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Agenda Item 3: Updates on the Training Field

REPORT ON THE IMPLEMENTATION OF THE ICAO CIVIL AVIATION TRAINING POLICY AND GLOBAL AVIATION TRAINING ACTIVITIES DURING 2017 AND THE FIRST QUARTER OF 2018

(Presented by the Secretariat)

EXECUTIVE 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 and GAT activities during 2017 and the first quarter of 2018.	
<i>Strategic Objectives:</i>	This information paper relates to all Strategic Objectives and Supporting Strategies.
<i>Financial implications:</i>	The activities referred to herein will be undertaken based on the <i>Pricing Policy for the Global Aviation Training Activities</i> .
<i>References:</i>	ICAO <i>Civil Aviation Training Policy</i> , dated 25 May 2016 <i>Pricing Policy for the Global Aviation Training Activities</i> C-WP/14511, C-DEC 209/4 C-WP/14600, C-DEC 211/2 C-WP/14630, C-DEC 211/2

1. Introduction

1.1 This paper provides an overview on the implementation of the ICAO *Civil Aviation Training Policy* and Global Aviation Training (GAT) activities undertaken in 2017 and the first quarter of 2018. All figures reflected below are compiled as of 31 May 2018.

2. Achievements of the GAT Office

2.1 TRAINAIR PLUS Programme Activities

2.1.1 The TRAINAIR PLUS Programme (TPP), ICAO's cooperative network of training centres, is implemented in 72 ICAO Member States. TPP membership reached a milestone in the first quarter of 2018, now counting 104 Members, 11 of which are from the North American, Central American and Caribbean (NACC) Region.

2.1.2 In 2017, a total of 553 trainees from the NACC Region participated in ICAO-recognized training courses while 35 course deliveries were held in the Region. Additional information on global and regional training was recently published in the first Statistical Abstract published by the GAT Office to provide TRAINAIR PLUS Programme (TPP) Members and the aviation community with a comprehensive overview of training activities conducted in 2017. The Abstract includes statistics regarding assessment and course development activities and the number of trainees who have successfully completed ICAO-recognized courses around the globe, including NACC, in 2017. The Statistical Abstract is available at <http://online.pubhtml5.com/tqaz/ilcq/#p=4>.

2.1.3 The GAT Office launched three new ICAO Training Packages (ITPs), currently being delivered at ICAO Headquarters, in Regional Offices, and/or on the premises of TPP Members: the ICAO International Air Law Course; the Post Training Evaluation (PTE) Course, and Managing Aviation Training Intelligence (MATI) Course. The International Air Law Course enables representatives of civil aviation administrations, airports and air navigation service providers to support their organization in compliance with international air law through the application of appropriate knowledge gained in case discussions. The PTE Course trains personnel to develop a training effectiveness evaluation system and measure the impact of job performance based on the TRAINAIR PLUS PTE methodology. MATI focuses on enabling managers to collect, structure, and manage, using the most current methodologies and technologies, all aviation data necessary to make optimal training business decisions. MATI is a critical concept to master by all training managers, developers, and instructors. Launched by the GAT Office in 2017, it will be the central driver of GAT activities in the next triennium.

2.1.4 In order to attract new TRAINAIR PLUS Members and render the Programme more affordable for existing Members, a 5 per cent reduction to the annual membership fees was implemented in 2017 with an additional 5 per cent reduction being implemented in 2018. Moreover, a group pricing structure will be introduced for trainees from civil aviation regulatory bodies to increase participation and provide them with greater access to ITPs. This structure will allow a third complimentary registration for every two paid registrations, representing approximately a 33 per cent savings on course registration fees.

2.2 *Course Development and Training Methodology*

2.2.1 Competency-based training courses allow aviation personnel to maintain their competency. Thirty-three ICAO recognized training packages were either developed or updated in the ICAO training portfolio in 2017, including 4 in the NACC Region in the subject areas of aerodromes, air navigation services, air transport and security and facilitation. Twenty-two training packages have already been developed or updated in 2018. An updated Job Task Catalogue, including a job analysis for each course, is also available online to TPP Members. An additional 68 competency-based ICAO-recognized training packages are currently under development.

