



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.
GAT ACHIEVEMENTS**

(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 In 2019, at the 40th Assembly of ICAO, Assembly Resolution A40-25 was adopted to guide and broaden the scope of ICAO training activities. The Assembly mandated ICAO training activities to be guided by the following principles:

- a) qualification of aviation professionals is the responsibility of Member States;
- b) the highest priority should be placed on learning activities that support the implementation of Standards and Recommended Practices (SARPS) and ICAO programmes using a competency- based training and Instructional Systems Design (ISD) approach;
- c) ICAO should advise operators of training facilities but does not participate in the operation of such facilities;
- d) a high priority shall be placed on the support for the ICAO Next Generation of Aviation Professionals (NGAP) and the implementation of human performance and talent management strategies and frameworks that include attracting, training, cultivating, nurturing and retaining the next generation;
- e) the Global Aviation Training (GAT) activities should guide and support the training and learning opportunities offered to States by ICAO to ensure quality, standardization, effectiveness and efficiency of the deliverables; and
- f) the ICAO Secretary General should strengthen self-sustainable GAT activities, with a clear governance structure, including mechanisms for financial, technical and managerial mandates and Key Performance Indicators towards supporting learning and development needs of States.

1.3 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).

1.4 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.

1.5 GAT manages training in an orderly sequence starting with assessments of training organizations to evaluate their level of compliance with international standards, followed by the standardization of design and development of their course material in three stages: analysis, design, and production to identify training needs and the permanent cycle of evaluation. In addition, GAT generates partnership agreements with higher education institutions, industry stakeholders and international organization to implement ICAO-recognized courses throughout its global network of Partners that share access to the ICAO partnership training catalogue. GAT also defines training standards and encourages States to harmonize their training programmes.

2. GLOBAL AVIATION TRAINING

2.1 GAT's mandate is to plan, manage, and coordinate all ICAO aviation-training activities in order to ensure the efficient, effective, and harmonized implementation of the Training Policy and the adequate response to training needs of Member States, international and regional organizations, service providers, and other partners. GAT is the focal point for all ICAO training activities, and is responsible for their planning, coordination, and management.

2.2 GAT coordinates with the Bureaus and Regional Offices on collaborative frameworks including but not limited to: operational activities, identified training needs, engagement of Subject Matter Experts (SMEs), training products such as the Universal Safety Oversight Audit Programme (USOAP) Computer-based Training and Aviation Security Training Centres (ASTCs) in conformance with the Training Policy.

2.3 GAT coordinates aviation training activities leading to the delivery of a certificate of completion or achievement with an ICAO emblem or programme logo in order to ensure the efficient, effective, and harmonized implementation of the Training Policy and the adequate response to training needs of Member States, international and regional organizations, service providers, and other partners.

2.4 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, 2021 MID-YEAR RESULTS

3.1 In terms of results achieved as of 30 June 2021, they can be summarized as follows:

- a) *TRAINAIR PLUS Membership*: The TRAINAIR PLUS Programme (TPP), ICAO's network of training organizations and partners, is implemented in 74 ICAO Member States. TPP membership is composed of 103 organizations, 1 Partner that joined since the beginning of the year. TPP Members develop and deliver ICAO-recognized training packages listed in ICAO's comprehensive GAT course catalogue.
- b) *Assessments of Training Organization*: Since 1 January 2021, GAT has conducted 13 assessments of TRAINAIR PLUS Members. 20 additional assessments are projected to be conducted before the end of 2021.
- c) *ICAO Aviation Security Training Centre (ASTC) Network activities*: ICAO aviation security training is one of the activities coordinated by ISD-SEC in ATB. Up to 30 June 2021, ISD-SEC managed the delivery of two aviation security training courses and three aviation security workshops, benefitting 76 aviation security specialists from 23 Member States. By the end of 2021, it is projected that approximately 31 ICAO-sponsored aviation security training events will be conducted through the ASTC Network.

4. INNOVATIONS INTRODUCED IN 2021

4.1 In line with the strategy developed in its Business Plan 2021-2023, GAT has implemented a new loyalty framework for the management of the TRAINAIR PLUS Programme to make it more attractive to States and TPP Members. This new framework aims at encouraging members of the programme to enhance their delivery activities to further support the growth of GAT activities and expand its market, thus focussing on training delivery rather than training development. This is achieved through the implementation of a new credit system which correlates the level of recognition of TPP Members to the number of professionals they train on ICAO courses.

