



**CHC**

# Project plan

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## **Flight Operations and Standards internship**

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## Record of revisions

Version	Author	Date	Notes
0	Barry	08-02-2016	Concept Project Plan
1	Barry	16-02-2016	Concept Project Plan
2	Sven	22-02-2016	Project Plan
2.1	Barry	25-02-2016	Layout adjust for printing

## 1 Background

CHC Helicopter is a large helicopter services company, specializing in Transportation to offshore oil and gas platforms, Civilian search and rescue and air medical evacuation services and Helicopter maintenance repair and overhaul.

CHC Helicopter is headquartered in Richmond, British Columbia, Canada and operates more than 250 aircraft in 30 countries around the world. CHC's major international operating units are based in Australia, Brazil, Ireland, the Netherlands, Norway, and the United Kingdom. The company is one of several global providers of helicopter transportation services to the offshore oil and gas industry. CHC has capabilities in precision flying techniques and technical support.

All the following tasks and projects will be carried out by the students Barry van Niekerk and Sven de Groot which are working as intern at CHC Helicopter Netherlands. CHC Helicopters Netherlands, based on Den Helder Airport, is the operator in the Netherlands and specified in offshore transport, ground handling and Maintenance, Repair & Overhaul (MRO).

The students are working at the department Flight Operations and Standards and are assigned as Flight Standards writer conform the company structure of CHC (seen in [Appendix II](#)). The students need to perform multiple tasks and projects as intern with the key activities:

- A. Flight Standards
- B. Flight Operations
- C. Project: Application of LPV navigation

The tasks at Flight Standards are to support the Flight Operations in Operation Manuals (OM), checklists, safety cards and other flight related documentation. The students are working twice a week at Flight Standards unless other tasks got greater priorities. The main supervisor on this internship is Perry van der Stelt the Flight standards writer positioned at CHC Helicopter Netherlands.

The tasks for Flight Operations are ground handling and loading, passage and check-in, flight planning and flight preparation for dispatch. Flight preparation for dispatch is the main task at Flight Operations for the students. The students are working once or twice a week at Operations. The supervisor for our Operation tasks is Bert van de Wijgerd.

The project called application of LPV navigation on helidecks is a project the students are working on two days a week. This project is to prepare the full application for CHC Netherlands, CHC Ireland, CHC UK and CHC Norway to be allowed to perform RNAV and LPV approaches. The goal is to have 4 project reports ready at the end of this project containing the AOC amendment application, equipment certification, training packages and approval by local authority. Our supervisor for the application of LPV navigation on helidecks is Dé Jansen.

## 2 Project result

The purpose of the Project Plan is to give clear information on how and when the projects and tasks will be carried out. The problem definition and the objectives are formulated under the chapter “project result” from information gathered during our preliminary research. The internship consists of multiple tasks and projects which will be described in a final (research) report for the Amsterdam University of Applied Sciences (AUAS).

### 2.1 Final result

The final (research) report will summarise the key activities of the internship performed by the students at CHC Helicopter Netherlands and the result of the key activities. These questions will be answered with the help of sub questions for each task apart. The conditions of the questions are activity related and can be measured in the result documents. The result in written documents for Flight Standards, flight planning package for Flight Operations and a Project report for the Projects. The supervisor for each activity will evaluate the outcome of the results and then will be written in the final (research) report, the report will also have to meet the project boundaries. For the tasks and projects performed during the internship the following questions will provide the structural basis for the internship and are divided for the key activities:

1. Flight Standards
2. Flight Operations
3. Project: Application of LPV navigation on helidecks

#### Ad 1. Flight Standards

How to write conform company standards and producing Flight Standards documents, which needs to be approved from the management and can be used through the whole company?

#### Ad 2. Flight Operations

How does operations work and what are the necessary steps for operations to complete a whole flight, from start to landing?

#### Ad 3. Project: Application of LPV navigation on the helidecks

How to obtain RNP operational approval to LPV minima for the aircraft in Norway, Ireland, UK and the Netherlands, based on the European regulations?

### 2.2 Project boundaries

The students are expected to communicate on an international level and will regularly perform work for foreign business units, so the tasks and projects needs to be performed and written in English. At the end of the internship the students are integrated as much as possible in the business of producing Flight Standards documents and Flight Operations flight planning packages. And can advise CHC Helicopter with the result of the projects they have worked on. The final (research) report needs to be written in English with a maximum of 30 pages excluding appendices. Conform the internship guidelines of the AUAS the following demands are needed to complete the internship:

- A. The student provides a Project Plan (after approximately 4 weeks). Only when this plan is approved, the student can start with the execution of the assignment.
- B. The student provides a final report. The final report is evaluated on acceptability. Only when the final report is accepted, the final report is evaluated with respect to the content.

Formal demands for successful completion of the Internship:

- A. The Assessment of Student Functioning must be sufficient.
- B. The Assessment of the Final Report must be sufficient.
- C. The student must have fulfilled a minimum of 800 working hours.

