



SECRETARIAT ADMINISTRATIVE INSTRUCTIONS ON THE IMPLEMENTATION OF THE ICAO CIVIL AVIATION TRAINING POLICY

(22 July 2015)

1. INTRODUCTION

1.1 These administrative instructions identify working arrangements, coordination mechanisms, roles, and responsibilities of the Secretariat to ensure the implementation of the ICAO Civil Aviation Training Policy.

1.2 This policy, approved by the Council, is applicable to all aviation training activities provided by ICAO, training organizations that are members of the TRAINAIR PLUS Programme, and training organizations issuing a certificate of completion or a certificate of achievement with an ICAO emblem or an ICAO programme logo. The policy also identifies the role and objectives of ICAO in aviation training.

1.3 The Global Aviation Training (GAT) Office, which is the focal point of contact for all ICAO training activities, is responsible for the planning, coordination, and management of all ICAO training activities. The GAT Office comprises three units supporting all training processes: TRAINAIR PLUS Programme (TPP), Training Design and Development (TDD), and Training Assessments and Consultancy (TAC).

1.4 In addition to the Training Policy, ICAO published several provisions related to training activities such as the *Manual on the Approval of Training Organizations* (Doc 9841); *Procedures for Air Navigation Services — Training* (PANS-TRG, Doc 9868); *Training Development Guide, ICAO Competency-based Training Methodology* (Doc 9941); Electronic Bulletin (EB) 2014/22, *ICAO Regional Training Centres of Excellence*; and EB 2014/73, *TRAINAIR PLUS Programme Update*. These provisions should be applied by the Secretariat to the scope of activities conducted by the Organization. In addition, the development and revision of the Standards and Recommended Practices (SARPs) and guidelines addressing training should be coordinated internally to ensure consistency of all ICAO provisions.

1.5 According to the Training Policy, the application of Instructional Systems Design (ISD) methodologies in the development and delivery of ICAO training activities is essential to ensure that all processes of analysis, design, development, implementation, and evaluation of training courses are appropriately addressed. A detailed application of ISD is contained in ICAO Doc 9941 and supported by the Training Developers Course (TDC) managed by the GAT Office.

2. ICAO'S ROLE IN AVIATION TRAINING

2.1 ICAO's role in aviation training is to support human resources development strategies established by Member States and the aviation community to ensure that they have a sufficient number of adequately qualified and competent personnel to operate, manage, and maintain the current and future air transport system at prescribed international standards for all ICAO Strategic Objectives.

2.2 All ICAO aviation training activities leading to the delivery of a certificate of completion or achievement with an ICAO emblem or programme logo should be planned, managed, and coordinated by the GAT Office, 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. Seminars, workshops, and events on various ICAO programmes and regional topics that are outcomes of decisions and conclusions by the Planning and Implementation Regional Groups (PIRGs), Regional Aviation Safety Groups (RASGs), and regional Aviation Security groups, in addition to regional projects that are part of the Technical Co-operation Bureau (TCB) and Regional Offices' projects and programmes, are managed separately by the Bureau or Regional Office leading the relevant programme. The GAT Office may be informed in order to provide advice, if required.

2.3 Coordination frameworks addressing operational activities, specific needs, training projects, or training products, such as the Universal Safety Oversight Audit Programme (USOAP) Computer-based Training and Aviation Security Training Centres (ASTCs), should be established between the GAT Office, Bureaux and Regional Offices, in conformance with the Training Policy.

3. SPECIFIC ROLES AND RESPONSIBILITIES OF THE SECRETARIAT

3.1 Conduct of Training Needs Assessments (TNAs)

3.1.1 TNAs are essential tools to identify who should be trained on what, when, where, and how, with respect to ICAO SARPs and programmes. They will be conducted by the GAT Office on request from Member States. Bureaux should support the conduct of TNAs by providing the GAT Office with required competencies, when available, for aviation personnel for the implementation of relevant SARPs and ICAO programmes. TNAs should serve in the development of curriculums and training programmes by ICAO and training organizations, in order to enhance harmonized training and the implementation of SARPs. Regional TNAs developed by the GAT Office should be coordinated with ICAO Regional Offices.

3.2 Design and development of training courses

3.2.1 The design and development of ICAO training courses should be addressed by the Secretariat as a joint effort between Subject Matter Experts (SMEs) from Bureaux and Regional Offices and training specialists from the GAT Office and training organizations. The GAT Office should develop training design and development processes and procedures and coordinate their implementation with Bureaux and Regional Offices, using coordination matrices, development plans, and project charters, indicating detailed roles and responsibilities of the Secretariat, training organizations, and SMEs.

