



WORKING PAPER

COUNCIL — SPECIAL MODEL SESSION

Subject No. XX: Proposal for applying the Young Aviation Professional Program in the regions.

(Presented by Australia)

EXECUTIVE SUMMARY

Historically, the air transport industry has doubled in size every fifteen years but to date the industry has been able to meet the demands of resourcing this steady expansion. The forecasted growth, however, will present a significantly larger resourcing challenge for the industry. Compounding this problem is that the aviation industry is now competing to attract qualified and skilled personnel with many other interesting and rewarding professions. Moreover, the less certain nature of modern workplaces and the working preferences of the younger generation are creating added difficulties in retaining qualified personnel.

ICAO is playing a lead role in confronting this emerging workforce shortfall by hosting the Next Generation of Aviation Professional Symposium which will attempt to better understand the challenges and to develop solutions. Related to this commitment, the organisation has also played a lead role in the establishment of the Young Aviation Professional Program (YAPP) by collaborating with Montreal-based industry organisations to offer young professionals the opportunity to develop their aviation knowledge at the global level.

It is proposed that this multi-organisational model could be applied at a regional level and may offer individuals added opportunities to develop their knowledge and understanding of other elements of the industry. It may also cater to the diversity that this generation is favouring whilst also motivating individuals to remain within the industry and contribute to its sustainable growth.

Action: The Council is invited to approve the action proposed in Paragraph 6 of this paper.

<i>Financial implications:</i>	The proposed program would continue to be co-funded by participating organisations. Alternatively, States may co-sponsor candidates or donor States may contribute to the funding of this initiative.
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<i>References:</i>	Doc 9956, <i>Global and Regional 20-Year Forecasts</i> ICAO Training Reports http://www.icao.int/publications/journalsreports/2011/icao_training_report_vol1_no2.pdf http://www.icao.int/publications/journalsreports/2013/icao_training_report_vol3_no1.pdf 1 st NGAP Symposium, Speeches and Presentations http://www.icao.int/Meetings/AMC/NGAP/Pages/documentation.aspx C-WP/14180 (Information Paper)
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1. INTRODUCTION

1.1 The forecast growth of the air transport industry is presenting challenges to many aviation stakeholders. Economic, operational and environmental pressures are at the forefront of much of the air transport industry. However, the demand on resources and personnel is becoming an area of increasing attention.

1.2 Attracting qualified, skilled and enthusiastic individuals to aviation is becoming increasingly challenging. With competitive salaries and conditions in other industries, careers in aviation are no longer considered as glamorous as they once were. Retaining individuals within aviation is becoming an added problem. There needs to be a multi-faceted approach to addressing these challenges.

1.3 This paper presents a proposal for a gradual expansion of the Young Aviation Professional Program (YAPP) model; an initiative to address the shortfall of aviation management personnel and promote cross-organisation succession planning.

2. BACKGROUND

2.1 In 2010, the International Civil Aviation Organization (ICAO) hosted the inaugural Next Generation of Aviation Professionals (NGAP) Symposium to begin to better understand the anticipated resourcing pressures facing many sectors of the aviation industry over the short-medium term. The Symposium discussed the personnel challenges facing frontline aviation personnel (pilots, air traffic controllers and to a lesser extent engineers). Other discussions addressed the differences in learning styles of the newer generation, particularly as a result of the advancements in technology.

2.2 Similar global forums relating to workforce planning have identified the current generation showing tendencies for different working ambitions and values. One of the most pertinent issues facing aviation is the perception that this generation prefers mobility and diversity over long-term periods of employment. Many individuals also transfer their skills gained in the aviation industry to alternative industries when lured by higher salaries and prospects of promotion.

2.3 Additionally, as a result of an ageing workforce in many parts of the world, there is the very real threat of the loss of significant aviation-specific knowledge unless effective succession planning or knowledge transfer programs are implemented. Consequently, retaining individuals and knowledge within the industry is becoming increasingly important to aviation.

2.4 One of the key initiatives since the last NGAP was the establishment of the Young Aviation Professionals Program (YAPP); an ICAO-led initiative involving the International Air Transport Association (IATA) and Airports Council International (ACI), aimed at exposing young aviation professionals to global issues at a headquarter level. The first candidates reported for duty in Montreal, Canada in early 2014 and throughout the year have had opportunities to learn, observe and contribute to global aviation issues, develop new professional relationships and broaden their perspective of the industry across three very different organisations.

2.5 This December, ICAO is hosting the second NGAP symposium to progress the discussion and action related to the aviation industry resourcing issue. It is anticipated that this year's symposium will bring greater clarity to some of the resourcing demands and reasons behind the shortfalls as well identify new solutions for the challenges at hand.

