



8TH NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP) PROGRAMME MEETING

Montréal, Canada, 5 to 8 December 2016

REPORT

1. INTRODUCTION

1.1 The 8th ICAO Next Generation of Aviation Professionals Programme meeting was held at ICAO Headquarters in Montréal, Canada, from 5 to 8 December 2016.

1.2 The meeting agenda is at Appendix A of this report. The meeting was attended by 50 participants from nine States, eight international organizations and seven other stakeholder organizations. The participants list for the meeting is at Appendix B of this report.

1.3 The ICAO Director, Air Navigation Bureau opened the meeting and highlighted some of the major NGAP activities from 2016:

- a) adoption of the Assembly Resolution with the mandate for the NGAP Programme;
- b) inclusion of NGAP in the new editions of the Global Air Navigation and Global Aviation Safety Plans and the ICAO Business Plan;
- c) two State letters sent to gather both financial and human resource support for the NGAP Programme;
- d) ICAO Secretary General NGAP Outreach in Africa and Asia;
- e) State Outreach developments – e.g. Cameroon, Canada, China, Ireland, Singapore, Sri Lanka, United Kingdom, United States, etc.; and
- f) conduct of three ATCO and ATSEP workshops to support roll-out of new training manuals.

1.4 The meeting was conducted by the ICAO Secretariat, supported by Ms. Lori Brown, Outreach Working Group Chair and Ms. Mary Nelson, Implementation Working Group Chair. Secretariat support was provided by the Chief and Technical Officers of the Implementation Planning and Support Sections for Safety and Air Navigation.

2. SUMMARY OF DISCUSSIONS

2.1 The meeting objective was to review the progress of the activities of the NGAP Outreach and Implementation Working Groups in support of the ICAO NGAP Programme. Additionally, the meeting discussed further activities and projects to be supported by the working groups and to develop updated work plans for each working group.

2.2 The Director, Air Navigation Bureau provided opening remarks and highlighted some of the overall achievements of the NGAP Programme. The Chairs of the Outreach and Implementation Working Groups also provided briefings on their respective work completed since the last NGAP meeting held in December 2015. Presentations were provided by Singapore, ACI, IPTA, YAAPA and Dr. Suzanne Kearns. The presentations are available at <http://www.icao.int/safety/ngap/NGAP8%20Presentations/Forms/AllItems.aspx>

2.3 The working groups met individually over a period of two days to discuss projects and activities for 2017. These discussions were critical to help develop the work plans of the individual working groups. A summary report of the Implementation Working Group meeting can be found at Appendix C. Project documents outlining specific activities, deliverables, responsibilities and timelines for the Outreach Working Group can be found at Appendix D.

2.4 The following conclusions resulted from the meeting discussions:

- a) The elevation of NGAP to an ICAO Programme has created greater visibility and recognition to the goals of engaging the next generation of aviation professionals. It is important to maintain the momentum achieved and further engage partners, States, international organizations and academia to support this important programme.
- b) The Implementation Working Group has been meeting regularly over the year and was able to successfully complete three workshops for ATCOs and ATSEPs:
 - Montréal, June 2016;
 - Mexico City, September 2016; and
 - Lima, November 2016.
- c) The Implementation Working Group will continue to support the ATCO and ATSEP workshops and are anticipating the following workshops for 2017 and 2018:
 - Dakar, March 2017;
 - Bangkok, June 2017;
 - Nairobi, July 2017;
 - Luxembourg, October 2017; and
 - Cairo, 2018.
- d) The Outreach Working Group continues to expand its membership in order to have representation from all over the world. The WG now includes representation from: Brazil, Cameroon, Canada, China, Dominican Republic, Ireland, Japan, Republic of Korea, Russian Federation, United Kingdom, United States and Singapore. The Outreach Working Group is also to expand its scope to all aviation professions as requested by the ICAO Council.
- e) Significant progress has been made by the Outreach Working Group for raising awareness, including the establishment of a quarterly NGAP Outreach Newsletter, NGAP website, promotion of NGAP activities at international conferences and events, as well as supporting community-based outreach activities. The NGAP corner in the quarterly ICAO training report is another opportunity for outreach communications.