3.2.2 Courses developed or recognized by ICAO should comply with the ICAO methodology detailed in Doc 9941. These courses, named ICAO-harmonized training packages, are classified in the following four categories that complement each other:

- a) ICAO Training Packages (ITPs) developed by ICAO or Regional Training Centres of Excellence (RTCEs) in cooperation with ICAO;
- b) Standardized Training Package (STPs) developed by TRAINAIR PLUS Members;
- c) Compliant Training Packages (CTPs) developed by TRAINAIR PLUS Members;
- d) Partnership Training Packages (PTPs) developed by an ICAO partner, such as an international organization, a university, etc.

3.2.3 The table below summarizes distribution of roles between the Secretariat and training centres for the development of ICAO-harmonized training packages:

Training Packages	Course Content	Developed by	Subject Matter Expert (SME)	Course validation by ICAO
ITPs	Use ICAO provisions and support ICAO programmes	ICAO or RTCEs	SME assigned by ICAO or RTCE's SME	GAT: course methodology; Bureaux: technical content
STPs	Use Member States or industry requirements with operational experience	All TRAINAIR PLUS Members	TRAINAIR PLUS Member's SME	GAT: course methodology; Bureaux may provide advice on the content
CTPs	Use Member State or industry requirements with operational experience and, in addition, refer to ICAO provisions	All TRAINAIR PLUS Members	TRAINAIR PLUS Member's SME	GAT course methodology and technical content as it relates to ICAO provisions
PTPs*	Related to management training and educational programmes in aviation	ICAO Partners	Bilateral agreement	Bilateral agreement

* PTPs are related to management training and educational programmes in aviation (i.e. courses developed in collaboration with ACI on the Airport Management Professional Accreditation Programme (AMPAP), IATA on I-TRAIN, and Concordia University on certificate programmes).

3.2.4 All ICAO-harmonized training packages should be validated by the GAT Office. In addition, the content of CTPs and ITPs referring to or using ICAO provisions should be validated by the relevant Bureau in coordination with the GAT Office. Content validation can be conducted by an SME from the Secretariat, experts from Member States, or by an SME selected by the GAT Office and accepted by the relevant Bureau. Bureaux and Regional Offices, where necessary, should also provide technical advice to the GAT Office with respect to other courses, such as STPs and PTPs, to ensure their relevance to ICAO programmes and global and regional needs.

3.2.5 The GAT Office and ICAO Bureaux, in corroboration with Regional Offices, should ensure ICAO courses are competency-based and promote the use of a competency-based training methodology in aviation. In this respect, the Secretariat should collaborate with experts from Member States and the aviation and training industry in the development of required competencies for the implementation of SARPs and programmes.

3.3 Development of ITPs

3.3.1 ITPs, which mainly use ICAO provisions, are the lead training courses for the implementation of ICAO programmes. Priorities for their development should be coordinated by the GAT Office with relevant Bureaux and Regional Offices to ensure that both global and regional needs are met. Examples of ITPs consist of all courses developed by ICAO, and Government Safety Inspector courses developed by the Federal Aviation Administration of the United States.

3.3.2 Bureaux should support the development of ITPs by assigning at least one SME within the scope of each training course; the SME will be the ICAO Technical Focal Point of Contact (with respect to the course content) for the GAT Office, Regional Offices, Member States, end-users,

instructors, courses developers, and training organizations. In addition, the SME will be responsible for reviewing ITP proposals received from RTCEs, conducting the final review and validation of the ITP course content, and ensuring the validity of the course content and its consistency with ICAO provisions during the life cycle of the training course.

3.3.3 The GAT Office will contract the services of additional SMEs acceptable to Bureaux to support ICAO SMEs and Technical Focal Points of Contact.

3.4 **Recognition of CTPs**

3.4.1 CTPs are courses developed by TRAINAIR PLUS Members using their State or industry requirements and referring to ICAO provisions (SARPs or guidance material). They serve as a means of implementation of ICAO provisions for a specific operational environment in a State or the industry. The GAT Office will lead the recognition of CTPs. Bureaux should support the ICAO recognition of CTPs by assigning at least one SME within the scope of the training course. The SME will be responsible to validate the CTP proposals received from the TRAINAIR PLUS Members, as well as validate their content in compliance with relevant ICAO provisions. The GAT Office may also contract SMEs acceptable to Bureaux to conduct these activities.

3.5 **Development of STPs**

3.5.1 STPs are developed by TRAINAIR PLUS Members using their State regulations, procedures, practices, or industry requirements. They serve as a means of implementation of industry or States' provisions and address specific training needs of Member States and the aviation industry. ICAO validation of STPs only covers the application of the TRAINAIR PLUS methodology and does not address the content. An example of an STP is the Aerodrome Airside Inspection developed by a TRAINAIR PLUS Member.