### 3 Project activities

During the internship the following activities will be performed:

1. Preface
2. Project and tasks
3. Planning and logbook
4. Gather information
5. Process information
6. Verify
7. Correcting
8. Revision
9. Quality control
10. Writing report
11. Last check report

#### Ad 1. Preface

The supervisor introduces the students to the company methods and habits. This will be done during the preface of the internship. This is to get clear which activities need to be completed before the students can start with another activity. During the preface the students learn the method of working in the company. In this phase the Project Plan will also be made, the sources used for the Project Plan are recorded in the bibliography (see 0). It will also make use of some of the activities described below. This guarantees that the quality of the Project Plan is improved and thereby a good start with the implementation of the tasks and projects is made.

#### Ad 2. Project and tasks

During the internship the students will perform multiple tasks and projects. For some projects research is needed and other tasks can be performed immediately. Projects and the final (research) report of the internship will be written conform the following project activities.

#### Ad 3. Planning and logbook

The key activities for the internship sometimes have deadlines or days in the week on which some work needs to be performed. For projects and tasks there are meetings with people of the company which are working all over the world, so to schedule the favourable time for all attendees a planning needs to be made. In the company Microsoft Outlook is used for email and plan appointments in the calendar. The students will log their weekly activities and worktime in their own Excel formatted logbook.

#### Ad 4. Gather information

To answer the main questions of all tasks and projects some questions that have arisen from it first should be answered. In order to give an answer to this is to collect information about the (sub) question. This information must come from reputable sources which can be controlled. It is therefore important that each piece of information is recorded from how and when this source is consulted. Sources will be saved in the sources folder in the Cloud and inserted with the references sources method of Microsoft Word.

#### Ad 5. Process information

After all the information has been collected, it can be processed into a product which provides an answer to the respective (sub) question. This is not writing the whole piece, but an account of the information collected. The students have a shared Dropbox folder for all internship related files and information, CHC Helicopter is working with a working site where all official folders are published. The students write information in a Word file and if an official document for CHC must be written this will happen in a working format of XML file. Each Word file written at this phase has an answer for a particular question and is called working package. When it turns out there is missing information at this stage, then go back to the project activity "gather information". Once the writer has checked everything, the one serves the piece in his buddy in PDF format via the Dropbox / company working site and gives it to his buddy. Additionally, the Word file / XML file should also be put in the right "Cloud map".

#### Ad 6. **Verify**

If a working package is finished and the question of this package is answered it is first presented to the buddy. Then the buddy critically reviews the working package and send it back with feedback. When reviewing the package the buddy needs to check on the accuracy of the document, including the sources. It will also be checked to a proper English sentence structure and spelling. In addition the layout needs to be correct and all the references (through cross-references). When in doubt during the audit, the buddy can enlist the help of the writer. All improvements, comments, suggestions and uncertainties are indicated in the PDF so that the writer can adapt it.

#### Ad 7. **Correcting**

Once the PDF file is created again it can be adjusted in the original Word file / XML file of the original author. Once this is done, a new version of the PDF file is saved from Word / XML. Subsequently, this improved resistance is again made available to the buddy in the same manner.

#### Ad 8. **Revision**

The improved file must be checked again as shown in “verify” project activity. If the improved document was approved, “quality control” will take place. If there are improvements needed than the feedback circle can be completed with another “correcting” project activity.

#### Ad 9. **Quality control**

When the author and his buddy satisfied with the quality of the piece, it is passed to the writer. The writer makes a final check round to put the latest improvements in the PDF file. On this basis, the piece is enhanced again by the author. When enhanced the piece can be checked off as completed 100% in the planning.

#### Ad 10. **Writing report**

When all the pieces are ready, pieces can be written to the report. This is done on the basis of the sub-questions answered. These documents also need to be re-checked and improved in order to guarantee the quality. And the company files needs to be written conform the company writing style and usage.

#### Ad 11. **Final check report**

The final (research) report or project reports will be checked by several people on the same points as the control of ordinary pieces. It will also check to see that is correct consistency between the different pieces and the written final (research) report. This includes appropriate references to other paragraphs, images and attachments etc. The checklist for the report / project will be held alongside to make sure that every point is covered so that a full report comes as a finished product.

## 4 Products

In order to come to a final (research) report whereby the quality can be ensured, products will be delivered. Conform the internship guidelines<sup>1</sup> of the AUAS the student need to assess his personal expectations which is done in this Project Plan (see [Appendix III](#)). This intermediate products during this internship are as followed:

- A. Project Plan
  - a. Appendix: Personal expectations
- B. Flight Standards documents
- C. Flight Operations flight planning packages
- D. Project reports (specified for the different projects we working on during internship)

Which result in the final product:

- A. Final report
  - a. Appendix: Personal reflection
  - b. Appendix: weekly journal (with timesheet)<sup>2</sup>

The structure of the final (research) report is delivered as a draft report, the draft report based on the following structure provided by the University of Applied Sciences Amsterdam:

- A. Project and tasks analysis
- B. The body of the report
- C. Results and conclusions
- D. Recommendations

After the draft report, the final (research) report will be completed and delivered. Two copies of the final (research) report must be submitted: one hardcopy to the supervising lecturer, and one copy (preferably a digital copy on CD-ROM) for the faculty archives.

