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Tenth NAM/CAR Civil Aviation Training Centres Working Group Meeting (NAM/CAR/CATC/WG/10)

San Jose, Costa Rica, 21 to 23 April 2026

Agenda Item 3: Compilation and Presentation of Courses Focused on Managerial and Soft Skills

COMPILATION AND PRESENTATION OF COURSES FOCUSED ON MANAGERIAL AND SOFT SKILLS FOR CIVIL AVIATION AUTHORITIES

(Presented by ICCAE)

EXECUTIVE SUMMARY

This study note aims to highlight the need to strengthen managerial and soft skills competencies of technical personnel within Civil Aviation Authorities (CAAs) in the NAM/CAR Region through the compilation, analysis, and presentation of existing courses offered by regional training centres.

It further proposes to promote structured access to such training opportunities, aligned with needs identified by Directors General of Civil Aviation during the regional discussion on aviation training, with the objective of enhancing decision-making, institutional leadership, and change management in an evolving aviation environment.

Action:	The suggested action is presented in Section 4.
<i>Strategic Goals 2026-2050:</i>	<ul style="list-style-type: none">• Every Flight is Safe and Secure
<i>Financial Implications:</i>	The implementation of this initiative will require allocation of resources for the compilation, analysis, and dissemination of training offerings, as well as for the development of new programmes where necessary.
<i>References:</i>	<ul style="list-style-type: none">• Manual on Training Programme Development (Doc 9941)• NAM/CAR/CATC/WG/9 meeting outcomes

1. Introduction

1.1 The sustainable development of civil aviation depends largely on the availability of highly qualified personnel, not only in technical competencies but also in managerial and soft skills required to address strategic challenges in the sector.

1.2 During the regional discussion on “Training Needs and Challenges in the Aviation Sector,” Directors General of Civil Aviation emphasized the increasing complexity of the aviation environment, driven by traffic growth, infrastructure projects, and emerging technologies.

1.3 In this context, the need to complement traditional technical training with competencies in leadership, communication, decision-making, change management, and risk analysis was clearly identified.

2. Analysis

2.1 The outcomes of the regional panel revealed significant convergence among States regarding capacity development challenges:

2.2 There is a gap between technical competencies and managerial/soft skills. A need exists to develop professionals capable of integrating technical expertise with strategic vision and leadership.

2.3 CAAs face challenges in retaining trained personnel, increasing the importance of efficient and accessible training programmes. The importance of flexible training modalities, including virtual, hybrid, and AI-supported learning, was emphasized; many professionals in leadership roles come from technical backgrounds with limited management training, or vice versa.

2.4 Additional structural limitations were identified:

- Limited standardization of training programmes.
- Misalignment between training offerings and actual sector needs.
- Challenges in implementing effective On-the-Job Training (OJT) programmes.

2.5 As a response, the Meeting agreed on the initiative to **compile and present existing courses on managerial and soft skills**, aiming to facilitate access to relevant training opportunities available in the region.

3. Conclusion

3.1 Strengthening managerial and soft skills among CAA personnel is critical to ensuring effective oversight, sound institutional management, and adaptability to technological and operational changes in the aviation sector.

3.2 The compilation and systematization of existing training offerings represent a strategic opportunity to maximize available regional resources and enhance training quality.

3.3 Close coordination between training centres and CAAs is essential to develop comprehensive programmes that address current and future aviation needs.

4. Suggested action

4.1 The Training Centres are invited to:

- a) Promote the compilation and consolidation of courses focused on managerial and soft skills offered by Civil Aviation Training Centres (CATCs);
- b) Encourage the development and implementation of training programmes integrating both technical and non-technical competencies for CAA personnel; and
- c) Support regional standardization of training content related to leadership, management, and soft skills.