How Competency-based Training Builds Capacity

ICAO Global Aviation Training
Currently
Growing
Congestion
Over 7,000 professionals trained

ICAO

TRAINAIR PLUS members
Predictions

- World scheduled passenger traffic measured in terms of Revenue Passengers Kilometers (RPK) is forecast to increase at a “most likely” average annual rate of 4.6 per cent.
- International traffic in 2030 is expected to be 2.6 times 2010
- Domestic traffic 2.3 times 2010
Some Solutions...

Airports of the future: amazing new airports under construction
ROBOT airport check-in assistants weigh your luggage and even CARRY it for you
What are the challenges in human capital?

Air traffic controllers prepare for busiest day

24 July 2015

Airline denies pilots “exhausted”
What are the training challenges?

- Improve CE4 results
- New job areas emerging
- Keeping pace with aviation growth
- Sufficient qualified instructional personnel

USOAP Results - Segmentation of States based on EI for CE 4

- Number of States Above 80% EI: 19%
- Number of States Between 60% and 80% EI: 20%
- Number of States Below 60% EI: 61%
# Training Approaches

<table>
<thead>
<tr>
<th>Competency-based training</th>
<th>Conventional training</th>
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</thead>
<tbody>
<tr>
<td>Focus on learning required for mastery of performance</td>
<td>Focus on learning sets of knowledge chunks</td>
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<tr>
<td>Material dependent</td>
<td>Instructor dependent</td>
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<tr>
<td>Standardized for consistent delivery</td>
<td>Non-standardized delivery</td>
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<tr>
<td>Learners are <strong>tested on mastery</strong> of required competencies</td>
<td>Learners are <strong>tested on content</strong></td>
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What is the nature of Aviation Training?

- Standardized and specific
- Strictly regulated
- Based on pre-defined competencies
- Strictly evaluated
- Constantly updated/revised
Competency-Based Training Components

- Training Needs Assessment
- Competencies K/S/A
- Problem Analysis
- Training/OJT
- Performance Objectives
- Criteria for competent performance
Competency-based training is measurable

- Organization
- Individuals

Did the training provide a positive return on investment?

Did the training have a measurable impact on performance?

Did the learners' behavior change as a result of the training?

Did knowledge transfer occur?

Did the learners enjoy the training?
Competency-based Training Outcome

- Perform a job applying the competencies – K/S/A – identified for the job, to the required standard (criteria) for the job.
Competency-based Training Process

1. Training Needs
2. Job Competencies Defined (K/S/A)
3. Standardized training
4. Desirable Performance
5. 100%
6. On the Job Performance
7. Best Practices
8. Aviation Professionals Needed
Benefit for Trainees

- individual mastery
Benefit for Organizations

- Measurable human performance improvement in ICAO areas
- Measurable results at the individual and organizational level
Benefit for States

- Standardized training
- Access to qualified personnel with required competencies
- Mobility of qualified personnel
- Improvement of CE4 results

Below 60% EI
61%

Graph showing USOAP Results: Global Average Effective Implementation for each CE, with a focus on CE4.
What is Capacity Building?

- Systems approach
- Focus on strategic outcomes
- Partnership for outcomes
- Transfer knowledge and skills to close future gaps
- Human resource development
- Organizational development
- Managing transformations
- Results are monitored and evaluated

Several definitions

UNDP is the forerunner – 1990s
# Training and Capacity Development

<table>
<thead>
<tr>
<th><strong>CONVENTIONAL APPROACH TO DEVELOPMENT</strong></th>
<th><strong>MOVING TO A CAPACITY DEVELOPMENT APPROACH TO HUMAN DEVELOPMENT</strong></th>
<th><strong>WHAT DIFFERENCE DOES IT MAKE?</strong></th>
</tr>
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<tbody>
<tr>
<td>Training in how to use the latest technology available on the market</td>
<td>Training, as an integral part of a comprehensive programme addressing capacity issues, on how to use the most readily available technology best suited to the organization's goals embedded in a personnel development plan; with build-in incentives to apply the new skills; empowering/enabling trainees to train others in using the technology; clearly articulating the benefits to personnel development and the linkage of personal performance to team performance and overall organizational efficiency and ability to fulfill its mandate</td>
<td>No stand alone, one-off interventions; new skills and competences developed responding to specific (individual and organizational) needs; incentives to apply the newly acquired skills and improve workplace performance; learning strategies to address future training needs; personnel development recognized as a necessary means to improve organizational performance</td>
</tr>
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How competency-based training builds capacity

- Training goal matches performance requirements
- Training objectives match job competencies
- Mastery of competencies is tested and measured
- Performance competency is replicated on the job and evaluated
- Improved performance leads to organizational improvement

Improved performance leads to organizational improvement
Over xx, 000,000 professionals trained
From this...

To this
THANK YOU

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