



ASSEMBLY — 41ST SESSION

EXECUTIVE COMMITTEE

Agenda Item 26 : ICAO Civil Aviation Training and Capacity Building

TRAINING NEEDS ANALYSIS TECHNIQUE

(Presented by the Dominican Republic)

EXECUTIVE SUMMARY

This working paper recommends an efficient and standardized approach to the identification of the necessary competencies of aeronautical personnel, with a view to creating the precise technical and managerial capabilities required to achieve the strategic and operational objectives of civil aviation organizations. The success of the training process will depend on the accurate identification of the job skills required for optimum performance.

States' service providers can be incentivized to add value to the development of their personnel and the competitiveness of their companies, resulting in the overall development of civil aviation.

This approach will also favour the planning, design and delivery of appropriate training in Civil Aviation Instruction Centres (CIAC) to supply the competencies of aeronautical personnel for the benefit of the strategic planning of organizations, through the creation of value for the development of human talent, a determining factor for the promotion of international civil aviation.

Action: The Assembly is invited to:

- a) request ICAO to adopt this approach to the identification of training needs and to provide such training not only to staff of civil aviation authorities but also to industry stakeholders so as to promote better results, achieving the optimization of efficiency of civil aviation.

<i>Strategic Objectives:</i>	This working paper relates to the Strategic Objectives of: a) Safety b) Air Navigation Capacity and Efficiency c) Aviation Security and Facilitation d) Economic Development of Air Transport e) Environmental Protection
<i>Financial implications:</i>	N/A
<i>References:</i>	N/A

¹ Spanish version provided by the Dominican Republic.

1. INTRODUCTION

1.1 The results of the 2019 and 2020 Surveys conducted by the Latin American Civil Aviation Commission (LACAC) among its Member States on the identification of training needs did not have a standardized approach to the collection of information; as to the scope of the surveys, it is unclear whether it went beyond the Civil Aviation Authorities (CAAs) of the States to include the needs of the entire industry in Member States, which would have yielded more complete, objective and valuable data.

1.2 At the Forty-eighth Meeting of the Group of Experts on Policies, Economics and Legal Matters in Air Transport (GEPEJTA/48), on 8 September 2021, the Higher Academy of Aeronautical Sciences of the Dominican Republic presented a working paper regarding an approach to the identification of the competencies of the personnel of civil aviation organizations, with the purpose of standardizing a methodology for these purposes in all the Member States of the Latin American Civil Aviation Commission (LACAC).

1.3 At its XCVI Meeting, held on 28 October 2021, the LACAC Executive Committee welcomed the working paper, took note of the information presented in it, and approved dissemination of the aforementioned approach to the Member States.

2. DISCUSSION

2.1 The purpose of this working paper is to make available to all Member States of the International Civil Aviation Organization (ICAO) an efficient and standardized approach for identifying the necessary competencies of aeronautical personnel, with a view to creating the necessary technical and managerial capabilities to achieve the strategic and operational objectives of civil aviation organizations.

2.2 Efficient training management is a pillar of talent management in all organizations, given that it focuses not only on onboarding new human resources with high potential, but also on the development and retention of those already working for the organization.

2.3 This aspect has even greater importance for aviation organizations, whose technical, operational and managerial competency profiles include responsibility for making decisions and performing tasks relating to safety.

2.4 Adequate management of talent and work teams recognizes the strategic importance of increasing the productivity, development and competitiveness of organizations.

2.5 From a strategic perspective, training plans enable organizations to maintain and develop the competencies of their employees and adapt them to the organization's technological requirements and vision, providing the knowledge, skills and aptitudes needed to perform tasks efficiently.

2.6 A fundamental step in the development of training plans is the identification of training needs for the development of the people who perform the various tasks and activities of the organization.

2.7 In order to define training needs, the approach to be taken should involve the collection of information using a combination of tools, the choice of which will depend on the type of organization, its structure, internal processes and procedures, the type of supervision and the tasks performed, inter alia.

Tools for Training Needs Identification

- Job Analysis
- Training request from immediate superiors

- Interviews and meetings
- Merit assessment/Performance evaluations
- Analysis of the product/service delivered to the customer
- Questionnaires/satisfaction surveys.

2.8 The choice of the appropriate tools and activities will make it possible to accurately and objectively gather information regarding current competencies/performance vs. desired competencies/performance of the human resources.

Current competences/performance	Desired competencies/performance
What does the employee currently do?	What should the employee be doing?
How or with what does he/she do it?	How or with what should he/she do it?
Where does he/she do it?	Where should he/she do it?
When does he/she do it?	When should he/she do it?
Why does he/she do it?	Why should he/she do it?

2.9 Once the data have been collected and compiled, the stage following the identification of training needs will depend on appropriate handling of the information, which includes a process of analysis and prioritization of the training to be developed, within the framework of an established budget. This will be the main input for the elaboration of the Training Plan for civil aviation organizations.

2.10 The success of the training process will depend on the correct identification of job skills that personnel need to optimize performance.

2.11 Similarly, this analysis represents an input for the design or updating of training programmes for aeronautical personnel, under the responsibility of the programme design and development units under the TRAINAIR methodology of the Civil Aviation Instruction Centres (CIAC), in support of the stages of:

- Identification of job-related competencies
- Design and Development of Instruction
- Instruction Delivery
- Post-instruction Evaluation.

3. CONCLUSION

3.1 This working paper recommends an efficient and standardized approach to the identification of the necessary competencies of aeronautical personnel, with a view to creating the precise technical and managerial capabilities to achieve the strategic and operational objectives of civil aviation organizations.

3.2 The success of the training process will depend on the correct identification of the personnel competencies required for optimum performance.

3.3 It can be shared with States' service providers that adding value to the professional development of their personnel and the competitiveness of their companies redounds to the benefit of the overall development of civil aviation.

3.4 This approach will also favour the planning, design and delivery of appropriate training in Civil Aviation Instruction Centres (CIAC) to upgrade the competencies of aeronautical personnel for the benefit of the strategic planning of organizations, through the creation of value for the development of human talent, a critical factor for the promotion of international civil aviation.

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