



WORKING PAPER

COUNCIL — SPECIAL MODEL SESSION

**Subject No. XX: Challenges relating to the projected shortages of skilled aviation personnel
(or specific NGAP Themes as determined and conveyed)**

(Presented by Italy)

EXECUTIVE SUMMARY

The aviation industry has progressed exponentially since 1st January 1914 where the first ever-scheduled flight with a paying passenger was operated. Today, aviation faces new challenges.

The Next Generation Aviation Professionals' goal is to develop a strategy for attracting the best available talent to the field of aviation. The second century of aviation needs a new generation of leaders in which women could play a prominent role. In particular, the issue of women in leadership roles in air transport is of significant importance.

This paper focuses on the question of how can ICAO move forward in its path to success in promoting the leadership role of women in aviation.

Action: The Council is invited to:

- a) Research and evaluate current and future trends pertaining to the role of women in aviation with a view to improving the prospects of women in aviation;
- b) Evaluate the obstacles and barriers to attracting women in considering careers in aviation at the present time; and
- c) Develop a proactive strategy that would eliminate such barriers and open aviation to women.

Financial implications:

There are no financial costs associated with this paper

References:

Bacher&Yelich, Comparison of Learning Styles and Student Achievement of Aviation Students, 2002;
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Dunn, R. (2000). Learning styles: Theory, research, and practice. National Forum of Applied Educational Research Journal;
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1. INTRODUCTION

1.1 The aviation industry has come a long way from when it began in the early 1900s. However, it is still unable to provide a way forward concerning the issue of women and their roles within the industry. ICAO has a history of seminal roles played by women in its Council. In 1971-1977, the United States was represented by Ms. Betty Crites Dillon, who was a licensed pilot and a veteran of the Peace Corps - the first instance that a woman has represented a member of the Council. On 7 March 2014 at the 6th meeting of the Council's 201st Session, Ms. Kerryn Macaulay, Australia's Representative on the Council, noted that during the current ICAO triennium there is the largest cohort of women serving on the Council in history. Ms. Macaulay's speech highlighted the increasingly important role of women in aviation and the need to support young female professionals in the field of aviation and provide support in their carrier.

1.2 Besides the aforesaid facts, the lack of data on the issue of female leadership in a male dominant industry emphasizes the need for greater realization of the need for increased female participation in the aviation profession. Seemingly, the only area in which women prevail in the industry is in cabin service.

1.3 The idea of women who break the glass ceiling as a theory for managerial inequity is misleading. It incorrectly implies that there is only a single barrier at the top and that there are no further problems once a woman breaks through it. Women who break through the "glass ceiling" face a myriad of issues in the performance of their position. The fact that in the transport and logistics industry there is no one established career path but rather many paths to advancement and promotion no doubt exacerbates this issue.

1.4 ICAO has paid close attention, in the recent past, to fostering a gender equity policy - a fact evidenced by the presence of women in leadership positions in the Organization. .

2. BACKGROUND

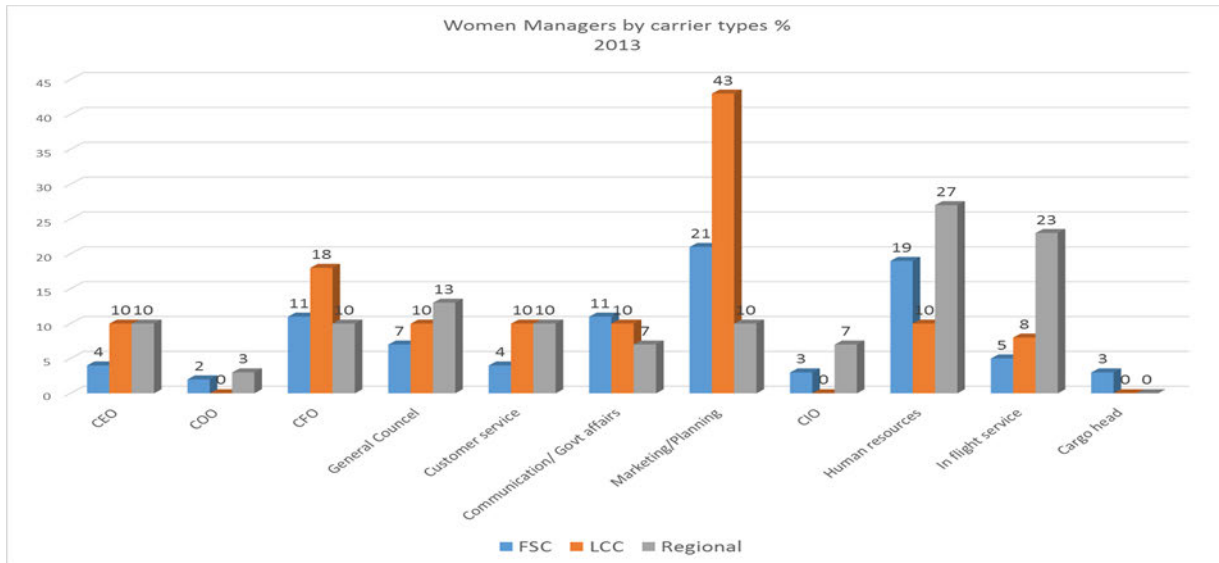
2.1 The aviation is a male dominated industry. In the past decades, as aviation developed at a rapid pace, the role of women evolved at a much lower pace. When the words "aviation and women" are mentioned together, most envision beautiful tall and slender flight attendants. It is not usual to see a woman leading the maintenance team or ground operations in an airline. Interestingly, it was only in 2005 that the category *Flight Attendant* was first included in the FAA Registry, before which the FAA did not even consider this category.

