



**ASSEMBLY — 41ST SESSION**

**EXECUTIVE COMMITTEE**

**Agenda Item 26: ICAO Civil Aviation Training and Capacity Building**

**TRAINING MODEL AND EFFECT OF HIGH-LEVEL WORKSHOP FOR CHINA'S CIVIL AVIATION DEVELOPMENT POLICY**

(Presented by China)

**EXECUTIVE SUMMARY**

It is an important duty of International Civil Aviation Organization (ICAO) to promote the training of high-quality professionals in global aviation. In recent years, in response to the new trends, needs and characteristics of the new era, China's civil aviation has continued to reinforce selecting and training of research-oriented personnel for civil aviation policy, and established a systematic, scientific and sustainable model for selecting and training research-oriented personnel and for application of relevant results, which has played a positive role in transforming and upgrading the development of China's civil aviation industry. This model is now recommended to ICAO and it is hoped that it will serve as a reference in selecting and training high-quality and research-oriented personnel for civil aviation's development policy worldwide.

<i>Strategic Objectives:</i>	This working paper relates to the Strategic Objective Economic Development of Air Transport.
<i>Financial implications:</i>	No additional resources are required.
<i>References:</i>	Doc 9941, <i>Training Development Guide, Competency-based Training Methodology</i> Doc 9841, <i>Manual on the Approval of Training Organizations</i>

**1. INTRODUCTION**

1.1 In order to better adapt to and grasp the future development trend of global civil aviation industry, we must strengthen the research on development policies of global civil aviation. The global civil aviation has entered into a new era with many factors that affect the development of the industry changing a lot. For example, with the continuous breakthroughs of a new round of scientific and technological revolution in the fields such as information technology, energy technology and material technology, the ecological system and operation mode of civil aviation industry will be definitely influenced by industrial reform, green low-carbon and geopolitics in a revolutionary way. It is safe to say

<sup>1</sup> English and Chinese versions provided by China.

that the development of global civil aviation industry is at an important turning point. To systematically plan the future development of global civil aviation in a forward-looking way, we must strengthen the research on development policies, which is quite different from the traditional research on professional and technical routes. The key to strengthen research on development policies is to select and train high-quality personnel for development policy research.

1.2 In recent years, China's civil aviation has practiced a lot to explore the ways of selecting and training high-quality personnel for policy research. In 2016, Civil Aviation Administration of China (CAAC) has initiated a workshop on the development policy of China's civil aviation. The workshop, focusing on policy research and highlighting the value of think tanks and the characteristics of research and training, aims to become an important vehicle for a new type of think tank for China's civil aviation. The objective is to continuously promote the capability of China's civil aviation in policy research by strengthening the training of high-quality personnel for policy research. CAAC, has established a systematic, scientific and sustainable model for selecting and training high-quality personnel and for application of relevant results on the basis of summarizing the experience and mode of the workshop over the past few years, which has played a positive role in transforming and upgrading the development of China's civil aviation industry.

## **2. DISCUSSION**

2.1 Since its inception, the five sessions of workshop on the development policy of China's civil aviation have been held successfully. It is well-known for its strict selection, high requirements, qualified participants and outstanding instructors. It has selected and trained more than 200 high-quality personnel for policy research, gaining popularity among the personnel in the China's civil aviation and winning strong support from world-famous aviation manufacturing enterprises such as Airbus, Boeing and COMAC. It has become a leading training programme of China's civil aviation.

2.2 Exploration and Practice of China's Civil Aviation in Selecting and Training High-quality Personnel for Policy Research:

2.2.1 Building a competitive selection mechanism based on quality and competence. The workshop is open to professionals with rich theoretical knowledge and practical experience in the civil aviation industry, and those who have studied civil aviation's development policies for a long time. The selection of trainees is based on a competitive mode of "essay points" plus "interview". The selection process lasts for one year to assess the quality and competence of trainees who have applied for the workshop in a comprehensive manner. Over the past five years, it has attracted more than 1,200 applicants from airlines, airports, air traffic management, general aviation, teaching and scientific research, government regulatory departments, with an admission rate of only 17%. Over the past years, a total of 3,000 papers have been submitted. Meanwhile, we have also established an iterative mechanism for rules governing selection of trainees, so as to attract those who are really interested in studying civil aviation's development policy and those who have relevant potentials. In this way, the selection rules are kept being updated and improved, and a good atmosphere of valuing the research on development policy has been formed throughout the industry.