- f) In order to better manage the Outreach Working Group activities and deliverables, the previous sub-groups have been collapsed into two main sub-groups: Communications/Publicity and Events.
- g) ICAO Regional Offices will continue to support NGAP Outreach and Implementation workshop activities.
- h) A third working group was created: the Strategy and Planning Working Group (see Appendix E). This new working group will be led by Ms. Diana Dumitrache, President of the Romanian Aeronautical Association and the Director General of the European Aviation Institute. United Arab Emirates, United Kingdom and CANSO joined the new group and others were invited. The WG will be responsible for working on the development of guidance material and tools to assist States with their NGAP needs, as part of supporting the implementation of the NGAP Assembly Resolution. Members of the Implementation and Outreach Working Groups may also contribute to the new Strategy and Planning Working Group. ICAO will send invitations to NGAP partner international organizations, International Labour Organization (ILO) and UNESCO.
- i) ICAO will progress and complete its work on the ATED, Doc 9956 update, website development, and follow-up the State letter requests for NGAP voluntary contribution funds and a secondee.
- j) The next NGAP meeting is planned to be held at ICAO Headquarters in Montréal, Canada from 5 to 7 December 2017. The organization of the planned next NGAP Symposium to be held in 2017 is still being coordinated with several interested host States.
- k) The Management Group will continue to hold quarterly teleconferences.

3. CONCLUSION

3.1 The Chief of the ICAO Aviation Safety Implementation Planning and Support Section concluded the meeting by thanking all of the volunteers for their attendance, contributions and support to the ICAO NGAP Programme. He noted that ICAO could not lead the NGAP Programme without the voluntary in-kind contributions from international and regional organizations, States, service providers, universities, training centres and individuals. He reaffirmed the need of continued commitment and active participation from NGAP volunteer contributors to complete the NGAP work plans. He also recognized the leadership of Ms. Lori Brown, Outreach Working Group Chair and Ms. Mary Nelson, Implementation Working Group Chair, who have been instrumental to the success of the WGs' activities and projects.

3.2 This meeting met its objective to develop the NGAP work programme and to plan the direction for the future. Three working groups will now cover the ongoing and new work, including the Assembly Resolution's mandate and Council's request to expand the scope to all aviation professions. ICAO looks forward to continuing these activities with the support from its partners and volunteers.

APPENDIX A
MEETING AGENDA

PLENARY SESSION

5 December 2016

- 14:00 Opening remarks and introductions
- 14:10 Approval of the draft agenda
- 14:15 ICAO update
- 15:30 Implementation Working Group Update
- 15:45 Partner and contributing organizations updates
 - Mavis Chung, Singapore
 - Fadi Noutchemo, Young African Aviation Professionals Association (YAAPA)
 - Capt. Tilmann Gabriel, IPTA
 - Suzanne Kearns, University of Waterloo

WORKING GROUP BREAK-OUT SESSIONS

6 and 7 December 2016

Plenary Session (morning)

- 09:00 Welcome
- 09:15 Outreach Working Group update
- 09:45 Kevin Caron, ACI

PLENARY SESSION

8 December 2016

- 09:00 Reports by the working groups on break-out sessions
 - 11:00 Summary and Future Action Plan
 - 11:30 Any other business
 - 11:40 Next meeting
 - 11:45 Closing remarks
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APPENDIX B

LIST OF PARTICIPANTS

Name	Title	Organization	E-mail
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Deborah Stephenson	Integrated Curriculum Branch Manager, Flight Standards Service	FAA, United States	Deborah.s.stephenson@faa.gov
Diana Dumitrache	President of Romanian Aeronautical Association and DG of European Aviation Institute	European Aviation Institute, Romania	president@aeroas.ro
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APPENDIX C