5. STRATEGIC PLANNING

5.1 Per C-WP/15088 on the *Business Plan for the Global Aviation Training (GAT) activities for the period 2021-2023*, GAT will focus its operations on the achievement of the following strategic objectives during the 2022-2024 period, in order to meet the evolving training needs of the aviation sector:

5.2 *Increased Productivity*: GAT will leverage available resources, such as new technology, up-to-date subject matter expertise and enhanced collaboration with industry, to increase its training production. Production focus will be on the development of virtual and online courses to train a higher volume of current and aspiring aviation professionals on new key competencies;

5.3 *Leveraging Technology*: GAT will leverage emerging technologies to support its growth, increase its efficiency, provide better customer service, and streamline its marketing and promotional processes. New technology will also be integrated in its training products and services to improve the trainee experience as well as increase training effectiveness;

5.4 *Competitive Pricing*: Pricing for GAT products and services, whilst aligned with the provisions of the *Pricing Policy for the Global Aviation Training Activities*, will take into account price sensitivity considerations, contribution margins, break-even point analysis to ensure the definitive price is competitive and will allow GAT to increase its market share and training volume. In addition, prices for non-regulatory bodies will be value-based as prices will be set primarily, but not exclusively, according to the benchmarking as well as the perceived or estimated value of the training product or service to the client rather than according to cost only;

5.5 *Consistency in Quality*: In line with the ICAO *Competency-based Training Methodology* (Doc 9941), GAT will reinforce its methods and assurance processes to guarantee its output is consistently of high-quality levels. GAT will accurately identify and anticipate the needs of its customers to ensure products and services meet customer expectations and satisfaction. Consistency in its quality levels will support GAT in maintaining a positive reputation globally, highlight its competitive advantage, as well as increase its customer base;

5.6 *Customer Orientation*: To better serve its target audience, GAT will implement a proactive customer-oriented approach to strengthen its customer satisfaction and build long term loyalty. Additionally, GAT will focus its outreach efforts through direct sales using dedicated email and newsletter campaigns, teleconferencing with customers and through e-commerce platforms, such as the ICAO online store. GAT will solidify its customer orientation by establishing a more direct relationship with its customer base; and

5.7 *Expansion of partnerships with the Industry*: In order to meet its mandate to support the States to improve the competencies of their aviation professionals and their compliance with ICAO SARPs, GAT will consolidate and expand its network of partners under the TPP framework across all regions, providing courses in all ICAO languages.

6. FELLOWSHIPS

6.1 As part of the integration of GAT into TCB and per the ICAO *Civil Aviation Training Policy*, which establishes that all ICAO aviation training activities shall be planned, managed and

coordinated by GAT to ensure efficient and effective implementation, TCB fellowship activities are being migrated from TCB's Field Operations Section (FOS) to GAT.

6.2 For this purpose, a three-phase integration plan 2021 – 2022 has been defined and is under implementation. This includes the automation and integration of the processes, reports and statistics of the fellowships into the TPEMS.

7. TRAINAIR PLUS PROGRAMME - NEW FRAMEWORK

7.1 A new TPP Framework has entered into force in 2021. The new Framework uses a matrix mapping various activities that TPP Members can undertake, allocating each activity with a corresponding number of credits when achieved within a calendar year. The new levels of TPP recognition (Bronze Associate, Silver Associate, Gold Full and Platinum Training Centres of Excellence) are reachable based on a specific number of credits accumulated over the calendar year. TPP Members are free to select activities they deem more suitable, in line with their needs. One of the governing principles of this new Framework, agreed by TPP Members, is that half of the qualifying credits leading to each level of TPP recognition must be achieved through the delivery of ICAO courses (i.e. ITPs). With this new Framework, TPP Members have the possibility to deliver any ITP within the growing library of available courses, in various formats (i.e. face-to-face, virtual classroom, etc.).

7.2 This Framework was first introduced to the TPP Steering Committee (TPSC) during its annual meeting, and then to all TPP Members during a dedicated TPP Workshop. The feedback was overwhelmingly positive. TPP Members saw the benefits of this new Framework over the old one, such as:

- a) a performance-based membership, making it non-ambiguous;
- b) a more objective and simplified recognition process;
- c) TPP Members recognition directly based on level of achieved activities, with a high priority on course deliveries;
- d) flexible budgeting for TPP Members and consequently easier planning of their finances and human resources;
- e) consensus over its incentives and benefits to engage TPP Members in more activities; and
- f) a better Return on Investment (RoI) and potential to attract additional members to grow the network, and consequently the dissemination of ICAO courses.

