



**WORKING PAPER**

**COUNCIL — SPECIAL MODEL SESSION**

**Subject : The best practices to attract and retain professionals of the next generation aviation.**

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**EXECUTIVE SUMMARY**

ICAO, International Civil Aviation organisation, is concerned about the shortage of pilots and other professionals which is foreseen in the coming years. In all the reports issued by ICAO, statistics show that it is time that steps be taken to maintain and retain youth in different trades of aviation. According to forecasts, to arrive to contain the growth, some resources should increase twice. ICAO also indicates that the shortage will be greater in areas where growth is strong especially in Africa.

To ensure the availability of qualified staff in sufficient numbers for the coming years, the Agency should encourage youth to move towards the fields of aviation through several initiatives on education and navigation services.

**Action:** the Council is invited to :

- a ) Act to interest young people in aviation business.
- b ) Develop strategies to retain them in the field of aviation.
- c ) Promote close cooperation between Member States and stakeholders.

*Financial implications:*

Financing actions could come from existing mechanisms such as collective financing. This type of financing should, in addition to financing air navigation services, be used for educational projects encouraging young people to the profession of aviation.

The public-private partnership could also serve as a means of financing.

*References:*

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Annexe VI Politique de l'aviation civil africaine-UA  
Le financement collectifs contribue à la sécurité et à l'efficacité des opérations-  
JOURNAL OACI,  
Report on outcomes of initiatives regarding next generation of aviation  
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Global and Regional 20-Year Forecasts: Pilots, Maintenance Personnel, Air  
Traffic Controllers (Doc 9956)

## 1. INTRODUCTION

The International Civil Aviation Organization (ICAO) is worried about the shortage of pilots and other professionals in the coming years. According to the ICAO Council annual report in 2012, airline traffic has doubled in size every 15 years since 1977. Data from the same report forecast that airline passengers who were 3 billion in 2012 will grow to 6 billion in 2030, and the number of departures will increase from 31 million in 2012 to 61 millions in 2030. From another document published by ICAO «Global and Regional 20-Year Forecasts: Pilots, Maintenance Personnel, Air Traffic Controllers (Doc 9956) » the number of aircraft will leap of 61,833 in 2010 to 151,565 in 2030. This expansion will more than double the number of pilots, maintenance personnel and air traffic controllers

The ratio between the number of people who need to be trained each year worldwide and the training capacity of existing facilities ICAO indicates a deficit of 160,000 pilots, 360 000 maintenance personnel, 40 000 aerial controllers on a 20 years timeframe from 2010. This lack of staff will be felt everywhere, but particularly in countries where growth is high including Asia, Africa and Latin America.

To ensure the availability of qualified personnel in sufficient numbers for years to come, ICAO encourages youth to head the field of aviation through a number of initiatives. One of the initiatives is the symposium on the next generation of aviation professionals. This activity aims to inform young people about the present and future challenges of aviation but also to find answers to these challenges. One of the questions to which I would respond through this paper is: **the best practices to attract and retain professionals of the next generation aviation.**

## 2. BACKGROUND

Africa is one of the continents with strong growth; therefore the lack of staff will be more important. The African air transport increased by 6.6 % in 10 years, which made Africa the continent with the fastest recorded growth after the Middle East. The growing shortage of qualified staff is also compounded by the attraction of young people in other fields and a high turnover of senior and junior managers in particular within intergovernmental institutions. According to a report on the policy of the African aviation in 2008 Africa accounted for only 3 % of world traffic. But to realize its full potential many challenges remain to be overcome. In other words, the African Civil Aviation is late and works well below its market share in international civil aviation. Measures to encourage African youth to be part of the next generation of aviation professionals need to be taken.