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<sup>1</sup> Source: (2015/2016) *Aviation Internship Guidebook*. Amsterdam: University of Applied Science.

<sup>2</sup> There will be a logbook in the final (research) report with the hours made by the student and the activities performed a week.

## 5 Quality

To monitor the quality of the final (research) report, the tasks and the projects during internship various quality checks will be conducted at various times. Quality checks are performed depending on the progress of the report, tasks and projects. The checks are prepared for the start of the research, during the delivery of all intermediate products and for the delivery of the final (research) report.

### 5.1 Preface

During preface, it is important that there is clarity about which products needs to be delivered. This makes it necessary to draw up Project Plan with a list of requirements and constraints. The Project Plan performed activity will be discussed with the responsible supervisor. The Project Plan will be used at the end of the project to assess the content predefined requirements and preconditions.

### 5.2 During internship - final report

During internship several intermediate products will be delivered which are described in "products". The written reports and products will be controlled by means of double-checking the content, layout, the English language skills, vocabulary, punctuation and spelling. The final (research) will be written in Microsoft Word. Hereinafter it will be stored as an Adobe PDF file, after which the control will be done by means of the Adobe Acrobat XI Pro program. In this program the buddy's comments clearly indicate the feedback in the document. These comments will be corrected in the Microsoft Word file, and the author of the document itself again automatically checks. After that the document will be stored until it is used to put it in the right location in the report. When the document will be inserted, another control will be carried out. Here the content and position in the report will be checked. During the research, there is a weekly moment of contact with the supervisor. During these moments, certain things are explained and additional may be that need to be adapted certain documents. The author of each document is responsible for the weekly control of the content of his document.

### 5.3 Before handover of the final report

Before the final product is handed in, all existing documents will be assembled into a complete report. During this assemble it is important that all pieces are checked for content, design and position within the report and the report will be checked of it consists all requirements and constraints. It will be verified that the content meets the predetermined conditions of the supervisor, AUAS and students. It will also have to be checked whether the report is written in accordance to the Project Plan. If the concept report is completed with the above checks, the concept report revision into the final report will be completed. This will be returned by the deadline in accordance with the procedures.

### 5.4 Record of revisions

During the documentation process, multiple versions of the documents are written. Within these versions must be clear which version is final and can be used in the report. The first version of a document will be called "Document v1" and will be stored in the directory. When this document is improved, the new document will be named: "Document v1, buddy name." The improved version of document v1 will be named "Document v2". This version will be reviewed by again by the writer and will be named "document v2, buddy name" till there are no further comments left of both the students. This version will be improved again, and then called "final document". This version will be saved as MS Word and Adobe PDF in the appropriate folder in the "Work packages". After writing a full report changes needs to be made in the separate work packages and in the final report. This changes needs to be notes in the "record of revisions" table in the first page of the full report.

### 5.5 Assumption list

When assumptions were made during the research, the assumptions needs to be noted. These assumptions will be noted in the "assumption list" and a register of an assumption must be written the date with the assumption and its arguments. If assumptions are made the assumption registry will become an appendix of the final report.

## 6 Project organization

### 6.1 Functions and responsibilities

During the internship there are multiple persons responsible for the correct guidance of the students. This supervisors introduce new projects, the company and support during the activities of the students. Also a supervisor from the AUAS is appointed to guide the students conform the guidelines of the AUAS.

#### 6.1.1 Student information

The students are working together and the responsibility of the students is to know the agenda for the meetings and deadlines. In addition the student perform his duties at the agreed times. Furthermore the students are accountable to the other project members. The following contact details are available:

Name: Barry van Niekerk  
 Specialisation: Aviation Engineering  
 Student ID: 500657914  
 Email (AUAS): Barry.van.niekerk@hva.nl  
 Email (Other): Barryvanniekerk@hotmail.com  
 Available: Monday, Tuesday, Wednesday, Thursday and Friday  
 Phone: (+31)639824614

Name: Sven de Groote  
 Specialisation: Aviation Operations  
 Student ID: 500685287  
 Email (AUAS): Sven.de.Groote@hva.nl  
 Email (Other): svendegroote@msn.com  
 Available: Monday, Tuesday, Wednesday, Thursday and Friday  
 Phone: (+31)642304948

#### Conform the internship guidelines the student has the following responsibilities

Write the description of the internship project, in conjunction with the host organisation

- A. Retain independent responsibility for performance and completion of the internship project
- B. Keep a weekly journal (log book) of the activities carried out and any adjustments made to the project plan
- C. Ensure the internship process runs smoothly, e.g. submitting the project plan and final report forms etc. on time and in the correct format, making work agreements and requesting feedback from the company supervisor and supervising lecturer.
- D. Attend the internship Return Days
- E. Keep his/her supervisors up-to-date on progress
- F. Check his/her AUAS e-mail and DLWO for information and communication purposes.