3.5.2 Although STPs are not based on ICAO provisions, the GAT Office should provide Bureaux with a vision of STPs being developed. This could be done through consultation with the relevant Bureau during the acceptance phase and final validation of a new STP by the GAT Office. This consultation should also enhance guidance to TRAINAIR PLUS Members, if required, for the selection and prioritization of training courses being developed, in addition to the ICAO course offering.

3.6 **Implementation of training courses (course delivery and evaluation)**

3.6.1 To ensure consistency in the implementation of training activities and in line with training industry best practices, ICAO developed a web-based suite of applications, the *TRAINAIR PLUS Electronic Management System* (TPeMS), to serve as the ICAO delivery platform for all ITP, STP, and CTP courses. The delivery of PTP courses will be jointly managed by the ICAO partner and the GAT Office. The TPeMS is accessible to all TRAINAIR PLUS Members, in addition to all ICAO staff and consultants involved in training activities managed by the GAT Office.

3.6.2 The GAT Office is responsible for the planning and scheduling of all ITP courses, including coordination with training centres, host States and organizations, assignment of qualified instructors, preparation of training materials, and coordination of logistics. STPs and CTPs are scheduled by the course owner or the host training organization. Certificates of successful completion will be issued to participants who pass the course, and eventually, certificates of attendance will be issued for participants who fail. All certificates should be issued through the TPeMS using the electronic signature of the Manager, Global Aviation Training Office. These certificates will have a unique identifier to allow adequate identification and follow-up of trainees.

3.6.3 Available ICAO-harmonized training packages should also be used for Technical Assistance and Technical Co-operation projects, when applicable, in order to ensure the harmonization of training deliverables and evaluation of the outcomes for different ICAO programmes. In the case of courses offered by Member States, the Secretariat should ensure the relevance and validation of ICAO courses proposed by donor States and the qualification of instructors.

3.6.4 The GAT Office is responsible for conducting an evaluation of training effectiveness that includes the four levels: reaction, learning, behaviour, and results or impact. A summary of the results of these evaluations should be included in the yearly statistical report to the Council. Other Bureaux and Regional Offices may have access to information required for their programmes and presentations.

3.7 **Instructor training and qualification programme**

3.7.1 ICAO-qualified instructors should meet the requirements of ICAO's instructor training and qualification procedure published by the GAT Office, in addition to other training requirements such as specific Train-The-Trainer programmes or certification programmes required for the implementation of specific courses. The selection and training of applicants should be conducted by the GAT Office in coordination with relevant Bureaux or Regional Offices responsible for the area addressed by the instructor qualifications, in order to validate subject-matter expertise of the applicant.

3.7.2 All ICAO staff and consultants involved or supporting the implementation of training activities as instructors should successfully complete the ICAO Instructor Qualification Course (TIC) managed by the GAT Office, or an equivalent instructor course that meet the ICAO Instructor Competencies established by the GAT Office, in addition to On-the-Job-Training (OJT) on specific courses they will be teaching. Those providing OJT should, in addition, complete the (TIC-OJT). The GAT Office will coordinate with States the training for their staff.

3.7.3 Bureaux and Regional Offices should coordinate with the GAT Office for the training and qualification of their staff and consultants supporting ICAO's training programme.

3.7.4 The GAT Office will manage the records of all ICAO-qualified instructors using the Instructional Team Qualification System (ITQS) application.

3.8 **Course developer and validator training and qualification**

3.8.1 ICAO-harmonized training packages should be developed by course developers who have successfully completed the ICAO TDC or an educational programme addressing the design and development of competency-based training acceptable to the GAT Office. In addition, all courses should be validated by qualified validators according to procedures established by the GAT Office.

3.8.2 The GAT Office should manage the qualifications and currency of course developers and validators participating in the development of all harmonized training packages, in addition to the assignment of those working on ITPs developed by ICAO.

3.9 **Recognition of training organizations**

3.9.1 Recognition of training organizations by ICAO should be in accordance with specific criteria approved by the Secretary General for the relevant ICAO programme, such as the TRAINAIR PLUS or Aviation Security Training Centres (ASTC) network. This recognition will be granted after a successful assessment conducted by a qualified assessor. The period of validity of the certificate of recognition will be a maximum of three years and could be reduced and eventually adapted to the Corrective Action Plan provided by the applicant.

3.9.2 For consistency purposes, all training organizations should be assessed using the same criteria and protocol questionnaire in addition to questions that could be specific to some ICAO programmes. Unless it is not practical, Annex 1 — *Personnel Licensing* to the Chicago Convention, Appendix 2, *Approved Training organizations* and ICAO Doc 9841 should constitute the pillars of assessment supported by ICAO Docs 9868 and 9941 and other guidelines relevant to specific ICAO programmes. All assessments should be prepared and conducted using the TPeMS.

