



International Civil Aviation Organization

North American, Central American and Caribbean Office (NACC)

**First Meeting of Civil Aviation Training Centres in the NAM/CAR Regions  
(NAM/CAR/CATC/1)**

ICAO NACC Regional Office, Mexico City, 27 to 30 August 2013

NAM/CAR/CATC/1 — WP/04

22/08/13 – Revised

**Agenda Item 1**

**Follow-up on ICAO Training and Human Resources Activities**

**1.3 Next Generation Aviation Professionals (NGAP) programme**

**PROPOSAL FROM THE ACADEMIA SUPERIOR DE CIENCIAS AERONÁUTICAS  
REGARDING THE IMPLEMENTATION OF AN EFFECTIVE FEEDBACK SYSTEM FOR  
THE TRAINAIR PLUS METHODOLOGY TRAINING IMPACT**

(Presented by ASCA, Dominican Republic)

**SUMMARY**

The *Academia Superior de Ciencias Aeronáuticas* has accumulated great experience in the delivery of TRAINAIR *Plus*-based training and has been able to see its effectiveness in the classroom. However, for content and resources review and update purposes, it is necessary to have feedback on the performance of participants when applying their newly acquired abilities. This paper is a proposal for the implementation of a mechanism that will allow collecting valuable information and making it available to the areas of Design and to other States in order to guarantee the effectiveness of the courses.

**References:**

- Doc 9941 – TRAINAIR *Plus* Training Development Guide
- TRAINAIR *Plus* Training Programmes Development Guide
- DDC TRAINAIR ASCA

**Strategic Objectives**

*This working paper is related to Strategic Objectives:  
A. Safety – Enhance global civil aviation safety*

**1. Introduction**

1.1 Training is an important opportunity for any system. It is a personal improvement mechanism that undoubtedly benefits an organization since it results in more skilled collaborators who are capable to resolve complex situations and make right decisions for the benefit on an organization, its clients, its owners, etc.

1.2 However, the final purpose is not to train but to verify positive transformations in those work areas that could be identified through improvement in the execution of activities, in the quality of products, greater commitment for collaborators, etc. Therefore, it is very important to measure and document the impact of training since this is the final review of the accomplishment of goals in any organization that invests in the preparation and update of its personnel.

1.3 Currently, the ICAO TRAINAIR *Plus* Programme considers the measurement of the training impact. However, States submit scarce registries on this issue after the delivery of a determined standardized training.

1.4 This is a considerable deficiency, since every civil aviation authority or employer expects a certain effectiveness as a result of training and this effectiveness does not have any guarantee if it is not measured and assessed. This paper includes information on the way this issue is being handled and provides suggestions to the meeting.

## **2. Background**

2.1 ICAO has an important role by guaranteeing that the civil aviation community and, in particular, that States have access to the set of qualified professionals that they need to accomplish a safe, protected and sustainable air transport.

2.2 Initially, with the global implementation of the TRAINAIR programme and its later updating and later adjustment with the TRAINAIR *Plus* programme, the International Civil Aviation Organization has intervened in a positive manner in the preparation of what would become the next generation of aviation professionals.

2.3 The methodology conception which fundamentals the TRAINAIR *Plus* programme makes course design the result of an investigation of work posts, where necessary knowledge, abilities and skills are identified for a proper work performance, which allows in turn the implementation of a system that allows to measure the impact of training.

2.4 The way the TRAINAIR *Plus* Programme considers the assessment of the impact of training is limited to the presentation during the preparation phase, of an assessment plan, establishing that the forthcoming stages that belong to management.

2.5 The *Academia Superior de Ciencias Aeronáuticas* has accumulated great experience in the handling of training through the TRAINAIR methodology since 2009 and subsequently with the TRAINAIR *Plus* since 2011. Because of this, it is important to take into account the impact of training beyond the classroom and as a consumable of the Training Centre.

## **3. Discussion**

3.1 The training of personnel implies several costs, such as: the cost of necessary resources to prepare and offer training courses, the costs of travel and lodging of participants and the cost of the staff who is away from their work positions.

3.2 To justify these costs, managers have to be sure that the training they are providing, or the courses to which their staff are attending, have an important role in the performance of their staff. They need to know that their staff has not only acquired new knowledge, abilities and skills in their training courses, but that they will use this new knowledge once their return to their work positions.

3.3 The measurement should be strengthened including the survey of information on:

- a) the behaviour or conduct of the trainee, that is, the “use,” “transfer” or “incorporation” of what was learned during training.
- b) the “results” in terms of differences once they return to their work position.

3.3 The measurement where the transfer of newly acquired knowledge, abilities and skills by trainees during their training, and its further application in the workplace, is verified through surveys to participants and to area managers, as well as through a documental revision to corroborate their performance, such as performance assessment, control visit reports, work incidents reports, etc.

3.4 The impact of training measurement in an organization would be carried out by analysing operational indicators of the organization such as: decrease in operational errors, increase in satisfaction levels, etc.

3.5 The implementation of a Quality Management System in the organization where the trainee works, considering performance indicators that reflect the performance each one of the operational processes and activities that involve all personnel, would be an excellent source of statistical information, which will undoubtedly guarantee the measurement of training impact offered by the Training Centre and would show the growth of a whole organization as a result of the training process.

#### **4. Suggested Action**

4.1 The Meeting is invited to:

- a) incorporate the TRAINAIR *Plus* Methodology in the implementation of their impact of training measurement activities;
- b) report through statistical information the results of training impact of STPs designed with the purpose of inclusion to the TRAINAIR *Plus* Virtual Library; and
- c) share information that contributes elements for analysis on the current situation of the impact of training in the work positions of the organization.