### 6.1.2 Company supervisor

The company supervisor will guide the students during the internship. For some activities other supervisors are assigned. The following contact details are available for the supervisors:

Name: Perry van der Stelt  
Job Title: Flight Standards Writer  
Email: perry.van.der.stelt@chc.ca  
Available: Monday, Wednesday, Thursday and Friday  
Phone: (+31)223677539

Name: Dé Jansen  
Job Title: Director, Flight Operations & Standards  
Email: De.Jansen@chc.ca  
Available: 7 days a week  
Phone: (+31)651865303

Name: Bert van de Wijgerd  
Job Title: Head of Operations  
Email: Bert.van.de.Wijgerd@chc.ca  
Available: Unknown  
Phone: (+31)622907924

#### **Conform the internship guidelines the company supervisor has the following responsibilities**

Support the student in formulating their internship project as the provider of the internship placement

- A. Provide the student with a satisfactory workspace and any other required facilities
- B. Help the student 'find their feet' within the organisation
- C. Support and supervise the student (through management, monitoring and feedback) in the performance of their day-to-day work activities
- D. Be available for at least two meetings with the supervising lecturer concerning the student's performance and execution of the internship assignments. These meetings will generally take place on the company premises
- E. Be present at the plenary Return Day, if reasonably possible
- F. Co-assess the final results and the student's performance.

### 6.1.3 Supervising lecturer

A supervisor lecturer from the AUAS helps the students with questions and problems about the internship. During the internship the supervisor visits the company of the student at least 2 times. The supervisor is thus familiar with the company and will get a better impression of the work and activities of the interns. The following contact details are available:

Name: Willem Blauw  
Email: w.blauw@hva.nl  
Phone: (+31)630373261

#### **Conform the internship guidelines the supervising lecturer has the following responsibilities**

- A. Be available to provide advice to students via the agreed communication channels. This will generally take the form of a personal commencement interview (face-to-face or via Skype) followed by continuous e-coaching and two company visits
- B. Provide feedback on the project plan (during the first Return Day) and assist the student with any necessary modifications
- C. Attend the internship Return Days
- D. Assess the student's final project result and performance, in conjunction with the company supervisor
- E. Forward the final grade for the internship to the academic records department
- F. Provide students abroad with any relevant information that is not available on DLWO.

## 6.2 Communication

### 6.2.1 Communication in the company

Communications with the students will take place mainly through conversation and will be recorded in email and notes. In addition, we also maintained telephone contact for urgent matters. If needed meetings will be scheduled and for projects international conference calls are planned to get the correct information. Work and information files will be saved on the working site / Dropbox. Communication with the supervisor happens with meetings, email contact and phone. This contact will be recorded in the company email with Microsoft Outlook.

### 6.2.2 Communication with the supervising lecturer

The students will have three to four intensive meetings with a supervising lecturer over the course of the internship: if possible a start meeting, two company visits and a final meeting. These meetings will give the opportunity to develop a more personal relationship with the supervising lecturer, and give plenty of time to discuss the nitty-gritty or any problems with the project. The students will also receive ongoing support from the supervising lecturer via e-mail. When using this medium, the students will be expected to be pro-active in informing the supervisor of progress and of any applicable changes. The advantage of using this method is the high-frequency level of contact if provides with the supervisor. It ensures continuity in contact, and keeps the supervisor sufficiently involved so that he/she can coach effectively at both a personal and professional level. It also means the students can take time later on to review the feedback received, and to reflect on whether acted on it properly.

## 6.3 Stakeholders

The stakeholders of the performed tasks and projects is CHC Helicopter which can use the founded information of the students and the written documents for the normal operation. CHC Helicopter will decide of the projects performed by the students is useful and possible apply to the normal operation of the company. The stakeholders of the written final (research) report are the students with the acquired knowledge during the internship, CHC Helicopter to see the progress of the students made during internship and finally the AUAS which can see of the students succeed in the tasks and projects and if this is useful for further internships.

## 7 Planning

The students started the internship on the 3<sup>th</sup> of February 2016. All the tasks, meetings and projects are planned in Microsoft Outlook Calendar. The planning follows the critical tasks, if exceeded the deadline for these tasks will have a direct impact on the final (research) report, projects or task. If a meeting or deadline is exceeded a reschedule will take place and further actions take place in consultation with the relevant persons. At the final (research) report a logbook is recorded with the weekly description of every key activity and the planning is recorded in there. Conform the internship guidelines<sup>3</sup> there are a few actions and approvals needed for the internship (Table 7.1).

