



Agenda Item 6: Challenges and opportunities for continuity of training activities in aviation focused by the GAT, and Follow-up of the TRAINAIR PLUS Program activities

**REPORT ON THE IMPLEMENTATION OF THE ICAO CIVIL AVIATION TRAINING POLICY AND GLOBAL AVIATION TRAINING ACTIVITIES DURING 2020 AND 2021.
AVIATION TRAINING POLICY AND TRAINAIR PLUS ACTIVITIES**

(Presented by the Secretary)

SUMMARY

This paper provides a summary of achievements of the Global Aviation Training (GAT) Office, as well as reports on the implementation of the ICAO Civil Aviation Training Policy, GAT and TRAINAIR PLUS activities during 2020 and 2021.

References:

Global Aviation Training (GAT) OPERATING PLAN, 2022-2023-2024
A40-25
A40-WP/637
A38-12, Appendix D
ICAO Civil Aviation Training Policy
ICAO's Aviation Training and Capacity Building Roadmap

ICAO Strategic objectives:

This working paper relates to all Strategic Objectives and Supporting Strategies.

1. INTRODUCTION

1.1 In 2013, at the 38th Assembly of ICAO, Assembly Resolution A38-12, Appendix D, was adopted to address the scope of ICAO training activities. The Assembly mandated ICAO to assist Member States in achieving and maintaining competency of aviation personnel through ICAO's aviation training programmes. In line with this Assembly Resolution, the *ICAO Civil Aviation Training Policy* was subsequently endorsed by the Council with the objective of supporting human resources development of Member States to ensure they have access to a sufficient number of qualified and competent personnel.

1.2 Further to Staff Notice no. 5783 of 26 November 2019, the Secretary General approved the integration of GAT as a Section, under the Technical Cooperation Bureau (TCB).

1.2 GAT is responsible for the overall planning, management and coordination of ICAO aviation training activities. GAT facilitates the global implementation of ICAO provisions, sets acceptable

training and qualifications standards and frameworks, and provides guidance to States and the industry in skills development.

2. GLOBAL AVIATION TRAINING

The following provisions and guidance material related to aviation training form the basis of the activities conducted by the Section:

- a) *Manual on the Approval of Training Organizations* (Doc 9841);
- b) *Procedures for Air Navigation Services — Training* (PANS-TRG, Doc 9868);
- c) *Training Development Guide, ICAO Competency-based Training Methodology* (Doc 9941);
- d) *ICAO Civil Aviation Training Policy*; and
- e) Electronic Bulletin (EB) 2014/73, TRAINAIR PLUS Programme Update.

3. IMPACT OF COVID-19 ON GAT OPERATIONS AND MITIGATION MEASURES

3.1 Immediately after the start of the COVID-19 crisis in March 2020, due to the severe reduction of classroom training demand, GAT started the development and implementation of a comprehensive plan to mitigate the various risks associated to its activities. Such plan is based on the rapid development of a wide range of courses to assist Member States during the pandemic, as well as during the recovery phases. The main mitigation activities implemented include the following:

- a) further development of online courses on urgent topics identified in collaboration with ICAO Bureaus to support the aviation sector in the post-crisis recovery;
- b) conversion of existing classroom courses into virtual classrooms;
- c) translation of online courses in different ICAO languages based on high demand;
- d) conduct of weekly webinars addressed to the industry to increase awareness on ICAO's COVID-19 mitigation measures;
- e) development of targeted partnerships on urgent post-pandemic recovery topics; and
- f) marketing and promotional strategies for online and virtual courses.

4. INNOVATIONS INTRODUCED IN 2021

4.1 GAT has developed an extensive portfolio of classroom courses over the last 10 years to fulfil the training needs of Member States. Classroom courses are delivered in a traditional way, led by ICAO qualified instructors in a face-to-face classroom environment. Given the strong guidelines for social distancing and related restrictions during the COVID-19 pandemic, face-to-face classroom deliveries were severely impacted and GAT quickly moved towards a model mostly based on online and virtual classroom deliveries. Virtual Classroom courses provide real-time instructor-led training using a videoconferencing tool so that participants can benefit from live discussion and group activities, including interactive polls, breakout rooms, and more. Self-study online courses offer more flexibility for learners to learn at their own pace. In addition to knowledge acquisition, the interactive and engaging course content build learners' professional competencies.

4.2 Another innovative initiative undertaken by TCB with the contribution of GAT is the iPack, a bundle of standardized guidance material, training, tools and expert support which aim to facilitate the implementation of ICAO provisions and guide State entities (e.g. Governments, Civil Aviation

Authorities, National Air Transport Facilitation Committees), aviation service providers, supply chain stakeholders and their personnel).

5. AUTOMATION OF BUSINESS PROCESSES

5.1 GAT has developed the TPEMS, a comprehensive and integrated web-based system that manages all aspects of TPP. In January 2020, a new version of the TPEMS was launched comprising new features and streamline processes to improve the user experience.

5.2 GAT is continuously consolidating feedback from TPEMS users to upgrade the system while using the latest technologies available. New projects will be undertaken in the triennium, such as:

- a) Aviation Training and Education Directory (ATED);
- b) Credit system;
- c) Course review process;
- d) Management and traceability of invoicing process;
- e) Course revenue forecasting tool;
- f) Course implementation and evaluation report;
- g) Building a test module for virtual classroom course deliveries;
- h) ISD tool; and
- i) Phase two of Training Needs Analysis (TNA) tool.

