Aviation English Training Project for Pilots in China Southern Airlines

Zhou Yizhi
B747 Captain
IATA CRM Instructor

Second ICAO Aviation Language Symposium
The Targets of the English Training Project

- Time
- Quality
- Scope
- Budget
- Risk
The Way to Reach the Targets

1. Needs Analysis
2. Planning
3. Implementation
4. Evaluation

MORNITORING
Contents

1. Training Needs Analysis
2. Planning of the Training
3. Training Implementation
4. Training Evaluation and Test
1. Training Needs Analysis

**Background**

- ICAO Requirement
- CAAC Requirement
- China Southern Requirement
1. Training Needs Analysis

Background

- CSN has 19 branches in China, more than 2700 pilots
- The pilots English level various
1. **Training Needs Analysis**
   - Pilots’ English Level Evaluation

### Pilots Statistics by Age Phases

<table>
<thead>
<tr>
<th>Age Phase</th>
<th>60–57</th>
<th>57–51</th>
<th>50–45</th>
<th>45–40</th>
<th>40–35</th>
<th>35–</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branch 1</td>
<td>19</td>
<td>118</td>
<td>14</td>
<td>88</td>
<td>57</td>
<td>407</td>
</tr>
<tr>
<td>Branch 2</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>39</td>
<td>13</td>
<td>86</td>
</tr>
<tr>
<td>Branch 3</td>
<td>3</td>
<td>16</td>
<td>1</td>
<td>18</td>
<td>2</td>
<td>35</td>
</tr>
<tr>
<td>Branch 19</td>
<td>------</td>
<td>-----</td>
<td>------</td>
<td>-----</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>------</td>
<td>-----</td>
<td>------</td>
<td>-----</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>------</td>
<td>-----</td>
<td>------</td>
<td>-----</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Branch 19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Training Needs Analysis
- Pilots’ English Level Evaluation

Pilots Statistics by Age Phases

Numbers of Pilot in Each Age Phase

-35: 1512
35-40: 219
40-45: 383
46-50: 97
51-57: 349
57-60: 30
1. Training Needs Analysis
   - Pilots’ English Level Evaluation

Sample Pilots Selection and Evaluation
- randomly selected
- 63 pilots were selected from 2590
- from each branch
- in each age phase

Evaluation was done by RMIT

**RELTA:** RMIT English Worldwide Language Test for Aviation
1. Training Needs Analysis
   - Pilots’ English Level Evaluation

Evaluation was done by RMIT

- Written test
- Oral interview

**RELTA:** RMIT English Worldwide Language Test for Aviation

Report used for budget and schedule planning

5th, Mar, 2008
1. Training Needs Analysis
- Pilots’ English Level Evaluation

Sample Result

A and B
General English Pre-Intermediate
Units 1-5 (125 hrs)
54%

Units 6-10 (125 hrs)
11%

C and D
General English for Aviation
Units 1-5 (125 hrs)
11%

Units 6-10 (125 hrs)
11%

E
Radiotelephony
Radiotelephony (125 hours)

F
Test ready
24%
## Contents

1. Training Needs Analysis
2. Planning of the Training
3. Training Implementation
4. Training Evaluation and Test
2. Planning

2.1 The major problems to be faced:

– limiting the number of available staff to maintain their operations
2. Planning

2.2 Training Progress

- By the end of Feb 2008
  - 1000 pilots (37%) reach the ICAO level 4 to maintain International Ops
  - another 450 pilots reach the ICAO level 3 to maintain domestic operations

- By the end of year 2008
  - another 1000 pilots reach the ICAO level 4 to maintain International operations
2. Planning

2.2 Training Progress

- Jan, 2007: 1000 pilots (age under 46) reach Level 4
- Feb, 2008: 1000 pilots (age under 46) reach Level 4
- Dec, 2008: 450 pilots (age over 46) reach Level 3

1000 pilots (age under 46) reach Level 4
1000 pilots (age under 46) reach Level 4
2. Planning

2.3 Training Centres Established

- 18 training centres: training facilities, CBT rooms, staff and student resources
- Guangzhou largest hub: 900 pilots
- Program Manager appointed
2. Planning

2.4 Training Organization

CSN Training Department

Branch 1
Training Division

Branch 2
Training Division

Branch 3
Training Division

Branch 4
Training Division

2.5 Training Plan of each Branches
Contents

1. Training Needs Analysis
2. Planning of the Training
3. Training Implementation
4. Training Evaluation and Test
3. Training Implementation

3.1 Teacher Training

- Criteria used to select staff for training
  - who has English teaching experience, or
  - whose major was English (or with aviation background)
  - Oral and written exam