Date	Action
Week 4	Submission of Project Plan
Week 4	Return Day 1 - Presentation and discussion of Project Plan - Start of Peer Learning
Week 6-8	First Company Visit of Supervising Lecturer - Acquaintance supervising lecturer and Company supervisor - Company introduction and tour - Progress discussion
Week 10	Formative (intermediate) assessment of student functioning by company supervisor (with final assessment form)
Week 10-12	Return Day 2 - Part 1 (only students & lecturers): Peer presentations to Year 2 Students Information Sessions about the Year 4 Programs - Part 2 (with Company Coaches) Aviation Academy Presentations Networking drinks
Week 18	Second Company Visit of Supervising Lecturer - Final Assessment of Student Functioning - Feedback on Concept Report
Week 20	Submission of Final Report
Week 20/23	End evaluation of internship with lecturer.

Table 7.1: Actions needed for final report

The planning for the project activities will be as followed each week (Table 7.2):

Day	Task
Monday	Flight Operations
Tuesday	Project
Wednesday	Project / Flight Standards
Thursday	Flight Standards
Friday	Flight Operations
<b>Saturday</b>	Weekend
<b>Sunday</b>	Weekend

Table 7.2: Week planning

<sup>3</sup> Source: (2015/2016) *Aviation Internship Guidebook*. Amsterdam: University of Applied Science.

## 8 Project boundaries

Within the project boundaries is the company profile of CHC Helicopter Netherlands and the department Flight Operations and Standards, which consists of the support performed by this department. The support covers producing operations manuals, checklists, safety cards and other flight related documentation. In addition the other departments in this organisation and functions. During projects the students have to work with all other operators of CHC Helicopters internationally.

The projects and tasks for Flight Standards and Operations will be performed conform the requirements and guidelines of CHC Helicopter and Den Helder Airport. Documentation for this project and tasks must be written conform the writing guidelines of CHC Helicopter in English (UK) and the manuals, safety cards and other flight related documentation structure is according EASA Ops. The project to make LPV approaches possible on helidecks must be performed conform the ICAO guidelines, EASA and authority regulations, manufacture manuals and training requirements.

## 9 Costs and benefits

If costs are made for this projects, tasks and the final (research) report the costs are documented in a cost sheet. To get a personal access pass for the students a security test and identification check is needed also a certificate of good conduct is required. The costs made for this certificate can be declared in the company cost worksite called Workday. There costs such as printing of the final (research) report will be charged to each student. The software needed for work is provided by CHC Helicopter so no software needs to be purchased by the students.

The project benefits are present, one of these benefits is the good preparation of the graduation which will be conducted in the same manner as this final (research) report. Also CHC Helicopter will provide of the benefits of the internship of the students by support of processes and development of projects. For this internship a small payment as internship compensation is provided for the hours worked at CHC Helicopter payed as monthly fee.

## 10 Risk analysis

### 10.1 Risks of the final report

To check of the activities for the internship and the writing of the final (research) report is feasible to execute a risk assessment will be carried out. This risk assessment is made according to the book "Project Management" written by Roel Grit and a special risk analysis excel form is made. The conclusion of the risk analysis is that the report will be executed with a risk of 20.55% (Appendix IV). This analysis method is made of the following factors; time, complexity, project and clarity of the project. These factors all relate to the collaboration of students and supervisors. In addition to these factors, there are also internal and external risk factors that relate more to the individual students. These are set put in below point by point.

Internal risks are:

- A. Insufficient knowledge of the project or task
- B. Too long processing time of work packages by the improper performance of duties
- C. Different tasks and with different priorities (AUAS and CHC)
- D. Insufficient input supervisor (lecturer) or student
- E. Students of supervisors unable or unwilling to work together
- F. Forgotten limitations of the internship guidelines

External risks are:

- A. Students are behind in exams from previous years, and may prevent absence or reduced availability during internship periods
- B. External activities require too much time or no time can be made for the internship
- C. Insufficient time to make a decision
- D. Insufficient cooperation of the organization (AUAS and CHC)
- E. Changes in the composition of the company departments
- F. Unclear project boundaries
- G. Travel time to the company or university

### 10.2 Solutions for the significant risks

To keep the above risk maintained as much as possible the students need a good communication with the various stakeholders. This will be done through email, telephone and face-to-face contact. Wherein the phone and face-to-face contact are preferred when the problems are urgent. There are meetings with the necessary stakeholders to ensure the progress of the activities during internship. There is prepared an overview of the personal risks each student plus applicable period / data.

### 10.3 Personal risks

The personal risks of the students during writing of the final (research) report are the re-exams during internship. This risks are known and can be scheduled this will be calculated as a full internship day. In the following table are the re-exams showed (Table 10.1).