2.2 When considering the percentage of women CEOs in aviation, it is evident that the industry is not able to adduce a plausible approach that airlines and other aviation industry partners could take, that would create more opportunities for women to enter the aviation profession and grow within. Gender disproportion in this business sector is quite obvious and is indeed a cause for concern. The challenge for aviation is to attract new managerial and leadership talent – female and male – at a time when there is enormous competition from businesses and other economic sectors. Role models are very important. However, for young women who may consider career paths in aviation, finding role models can be a formidable challenge. In the United States, women obtain 60% of undergraduate degrees and 60 percent of all master's degrees, but they only account for only 14.6 percent of executive officer positions, 8.1 percent of top earning positions, and represent only 4.6 percent of Fortune 500 CEOs. The number of

women taking the reins of large, small, legacy and low-cost carriers account for fewer than 5 percent of all airline CEOs and only twelve women are currently leaders of the 248 airlines operating worldwide. Of those, six women lead full-service airlines, four lead low-cost carriers, and two are at subsidiaries. The ten airlines are spread throughout Asia, Europe, Africa, Asia, Latin America and the Middle East, but no North American airlines make the list.¹

3. CONSIDERATION OF ISSUES

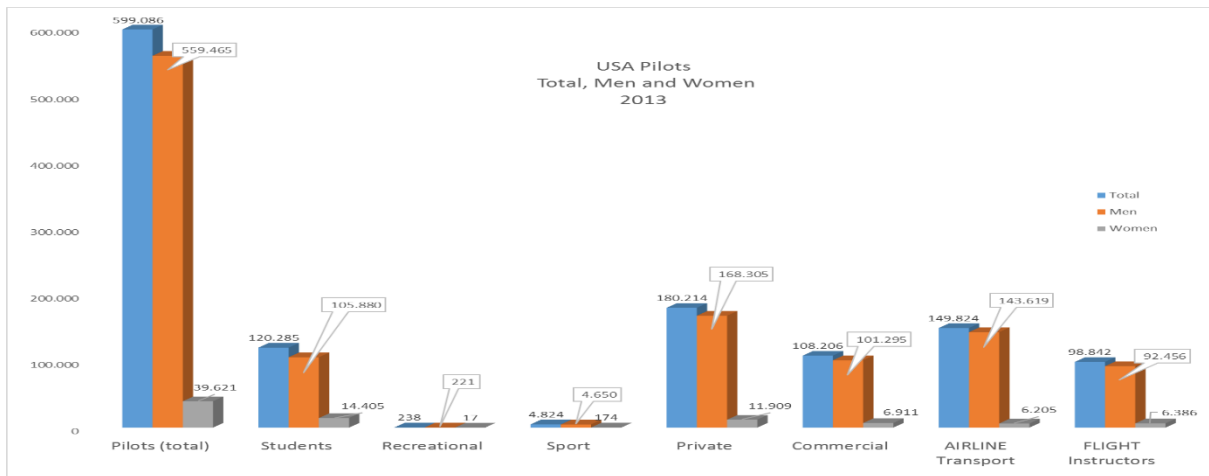
3.1 As already mentioned, data pertaining to women in aviation leadership, is elusive. This paper anchors its analysis on data collected from FAA. Considering that the USA is a melting pot of different cultures, the data supplied represent a general situation worldwide. The graph below maps the distribution between men and women in the various positions divided by type of carriers. At a simple glance, the concept of a male dominant industry is evident.



