



International Civil Aviation Organization

Global TRAINAIR PLUS SYMPOSIUM

Singapore, 25-27 September 2012

Challenges facing training in aviation

Outline

- ❑ Objectives
- ❑ Some facts
- ❑ Smart learning
- ❑ Challenges Facing Training Providers
- ❑ Solutions and mitigation measures



Objectives

- ❑ Identify challenges facing training activities in aviation “for Training Providers”
- ❑ Identify some solutions to be explored during the Global TRAINAIR *PLUS* Symposium



Some facts

- ❑ Increasing pressure on aviation professionals due to fast aviation expansion, competition, and constant changes in the aviation industry
- ❑ Aviation activities carried out by multicultural workforce:
 - ➡ standardization issues

Some facts

- Training is an enabler for the development of competencies:
 - ➔ combination of Knowledge, Skills and Attitude to a perform a job (KSA)

Definitions

Learning

The act, process or experience of gaining knowledge or skills.

Can occur through formal and informal means including job aids, FAQs, web applications, etc.

Training

Instruction and applied exercises for the attainment and retention of KSA, which permits employees to perform their present jobs to standards.

Objective – Learning is for present job (immediate results when performers return to their jobs)

Development

Process of instruction or communication for people to acquire new horizons, technologies or viewpoints

Objective – Learning is for the growth of the performer, rather than being related to a specific job (results may not be seen for some time)

Education

The act or process of imparting or acquiring knowledge, developing the powers of reasoning and judgment for a specific profession

Objective – Learning is for future or different jobs. (education can only be completely evaluated when the learners move on to their future jobs or tasks)

Smart Learning

- Use of learning interventions (more general)
- Training remains very specific:
 - ⇒ transfer of knowledge and expertise



Smart Learning

- Training contributes to the development of individuals but it is only one component of the mechanism of building competencies





Challenges Facing Training Providers

1. Difficulty in evaluating the effectiveness and efficiency of the training in a systematic way

- How to:
 - ⇒ establish a process to collect and evaluate post-training programmes
 - ⇒ conduct impact studies to show the actual value of training
 - ⇒ assess the subsequent return on investment

Challenges Facing Training Providers

2. Difficulty in evaluating receiver needs and adapt the training programme accordingly

- ❑ TNA process usually incomplete, inadequate, and misdirected for many organizations

Challenges Facing Training Providers

3. Difficulty in keeping up with changes of the training function

- ❑ Training and development specialists becoming performance improvement specialists:
 - ICAO Doc 9941
- ❑ A performance problem often does not relate to a training need or a learning intervention

Challenges Facing Training Providers

4. Difficulty in building partnerships with key clients and management groups

- How to improve relationship between the training function and line management and make it more productive and effective?
- How to get feedback from operational level?

Challenges Facing Training Providers

5. How to access and use the technology

- ❑ One of the most perplexing issues facing training and development is the use of the technology
- ❑ Big dilemma:
 - ➡ To what extent should the training function embrace technology?
 - ➡ How to identify a methodical, logical, and rational way?
 - ➡ How to deal with moving target in selecting the appropriate technology?
 - ➡ How to address cost and funding issues?

Solutions and mitigating measures

□ Partnership

- ⇒ Connect to the aviation industry
- ⇒ Work close to the end user
- ⇒ Connect to other training organizations

□ Review the role of the training provider

- ⇒ Assist industry in developing employee potential
- ⇒ Look more on “managing performance”
- ⇒ Identify expected level of performance and related competencies

Solutions and mitigating measures

☐ **Enhance visibility**

⇒ look ahead

☐ **Expand training evaluation**

⇒ include performance evaluation

⇒ evaluate effective transfer

Solutions and mitigating measures

□ **Be innovative**

- ⇒ Introduce more flexibility in the processes
- ⇒ Explore options to reduce the development time and cost
- ⇒ Modular courses



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Thank you