3.9.3 The GAT Office is responsible for the management of all assessment activities in coordination with Bureaux and Regional Offices when necessary, e.g. ASTC assessments. The GAT Office should establish an ICAO central database of all recognized training centres, including their profile, activity, list of courses, qualified instructors, course developers, and validators, in addition to a tracking system addressing authorizations, assessment/reassessment activities, and a follow-up on assessment findings and implementation of corrective actions.

4. **COMMUNICATION AND REPORTING**

4.1 The GAT Office is responsible for reporting to the ICAO Council on the implementation of the Training Policy. In this respect, the GAT Office should present an annual report to the Council, preferably during the fall session, and coordinate the preparation of working papers with Bureaux and Regional Offices to ensure the integration of inputs from the Secretariat. Bureaux and Regional Offices should provide their inputs in timely fashion. The GAT Office should also make relevant information available to ICAO Bureaux and Regional Offices for use in their official reports and presentations.

4.2 The GAT Office is responsible for the implementation of a communication plan addressing all ICAO training activities and management of the ICAO Training web page on the public website in coordination with the Communications Unit (COM) and other Bureaux. This web page should serve as a powerful communication tool for ICAO training activities conducted by the Organization or in partnership with other Member States or organizations and should facilitate easy access to appropriate information for all users. All relevant information related to ICAO's aviation training activities should be published in the GAT public area of ICAO's website.

5. **FINANCIAL ASPECTS**

5.1 ICAO training activities are delivered on a cost-recovery basis. Costs associated with the development, validation, and delivery of training courses will be borne by training centres, Member States, or host organizations. When a course is developed by ICAO, a project charter should be prepared by the GAT Office indicating, inter alia, financial implications (source of funding, development costs, expected incomes, proposed fees, etc.).

5.2 Training courses can be delivered by the GAT Office or training organizations as stand-alone or as part of an ICAO Technical Assistance or Technical Co-operation project. Training associated to ICAO projects for Technical Assistance or Technical Co-operation should be managed by the GAT Office as a sub-project (component of the ICAO project), in coordination with the Bureau or Regional Office leading the project.

5.3 When training provided to States is out of the scope of the Training Policy, the GAT Office may provide guidance and assistance to Bureaux and Regional Offices, in order to ensure that training provided to Member States is in compliance with ICAO provisions and instructions. Costs associated with these internal consultations should be charged to the relevant Technical Assistance or Technical Co-operation project.

5.4 According to the Training Policy, the following financing models should be applicable to the development and delivery of training courses and the recognition of training activities or centres undertaken by ICAO:

- a) For Technical Assistance projects: Course fees and other costs relating to the development and the delivery of training provided by the GAT Office should be paid through the Regular Budget or the relevant voluntary fund;
- b) For Technical Co-operation projects: Course fees and other costs relating to the development and the delivery of training provided by the GAT Office should be paid through the TCB project;
- c) For cost-recovery activities, where partial or full costs could be recovered from the activities, the following should apply:
 - i. full cost-recovery activities should include all direct and indirect costs for the training project (full salaries, travel, DSA, production of course material, administrative fees, etc.);
 - ii. partial cost-recovery could be applied to support some Member States, but should at least cover travel, DSA, course fees and administrative fees; a request for approval of partial cost-recovery should be submitted to the Secretary General, with a justification, at least 30 days prior to the start date of the training activity.
- d) Scholarship: ICAO has established a scholarship procedure, which allows waiving course fees based on the recommendation of the Regional Director. The GAT Office should report to the Council on scholarships granted by the Organization every year.

6. COOPERATION AND PARTNERSHIP AGREEMENTS

6.1 Agreements for cooperation, assistance, and partnership addressing the scope of the Training Policy between ICAO and Member States, United Nations organizations, international and regional organizations, educational institutions, and the industry should be managed by the GAT Office and coordinated with the Legal Bureau according to ICAO procedures, with the exception of Technical Co-operation projects implemented by TCB or Assistance Projects implemented by Bureaux where the GAT Office is providing support or advice.

6.2 Copies of all agreements should be provided by the GAT Office to the Legal Bureau.

7. INTELLECTUAL PROPERTY AND USE OF ICAO'S NAME AND EMBLEM

7.1 Every effort should be made to ensure that the intellectual property of ICAO is protected and no harm to ICAO's reputation should result from aviation training activities provided by a third party using ICAO's name or emblem. The use of ICAO's name and emblem should be in full conformity with ICAO policies and procedures concerning its use.

7.2 The Secretariat should report all suspected cases of abuse of the ICAO emblem to the Legal Bureau.