Summary of discussions of the NGAP Implementation Working Group

1. The NGAP Implementation Working Group met on 6 and 7 December 2016 at ICAO Headquarters Montréal, Canada. The working group meeting was attended by 14 participants from five international organizations and one State. The meeting was chaired by Ms. Mary Nelson from the Federal Aviation Administration Academy and Secretariat support was provided by Mr. Herman Pretorius, Technical Officer, Air Navigation Implementation Planning and Support Section, Air Navigation Bureau (ANB).
2. The Working Group discussed the impact that the Amendment 5 of the PANS TRG will have on the developed workshop material related to competency based training (CBT) and assessment of ATCOs and ATSEPs. In some regions, ICAO workshops still need to be scheduled and completed in early 2018. The group also reviewed the recent Assembly Resolution related to NGAP.
3. Mr. Miguel Marin, Acting Chief, Operational Safety Section (A/C/OPS) and Ms. Nicole Barrette-Sabourin, Technical Specialist (Training and Licensing Standards, ANB) provided the group with the relevant information related to the latest amendments to the *Procedures for Air Navigation Services — Training* (PANS-TRG, Doc 9868). Mr. Marin informed the group that the proposed amendment is currently circulated to States for comments. It will be considered for final review by the Air Navigation Commission (ANC) in January 2017 and thereafter by the Council, for approval. The applicability date will be November 2020 for amendments 5 and 6.
4. The working group agreed that the current workshop syllabus, based on Amendment 4 of the *Procedures for Air Navigation Services — Training* (PANS-TRG, Doc 9868), will not require any revision until Amendments 5 and 6 are published, and should be used unchanged for the currently scheduled upcoming workshops. The working group will be advised of the outcome of the final review of the ANC of the proposed amendment to the PANS-TRG found in the ICAO State letter 2016/35, as well as the consequential amendments to be made to ICAO *Air Traffic Control (ATCO) Training Manual* (Doc 10056) and *Air Traffic Safety Electronics Personnel ATSEP Training Manual* (Doc 10057), which could impact the workshop syllabus.
5. It was recalled that Amendment 6 will include the revision of the ATCO and ATSEP manuals and the relevant competency frameworks in PANS-TRG with applicability date of November 2020.
6. Mr. Marin informed the working group that the intention is to establish a new ICAO task force to align the proposed Amendment 5 throughout the PANS-TRG document as well as with related training manuals. The working group requested that A/C/OPS consider their participation in the task force, as original drafters of the PANS Training Amendment 4, as the group can provide valuable contributions. Ms. Nelson informed the members of the Implementation WG to have their organizations submit a letter to ICAO informing of their interest.

7. Ms. Bonnie McEachern, Instructional Design Specialist from the Global Aviation Training Section (GAT) met with the group to discuss the TRAINAIR PLUS CBT methodology which is currently not aligned with *Procedures for Air Navigation Services — Training* (PANS-TRG, Doc 9868). Ms. McEachern informed the group that the methodology related to CBT will be updated as soon as the proposed Amendment 5 is approved. At that time, all ICAO documents related to training will be harmonized to avoid any confusion in States.

8. The group reviewed the ICAO ATCO/ATSEP workshops schedule for 2017/2018 and finalized the dates for onward transmission to the Regional Offices to prepare the State letters of invitation. All the presenters were requested to reconfirm their commitment, availability and funding to travel and participate in the upcoming workshops, and the table of presenters was updated accordingly.

9. The group recalled the previous discussions related to the completion of the Doc 9868, and the relevant ATCO and ATSEP CBT training manuals (Doc 10056 and Doc 10057). It was recalled that their respective organizations have financially committed to support the ICAO NGAP Implementation Working Group as a first step to develop the material and then, as a second step, to fund the presentation of the CBT workshops in all the ICAO Regions. To date, three workshops were completed and five are scheduled with available funding.

10. Even though all the related CBT and PANS training documents are completed, the group expressed concern that should the Implementation Working Group be disbanded before the completion of the workshops, the funds already secured and committed by their organizations to host the workshops will be lost.

11. It was considered important that, as part of the workshops, ICAO Regional Offices invite, as far as possible, members of the host State educational system for a briefing on NGAP initiatives by the workshop presenters. This NGAP package material can be developed relatively quickly. It could contain information on all the aviation opportunities and disciplines at the high school student level.

12. In addition, it was proposed that the NGAP package material mentioned above be disseminated to ICAO DGCA meetings with the specific request that the DGCAs distribute this to their education counterparts. Another option will be for ICAO Planning and Implementation Regional Groups (PIRG) and Regional Aviation Safety Groups (RASGs) to be sensitized, and actively be encouraged to share NGAP related material and updates with education colleagues in States.