- 69 trainees selected

- RMIT supplied teacher trainers
3. Training Implementation

3.1 Teacher Training

- 4 week intensive train
  the trainer course delivered
- September 2006:
  60 trainees graduated
3. Training Implementation

3.2 Pilots QPT Test

- 1588 pilots have enrolled the QPT test before they enter the real courses
- Courses available

<table>
<thead>
<tr>
<th></th>
<th>A and B English Pre-Intermediate</th>
<th>General English Pre-Intermediate</th>
<th>C and D General English for Aviation</th>
<th>Radiotelephony</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units 1-5</td>
<td>(125 hrs)</td>
<td>Units 6-10 (125 hrs)</td>
<td>Units 1-5 (125 hrs)</td>
<td>Radiotelephony (125 hours)</td>
</tr>
<tr>
<td>Units 6-10</td>
<td>(125 hrs)</td>
<td></td>
<td>Units 6-10 (125 hrs)</td>
<td></td>
</tr>
</tbody>
</table>

Second ICAO Aviation Language Symposium
7th-9th May 2007
3. Training Implementation

3.2 Pilots QPT Test

A and B
General English
Pre-Intermediate
Module A
Units 1-5
Module B
Units 6-10
40%

C and D
General English
for Aviation
Module A
Units 1-5
Module B
Units 1-5
26%
14%

E
Radiotelephony
English for Pilots
Single Module
Units 1-5
12%

F
RELTA
Prep
Module B
Units 1-5
2%

Proficiency
Test

Second ICAO Aviation Language Symposium
7th-9th May 2007
3. Training Implementation

3.3 Training Course Textbook

Level A and B  General English Pre Intermediate (250 hours)
Listening and speaking, reading vocabulary and grammar

Level C and D  General English – Aviation (2x 125 hours)
Listening and speaking, aviation-related vocabulary

Level E  Radiotelephony English (125 hours)
Communication in phraseology and plain English in radiotelephony - routine and non-routine situations

Level F  RELTA Preparation (5-10 hours)
Test structure and test-taking strategies
3. Training Implementation

3.3 Training Course Textbook

General English - Aviation

- 250 hours
- Each module: 125 hours + 25 hours of computer based training (CBT)
3. Training Implementation

3.3 Training Course Textbook

Radiotelephony English for Pilots

- 125 hours
- Workbook: 65 hours for instructor-led learning
- CBT: 60 hours for independent study
3. Training Implementation

3.3 Training Course Textbook

RELTA Preparation for Pilots

- 5-10 hours
- Workbook: overview of RELTA and practice tasks
- CD with practice RELTA
3. Training Implementation

3.4 Training

- In-classroom teaching and practice
- CBT learning and practice
3. Training Implementation

3.4 Training

- Flexible models – operations maintained
- Training delivered at 19 CSN sites
- Different models available
3. Training Implementation

3.4 Training

Example model 1: Walk-in classes

- Classes repeated during the week
- Several instructors teach in parallel
- Allows flight rosters to be flexible
- Learning less effective

<table>
<thead>
<tr>
<th></th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thur</th>
<th>Fri</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor A (Unit 2a)</td>
<td>Instructor A (Unit 2a)</td>
<td>Instructor A (Unit 2a)</td>
<td>Instructor A (Unit 2a)</td>
<td>Instructor A (Unit 2a)</td>
<td>Instructor A (Unit 2a)</td>
</tr>
<tr>
<td>Instructor B (Unit 2b)</td>
<td>Instructor B (Unit 2b)</td>
<td>Instructor B (Unit 2b)</td>
<td>Instructor B (Unit 2b)</td>
<td>Instructor B (Unit 2b)</td>
<td>Instructor B (Unit 2b)</td>
</tr>
<tr>
<td>Instructor C (Unit 1d)</td>
<td>Instructor C (Unit 1d)</td>
<td>Instructor C (Unit 1d)</td>
<td>Instructor C (Unit 1d)</td>
<td>Instructor C (Unit 1d)</td>
<td>Instructor C (Unit 1d)</td>
</tr>
<tr>
<td>CBT (Unit 1)</td>
<td>CBT (Unit 1)</td>
<td>CBT (Unit 1)</td>
<td>CBT (Unit 1)</td>
<td>CBT (Unit 1)</td>
<td>CBT (Unit 1)</td>
</tr>
<tr>
<td>CBT (Unit 2)</td>
<td>CBT (Unit 2)</td>
<td>CBT (Unit 2)</td>
<td>CBT (Unit 2)</td>
<td>CBT (Unit 2)</td>
<td>CBT (Unit 2)</td>
</tr>
</tbody>
</table>
3. Training Implementation