Name	Exam	Date
Barry van Niekerk	Design for RAMS/LCC	4 <sup>th</sup> April 2016
	Automated Flight	Exp. June 2016
	Prestatieleer 13/14	Exp. June 2016
Sven de Groote	Transport 2 (not certain yet)	10 <sup>th</sup> March 2016
	Service Provider Logistics	5 <sup>th</sup> April 2016
	Stedelijke planning en Transportnetwerken	7 <sup>th</sup> April 2016

Table 10.1: Exam Risks



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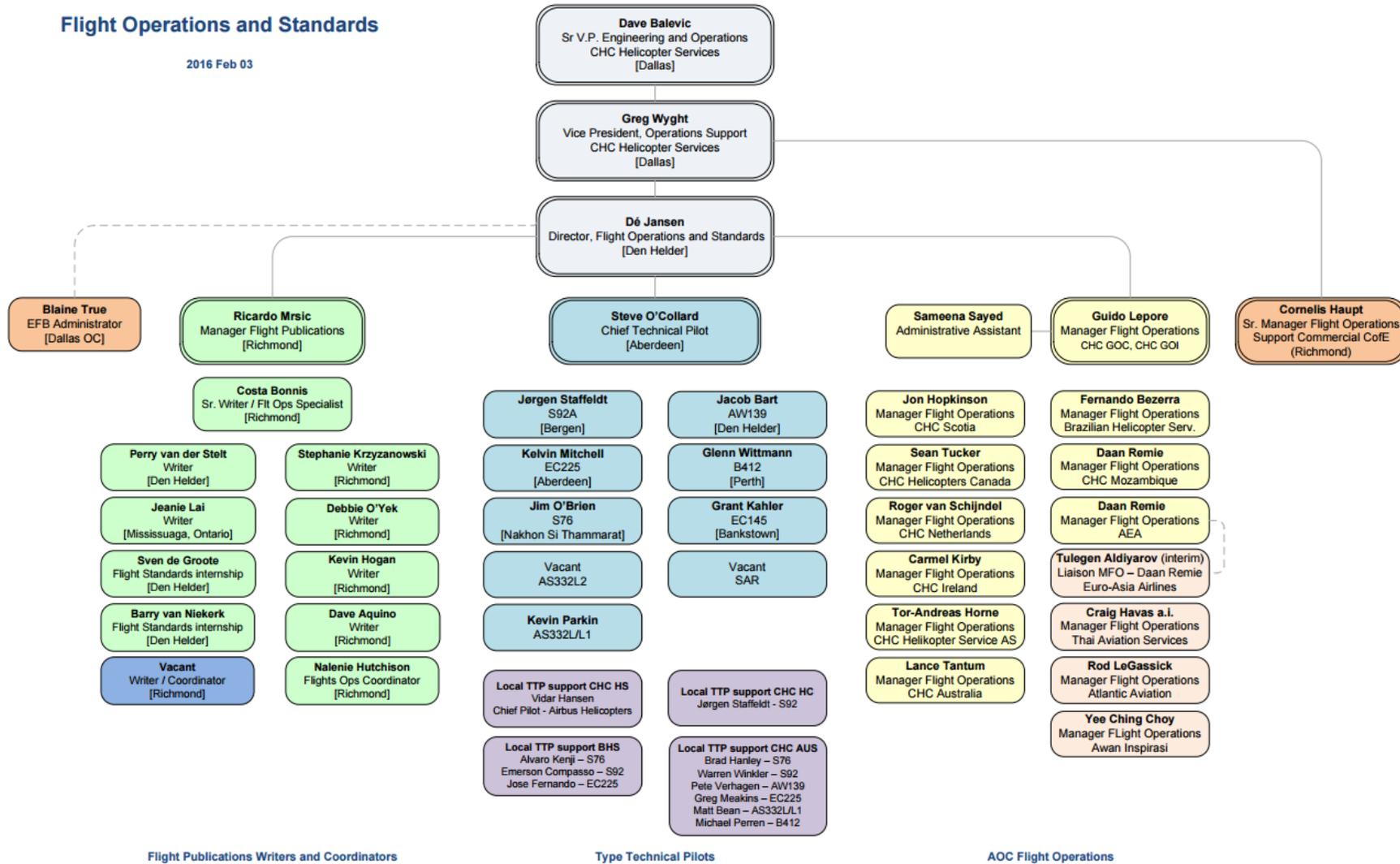
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## Appendix II Company structure CHC Helicopter

### Flight Operations and Standards

2016 Feb 03



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## Appendix III Personal expectations

During the preface of the internship the students need to give a personal reflexion and make a list of personal expectations of the internship. Conform the internship guidelines<sup>4</sup> of the AUAS there are a few questions to be answered. The next questions needs to be prepared in the Project Plan and the findings during internship will be noted in the final (research) plan:

- A. Which material/theory do you expect to be using from your study program?
- B. Which material/theory do you not master yet, and how do you plan to master these aspects?
- C. Where do you expect any tension in your work situation, and how do you plan to deal with it?
- D. Do you plan to work on your personal development? Which soft skills do you want to develop, and how?