8. HUMAN RESOURCES DEVELOPMENT ROADMAP

8.1 ICAO's Assembly Resolution A40-25 urges States to share their strategic plans addressing learning and development in aviation including the practical application of the ICAO Aviation Training and Capacity-Building Roadmap and assist each other to optimize access to learning activities for their aviation professionals.

8.2 A comprehensive template for the provision of consultancy services for the development of the Roadmap has been developed by GAT, as well as a template for the implementation of the proposed solutions. Such template can and has been customized and included in TCB project proposals.

8.3 Thanks to the MOU signed in February 2020 between ICAO and the University of the Witwatersrand (WITS University), South Africa, as soon as travel and quarantine restrictions will be lifted, the University, in collaboration with ICAO, will conduct the Aviation Training Needs Analysis (ATNA)

research with the goals of identifying needs for the qualification of aviation professionals in the Region, and building a library of aviation professional competencies (job library), that will be used to enhance the training portfolio of aviation training providers (i.e. civil aviation authorities, air navigation service providers, academic institutions, airlines, airports, etc.).

8.4 In the next triennium, GAT will continue working with Regional Offices to organize workshops on the implementation of the Roadmap and ensure that competency-based training criteria and procedures are followed.

8.5 To further support States in the establishment of their human resources development roadmap, an iPack is considered to be developed. This iPack will comprise relevant guidance material, tools, training and expert support, in order to guide States in their efforts related to the development of their Roadmap.

8.6 In order to have a structured and comprehensive approach to address the Aviation professionals challenge in Africa, the AFI Plan Steering Committee (SC) requested African Aviation Training Organization (AATO) to develop aviation training needs of Africa, with the support of GAT. Subsequently, AATO developed the African Aviation Training Roadmap indicating aviation training needs in Africa, which was approved by the AFI Plan SC in May 2019 (Uganda). GAT is supporting the implementation of the roadmap in the AFI States.

9. TRAINING ASSESSMENTS

9.1 Per the ICAO *Civil Aviation Training Policy*, TPP recognizes Training Organizations through an assessment process. The main objective of an assessment of a CATC is to analyze and determine its capability to become a TPP Member and use ICAO-recognized courses. It provides a clear and independent view of a training organization's operations and highlights critical areas requiring improvements. The ICAO report resulting from an assessment usually helps CATCs justify additional funding to cover noncompliant critical areas, such as the improvement of facilities, improvement of staff competencies, and the purchase of updated training equipment required to improve the quality of training.

9.2 The main objective of the reassessment of TPP Members, every three years, is to maintain oversight of the TPP member and the quality of its training. GAT also ensures that corrective actions resulting from a previous assessment have been correctly implemented.

9.3 Assessment costs are fully recovered through assessment fees and the reimbursement of the travel expenses of the assessor by TPP Members.

10. RESOURCE MOBILIZATION

Civil Aviation Master Plan (CAMP)

10.1 It is fundamental for States to develop a Civil Aviation Master Plan (CAMP) in order to provide their governments with an outlook of the future prospect for civil aviation within their State. It is also critical to secure proper funding for the aviation sector in the national budget. After more than a year into the pandemic, a training on CAMP will effectively support developing States to recover from the pandemic. Such training will complement the CART guidelines by encouraging strategic thinking on the economic and financial recovery of the aviation sector.

10.2 GAT, in coordination with the SPCP, and with the support from China's South-South Cooperation Assistance Fund, has started the USD1.62 million project for the development and delivery of the ICAO Training Package (ITP) on CAMP. This ITP will provide relevant State personnel with the knowledge, skills and attitude to develop and update a CAMP that includes all aviation national plans and reflect its main components in the State's National Planning Framework.

10.3 This course will be offered in blended (online and classroom) format using case-studies, based on Doc 9941. The course material will be developed in English and will be translated in the five ICAO official languages.

10.4 ICAO aims to complete the development of the ITP by the end of 2021 and to deliver it to 500 participants from 60 project recipient States in the following six months.

11. CONCLUSION AND ACTIONS BY THE MEETING

11.1 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.

11.2 The meeting is invited to:

- a) note the various training programmes, activities, methods 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 and competency development activities, and
- c) encourage States in the SAM Region to deliver courses listed in the ICAO Global Aviation Course Catalogue.