3. **CONSIDERATION OF ISSUES**

3.1 With the current generation favouring mobility and diversity over long-term employment, the industry must look to accommodate this generation's working preferences. Professional opportunities and working environments need to be designed and created for individuals to explore new organisations, new elements of the industry and broader issues pertinent at higher levels. This may provide the inspiration and motivation for skilled individuals to remain within the aviation industry and contribute to its sustainable growth. Importantly, it will promote knowledge transfer and succession planning.

3.2 The YAPP is an example of an industry initiative that is providing individuals a unique opportunity to broaden their understanding of how aviation operates. The principles of this model are well-established and considered a global best practice by many governments departments and private sector firms to introduce recent university graduates to the workforce.

3.3 The program offers clear benefits to successful candidates. There are opportunities to build on technical skills and knowledge bases. The multi-organisation model allows an understanding of how three organisations respond and resolve global issues. Moreover, it provides individuals with opportunities to live and work abroad, thus catering to the mobility and diversity preferences this generation is favouring. There are also organisational benefits associated with the program. In addition to obtaining a temporary resource for their work program, it provides a further opportunity for three of the leading international aviation organisations to collaborate on an important industry initiative and sends a strong message of combined commitment.

3.4 The three participating organisations have embraced this model and with appropriate organisational commitment and will, the YAPP has the basis to prosper.

4. **PROPOSAL**

4.1 The model used in the YAPP has the potential to succeed on another level; specifically the regional level. Montreal is considered the headquarters for each of the participating organisations. However, there are regional offices for each organisation dispersed at various locations around the world. Although each organisational region may not align completely and the respective regional offices are not located in the same city, there are enough similarities for this model to function away from headquarters.

4.2 Considering the regional differences, a pilot in one region is proposed to assess the suitability and success. An initial assessment indicates that the Asia-Pacific region has the greatest alignment and may be the easiest region to trial this proposal. The regional offices of ICAO, IATA and ACI are in Bangkok, Singapore and Hong Kong respectively which are within relatively close proximity and any travel expenses between these cities are considered to be minimal.

4.3 Whilst this proposal focuses on the already established relationship between ICAO, IATA and ACI, it could also consider other suitable aviation organisations that may wish to participate in such a program in an expanded phase. This is important when considering where geographical limitations exist. Organisations such as the Civil Air Navigation Services Organisation (CANSO) or aircraft manufacturers such as Boeing, Airbus, Bombardier and Embraer are examples of organisations that could also participate in a similar program using the multi-organisational model.

4.4 Similarly, regional aviation organisations such as EUROCONTROL, the European Union (EU), the Agency for Aerial Navigation Safety in Africa and Madagascar (ASECNA), European Civil Aviation Conference (ECAC), Latin American Civil Aviation Commission (LACAC) and African Civil

Aviation Commission (AFCAC) are other examples of organisations that could participate in such a program.

4.5 It is proposed that a regional YAPP be introduced in 2017 to allow for further refinements and improvements of the program at headquarter level and appropriate coordination between organisations within the region. If this trial is deemed successful, further expansion is proposed in the following years allowing sufficient time for effective implementation. A continuous improvement program and regular feedback will ensure the YAPP will continue to evolve.

5. FINANCIAL IMPLICATIONS

5.1 The current YAPP model is being co-funded by ICAO, IATA and ACI at an approximate total cost of USD\$50,000 per candidate. An expanded YAPP at the regional level could continue to be co-funded by the participating organisations with similar entitlements. It is proposed that ICAO would continue to take the lead in the coordination of this model and absorb any associated administration costs.

5.2 An alternative source of funding may be available directly from States who may be able to co-sponsor candidates for such a program or from other donor States and organisations. This option would reduce the financial burden on the participating organisations.

5.3 With the triennial ICAO budget cycle about to commence, appropriate consideration of the financial implications would be needed in accordance with ICAO processes and timelines. Similar consideration of the financial implications for IATA, ACI and other participating organisations must also be coordinated and agreed.

6. ACTION

6.1 The Council is invited to approve in principle a pilot project of YAPP in the Asia-Pacific region commencing in 2017.

6.2 The Council is invited to task the Secretariat to develop a detailed proposal including budget estimates. This includes taking the necessary steps to coordinate with IATA, ACI and/or the identification of other willing organisations.

6.3 Subject to the success of the pilot project, the Council is requested to consider implementation of the regional YAPP model across all regions.

7. CONCLUSION

7.1 This paper has proposed an expansion of the YAPP model to the regions, commencing with a pilot project in the Asia-Pacific region. Introducing this established model into the regions may not only inspire improved cross-organisational collaboration but importantly it may motivate young aviation professionals in the management stream to achieve greater accomplishments at a regional level while also addressing issues associated with knowledge transfer and succession planning.

7.2 Importantly, this proposal has the potential to provide the inspiration and motivation for skilled individuals to remain within the aviation industry and contribute to its sustainable growth.