



International Civil Aviation Organization

A39-WP/62
EX/35
03/06/16

WORKING PAPER

ASSEMBLY — 39TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 23: ICAO Civil Aviation Training Policy and Capacity Building in Aviation

ICAO CIVIL AVIATION TRAINING PROGRAMME AND CAPACITY-BUILDING IN AVIATION

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This Assembly working paper provides a summary of activities and achievements of the Global Aviation Training (GAT) Office since its establishment on 1 January 2014. It also provides information on the implementation status of Assembly Resolution A38-12, Appendix D, the ICAO Civil Aviation Training Policy, and the priorities for the next triennium (2017–2019).

Action: The Assembly is invited to:

- a) endorse the Organization's plan of work as presented in paragraph 3; and
- b) encourage Member States to take advantage of and actively engage in GAT activities and events.

<i>Strategic Objectives:</i>	This working paper relates to all Strategic Objectives and Supporting Implementation Strategies.
<i>Financial implications:</i>	The activities referred to in the attached Assembly working paper will be undertaken subject to the resources available in the 2017–2019 Regular Programme Budget and under the GAT cost-recovery mechanism.
<i>References:</i>	Assembly Resolution A38-12, Appendix D, <i>Qualified and Competent Aviation Personnel</i> ICAO Civil Aviation Training Policy, dated 1 July 2014 C-WP/14432, C-DEC 208/6 C-WP/14357, C-DEC 207/2 Electronic Bulletin EB 2014/73, dated 24 December 2014 Electronic Bulletin EB 2014/22, dated 20 May 2014 <i>Training Development Guide, Competency-based Training Methodology</i> (Doc 9941) <i>TRAINAIR PLUS Operations Manual</i> (TPOM) (Doc 10052)

1. INTRODUCTION

1.1 During the 207th Session, the Council reviewed C-WP/14357, presented by the Secretary General, and requested a progress report on the implementation of the ICAO Civil Aviation Training Policy and the Global Aviation Training (GAT) programme for the next triennium (C-DEC 207/2). Since its establishment on 1 January 2014 and pursuant to Assembly Resolution A38-12, Appendix D, the GAT Office has been responsible for the planning, management, and coordination of ICAO aviation training activities to ensure the efficient, effective, and harmonized implementation of the ICAO Civil Aviation Training Policy.

2. ACHIEVEMENTS OF THE GLOBAL AVIATION TRAINING PROGRAMME

2.1 TRAINAIR PLUS Programme (TPP) Activities

2.1.1 The TRAINAIR PLUS Programme (TPP) is implementing training activities in 66 ICAO Member States. As of 1 March 2016, the TPP network is composed of 89 Members, 13 of which joined in 2015 and 4 new members in 2016. The network includes 16 Regional Training Centres of Excellence (RTCEs), 31 Full Members, 38 Associate Members, and 4 Corporate Members.

2.1.2 TRAINAIR PLUS Members are very active in the development of Standardized Training Packages (STPs). As of 1 March 2016, 87 STPs have been developed in the following categories: Security and Facilitation (1), Environment (4), Air Transport (10), Flight Safety and Safety Management (6), Air Navigation Services (37), and Aerodromes (29). There are currently 57 STPs under development.

2.1.3 Pursuant to Electronic Bulletin (EB) 2014/22, dated 20 May 2014, ICAO established a network of RTCEs in all ICAO regions, as follows: North America, Central America and Caribbean (2), South America (1), Western and Central Africa (2), Eastern and South African Office (2), Middle East (2), Europe and North Atlantic (4), and Asia Pacific (3). Member States benefit from RTCEs through their high level of training resources and capacity to develop and host ICAO Training Packages (ITPs).

2.1.4 Currently, the ICAO Training catalogue is composed of 136 courses. Moreover, 482 ICAO-recognized courses have been delivered globally with an estimated total of 7 100 trainees in attendance, and a total of 45 instructors, 16 course validators and 8 assessors have been qualified. The significant increase is largely due to the enhancement of the TPP network and the introduction of new ICAO courses.

2.1.5 A total of 16 global and regional training events have been organized in all ICAO Regions, bringing together close to 3 500 aviation training stakeholders. These events provide participants with international fora to exchange best practices in aviation training, identify new effective training tools and techniques, and discuss opportunities for the enhancement of human resources development.

2.2 Training Design and Development (TDD)

2.2.1 The implementation of competency-based training courses supports human resources capacity-building of Member States in all ICAO Strategic Objectives. In 2015, ICAO launched a training course development plan broadening the categories of ICAO-harmonized training packages. ICAO Bureaus and Regional Offices, RTCEs, TPP Members, the industry, and academic institutions have been working with the GAT Office to develop courses or have existing ones reviewed and recognized by ICAO. As of March 2016, 8 ITPs and 1 RTCE ITP were developed, while an additional RTCE ITP and 4 Compliance Training Packages (CTPs) are currently under development. The development and validation

of competency-based training have been reinforced with a new course entitled *Leading Quality Instructional Systems Design*, which enables Members to increase the quality and efficiency of their course development process.

