

**60th CONFERENCE OF
DIRECTORS GENERAL OF CIVIL AVIATION
ASIA AND PACIFIC REGIONS**

*Sendai, Japan
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**AGENDA ITEM 8: CAPACITY DEVELOPMENT AND
IMPLEMENTATION**

**INITIATIVE OF PCAA ON COMPETENCY DEVELOPMENT
RETENTION OF INSPECTORS**

(Presented by Pakistan Civil Aviation Authority)

INFORMATION PAPER

SUMMARY

The Pakistan Civil Aviation Authority (PCAA) has taken significant steps to enhance the competence and retention of its technical personnel in line with ICAO's Critical Element-3 & 4. Key measures include hiring qualified consultants as Flight Operations Inspectors, introducing regulatory allowances, and extending the retirement age to 70 for safety oversight roles. A structured training framework has been implemented, focusing on initial, recurrent, and specialized training in collaboration with international partners. In 2024–2025, PCAA executed an extensive training program across multiple aviation domains. These efforts underscore PCAA's commitment to strengthening regulatory oversight and ensuring long-term safety and compliance in Pakistan's aviation sector.

INFORMATION PAPER ON INITIATIVE OF PCAA ON COMPETENCY DEVELOPMENT RETENTION OF INSPECTORS

INTRODUCTION

1.1 **Critical Element 3 (CE-3)** pertains to the establishment of a State system and its associated functions. A key aspect of this element is the staffing of the State's safety oversight system with qualified personnel who possess the technical expertise required to carry out a broad range of safety-related duties. Additionally, these personnel should be employed under conditions that are competitive with those offered by the aviation industry within the State.

1.2 **Critical Element 4 (CE-4)**, one of ICAO's eight Critical Elements, focuses specifically on Qualified Technical Personnel. It emphasizes the need for States to establish minimum qualification requirements for technical staff involved in safety-related functions, and to provide both initial and recurrent training to ensure these personnel maintain and enhance their professional competence.

1.3 The Asia Pacific Region currently has the lowest Effective Implementation (EI) score for CE-4, standing at 54.47%, which is significantly below the global average.

1.4 In line with ICAO's Standards and Recommended Practices (SARPs), the Pakistan Civil Aviation Authority (PCAA) acknowledges that a highly skilled and professionally trained workforce is crucial to ensuring effective regulatory oversight, operational safety, and the sustainable development of civil aviation.

2. KEY INITIATIVES

2.1 STAFFING AND RETENTION OF WORKFORCE

2.1.1 To further strengthen its regulatory oversight capabilities—particularly in the domain of Flight Operations—the Pakistan Civil Aviation Authority (PCAA) has engaged qualified and competent consultants to serve as Flight Operations Inspectors. These professionals possess the necessary expertise to effectively carry out safety oversight responsibilities. This strategic engagement has not only addressed the shortage of skilled manpower but has also significantly enhanced the overall regulatory oversight of flight operations within the aviation industry.

2.1.2 In parallel, and as part of its broader efforts to retain technical personnel—especially Safety Inspectors—PCAA has implemented a range of targeted initiatives. Recognizing the critical role these professionals play in maintaining aviation safety standards, the Authority has prioritized measures to ensure their sustained commitment and job satisfaction.

2.1.3 One of the key steps taken has been the introduction of a Regulatory Allowance for Inspectors. This financial incentive is designed to make their compensation more competitive with regional and international markets, helping to attract and retain highly qualified professionals. By aligning salary structures more closely with industry benchmarks, PCAA aims to minimize attrition and maintain a robust technical workforce.

2.1.4 Additionally, acknowledging the value of experience and institutional knowledge, PCAA has enhanced the upper age limit for Safety Inspectors—particularly those in Operations—to 70 years. This policy change allows seasoned Inspectors to continue contributing their expertise in safety oversight roles, thereby ensuring continuity and the highest levels of operational safety.

2.1.5 These initiatives reflect PCAA's commitment to fostering a stable, skilled, and motivated technical workforce capable of upholding Pakistan's aviation safety standards in line with global best practices.

2.2 COMPETENCY DEVELOPMENT OF HUMAN RESOURCE

2.2.1 PCAA has implemented a structured competency development framework to ensure that all regulatory personnel—especially inspectors—receive:

- **Initial training** to build foundational knowledge,
- **Recurrent training** to maintain up-to-date competencies, and
- **Specialized training** to address evolving technological and regulatory trends.

2.2.2. Recognizing the importance of Safety & Security in the aviation sector, PCAA has been focusing on the training its human resource. Over recent years, PCAA has made significant strides in enhancing the competency of its technical personnel. In 2024–2025 alone, PCAA has undertaken an ambitious training agenda, both nationally and internationally, focusing on key regulatory areas such as:

- **Flight Operations**
- **Airworthiness**
- **Aerodromes and Air Navigation Services**
- **Aviation Security**

2.2.3. PCAA has demonstrated a strong commitment to continuous improvement by actively participating in specialized training programs and technical assistance initiatives conducted by reputable organizations, including ICAO, COSCAP-SA, EASA, UK CAAi, and others. These initiatives have equipped PCAA inspectors and staff with contemporary skills, regulatory insights, and hands-on experience essential for modern safety oversight. Noteworthy activities include:

- ICAO OPS expert-led compliance inspections in Pakistan.
- Technical assistance from EASA on regulatory enhancement and inspector competency frameworks.
- Participation in international workshops on aviation security, accident investigation, drone operations, and climate change.