### Personal expectation – Barry van Niekerk

#### A. Which material/theory do you expect to be using from your study program?

Some theory I learned during my study program can be used during internship. Such as the following study courses: "Computervaardigheden 1", "Inleiding Aviation 1-2", "Meteorologie", "Project Airport Operations", "Communicatie", "Project Powerplant", "Avionica 7-8", "Vliegtuigsystemen 5-6", "Human Factors", "Vliegtuigoperatie 12", "Avionica 13-14", "Vliegtuigoperatie 13-14", "Project Blended Winglets", "Bedrijfskunde 13-14".

These theory learned during this courses will help me during projects and tasks during this internship.

#### B. Which material/theory do you not master yet, and how do you plan to master these aspects?

All of the courses I mentioned above were passed, but still I can master this courses more. The course "Vliegtuigoperatie 13-14" is useful for the project "RNP approaches" we currently working on.

#### C. Where do you expect any tension in your work situation, and how do you plan to deal with it?

I expect tension during this internship during deadlines of projects.

#### D. Do you plan to work on your personal development? Which soft skills do you want to develop, and how?

Management: Being able to manage and function within CHC Helicopter and work with colleagues.

Professionalism: Mastering and keep up to date competences.

Research: Realising and delivering a product to CHC Helicopter that meets the requirements.

Control: Allowing key activities and to function optimally within CHC Helicopter.

Realization: Realising and delivering a good project report to CHC Helicopter that meets the requirements of the project and company.

Analysis: Determining the problem or need and considering all the directions for possible solutions within the limitations of the Project.

Consultancy: Give advice to CHC Helicopter after the analysis of the project.

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<sup>4</sup> Source: (2015/2016) *Aviation Internship Guidebook*. Amsterdam: University of Applied Science

## Personal expectation – Sven de Groot

### A. Which material/theory do you expect to be using from your study program?

Some theory I learned during my study program can be used during internship. Such as the following study courses: "Inleiding Aviation", "Meteorologie", "Operations Management", "Communicatie", "Handler Processes", "Network Planning", "Airline business", "Wet- en regelgeving", "Plannen van een vlucht", "Process Optimization", "Transport 1&2", "Turn around", "Project Blended Winglets", "Logistiek 2".

These theory learned during this courses will help me during projects and tasks during this internship.

### B. Which material/theory do you not master yet, and how do you plan to master these aspects?

All of the courses I mentioned above were passed, but still I can master this courses more. The course "Wet- en regelgeving" is useful for the project "RNP approaches" we currently working on.

### C. Where do you expect any tension in your work situation, and how do you plan to deal with it?

I expect tension during this internship during deadlines of projects, as already experienced unknown rules and extensions on these rules keep popping up. Therefore it is hard for us to oversee the exact amount of work to be done.

### D. Do you plan to work on your personal development? Which soft skills do you want to develop, and how?

As for me most of the personal developments which will be made are in line with the ones of Barry.

**Analysis:** Determining the problem or need and considering all the directions for possible solutions within the limitations of the Project.

**Consultancy:** Give advice to CHC Helicopter after the analysis of the project.

**Control:** Allowing key activities and to function optimally within CHC Helicopter.

**Management:** Being able to manage and function within CHC Helicopter and work with colleagues.

**Professionalism:** Mastering and keep up to date competences.

**Realization:** Realising and delivering a good project report to CHC Helicopter that meets the requirements of the project and company.

**Research:** Realising and delivering a product to CHC Helicopter that meets the requirements.

**Self-awareness:** Sometime I can be a pain in the ass, I try to prevent that of occurring.

**Trouble shooter:** In case anyone requests, or I notice that they need, help/assistance on something I try to help.

**Willingness to Learn:** As for all the rules regarding the implementation of the LPV we are facing I try and want to understand every aspect of it.

**Writing Experience:** As we have to write every document in English, I try to improve my (English) writing skills.

## Appendix IV Risk analysis

<b>Risicoanalyse</b>	Print
Final (research) report	2/11/2016

Bij een risicopercentage > 50% dient het project niet in deze vorm te worden uitgevoerd.