2.2.2 In line with ICAO's objective to enhance capacity-building of training organizations and reduce costs of course development and delivery, ICAO's instructor and Instructional Systems Design validator qualification processes have been updated and communicated to Members of the network. Web-based and user-friendly online applications have been developed to facilitate the qualification process and monitor the currency of these training experts.

2.3 *Assessments of Training Organizations*

2.3.1 The GAT Office regularly conducts assessments of training organizations to analyse their capability to become TPP Members. Assessments provide a clear and independent view of a training organization's operations and highlights critical areas requiring improvements. The GAT Office conducted 7 assessments of potential new TRAINAIR PLUS Members and 24 reassessments of current TPP Members in 2017, including 5 in the NACC Region. As for 2018, 4 assessments and 9 reassessments have been done thus far. To facilitate the assessment and reassessment process, the Protocol Questionnaire has been translated into French, Spanish, and Russian.

2.4 *Training Events*

2.4.1 The annual Aviation Training and TRAINAIR PLUS Global Symposium was held in Addis Ababa, Ethiopia, from 11 to 13 April 2017, under the theme *"Together, Enhancing Training to Build Capacity"*, and attracted 450 participants from 70 States and international organizations. Moreover, an ICAO Regional Aviation Training and TRAINAIR PLUS Symposium was held in Astana, Kazakhstan, from 9 to 11 October 2017. The next Global Aviation Training and TRAINAIR PLUS Symposium will convene in Doha, Qatar, from 10 to 12 December 2018, focusing on Building Aviation Training Intelligence.

2.4.2 A Course Developers and Instructors Standardization (CDI/STD) meeting was held in Tunis, Tunisia, from 5 to 7 December 2017, with a total of 104 attendees from 26 States. CDI/STD events provide a platform for training professionals to exchange their knowledge and skills in the areas of instructional design and delivery, as well as identify opportunities for the improvement of training deliverables.

3. **Ongoing GAT Activities**

3.1 *Pricing Policy for the Global Aviation Training Activities*

3.1.1 The ICAO Council endorsed on the *Pricing Policy for the Global Aviation Training Activities*. Under this new Policy, pricing of ICAO training products and services for trainees and training organizations from civil aviation regulatory bodies will be cost-based and are set to recover GAT staff costs, product development, and delivery costs. The Policy also establishes a scholarship fund for trainees from States endeavouring to enhance their Effective Implementation rates, in line with the No Country Left Behind initiative. In coordination with Regional Offices, the process of awarding scholarships will begin in the second quarter of 2018.

3.2 *Customer Satisfaction Survey on the Global Aviation Training (GAT) Activities*

3.2.1 At the fourth meeting of its 209th Session, the Council requested that an independent survey by a third-party be conducted on Global Aviation Training (GAT) activities as a whole to determine the level of State satisfaction (C DEC 209/4), and subsequently endorsed the terms of reference of the *Customer Satisfaction Survey on the Global Aviation Training (GAT) Activities*. The survey covered all GAT activities provided to TRAINAIR PLUS Members and Member States. Online questionnaires were performed from 20 November up to 13 December 2017, and results from the survey provided overall satisfaction scores of 8.1/10 for TPP Members and 8.4/10 for Member States.

3.3 *Partnerships*

3.3.1 In 2016, ICAO partnered with Concordia University's John Molson School of Business to collaboratively establish a Management Certificate in Civil Aviation. The first certificate in Strategic Management was delivered in 2016, and is part of a triad of certificates, namely in Human Resources Management, which was delivered in April 2017, and in Business Planning and Decision-making delivered in November 2017. To encourage participation, a group pricing scheme was introduced offering a fifth complimentary registration for every four paid registrations.