## 3. CONSIDERATION OF ISSUES

### 3.1 How to interest young people in different disciplines of aviation?

For young people to be interested in different fields of aviation, ICAO needs to:

- Act as an important player in the fight against early school leaving and in encouraging persistence. Measures should be taken to link the aviation professionals, students in various fields of aviation through practical projects. For example by creating challenges for aviation projects between schools and between universities, youth will develop interest for the aviation industry.
- Demystify all the fields of aviation by raising the myth of hard training and difficulty to access employment. Rules and strict standards governing the field of aviation (as the training is often considered difficult) are a source of 'fear' for young people. ICAO should better welcome the youth by making affordable training, providing scholarships with less complex criteria to anyone wishing to move into the area or by encouraging professionals Aviation sponsorship.
- Promoting aviation outside the American continent. ICAO should not only raise the problems faced by developing countries but actively participate in their emergence and be a player in education. Such as building

more training centres especially in developing countries where the aerospace industry is not at its full potential. In the case of Africa, partnerships between schools aviation training in developed countries and those in developing countries must increase to come in support of these countries.

- Encourage the various University School or training centres in the field of aviation to closely cooperate with the aeronautical industries. In order to offer many internships during the training of future professional Aviation.

### 3.2 **What strategies civil Aviation authorities, training organisations, navigation service providers, airline industries and international organisations should use in order to attract and retain youth in the industry?**

- Be concerned and listen to the youth needs from all ICAO member State in order to identify, understand and address their challenges in the field.
- Use social networks and other modern communication means to be visible, spread information of interest to young people and discuss through forums.
- Ensure necessary resources worldwide to provide quality training;
- Train young people who will become leaders in their community, able to mobilize and engage other youth in different field of Aviation.
- Encourage and support exchange programs between schools and training centers working in the industry.
- Ensure at all times the quality of the training offered in schools and training center worldwide.
- Facilitate access to employment after the training to those who will be the future aviation professional.

## 4. **FINANCIAL IMPLICATIONS**

ICAO, regional and international financial institutions, organizations and industries have an important role to play in financing projects to engage youth to be part of the next generation of aviation professionals. Mechanisms already established by ICAO to fund some services may be used.

By encouraging States to engage in collective financing arrangements, they could achieve great savings in the operation of facilities and air navigation services. These savings could then be fed back into projects to encourage young people to careers in Aviation. According the article «Collective funding contributes to the security and efficiency of operation » for provider States, collective financing can facilitate the mobilization of capital for aviation projects by reducing the amounts requested in each of the participating States. Thus this type of funding could be used to provide services other than air navigation such as education services to encourage youth in aviation. For example, a system of collective funding could be established for the implementation of training projects. To this effect several states (members) could partner to pay for training services provided by "providers" (states or organizations working in the field of aviation) in order to reduce the cost.

The establishment of more private public partnership would also be a good way to allow the financing of several aviation projects. On the one hand states could subsidize industries by paying part of the salary of graduates (with no experience) to encourage hiring.

On the other hand private companies could subsidize various training programs to create a skilled labor particularly in Africa. They could then export some of their activities to these areas to benefit from a skilled labor at a lower cost and participate at once in the development of the African Civil Aviation.

## 5. ACTION

ICAO has a mission to prepare the youth who will be the next generation of Aviation professionals. And through several initiatives such as the symposium the organisation tries to educate young people on some avenues to that issue. In order to reach its goals, the Council should:

- Encourage excellence in education by offering prestigious recognitions to training schools
- Promote the exchange of best practices through symposia, conferences, etc.
- Support modern training methods such as virtual courses and exchange programs inter schools
- Act as a fulcrum, support and source of information for both Member States and companies active in the field.

## 6. CONCLUSION

ICAO has a mission to prepare the youth who will be the next generation of Aviation. The issue of the next generation of aviation professionals is of concern and stakeholders must continue the effort to encourage young people from different Member State in the field. We should emphasize efforts by ICAO in this direction, but the target should be. To conclude, the ICAO alone could not reach its goals without the close cooperation of Member States and industries.e to ensure a quality succession. Thus through various actions, the organization should welcome the youth and provide the resources necessary to retain them. ICAO should pay more attention to regions, like Africa, where the shortage will be greater