



**Remarks by the  
Secretary General of the  
International Civil Aviation Organization (ICAO)  
Mr. Juan Carlos Salazar,  
to the 3<sup>rd</sup> ALICANTO Annual General Meeting**

*(Virtual Meeting, 5 October 2021)*

1. It's a pleasure to join you today for ALICANTO's 3rd Annual General Meeting, and I would like to begin by mentioning that I've been aware of your association well before I took up my new role as ICAO Secretary General.
2. Being an alumnus of McGill's Institute of Air and Space Law, it was my pleasure one day to learn about ALICANTO from one of your Board members, McGill Prof. Ram Jahku, who spoke with me at McGill about ALICANTO's scope and objectives and your close association with ICAO.
3. As aviation continues on its course to global recovery, it is through education, that we can assure a skilled and sustainable aviation workforce, capable of adapting to and meeting the challenges of an industry that needs to become greener even as traffic levels continue to climb back to normal.
4. Our sector must furthermore accomplish these goals while maintaining its very high levels of safety, security, and efficiency performance, and all of these factors combined explain the critical importance of the ICAO/ALICANTO partnership.
5. The aviation industry has been profoundly impacted by the pandemic, with huge reductions in the number of flights and thousands of aviation personnel having been furloughed or even losing their jobs.

6. This explains in part why personnel shortages are not presently a high priority, and why we face more pressing challenges arising from personnel experiencing fading skill sets, or diminished professional confidence due to extended off-work or low-activity periods.
7. Operations will return to normal again, however, and in the not-too-distant future, so we must fully prepare now to make sure we have a big enough pool of promising talent attracted and retained in the coming years.
8. We also have to be considering aviation programs and careers far beyond traditional operational and managerial roles. This is no longer just a matter of how many pilots, maintenance engineers, and air traffic controllers we have to choose from.
9. Aviation today is undergoing an incredible new period of innovation and transformation, meaning we need to be prepared to identify and address the skills and expectations that the exciting new aircraft and operations now being designed are going to be capable of.
10. The need for systems thinkers and IT and cybersecurity specialists will be more prominent, and as environmental goals are redefined we need experts who can accurately model solutions to avoid unintended safety or other consequences.
11. While not much has changed in the last 50 years with respect to ab-initio training and methodologies, the increased momentum toward competency-based training approaches points to how our partnership in this field might lead to some truly remarkable gains in terms of transfer-of-learning and the associated costs of training-to-competence.
12. We also need to recognize that ‘set and forget’ education, in the more traditional master/apprentice model, is becoming a liability to our industry, and that graduates who can rapidly adapt will be the more sought-after employees in the future.
13. This is not only true of aviation, and this also points to the need for us to both attract and retain the best of the best with a lifelong education model that provides for adaptation.

14. Perhaps the most obvious application of the ICAO/ALICANTO partnership will relate to research, whether pure or operational, and to the application of that research for safety, environmental, or other benefits relating to current strategic objectives and future aviation capabilities.
15. I'd also like to begin leveraging the subject matter experts available through ALICANTO, and to take the remaining steps needed so that they can begin to contribute to the work of our Technical Panels and Study Groups.
16. A last benefit of our partnership I'd quickly like to mention refers to the new NGAP channel on our ICAO TV platform, and to the contributions which I understand ALICANTO members will be making there.
17. In concluding today I'd like to reiterate my commitment to working with ALICANTO on the basis of a long and mutually beneficial collaboration.
18. I wish you an enjoyable and informative 3<sup>rd</sup> AGM, and look forward to reviewing your outcomes.
19. Thank you.