13. In addition, the group considered the possibility to use their course development and technical skills to develop an ICAO online tool course related to NGAP and aviation opportunities available to high school students. This training course could be made available on the ICAO online training platform aimed at high school guidance counselors in the education system in developing States.

14. Counselors could receive ICAO guidance related to aviation opportunities for high school students. It was considered that this proposal be aimed at developing States as a start. In addition,

sponsorship could be obtained to print basic packages that could be disseminated through Regional offices.

15. It was agreed that the above proposals should be further studied.

16. With regard to the current NGAP programme, it was proposed that ICAO consider the possibility to combine all NGAP activities in the programme. In light of this, the working group proposed that ICAO consider to rename and re-task the implementation working group to the “NGAP Implementation, Development and Technical support group”. This will be considered at the next NGAP meeting, once the workshops have been completed.

17. A new NGAP working group called “Strategies and Planning Group” has been established and Ms. Nelson encouraged members of the Implementation work group to provide their expertise to this group.

18. It was also proposed that ICAO encourage States to implement CBT in training of military ATCO’s providing a civilian service where applicable.

19. The Implementation Work Group members reviewed the syllabus, “Documentation Control” document and workshop modules’ materials. The group agreed that after each workshop, all presentations be put in a folder and labeled with the name of the location the workshop was conducted. The group also agreed that a spreadsheet should be created to track any changes made to the material.

20. The Implementation Work Group scheduled a January 2017 teleconference.

LIST OF PARTICIPANTS
8TH NGAP MEETING, MONTREAL, 5-8 DECEMBER 2016
Implementation Working Group

	Name	Organization
1	Ed Szczuka	IFATSEA
2	Patrick Delaney	IFATSEA
3	Michel Gaulin	IFATSEA
4	Scott Burke	IFATSEA
5	Andreas Meyer	IFATSEA
6	Valeri Salnikov	NATS United Kingdom
7	Petr Dvorak	Air Navigation Services of Czech Republic/CANSO
8	Philippe Tichadelle- Jué	ENAC
9	Laurent Fournier	ENAC
10	Doug Andresen	FAA
11	Mary Nelson	FAA
12	Jean Ricardo Schmidt	ANAC Brazil
13	Celio E. Abreu	ANAC Brazil
14	Herman Pretorius	ICAO

NGAP IMPLEMENTATION WORKING GROUP AGENDA

Montréal, 6 and 7 December, 2016

PANS TRG Manual

- Amendment 5

ATSEP Training Manual 10056

- Final version publish date
- Process of removal of the old manual

Workshop syllabus

Workshop materials

- Review materials and update other members

Future workshops

Commitment form

Membership

APPENDIX D
OUTREACH WORKING GROUP

(Chair - Lori Brown)

WORK PLAN

Communications and Publicity Sub-group (Leads Sherry/Victoria)

Deliverable C1- Develop and disseminate NGAP Outreach Newsletter (Sherry and Victoria, Fadi, Dev)

1. Develop mailing list;
2. Develop a communication strategy with the events sub-group to get information for newsletter;
3. Facilitate community based outreach;
4. Develop procedure to coordinate and promote community-based outreach activities; and
5. Include maintenance, ATC, airports, etc. in NGAP flyer.

Deliverable C2 - Develop articles for NGAP Corner in ICAO Training Report - Quarterly (Kevin, Sandy, Kirsten)

1. Identify article content and author for next issue (inclusion of different professions); and
2. Determine deadlines and submission procedures.

Deliverable C3 - Provide NGAP website content (Fadi, Dev);

1. Gather data/links/content for the revised NGAP website;
2. Determine means to promote best practices and gather best practices;
3. Develop procedure to help support/promote global events and STEM by publicizing events/activities on ICAO website, and community outreach mechanisms;
4. Identify target audience for website;
5. Develop video campaign and disseminate with community outreach mechanisms; and
6. Produce sample video to share with group for feedback on last day (Lori, Jorge, Deborah).

Events Sub-group (Leads Lynne/Ceci)

Deliverable E1- ICAO Organized NGAP Related Events (Kirsten, Deborah, Lori)

1. Discuss theme, agenda, develop list of potential speakers for NGAP Symposium; and
2. Discuss input to GAT Symposium (Deborah).

