

Inspiring Performance Outside the Comfort Zone

Society of PM Professionals

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The Project



Build and Certify a Next Generation Airtanker based on the RJ85
Platform

RJ85 Airtanker



The Company

- Conair is the world's largest aerial fire fighting company operating and maintaining 55 aircraft
- Has been in business over 40 years
- Operates out of Abbotsford, B.C. and Marseille, France
- Previous extensive Air tanker design, manufacturing and certification program was 30 years ago

The Market Opportunity

- 44 Large Airtankers in the U.S. in 2002
- 8 Large Airtankers in the U.S. in 2012
- USFS released solicitation for Next Generation Heavy Airtankers (up to 7) in November 2011
- Awards announced (2 to Aero Flite) in March 2012
- Contract Start Date Delayed from June 2012 to September 2013

RJ85 Platform



- Regional jet manufactured by BAE in the 1980's
- Served as a regional carrier through the 1990's, mostly in Europe
- Retired in favour of more fuel efficient platforms such as the Bombardier Q400
- Power and carrying capacity, short-take-off, high wing make for a good candidate as an air tanker

Design Constraints

- Carry 3000gallons (US) of retardant (27,000lbs); weight will be a challenge
- Fly at 330 knots at 31,000 feet (OEM speed)
- Constant flow tank suitable for both line building and lightning strike capability
- New materials and processes to ‘productionize’ the RJ85 airtanker platform
- External tank required for minimal airframe modifications
- Build and certify in 18 months

The Team

- >150 people in 3 countries (Canada, USA, Scotland)
- Small Core of Engineers at Conair (5); 45-50 contracted engineers: independent to BAE's large engineering team
- Manufacturing suppliers operating in 5 time zones
- Conair did not have a manufacturing division at the start of the project and out-sourced the manufacturing management to another firm

One More Thing....



Can you build 3?

Workshop

- Organize into workshop groups (6). Designate a scribe and presenter.
- Review workshop scenario and document the theme or themes present contributing to non-performance (10 min)
- From the PM perspective, document the expected impact; how will you measure it? (10 min)
- As the PM, document the performance inspiration techniques that could be applied to remedy or reduce the impact (10 min)
- Present your findings (Theme, Impact, Inspirations) (5 min)