3.4 Training
Example model 2: Timetabled classes

- Pilots have home classes
- Flight schedules and language training scheduled in advance
- Learning more effective

<table>
<thead>
<tr>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thur</th>
<th>Fri</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor A (Unit 1d)</td>
<td>Instructor A (Unit 1d)</td>
<td>Instructor A (Unit 2a)</td>
<td>Instructor A (Unit 2a)</td>
<td>Instructor A (Unit 2a)</td>
</tr>
<tr>
<td>Instructor B (Unit 2b)</td>
<td>Instructor B (Unit 2b)</td>
<td>Instructor B (Unit 2c)</td>
<td>Instructor B (Unit 2c)</td>
<td>Instructor B (Unit 2d)</td>
</tr>
<tr>
<td>Instructor C (Unit 2d)</td>
<td>Instructor C (Unit 2d)</td>
<td>Instructor C (Unit 3a)</td>
<td>Instructor C (Unit 3a)</td>
<td>Instructor C (Unit 3b)</td>
</tr>
<tr>
<td>CBT (Unit 1)</td>
<td>CBT (Unit 1)</td>
<td>CBT (Unit 1)</td>
<td>CBT (Unit 1)</td>
<td>CBT (Unit 1)</td>
</tr>
<tr>
<td>CBT (Unit 2)</td>
<td>CBT (Unit 2)</td>
<td>CBT (Unit 2)</td>
<td>CBT (Unit 2)</td>
<td>CBT (Unit 2)</td>
</tr>
</tbody>
</table>
3. Training Implementation

3.5 Instructor Responsibilities

- Raise pilots’ level of English
- Record candidates’ areas of language weakness. Mid-course progress check. Recommend and implement appropriate action
- Keep a twice-daily record of attendance and reasons for absence
- Recommend pilots as ‘ready’ or ‘not ready’ for the next stage
3. Training Implementation

3.6 Program Support Teachers

- As head teachers in each LC (achieved grade A), provide guidance to the other instructors

- Provide feedback from pilots and teachers to the PM and Training Dept in Guangzhou

- Supervise mid-course progress checks

- Conduct occasional observation of other teachers
3. Training Implementation

3.7 Program Manager Responsibilities

- Ensure compliance with the Program Delivery Manual
- Provide leadership and guidance to instructors and admin staff
- Provide academic support to instructors
- Visit LCs to ensure that requirements are met
- Initiate and manage admin processes to ensure high standards
3. Training Implementation

3.8 Pilot Responsibilities

- Attend all lessons scheduled
- Be active in class, participate fully in activities designed to practice listening and speaking skills
- Inform the teacher in advance if unable to attend a lesson and do extra work to catch up
- Do extra review, homework, or CBT time required by the teacher and the course
Contents

1. Training Needs Analysis
2. Planning of the Training
3. Training Implementation
4. Training Evaluation and Test
4. Training Evaluation

- Random audit of Classroom teaching for teachers
- Students feedback questionnaire for course material and teachers
- Mid-course progress checks
- Final test by RELTA
4. Training Evaluation

TESTING

- Training Department liaises with Flight Operations as pilots complete training from (Group F down to Group A)
- Pilots released to attend scheduled RELTA test
- RELTA delivered x2 days per week (4 sessions)
- Results communicated by RMIT to CSN and CAAC
4. Training Evaluation

TESTING

60+ Group F (and some E) pilots have completed RELTA in Guangzhou

1 Level 6
7 Level 5
19 Level 4
1 Level 3
Summary

CSN model for maintaining operations while training and testing:

- CSN works with RMIT
- Program Manager oversees quality liaises between RMIT and CSN
- CSN has own capacity to deliver training
- Training done at CSN branches
- Multiple instructors deliver courses at different stages
- Flexible training schedule cater to flight operations
Summary

1. Needs Analysis
   - Pilots Statistics
   - Sample pilots Selection and Evaluation

2. Planning
   - The major problems
   - Training Progress
   - Training Centres
   - Training Organization

3. Implementation
   - Teacher Training
   - Pilots QPT Test
   - Textbook
   - Implementation
   - Responsibilities

4. Evaluation
   - Random Audit
   - Questionnaire
   - Mid-course checks
   - Final Test
The Targets of the English Training Project …

- On Schedule
- Minimize Risk
- Good Quality
- Budget
- pilots involved
- scope

Quality

Good

Minimize

Risk

Budget

On Schedule

Pilots Involved

Scope

6
5
4

6
5
4

7th-9th May 2007

Second ICAO Aviation Language Symposium
The Way to Success is …

1. Needs Analysis

2. Planning

3. Implementation

4. Evaluation

MORNITORING
Thank You !