



SAFE SKIES.  
**SUSTAINABLE FUTURE.**

# Agenda Item 4: Aviation Training and Workforce Planning

---

Nicolas Rallo

Regional Director, ICAO EUR/NAT

EUR/NAT-DGCA/2025  
Paris, France, 17 June 2025

# Workforce Challenges

- The aviation sector faces significant global workforce challenges driven by technological innovation, sustainability demands and a shortage of skilled personnel.
- These challenges can only be addressed with high level support and following a collaborative and result-oriented approach.
- **ICAO's NGAP Programme:** Implementing a structured global strategy to attract, train, and retain the aviation workforce of the future.
- **Regional and pan-regional engagement:** The EUR/NAT Regional Office supports training and workforce planning through initiatives aimed at aligning education, training and stakeholder engagement.



# NGAP Key Strategic Focus Areas



## Workforce Monitoring & Forecasting

Utilizing data analytics to anticipate future workforce needs and address workforce gaps proactively.



## Education & Training Alignment

Aligning education/training with industry demands and promotes mutual recognition of qualifications



## Capacity Building

Providing expertise to States and resource mobilization to ensure NCLB.



## Outreach & Knowledge Sharing

Securing Political Commitment, Sharing Best Practices, and Promoting Aviation Careers.

# ICAO NGAP Global Summit 2025

*The Flight Plan for Future Aviation Talent: Innovate, Educate, Inspire*



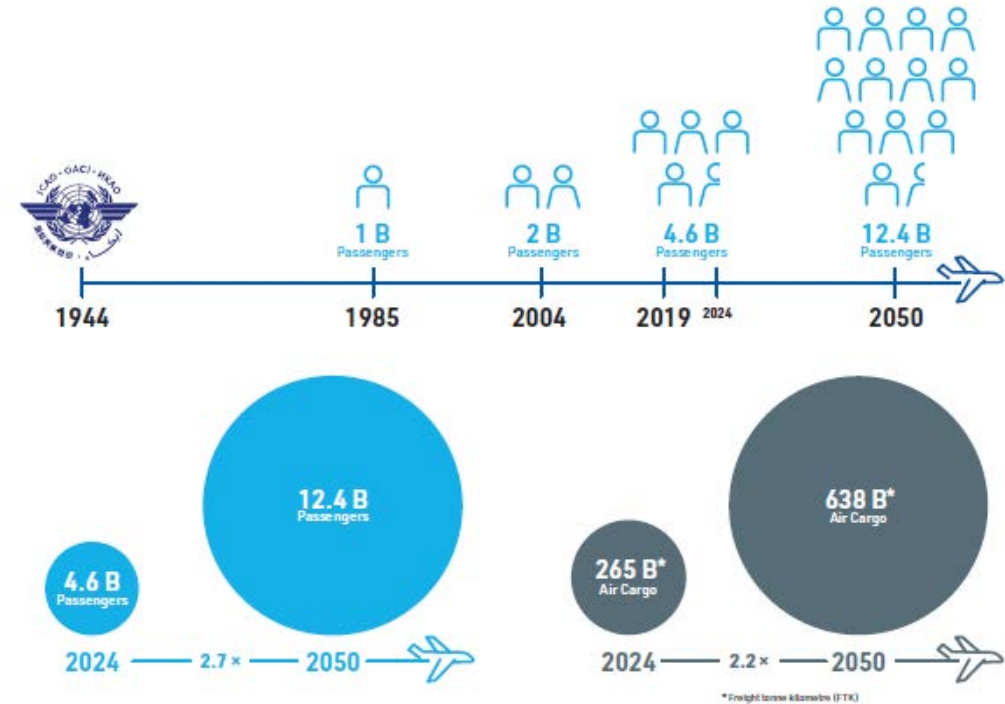


# A global group of States, regulators, international orgs and companies



- Over 100 organizations
- Global membership
- 5 workstreams
- Case studies, analysis, programs and guidance
- Surveys
- Repository for sharing
- Collaboration with NGAP

# Aviation Training Within the ICAO Strategic Plan



ICAO's Strategic Plan 2026–2050 identifies "Gender Equality and Attracting New Talent" as one of eight high-priority enablers.



- **TRAINAIR PLUS** global network of **109 Members** and **27 Partners**.
- **462** standardized training courses and **54** courses from partners across **10 strategic areas**, supporting the implementation of ICAO SARPs.
- **63,188** personnel trained in **10** training areas.
- The programme underscores the critical link **between robust training capacity and EI**: States with higher training capacity scores demonstrate better compliance and operational performance.

