aerospace industry is higher (12%) than its US counterpart⁸.

Workforce issues in aerospace are near the top of the list of challenges facing the industry. A significant number of workers in aerospace are eligible for retirement or approaching retirement eligibility in the next five years. Unfortunately, the uncertainty of workforce retirement makes it difficult to plan for the future. Regardless of these issues, companies have to ensure they maintain current expertise while forecasting future hiring needs, such as what skill sets will be needed and when to hire for them⁹

In the fight for talent, aerospace companies face industry-specific challenges. To recruit and retain talent, especially people with the STEM (Scientific, Technical, Engineering, Maths) skills that are so highly prized in many different industries (with critical skills for today and emerging skill requirements for the future). It is currently considered of great importance how best to ensure the transfer of talent from older to younger employees, an issue that is becoming more acute as the older employees retire. They have a relatively high proportion of older workers (approximately 60% of aerospace employees are over age 45 vs. 44% in the overall US workforce. Conversely, approximately 42% of aerospace employees is under age 44 vs. 56% in the overall workforce)¹⁰.

This lopsided demographic mix, coupled with high attrition rates and increased labour mobility, poses serious risks to the industry. Companies can mitigate the risks with employee

⁵ Susan DeFranzo: “Tips to Improve Employee Loyalty” in <https://www.snapsurveys.com/blog>

⁶ Nik Penhale Smith: “The employee mobility problem” in <https://www.effectory.com/knowledge/blog>

⁷ ***Deloitte Touche Tohmatsu Limited <http://reports.weforum.org/manufacturing-growth/aerospace-industry-infographics/>

⁸ <https://www.wolframalpha.com/>

⁹ Jim Adams: “Will the A&D workforce be prepared for the future?” in <http://usblogs.pwc.com/industrialinsights/>

¹⁰ Ibidem



retention and succession planning. But as retirement rates creep up, it's increasingly important to approach the issue of succession in a systematic way that includes leaders and management as well as critical technical employees.

The loyalty of the workforce in an aerospace organization is a very important ingredient in the quality of the output. The first determinant is pay. The average hourly wages in aerospace industry, at \$45 (compared with \$30 in automotive industry and \$28 in manufacturing overall), is surpassed only by the \$46 in coal and petroleum¹¹ However, such a very meagre gain in pay in the extractive industries is not attractive when the working conditions are considered. The working conditions are the second determinant. And an "esprit de corps" (a feeling of pride and mutual loyalty) is probably the third. This happy combination makes employment in aerospace desirable and competitive within the labour market. What would further enhance the fidelity of the employees? Obviously, a perceived high job security (a reduced risk of being made redundant), a good and reliable pension system, an effective health insurance scheme and an optional extension of the retirement age could only increase the attractiveness and the excitement of the employment in aerospace and retain talent, especially people with the STEM skills.

¹¹ <http://usblogs.pwc.com/industrialinsights/>