Categorie	Risico	Waarde *	Factor **	Zwaarte **	Risicotot.
<b>Tijdsfactor</b> ↓maak keuze↓					
1	Geschatte looptijd van het project	3 - 6 maanden	1	4	4
2	Kent het project een definitieve deadline?	Ja	2	4	8
3	Is de tijd voldoende om het project te realiseren?	Ruim voldoende	0	4	0
<b>Complexiteit van het project</b> ↓maak keuze↓					
4	Aantal functionele deelgebieden dat betrokken is	3+	3	4	12
5	Aantal functionele deelgebieden dat gebruik gaat maken van de resultaten	2-3	1	2	2
6	Gaat het om een aanpassing of een nieuw project?	Geheel nieuw	3	5	15
7	In hoeverre zullen bestaande verantwoordelijkheden moeten wijzigen?	Gemiddeld	2	5	10
8	Zijn er andere projecten afhankelijk van dit project?	Ja, er is tijd genoeg	1	5	5
9	Wat zal de houding zijn van de gebruikers?	Geïnteresseerd	1	5	5
10	Zijn er deelprojecten, is de voortgang afhankelijk van de coördinatie hier tussen?	Enigszins	2	3	6
<b>De projectgroep</b> ↓maak keuze↓					
11	Welke medewerkers werken aan het project mee?	Voorn. interne	0	4	0
12	Wat is het geografische spreiding van de projecten?	3+	2	2	4
13	Aantal projectleden dat op piektijden > 80% betrokken is	1-5	0	5	0
14	Verhouding materiedeskundigen tov projectdeskundigen	Goed	0	5	0
15	Nemen gebruikers deel aan de projectgroep?	In redelijke mate	1	3	3
<b>De projectleiding</b> ↓maak keuze↓					
16	Is de projectleiding materiedeskundig?	Zeer deskundig	0	3	0
17	Hoe deskundig is de projectleiding mbt de projectplanning?	Zeer deskundig	0	3	0
18	Hoeveel ervaring heeft de projectleider met projecten als deze?	Veel ervaring	0	3	0
19	Hoe deskundig zijn de adviseurs op het te onderzoeken gebied?	Zeer deskundig	0	5	0
20	Hoe deskundig zijn de materiedeskundigen op het te onderzoeken gebied?	Redelijk deskundig	1	5	5
21	Hoe betrokken zijn de verantwoordelijke lijnmanagers bij het project?	Sterk betrokken	0	5	0
22	Is de kans groot dat de samenstelling van de projectgroep wijzigt tijdens het project?	Gemiddelde kans	2	5	10
23	Worden door de projectgroep standaardmethoden gebruikt?	Ja, alleen maar	0	4	0

Vervolg risicoanalyse

Categorie	Risico	Waarde *	Factor **	Zwaarte **	Risicotot.
<b>Duidelijkheid van het project</b>					
↓maak keuze↓					
24	Zijn probleem en doelstelling voldoende bekend bij alle projectleden?	Ja, iedereen	0	5	0
25	Is het onderzoeksgebied nauwkeurig vastgelegd?	Ja	0	5	0
26	Is er voldoende afbakening met andere projecten?	Voldoende	0	4	0
27	Is er voldoende tijd gepland voor afstemming en besluitvorming?	Voldoende	0	4	0
28	Zijn de randvoorwaarden duidelijk?	Ja	0	4	0
29	Werken de randvoorwaarden beperkend genoeg?	Ja	0	5	0
<b>Totaal</b>					<b>89</b>
<b>Risicopercentage ***</b>					<b>20.55%</b>

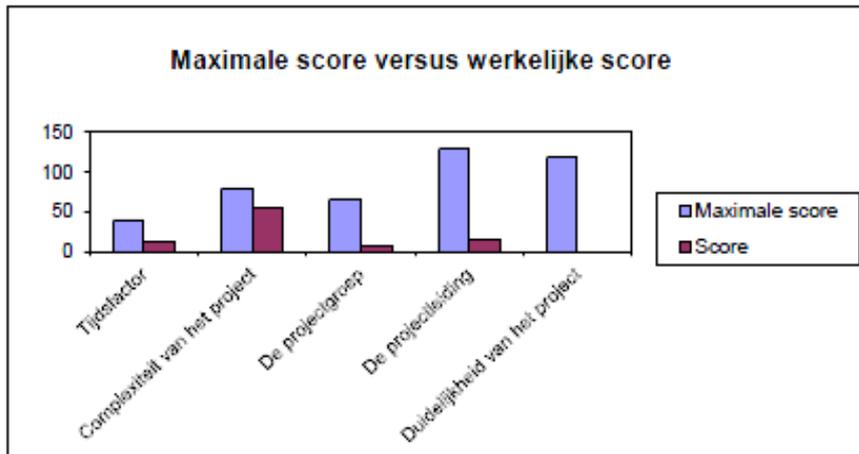
\* Waarde gekozen door projectleider.

\*\* Hoogte factor en waarde staan vast.

\*\*\* Risicopercentage is de totaalscore gedeeld door 433 (maximale score) maal 100.

Aangezien het risicopercentage een totaalbeeld geeft, kan het zijn dat een bepaalde categorie wel voor een hoog risico zorgt. Hieronder een specificatie per categorie om eventuele verbeterpunten zichtbaar te maken.

Categorie (met maximale score versus werkelijke score)				
Tijdsfactor	Maximaal	40	Score	12
Complexiteit van het project	Maximaal	80	Score	55
De projectgroep	Maximaal	65	Score	7
De projectleiding	Maximaal	129	Score	15
Duidelijkheid van het project	Maximaal	119	Score	0



**Conclusie:** It is important that the students first collect enough information about the project before writing, which also can collect by the company supervisors because they have enough know-how about the projects and the internship. The project is feasible to execute.