2.2.2 Pursuant to EB 2014/73, dated 24 December 2014, ICAO has launched a Partnership Training Package (PTP) with the John Molson School of Business (JMSB) of Concordia University, a Corporate Member of TPP. The programme will be taught at a graduate programme level, consisting of 3 certificates in Strategic Management, Human Resources Management, and Business Planning and Decision-making. Completion of this programme will lead to an Executive Certificate in Civil Aviation Management. The first certificate in Strategic Management starts in spring 2016. ICAO is in the process of establishing new collaborative agreements with other universities and academic institutions under the TRAINAIR PLUS Corporate Membership.

2.3 **Training Assessments and Consultancy (TAC)**

2.3.1 The assessment of a training organization analyses and determines its capability to become a TPP Member to use STPs developed by other Members. As of 31 March 2016, the GAT Office conducted 130 assessments, initial and reassessments, of training organizations to first validate their acceptance as a TRAINAIR PLUS Member, and then to maintain the validity of their membership.

2.4 **Training Events**

2.4.1 Training events are organized by the GAT Office and hosted by TRAINAIR PLUS Members, which aim to reinforce the implementation of the ICAO competency-based training methodology, and create a platform for exchange of knowledge and best practices. The three categories of events regularly organized are: 1) the Aviation Training and TRAINAIR PLUS Global and Regional symposia; 2) Course Developers and Instructors Standardization (CDI/STD) meetings; and 3) human resources development seminars.

3. **GAT ACTIVITIES FOR THE NEXT TRIENNIUM**

3.1 **TRAINAIR PLUS Membership**

3.1.1 TPP membership is expected to reach over 100 by the end of 2016. Consequently, the GAT Office is expected to conduct an average of 25 assessments yearly, which includes reassessments and new assessments. These assessments help the GAT Office to evaluate the operational capacity of the training centres, and assist them in strengthening their competency-based training delivery. The rules, procedures, and requirements of TPP are published in the third edition of the *TRAINAIR PLUS Operations Manual (TPOM)* (Doc 10052).

3.1.2 Pursuant to C-DECs 207/2 and 208/6, GAT activities in TPP are based on cost-recovery, where full costs are recovered from the activities, and any surplus generated from TPP activities remains within and is used solely for TPP activities and programmes. Revenues and any surplus generated by non-TPP activities can be used to support organizational priorities and Strategic Objectives.

3.2 **ICAO Training Portfolio**

3.2.1 The current ICAO training portfolio consists of 136 courses covering the following seven areas: Aerodromes, Air Navigation Services, Air Transport, Environment, Flight Safety and Safety Management, Security and Facilitation, and Capacity Building. Twenty new ICAO-harmonized training

packages are expected to be developed and available each year through the TRAINAIR PLUS Electronic Management System (TPeMS) for TPP Members. Approximately 3 000 trainees are expected to successfully complete ICAO training courses on a yearly basis. Moreover, the aviation community will be able to browse a list of all available ICAO-harmonized training packages through the Aviation Training Directory and its online search engine.

3.2.2 With respect to capacity-building of instructional teams, more than 20 instructional qualification courses are expected to be delivered to 650 participants yearly. The main ICAO instructional qualification courses are: Training Developers Course (TDC), Training Instructors Course (TIC), Leading Quality Instructional Systems Design (LQ-ISD) and Training Managers Course (TMC).

3.3 New Web Tools and Resources

3.3.1 The following new tools and resources will be made available in the next triennium:

- a) an **online job task catalogue** comprising standardized job descriptions and competencies for job positions identified during the development of STPs, in accordance with ICAO's *Training Development Guide, Competency-based Training Methodology* (Doc 9941);
- b) an **Instructional Systems Design (ISD) web-based tool** to guide and support the implementation of the TPP methodology for course development;
- c) a **Training Needs Assessment (TNA) methodology** to support Member States in identifying and prioritizing specific training needs. TNA data will provide the basis for improving training plans and developing competency-based programmes for short- and long-term performance needs by including information from the Universal Security Audit Programme (USAP), Universal Safety Oversight Audit Programme (USOAP) - Continuous Monitoring Approach (CMA), and the Monitoring and Assistance Review Board's (MARB) significant safety concerns (SSCs) and significant security concerns (SSeCs); and
- d) a **Post-Training Evaluation (PTE) methodology** to enable trainees' organizations to measure the effectiveness of employee training and impact on job performance, business results, and return on investment (ROI).

4. CONCLUSION

4.1 The GAT Office's third year of operation has encompassed the consolidation and development of major tools and methods in aviation training. These tools and methods will assist Member States to optimize their course development capability, support in identifying and prioritizing specific training needs and measure the effectiveness of employee training.

4.2 In the next triennium, ICAO will continue to oversee the progression of the implementation and delivery of training, human resources development strategies and capacity-building in line with the No Country Left Behind initiative, and the Next Generation of Aviation Professionals.