2.2.2 Building an interactive training model with policy research at its core. The overall curriculum design of the workshop highlights the characteristics of the research to build a curriculum system and interactive training model with civil aviation's policy research at its core by combining public elementary courses with theme-based study courses, classroom theory teaching with practical research and domestic training with international training. The public elementary courses include basic theory courses such as Introduction to Economics, Strategic Management, Public Management and Public

Finance, focusing on strengthening the theoretical foundation of policy research of the trainees; the theme-based study courses, which focus on hot topics of global civil aviation, take the forms of lectures, discussions and exchanges and field visits to broaden their global vision, thinking boundaries and minds in recognizing, analyzing and solving problems, and to make their subject research deeper and more extensive. The iteration mechanism for the curriculum design is established to keep up with the new changes, trends and requirements of the industry and continuously optimize and adjust the sections and contents of the curriculum. The update rate of courses in each session reaches about 70%. In the process of organizing the workshop, we have integrated high-quality teaching resources at home and abroad, and invited renowned experts, scholars, corporate executives and government officials in the field of global aviation to give lectures to trainees by combining specific cases, cutting-edge topics, macro situations and policy trends. We have introduced the tutorial system, under which each trainee is allocated academic supervisors and an occupational supervisor. The group of academic supervisors consists 5-10 professors from universities, who are responsible for providing academic guidance for trainees. Each trainee is allocated one occupational supervisor who is a principal of a government department, an enterprise or an institution of civil aviation, with rich experience in leadership and management. They can provide professional guidance on the research subjects selected by trainees and help trainees to conduct in-depth thinking and systematic research.

2.2.3 Building an ecological system for the application of training results that gives full play to the value of think tanks. Creation of valuable training results is regarded by the workshop as a yardstick to test training effects. It also integrates the competence in policy research into the whole process of trainee selection, subject research and application of results. In the process of selecting trainees, we encourage them to write high-quality papers on policy research. More than 120 excellent papers have been selected and compiled into the “Civil Aviation Think Tank Series” for publication. During the training process, the trainees were instructed to focus on key policy research topics and write high-quality research reports. The trainees, based on the training contents and their own observations, analysis and reflections, have written 33 research reports with nearly 500,000 words, including “Issues of Concern during the Development of the Global Aviation Industry” and “Enlightenment of SESAR for the Construction of Modern Air Traffic Management of China’s Civil Aviation”, which have provided valuable opinions and suggestions for decision-making in the industry. At the end of the workshop, trainees are encouraged to continue to follow up and study hot topics and fundamental issues on civil aviation’s development policies according to the development trend of the industry. Besides, Aviation Think Tank (ATT) forum on China’s civil aviation is held dynamically for trainees to share and exchange their results on policy research. At present, most of the trainees have become the leading forces in studying the development policies of China’s civil aviation industry, and have contributed a lot to and played a positive role in the key subjects on policy research in recent years, such as the assessment of the development stage of China’s civil aviation, the pilot research on high-quality development, and the assessment of civil aviation’s reform policies.

2.2.4 China’s civil aviation is preparing for the 6th session of the workshop, whose content will be more subject-based and research-oriented. At the selection stage, applicants are required to write an academic review report on a selected research subject to demonstrate their comprehensive quality and potential. After being admitted as a trainee, they shall, under the guidance of academic supervisors and the occupational supervisor, continue to conduct extensive and in-depth research on the selected topic based on previous academic review report and the current development of the industry and the future development trend to submit a high-quality research report that puts forward specific recommendations to solve problems and promote development of the industry.

### **3. CONCLUSION**

3.1 The training of high-quality personnel for policy research is of great significance to the future development of the global aviation industry. It is recommended that ICAO and other countries should take it seriously.

3.2 ICAO and other countries are invited to take note of China's innovation in training such personnel. It is our hope that China's relevant experience can serve as a reference for other countries to build a mechanism for the selection and training of such personnel.

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