3.3.2 ICAO and Airports Council International (ACI) formalized a new agreement last June 2017 supporting their agencies' future cooperation on airport training. Under this new partnership, training programmes and specific courses will provide a range of aerodrome training services to ICAO Member States and ACI member airports. A Management of Airport Security course was validated from 23 to 27 October 2017 at ICAO Headquarters.

3.3.3 ICAO partnered with the Ecole Nationale de l'Aviation Civile (ENAC) and the University of Waterloo, respectively, to establish a general framework for the development and delivery of training activities and educational programmes. The first collaborative project between ICAO and ENAC will consist of delivering a Master Programme in Aviation Safety Management starting in December 2018. With the University of Waterloo, a Fundamentals of the Air Transport System e-learning course was launched at the ICAO Next Generation of Aviation Professionals (NGAP) Global Summit in late November 2017. The course aims to encourage the next generation of aviation professionals to acquire knowledge of the air transport system.

3.3.4 The GAT Office is continuing its discussions with other academic institutions under the TRAINAIR PLUS Corporate membership, namely Argentina, Australia, China, India, Singapore, and the United States, to establish academic and technical training programmes.

3.4 *CAA Senior and Middle Managers Training Course (SMMTC)*

3.4.1 Funded by the South-South Cooperation Assistance Fund, the Government of China signed a collaborative agreement with ICAO to provide to train senior and middle managers of civil aviation authorities (CAAs) in developing countries. In order to support States in reaching the objectives of the ICAO global plans and regional safety and security groups, it is crucial to provide adequate management and technical training to civil aviation professionals who manage the implementation of Standards and Recommended Practices (SARPs).

3.4.2 Starting in the second half of 2018, the CAA Senior and Middle Managers Training Course (SMMTC) will be conducted in all ICAO Regions in three languages (English, French and Spanish). The main target population to be trained includes:

- a) senior and middle managers of a State's Civil Aviation in charge of operations in the main technical divisions/sections/departments related to direct implementation of ICAO SARPs as per ICAO Annexes.

- b) the secondary target population is senior and middle managers of State's Civil Aviation in charge of support operations for ICAO SARPs successful implementation.
- c) the third target population is Senior and Middle managers of airport authorities and air navigation service providers directly managed by CAAs.

4. Training Intelligence Integrated System

4.1 ICAO's Aviation Training Intelligence management system will integrate the TRAINAIR PLUS systems, comprising the TRAINAIR PLUS Electronic Management System (TPeMS), the web-based Training Needs Assessment (TNA) tool, the Training Evaluation Portal, the Instructional Systems Design (ISD) tool, the Aviation Training and Education Directory (ATED), the Subject Matter Expert (SME) Roster, and the Learning Management System (LMS), into a new integrated network system architecture.

4.2 The MATI Essential Components (EC) are linked through the safety and air transport data collected (EC1, EC2), that are transformed into aviation training data (EC3), and used for training need analysis (EC4), identifying existing training solutions (EC5) or developing the missing courses (EC6), giving evaluation of its effectiveness (EC7), in alignment with the State's Aviation Master Plan and human resources and capacity improvement planning and development (EC8). MATI integrates a structured plan of action to implement comprehensive and consistent human resources development strategies to meet the State's strategic objectives, development goals, and needs of the aviation sector.

4.3 The integrated management system stores, structures and automates training transactions and decisions actioned by a variety of global users, including trainees, managers, course developers, instructors, validators and administrators.

4.4 Development of the Training Intelligence architecture and systems for 2018-2019 includes:

- a) Evaluations – Portal, including a PTE and web-based application;
- b) Course development tool (ISD tool) web-based application;
- c) TNA Tool – Phase II;
- d) Aviation Career Path Portal (ACPP);
- e) SME Roster – Portal;
- f) Scholarships - Portal and web-based application;
- g) Alumni Portal;
- h) TPeMS re-design;
- i) ATED;
- j) LMS;
- k) Professional Qualification Process; and
- l) Case Study Digital Library (CSDL).

5. Conclusion

5.1 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.

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