Learning Management System (LMS)

5.3 GAT purchased the “Absorb” LMS in July 2019 and launched it in January 2020. The LMS is a software-based platform, most of the time cloud-based for digital learning, which facilitates the creation, management, delivery, and evaluation of the online course programmes.

5.4 The LMS will continuously be enhanced with additional features, such as gamification (Absorb Engage) and interactive videos (Koantic) to provide a better learning experience, more interactive and engaging. In addition, the LMS will be automated and connected to the ICAO Store (Magento/e-commerce), Microsoft Dynamics (CRM), and Jira (Reporting) in years to come, in collaboration with ETS and RPM.

6. TRAINING DESIGN AND DEVELOPMENT

6.1 In the next triennium, the focus of training design and development will remain on the topics addressing challenges faced by civil aviation during the pandemic and post pandemic. The strategies consist of continuing the development of self-study online course, and considering course development in both traditional classroom and virtual classroom formats, when applicable. This approach will not only enhance the course development productivity, but also get prepared for traditional classroom deliveries when the pandemic crisis subsides.

6.2 The reference period includes advancements in course design and development. Online courses will be enhanced, providing richer, more flexible, and accessible learning experiences to participants in Member States. The advancements also include the virtual classroom modality that supports the delivery of courses to a global audience without requiring participants to travel.

6.3 In addition to new ICAO Training Packages (ITPs), existing courses will be reviewed and updated taking into account feedback received from instructors and trainees to ensure currency with ICAO

SARPs and continuous improvements of course quality. Depending on regional demand, some courses will be translated from English to other ICAO official languages to support the course deliveries in different regions.

- a) GAT identifies training needs at the end of each year in coordination with Bureaus and Regional Offices to prepare a course development plan. This plan is reviewed throughout the year and is subject to change according to the training needs coordinated with Bureaus, the availability of SMEs, the allocation of resources, and project prioritization. GAT is committed to the further expansion of the ICAO training portfolio through the development of ITPs and support to TPP Members in developing ICAO-recognized training packages.

6.4 Competency-based training courses allow aviation personnel to maintain their competency. Due to the outbreak of COVID-19, in effort to continue supporting the Member States in meeting their training demands, from January 2020 to June 2021, GAT developed, converted or translated a total of 50 ICAO-recognized training packages (ITPs). This includes 35 virtual classroom courses (mostly converted from face-to-face classroom), 7 face-to-face classroom courses, and 8 online courses. 10 ITPs, were developed by TPP Regional Training Centres of Excellence (RTCE), 19 new Standardised Training Packages (STPs) have been developed by TPP Members, and 8 Partnership Training Packages (PTPs) have been developed in collaboration with TPP Corporate Partners.

6.5 Currently, GAT offers a total of 124 ICAO ITPs, which includes 46 classroom ITPs, 46 virtual classroom ITPs, 7 blended ITPs, and 25 online ITPs. In addition, 191 STPs and 22 PTPs have been developed by TPP Members and Partners, and are available for course deliveries through the TPEMS.

6.6 In response to the evolving training needs, GAT identified relevant topics in coordination with Bureaus and Regional Offices, and shifted our focus to the development of self-study online courses and the conversion of traditional classroom courses into a virtual classroom format, when applicable. Meanwhile, GAT provided guidance to TPP Members on converting their existing traditional classroom courses to virtual classroom in order to facilitate the course implementation amid the pandemic.

6.7 To further expand its portfolio, GAT continuously identifies the needs for course translation, based on regional demand, and with the goal to offer ICAO training in all ICAO official languages, when required.

6.8 GAT organizes the delivery of ICAO training courses regularly at ICAO Headquarters, at ICAO Regional Offices, and at the demand of a State.

6.9 The use of the TPEMS as a management platform used in GAT operations has constituted a key element allowed the standardization of all procedures related to the implementation of training activities.

Training Evaluation

6.10 GAT will continue implementing training evaluation on all ICAO ITPs. After implementing PTE on ITPs, GAT collects data through course deliveries, makes analysis, and prepares an annual PTE report on each ITP. Based on the analysis results, GAT then plans course reviews and revisions to continuously enhance course quality.

7. **QUALIFICATION OF TRAINING PROFESSIONALS**

7.1 GAT manages the qualification processes of training professionals, including instructors, Instructional Systems Design (ISD) validators, and Subject Matter Experts (SMEs).

7.2 To support the global implementation of ICAO courses, GAT anticipates qualifying 30 additional instructors for the existing ICAO courses and new courses to be developed every year.

7.3 To enhance CATC's capacity-building and reduce the cost of course development, GAT established the qualification process for ISD validators. Each ISD validator must successfully complete the ISD validator qualification process and remain current through the validation of at least one ICAO-recognized training package within a three-year period. GAT plans to qualify 2 new ISD validators every year for the triennium 2022-2024.

7.4 The ICAO SME roster is an electronic pool of experts eligible to be selected for the development of ICAO-recognized training packages. The projection is to add a minimum of 15 SMEs to the ICAO SME Roster every year from 2022 to 2024.

8. **CONCLUSION AND ACTIONS BY THE MEETING**

8.1 The GAT Office remains committed to enhancing its training products and services to Member States, TPP Members, and the industry, while operating on a cost-based mechanism.

8.2 The meeting is invited to:

- a) note the various training programmes, activities, methodologies and tools made available by the ICAO GAT Office;
- b) encourage additional training organizations in the SAM Region to join TPP to benefit from the Programme's numerous training solutions, training tools and competency development activities, and
- c) encourage States in the SAM Region to deliver courses listed in the ICAO Global Aviation Course Catalogue.