## In the EUR/NAT area:

- **24 TTP Members**
- **8 TTP Partners**
- **280 ICAO training courses delivered 2022-2024**

**New EUR/NAT TPP members: Civil Aviation Academy (Kazakhstan), Munich Airport Academy (Germany), ADB Safegate (Belgium), Turkmenhowayollary Training Center (Turkmenistan) and Turkish Airlines Aviation Academy (Türkiye)**



## EUR/NAT-DGCA Conclusion 2025/1 - ICAO TRAINAIR PLUS Programme (TPP)

**That the ICAO Regional Director, Europe and North Atlantic invite aviation training organizations in the EUR/NAT area that are not yet ICAO TRAINAIR PLUS Programme (TPP) members to approach ICAO in order to join the programme.**

# 2025 Aviation Training and Skills Workshop, 11-12 March 2025



Over 80 participants from States, training organizations, industry and academia



# Workshop Key Outcomes

## Strategic Priority Areas for EUR/NAT

- **Priority 1: Regional Skills Monitoring**
  - Developing a framework to anticipate staffing needs
  - Bridge the gap between training and the industry's staffing needs, both current and emerging
- **Priority 2: Culture of Lifelong Learning**
  - Aviation professionals to stay updated and agile in response to industry shifts
- **Priority 3: NGAP and Empowerment of Women**
  - Instill best practices from the youngest age and attract more women into aviation professions, optimizing the use of tools such as scholarships
- **Priority 4: Build bridges within and beyond the aviation ecosystem for enhanced training solutions**



# Future Events

4 to 6 November 2025, Almaty, Kazakhstan

- **Hosted by Kazaeronavigatsia, TPP Platinum Member**
- **Industry focused:** tackle workforce development challenges, share industry success stories and explore pan-regional and national strategies aligned with NGAP



Q1 2026, Netherlands

- **Hosted by JAA TO, TPP Platinum Member**
- **Focus on innovation**



ICAO EURNAT

## EUR/NAT-DGCA Conclusion 2025/2 - Aviation Training and Workforce Planning

That the ICAO Regional Director, Europe and North Atlantic invite States, international and regional organizations, industry and aviation training organizations to participate and actively engage in:

- a) ICAO global and regional events related to aviation training, NGAP programme and workforce planning, including the NGAP Global Summit in South Africa (August 2025), the EUR/NAT regional workshop in Almaty, Kazakhstan (November 2025), and the 2026 EUR/NAT innovation-focused workshop in the Netherlands; and



## EUR/NAT-DGCA Conclusion 2025/2 - Aviation Training and Workforce Planning

- b) collaborative regional efforts coordinated by the ICAO EUR/NAT Regional Office to help achieve progress for the following strategic priorities:
  - i. Developing a regional skills monitoring framework to better plan for future staffing needs and bridge the gap between training and workforce needs.
  - ii. Fostering a culture of lifelong learning that encourages aviation professionals to stay updated and agile in response to industry shifts.
  - iii. Attracting diverse talents at an early stage into aviation professions through outreach programs, educational initiatives, and scholarship opportunities; and
  - iv. Building bridges within and beyond the aviation ecosystem to support more effective training solutions.

## EUR/NAT-DGCA Conclusion 2025/2 - Aviation Training and Workforce Planning

- c) supporting ICAO aviation training fellowships in the EUR/NAT area, aimed at young professionals from resource-constrained States. These fellowships would provide practical, hands-on experience in key emerging areas such as environmental sustainability, digital transformation, and unmanned aviation systems. By nurturing the next generation of aviation professionals, this initiative would complement and reinforce the global objectives of the NGAP programme, while also fostering regional capacity-building and cooperation in priority domains.

# On-the-job Training (OJT)



## Facilitation of OJT

16 EUR/NAT States identified OJT needs

6 EUR/NAT States volunteered to offer OJT opportunities

In January 2025 two EUR/NAT States cooperated to exchange expertise for the provision of OJT for aerodrome inspectors



## Standardized Implementation Support

5 new IPacks are under development by ICAO CDI:

Air Operator and Approved Maintenance Organization Certification, Personnel Licensing, Air Operator Certification, Air Cargo Certification and Aerodrome Certification Safety Inspection Techniques



## Future Projects

OJT activities may be foreseen under the framework of separate Lump Sum CDI Projects, building upon the outcome of the iPacks

## EUR/NAT-DGCA Conclusion 2025/3 - Provision of OJT for CAA Inspectors

**That the ICAO Regional Director, Europe and North Atlantic invite States to continue to collaborate on a bilateral basis to support each other, to the extent possible, in the provision of OJT for CAA Inspectors.**

## EUR/NAT-DGCA Conclusion 2025/4 - Use and Sponsorship of ICAO GSI iPacks

That the ICAO Regional Director, Europe and North Atlantic:

- a) invite States to make full use of the Government Safety Inspector (GSI) Implementation Packages (iPacks), once available, to strengthen CAA inspector competencies; and
- b) invite States and organizations to consider sponsoring the deployment of iPacks in other States with demonstrated needs. Developing a regional skills monitoring framework to better plan for future staffing needs and bridge the gap between training and workforce needs.





Thank You!