

**Report of the Fifth Meeting of the NGAP Task Force**  
**7-8 April 2014**  
**Oklahoma City, USA**

**1. Introduction**

1.1 Ms. Sunny Lee-Fanning, Superintendent of the FAA Academy opened the meeting with Dr. Tom Carney, NGAP Task Force Chair, and Mr. Mohamed Elamiri, Deputy Director, Safety Management and Monitoring (SMM), ICAO.

1.2 Ms. Fanning welcomed the NGAP Task Force (TF) members to the FAA Academy. She provided information on the Academy's facilities and the extensive amount of training activities provided by the FAA. She also advised participants of the FAA Administrator's Four-Year Strategic Plan, in which two pillars, Workforce of the Future, and Global Leadership, support the mission of the NGAP programme.

1.3 Dr. Carney provided the opening remarks to the meeting, outlining the purpose of the meeting, some preliminary thoughts on the NGAP programme, and objectives and deliverables for the meeting.

1.4 Mr. Elamiri welcomed all of the participants and thanked them for their participation in the Task Force.

**2. Discussion**

2.1 Mr. Elamiri provided an overview of the new ICAO Training Policy, which outlines how ICAO will support various training initiatives. He advised that the new policy is based on four main pillars: the *TRAINAIR PLUS* Programme (TPP), recognition by ICAO of aviation training activities, ICAO-developed aviation training activities, and cooperation and partnership agreements. These training activities will be supported directly by a new organization within ICAO, the Global Aviation Training (GAT) Section, and will report directly to the Secretary General. GAT activities will be supported through both revenue-generating and cost-recovery processes.

2.2 Mr. Elamiri further elaborated that in the past, there have been common activities and fora that promoted both NGAP and TPP activities. He advised that the ICAO NGAP initiative has a broader scope than TPP, but that ICAO does not have resources to support NGAP. It is therefore important for the Task Force to identify resources, both human and financial, in order to implement the programme independently from TPP.

2.3 Ms. Nicole Barrette of ICAO provided an update on activities under the International Pilot Training Consortium (IPTC). The IPTC partner organizations, ICAO, IATA, IFALPA and the Royal Aeronautical Society, have been working together to implement various workstreams: Licensing, Outreach, Competencies, Training Practices and Training Devices. The work of the Licensing workstream was instrumental in providing and supporting the ICAO MPL symposium conducted in December 2013. The Competency workstream has concluded, resulting in the development of a white paper on pilot core competencies. Work on the other three streams is underway. Dr. Lori Brown from Western Michigan University and Dr. Paul Bates, NGAP Outreach Chair, advised that they are working under the IPTC Outreach workstream and provided information on some of their activities.

2.4 The meeting participants discussed the need to cooperate and coordinate with the IPTC, as their work is in line with the NGAP mission. It was **agreed** that the NGAP Chair would invite the Chairman

of the IPTC to participate in NGAP Management Group telecoms, and also request that the NGAP Chair participate as an observer on the IPTC Steering Committee Meetings, thereby ensuring coordination and cooperation of our activities. Additionally, coordination of our activities will facilitate efforts to harmonize competencies between ATCOs, ATSEPs and Pilots for inclusion in the PANS-Training Document (ICAO Doc 9868).

2.5 Dr. Paul Bates provided an update on activities conducted by the Outreach Working Group. He advised that since 2011, there have been 9 *TPP*/NGAP Regional Symposia, including the Global *TPP* Symposium held in Singapore, which also incorporated NGAP activities. Further information-sharing activities under the Outreach Group include: the creation of an NGAP Corner in the ICAO Training Report, proposals for several contests (airport of the future, etc.), as well as an aviation toolkit developed by Singapore for activities in support of International Civil Aviation Day (7 December). Dr. Bates noted that fundraising and partnerships fall under the purview of the Outreach Working Group; however, there has been no activity thus far. He emphasized the need to pursue this area in order to support NGAP activities.

2.6 Mr. Elamiri acknowledged that the Regional Conferences were successful in raising awareness regarding the NGAP programme, but was disappointed that they did not result in the development of strategies for attracting and retaining personnel in their region. He noted that for future activities and/or symposia, the States/Organizations hosting these events should commit to developing such strategies in order to support future NGAP work. It was also discussed and **agreed** by the meeting participants that ICAO send a State Letter requesting States/Organizations to commit their support to the NGAP programme and to provide examples of their national best practices for attracting, training and retaining personnel. The best practices would then be promoted on the revised NGAP website.