2.2.4. Through partnerships with international institutions and deployment of on-the-job training (OJT), PCAA fosters a culture of practical learning and performance-based growth.

In last one year, with the help of ICAO and other international partners, PCAA imparted trainings to the Regulatory Inspectors of PCAA to enhance competence.

EVENT	VENUE
Regulatory Compliance Inspection: An ICAO OPS Expert conducted Regulatory Compliance Inspection of an air carrier of Pakistan to evaluate and recommend regarding current practice of Flight Operations Inspection of the Aviation Industry of Pakistan.	Karachi Pakistan
Technical Assistance by EASA on following areas: i. Improvement in Regulations ii. Competency framework for Regulatory Inspectors especially OPS	Virtual
SAA Fellowship (DCTP) State Safety Programme Implementation	Singapore
ICAO Government Safety Inspector Operations - Air Operator Certification (GSI-OPS)	Bangladesh
(USAP - CMA) Auditor Training Course	Fiji
Workshop on Universal Safety Oversight Audit Programme (USOAP) Continuous Monitoring Approach (CMA)	Bangkok Thailand
ICAO / AWG Joint Regional Workshop on cross border transferability (XBT) of Aircraft and Compliance with the Cape Town Convention	Bangkok Thailand

COSCAP SA :: ANS Inspector (Generic) Course with OJT	Dhaka Bangladesh
SAA Fellowship (DCTP)	Singapore
Auditing Techniques and Best Practices in Aviation Security	
UK DFT - Airport Assessment Training	Bristol UK
UK CAAi Safety Assessment of Foreign Aircraft Course	Virtual
UNODC-Container Control Programme - Strategic Trade and Export Control (STEC) Week-2 training	Islamabad
COSCAP conducted courses in Pakistan: – AOC Operations Specifications – Audit / Root Cause Analysis & Corrective Actions	Karachi Pakistan
EU-SA APP II - Helicopters Operations in Mountainous Terrain and Regulatory Workshop	Nepal
EU-SA APP II – Drones Operations in the Certified Category and SORA Workshop	Sri Lanka
EU-SA APP II – Environment Matters in South Asia "Addressing Aviation Impact on Climate change workshop & bilateral sessions	Sri Lanka
EU-SA APP II – AIG Initiative "Accident and Incident Investigation in South Asia Workshop	Sri Lanka
EU SA APP II - South Asia Ramp Inspection Workshop	Sri Lanka
EU SA APP II - Advancement in Air Navigation Planning & State Safety Programme Implementation in South Asia Workshop	Sri Lanka
EU SA APP II - Aerodrome Landscape in South Asia Workshop	Sri Lanka
COSSAP-SA conducted trainings in Pakistan: – Flight Operations Inspector Course with OJT – Dangerous Goods Inspector (Theory) Course with OJT	Karachi Pakistan
Aviation Security Training	Japan
CT-Travel Training on API & PNR for Pakistan	UNOCT- Pakistan
Threat Image Recognition Training	UK- Dft - Pakistan
USAP-CMA Auditor Training Course	ICAO – Singapore
EASA Asia Cybersecurity Workshop	Sri Lanka
SeMS Virtual Training	UK CAA
Air Cargo & Mail Security	ICAO – Singapore
ICAO Annex-9 Facilitation	Virtual - Kenya
ICAO Facilitation Conference	Doha, Qatar
Explosive Detection Techniques	EASA – Pakistan
ICAO National Inspectors Course	UK Dft – Pakistan

2.3 FUTURE COMMITMENT

2.3.1 Looking ahead, PCAA is committed to advancing its competency development strategy through the following initiatives:

2.3.1.1 Institutionalizing a Competency-Based Training Framework

PCAA aims to fully align its training programs with ICAO's Competency-Based Training and Assessment (CBTA) methodology to ensure that all training is role-specific, outcomes-driven, and performance-validated.

2.3.1.2 Digitalization and E-Learning Integration

Efforts are underway to adopt virtual learning platforms and digital tools to enhance training accessibility, reduce cost, and enable continuous learning across geographically dispersed locations.

2.3.1.3 Enhanced Collaboration with Global Partners

PCAA will continue to engage with ICAO, EASA, COSCAP-SA, and other global entities to access world-class expertise and ensure its training ecosystem remains internationally benchmarked.

2.3.1.4 Performance Monitoring and Continuous Feedback

A competency assessment mechanism will be introduced to monitor training effectiveness, assess real-world performance, and identify future learning needs.

2.4 PCAA's evolving training framework underlines its commitment to achieving excellence in civil aviation oversight. With a focus on continuous learning, international collaboration, and future-oriented skill development, PCAA is well-positioned to lead Pakistan's aviation sector toward greater safety, compliance, and innovation.

3. ACTION BY THE CONFERENCE

3.1 The Conference is invited to note the information contained in this Paper.

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