Deliverable E2 - Other organization NGAP related events

SECA stream at WATS (Lynne, Ceci, Lori, Suzanne)

1. Coordinate with Halldale to define our role;
2. Plan theme, activities and organize speakers as needed to support Halldale;
3. Roundtable Meeting with ICAO, IPTA, NGAP, and US Regional Airlines to determine how NGAP and IPTA can assist with immediate needs;
4. Outreach mini-meeting; and
5. Input and presentations for the AABI annual meeting (17-21 July 2017) Michigan (Ceci, Lori, Lynne and Jorge).

NGAP Outreach Project Description – C1- NGAP Outreach Newsletter

Project Title	Develop and Disseminate NGAP Outreach Newsletter			
Project Leads	Sherry and Victoria			
Project Objectives, Description and Outcome	<ul style="list-style-type: none"> • Produce quarterly newsletters on Outreach activities around the globe that promote best practices and create awareness on the need to attract the next generations of aviation professionals. • Expand the distribution channels for the newsletter. • Identify and disseminate best practices to coordinate and promote community-based outreach activities. 			
Project Contributors	All NGAP members can contribute articles for the Newsletter			
Expert Human Resources Required	N/A			
Estimated Financial Budget Required	N/A			
Sources for Project Resources	N/A			
Project Schedule	Project Activities, Tasks and Deliverables:	Responsibility	Start Date	Completion Date
	1. Develop mailing list to distribute the NGAP newsletter <ul style="list-style-type: none"> • Identify and contact organisations that could support/provide lists or send the newsletter to their contact lists (ICAO States, IATA-ITDI, ACI, RAeS) 	Victoria	06 Jan 2017	30 Jan 2017
	2. Develop communication strategy with the outreach projects and events group to get information for newsletter <ul style="list-style-type: none"> • Set timelines for submission and publication of articles) / regional outreach activities, events, conferences, etc. • Set bimonthly conference calls to follow-up • Setup a reminder on deadlines through Outlook 	Victoria and Sherry	12 Dec 2016	30 Dec 2016
	3. Facilitate community-based outreach <ul style="list-style-type: none"> • Using Facebook to promote events, contests, etc. • Cross-sharing NGAP Facebook posts, e.g., SIN, Fadi's 	Fadi and Dev	23 Jan 2017	31 Dec 2017
	4. Develop procedures to coordinate and promote community-based outreach activities <ul style="list-style-type: none"> • Content for the NGAP Facebook needs to be sent to Fadi and Dev • For new content: write text, maximum 50 words, and send images • For existing content send links to Fadi and Dev 	Fadi and Dev	23 Jan 2017	31 Dec 2017
	5. Update NGAP flyer to include maintenance, air traffic controllers; etc., not only pilots.	Victoria, Sherry, Fadi	10 Jan 2017	14 Feb 2017

NGAP Outreach Project Description – C2 - Articles for ICAO Training Report

Project Title	C2- Develop articles for NGAP Corner in ICAO Training Report (3 issues in 2017)			
Project Lead	Kevin Caron			
Project Objectives, Description and Outcome	Produce articles related to the ICAO NGAP objectives/priorities to be included in the ICAO Training Report.			
Project Contributors	Suzanne, Sandy, Kirsten			
Expert Human Resources Required	Industry professionals			
Estimated Financial Budget Required	N/A			
Sources for Project Resources	N/A			
Project Schedule	Project Activities, Tasks and Deliverables:	Responsibility	Start Date	Completion Date
	1. Identify article content/focus and author for 2017 issues <ul style="list-style-type: none"> • 2017 Articles focus: “My aviation career as a...” (different aviation professionals, but not the common ones) • Produce a list of questions for the people who will be talking about their aviation career. • Ensure regional and gender diversity. • 1500 words per article <ul style="list-style-type: none"> ○ 1st article (Maintenance) ○ 2nd article (Airport Duty Manager or Director of Operations) ○ 3rd article (ATC) SIN ○ 4th article (Regulator) 	Kevin Caron	07 Dec 2017	30 Nov 2017
	2. Determine deadlines and submission procedures <ul style="list-style-type: none"> • 1st article • 2nd article • 3rd article • 4th article 	Kevin Caron	Handover Dates <ul style="list-style-type: none"> • 28 Dec 2016 • 15 May 2017 • 15 Oct 2017 • 15 Dec 2017 	Publication Dates <ul style="list-style-type: none"> • Feb 2017 • Jun-Jul 2017 • Nov-Dec 2017 • Feb 2018
	3. Produce shorter versions (500 words, instead of 1500) of the articles for the Training Report for the ICAO blog	ICAO	<ul style="list-style-type: none"> • Based on above timelines 	<ul style="list-style-type: none"> • Based on above timelines