2.7 During the discussion on outreach activities, Dr. Brown highlighted the need to establish best practices for recruitment and advised that she had been working on the development of a template for organizations to use to establish an internship programme.

2.8 Ms. Barrette provided a brief overview of the work of the ATM Working Group, with follow-up presentations by Ms. Ashley Laurysen, from Eurocontrol, regarding work related to Air Traffic Controllers and Dr. Thomas Bierwagen, from CANSO/DFS, in regards to Air Traffic Safety Electronics Personnel (ATSEPs). Ms. Barrette advised the meeting of the ICAO process required for the approval of documentation, such as the competency frameworks and the training manuals that are being developed by the ATM Working Group. She also provided an update on the timeline for submitting the documentation for approval to ICAO, advising that due to the revision schedule for Appendices additional time is now available to complete the group's work, which can now be submitted by November 2014. Ms. Laurysen advised of the extensive collaboration by various organizations for the development of the ATCO Training Manual. She also explained the guiding principles and challenges for the work that is underway and provided an update on the work accomplished thus far. Dr. Bierwagen advised that the work of the ATSEP group is different from the ATCO group, as an ATSEP Training Manual has already been developed. The group is significantly restructuring this manual, and is also incorporating the draft competency frameworks for ATSEPs that have been developed by the group.

2.9 Dr. Carney began a discussion highlighting the progress and the challenges of the NGAP programme thus far and questioned whether the original mission of the programme is still relevant. The following issues and actions were raised as a result of the discussion:

- The NGAP Task Force needs to better communicate its work and successes to the global community. It was **recommended** that TF members promote the work under the NGAP programme at relevant fora and with various organizations and States.
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- The Global and Regional 20 Year Forecast was developed in order to raise awareness of the impending shortage of aviation professionals. This document needs to be updated; however, ICAO does not have the necessary resources. It was **agreed** that Task Force members should approach their Organizations to see if they can help to update the data. If resources are made available, it may be possible to submit an updated, abridged forecast at the NGAP Symposium.
- The need for a formal structure for the NGAP Task Force and its Working Groups was discussed in order to facilitate the implementation of NGAP activities. The creation of a Vice-Chair position, to support the NGAP Chair, was discussed and approved. The meeting **agreed** that Terms of Reference (TORs) should be finalized with input from the Task Force meeting participants and made available to all members in order to promote transparency. In particular the following items should be addressed in the TORs:
  - Updating of the Organigramme to include the relationship between the NGAP TF and ICAO; as well as the reorganization/renaming of the Working Groups and the inclusion of a Vice-Chair position;
  - Establishing clear reporting lines;
  - Establishing a new Airport Safety Personnel Working Group; and
  - Developing criteria for establishing or concluding Working Groups, as well as for the identification of participants to support those groups.
- Recognition should be provided to Stakeholders and organizations that are actively supporting the NGAP programme. Additionally, it is important to clarify the composition of the NGAP Task Force and its Working Groups by clearly identifying organizations/individuals that are actively supporting the work, and defining their roles in these groups. It was therefore **agreed** that:
  - A message be sent to Task Force and Working Group members requesting that they confirm their continued interest in actively supporting the Task Force and/or Working Groups. Participants should provide a short bio confirming their continued support. These bios will be maintained by ICAO and the Chairs of the respective Working Groups. The bios of the various Chairs would be incorporated into the revised NGAP website, under the organigramme for the NGAP Task Force and Working Groups.
  - A State Letter (SL) be sent to States and Organizations, thanking them for their support of the NGAP programme and requesting that they confirm their continued support, including the possible provision of resources (human and financial). This support would be recognized on the NGAP website. Additionally, the SL would request States/Organizations to provide information on best practices for attracting, training and retaining personnel for promotion on the website.
- Activities to raise awareness of NGAP issues have been successful and are appreciated. However, there is now a need to move on to Phase II of the programme, with a focus on regional NGAP needs and a data-driven approach. To this end, the development of an NGAP Index was proposed by Mr. Sandro Covi on behalf of Mr. William Agius, Chair of the Research Working Group. The NGAP Index will provide a tool to identify the NGAP factors at play in States and organizations through quantitative data. The TF **agreed** in principle to the development of an NGAP index, with support from various organizations, including Airports Council International (ACI), Zurich University of Applied Sciences (ZHAW), and Griffith, Western Michigan and Purdue Universities. In order to move forward with the Index, it was **agreed** that the Research Working Group would:
  - Develop criteria and/or parameters for data, for the NGAP Index;
  - Include stakeholders in the development of these criteria;
  - Highlight to Stakeholders the possible benefits of the Index;

- Identify how data can be used by stakeholders; and
- Determine what information/data are already available and include them in the Index (such as the ICAO Dashboard.)

It was **agreed** that the Research Group, headed by Mr. Aguis, would further develop the NGAP Index concept. A sample of the Index could be presented at the NGAP Symposium, thereby providing a platform to promote the concept in each region.

- As part of the NGAP Outreach activities, the meeting discussed the creation of a database or spreadsheet containing information on degree-granting institutions with aviation programmes. The purpose is to provide students with information about possible educational opportunities for careers in aviation. AABI has such a list containing information on their member institutions. The Task Force **requested** AABI to provide this information, with the intent of using this list to create the basis for the database. The meeting **agreed** that:
  - The list, which will be provided by AABI, will be sent to NGAP Task Force members for their review and updating, if required;
  - The Outreach Working Group and collaborating universities will work together to gather additional information for inclusion in the database;
  - The Outreach Working Group will promote the database/spreadsheet once completed; and that
  - The database would be included on the updated NGAP website.

2.10 Mr. Elamiri advised that ICAO had received notification from ASECNA (Agence pour la Sécurité de la Navigation Aérienne en Afrique et à Madagascar) that they will no longer be able to host the NGAP Symposium, which was to be held in Dakar in November 2014, as they will be hosting the Sommet de la Francophonie during that time. Therefore, ICAO has been discussing with the Canadian Government the possibility of holding the NGAP Symposium in Montreal, in December 2014, in conjunction with the celebrations for the 70th Anniversary of the Chicago Convention. By incorporating the Symposium into the celebrations, some sponsorship may be available, thereby possibly covering the fees required to support the Symposium. Once the dates are confirmed, ICAO will send out a State Letter providing information regarding the Symposium.

2.11 Mr. Elamiri further elaborated that the organization of activities for students could be incorporated into the agenda for the Symposium, by adding a third day to the symposium. The student activities could possibly include a mock Council session and interaction with the ICAO Council Representatives. Additionally, the organization of contests (i.e., a poster contest for students) should be considered by the Outreach Working Group.

2.12 The TF reviewed the draft agenda for the NGAP Symposium and **proposed** the following suggestions for revisions to the agenda:

- Move the NGAP Index panel and discussion to the second day of the agenda and move the competencies discussion to the first day;
- Ensure that there is a balance between presentations regarding attracting and retaining personnel;
- Include the work of IPTC in the discussion on competencies and training; and
- Identify a clear subject and/or discussion point for the new competencies panel.

It was **agreed** that the NGAP Management Group would revise the agenda, send the draft agenda to the Task Force meeting participants for feedback, and finalize the Symposium agenda.

2.13 The Task Force also discussed the resources required to host the Symposium and that support may be required from the Task Force. It was **agreed** that Task Force members would provide support,

when feasible, and that the Outreach Working Group and ICAO should explore the use of interns to provide additional support.

### **3. Sixth Meeting of the NGAP Task Force and Future Work**

3.1 It was proposed and **agreed** upon by the Task Force that the Working Groups and the Task Force would continue to work and communicate via email. The NGAP Management Group will continue to hold regular telecons to discuss the progress of the work of the Task Force and Working Groups and will provide updates to the NGAP Task Force.

3.2 The meeting **agreed** to hold the next NGAP Task Force meeting during the same week as the NGAP Symposium.

3.3 Mr. Elamiri thanked everyone for their participation in the Task Force meeting and wished the ATM Working Group success for their work for the remainder of the week. He concluded his comments by welcoming everyone to Montreal for the NGAP Symposium in December.

3.4 Dr. Carney also expressed his thanks to all of the Task Force meeting participants, and closed the meeting by noting that it was very successful, and that was in large part due to the active participation and discussions from all of the participants during the meeting.

3.5 There being no further items to be discussed by the Task Force, the meeting was adjourned at 12:30 on 8 April, 2014.

3.6 A list of specific deliverables and timelines agreed to at the meeting is at Appendix A.

3.7 A list of participants at the NGAP Task Force Meeting is at Appendix B.