NGAP Outreach Project Description – C3 NGAP Website/Social Media

Project Title	C3- Provide NGAP website/social media content			
Project Leads	Dev, Fadi			
Project Objectives, Description and Outcome	<ul style="list-style-type: none"> • Gain a better understanding on who are the people who visit the NGAP web pages and how many people visit them. • Review existing pages and suggest updates and improvements. • Identify new content. • Identify ways to make the website more attractive and visible (create more awareness). Use social media instead of website when appropriate, subject to the targeted audience, e.g., States, students, training organizations, etc. • Is the location (under Safety) of the NGAP web pages the best to maximize traffic, can this be changed? 			
Project Contributors	Mavis, Darius, Victoria, Sherry			
Expert Human Resources Required	ICAO to support with necessary updates/changes to the web pages.			
Estimated Financial Budget Required	(to be determined by ICAO)			
Sources for Project Resources	(to be determined by ICAO)			
Project Schedule	Project Activities, Tasks and Deliverables	Responsibility	Start Date	Completion Date
	1. Get website metrics on NGAP webpages to assess how many people visit <ul style="list-style-type: none"> • If not many people visit the pages, we will need to think of a strategy to increase traffic 	ICAO	12 Dec 2017	31 Jan 2017
	2. Look at existing content and identify required updates/changes <ul style="list-style-type: none"> • Send list of changes/updates to Dawn for ICAO's action 	Mavis, Darius	06 Dec 2016	31 Jan 2017
	3. Create more awareness on the NGAP webpages through promotion in the Newsletter, NGAP Facebook, etc.	Dev, Fadi	ongoing	ongoing
	4. Need to create more awareness on the newsletter which includes outreach activities organized by different States to attract <ul style="list-style-type: none"> • Create a tab on the right-hand side of the NGAP webpage called "Outreach Activities around the World" • Create a short paragraph promoting outreach activities to attract the younger generations and what some States are already doing on that new page "Outreach Activities around the World" • Post on this page the newsletters 	ICAO, Victoria and Sherry	12 Dec 2016	27 Jan 2017
5. Gather data/links/content for the revised NGAP website (maybe create a map of the world) <ul style="list-style-type: none"> • Identify new links/content that should be included on the webpages 	Dev, Fadi	16 Jan 2017	ongoing	

	6. Develop procedure to coordinate and promote content and include in community-based outreach mechanism.	On hold for now		
	7. Determine means to promote best practices and gather best practices	On hold for now		
	8. Develop procedure to help support/promote global events and STEM by publicizing events/activities on ICAO website, and community.	On hold for now		
	9. Develop video campaign and disseminate with community outreach mechanisms 10. Produce sample video to share with group for feedback on last day (Lori, Jorge, Deborah) Complete			

NGAP Outreach Project Description – E1 AABI Annual Meeting

Project Title	AABI Annual Meeting 2017			
Project Lead	Lori Brown, Lynne McMullen and Ceci Shirley			
Project Objectives, Description and Outcome	Plan, organize, recruit speakers for AABI Town Hall Meeting featuring NGAP initiatives and ICAO HR Opportunities			
Project Contributors	NGAP and AABI			
Expert Human Resources Required	None			
Estimated Financial Budget Required	None			
Sources for Project Resources	NGAP, AABI and ICAO			
Project Schedule	Project Activities, Tasks and Deliverables	Responsibility	Start Dates	Completion Dates
	Prepare NGAP Presentation	Lori	6/1/2016	7/17/2016
	Prepare ICAO HR PPT	Ceci	6/1/2016	7/17/2016

Planning two-hour NGAP event during AABI meeting in Kalamazoo, Michigan. Will have an NGAP introduction, including timeline and ongoing projects, also presentations on human resources available through ICAO.

NGAP Outreach Project Description – E2 SECA Event

Project Title	SECA at WATS 2017 (Halldale branded event)			
Project Lead	Lynne McMullen and Ceci Shirley			
Project Objectives, Description and Outcome	Plan, organize, recruit speakers for full day of presentations and workshops as required to support Halldale. TBD after January conference call			
Project Contributors	NGAP, AABI, UAA, FAA and IPTA			
Expert Human Resources Required	None			
Estimated Financial Budget Required	None			
Sources for Project Resources	NGAP, AABI, UAA, FAA and IPTA			
Project Schedule	Project Activities, Tasks and Deliverables	Responsibility	Start Dates	Completion Dates
	Call with Halldale to determine needs	Ceci		Jan 29,2016
	Roundtable Meeting with ICAO, IPTA, NGAP, and US Regional Airlines to determine how NGAP and IPTA can assist with immediate needs	Lori	1 Jan 2017	2 April 2017
	Organize NGAP Mini Meeting	Lori	1 Feb 2017	2 April 2017

Awaiting formal invitation/request from Halldale to facilitate SECA event at WATS 2017. After receipt of invitation, will hold conference call with project contributors to initiate planning.

APPENDIX E

STRATEGIES AND PLANNING WORKING GROUP

PROJECT DESCRIPTION

Project Title	Guidance to assist State Planning for Implementation of NGAP objectives			
Project Lead	Diana Dumitrache			
Project Objectives, Description and Outcome	<p>ICAO Assembly 39 recognised that in order to support growing aviation needs and to ensure the safe and efficient operation of the air transport system, sufficient qualified and competent aviation professionals are needed. Some States and Regions are forecasting a shortage of certain professions in the near and long term, and Assembly Resolution 39-29 urges States, CAAs and industry to work together to ensure the gaps are filled.</p> <p>There are many examples of good practice from NGAP, ACI, IATA, CANSO etc. but these are perhaps not well known by States. This project aims to develop guidance that will assist Member States in implementing effective strategies to attract, educate, and retain the next generation of civil aviation professionals and thus assist them in implementing Assembly Resolution A39-29.</p> <p>The guidance will include information on developing forecasts, strategies, best practices, planning tools, and guidelines for engaging and cultivating the next generation of aviation professionals.</p> <p>The work shall consider all aviation professions, not only pilots, ATCOs and aircraft technicians.</p>			
Project Contributors	Mohammad Salem, Kirsten Riensema, Nico Voorbach, ICAO (ANB, ATB, GAT, HR, etc.) – other International Organizations to be invited to participate. Outreach and Implementation WG Chairs to advise.			
Expert Human Resources Required	Secondee to ICAO			
Estimated Financial Budget Required	TBD			
Sources for Project Resources	Voluntary contributions			
Project Schedule	Project Activities Tasks (Deliverables)	Responsibility	Start Dates	Completion Dates
	Forecasts: work in progress (update of Doc 9956);	ATB-ECD	2016	2018
	Strategies: TBD (see page E-3);	WG	Dec 2016	December 2017
	Development of tools: TBD (see page E-3);	ICAO	Dec 2017	Dec 2018
	Sharing of best practices: Continuing Improvement (NGAP Outreach)	NGAP & Industry organizations	Ongoing	
	Guidance Development: draft (Guidance)	WG	Dec 2016	AN Conf 2018
	Feedback loop: (Guidance Improvement)	ICAO+NGAP	2018	Ongoing

STRATEGY/TOOLS
DRAFT STATE NGAP GUIDANCE CONTENTS

State Education/Training Need Assessment (Today/Future)

- Education (TBD)
- Area of training (TNA-GAT)
- *Global and Regional 20-year Forecasts* (Doc 9956) to be updated

State Education/Training Activit

- Training providers recognized by ICAO (iSTARS SSB-iIMPLEMENT)
- Other academia/training organizations (ATED)

National NGAP Cooperation Framework

- National stakeholders: transport/education/labour/others (MoU/Agreement)
- Link/integration with the National Aviation Master Plan

Implementation Strategy

- State NGAP action plan (template/model)
- Use of Best Practices (NGAP Outreach)
- Monitoring and improvements (TBD)

— END —