The above graph reflects that female representation is less than 20 percent in most categories of work in all three types of carriers. Although at first glance it would seem as though LCCs accommodate females in marketing positions, the fact that customer service and call centres are included in the data preclude one from reinforcing this perception. It is also noteworthy that in three categories there are no females present (COO, CIO and Cargo Head).

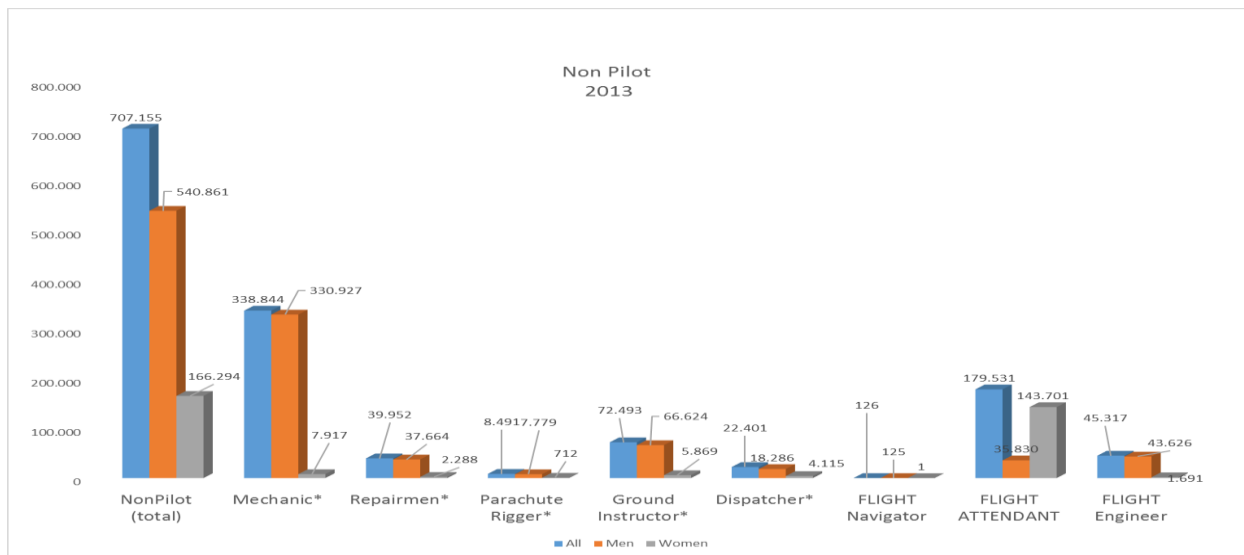
Graph. 2

¹www.skift.com



Source FAA 2013

Concerning pilots in the industry, the second graph reflects a distribution amongst different categories divided into total, men and women. Here again it can be noticed that this industry is male dominated. In 2013 in the USA, there were 599,086 pilots. However only 39,621 were women, which is only 6.68 percent of the total. The number of female students becomes relevant in this consideration as they represent the future generation of pilots in aviation. In 2013 there were 120,285 students, of which only 14,405 were females (11.98%).



Source FAA, 2013

With respect to the non-pilot sectors of the aviation industry, the above graph shows that nearly 77.48% of the industry is dominated by men. The only category in which women prevail is that of flight attendant (80.04%). Another category in which women have a greater presence with respect to other categories is dispatchers with 4,115 women comprising 18.37% of the category. It is also worthy of note that of 126 flight navigators, only one is a woman.

3.2 Research has shown that learning styles between men and women are different in aviation; therefore accommodating such differences would be beneficial (Bacher&Yelich). According to *Teaching Women to Fly*, particular efforts should be made in recognizing different learning styles of women. In particular, it is suggested that there be more simulated flight time to increase self-confidence in women and specific action should be taken with regard to flying schools which should be more female-friendly. Another important issue pertains to maps and map reading, which is an area in which women may need more time to digest data and directions.. Research into learning styles shows that students learn better, when new material is presented in a way that is compatible with their learning style (Dunn, 1986, 2000).

3.3 In order to help women achieve their goals and aspirations in the aviation industry the following should be considered:

- Helping women support the cost of training, through dedicated scholarships;
- Creating dedicated training;
- Improving instructor –student communications
- Creating group support and forums;
- Development of networking activities for careers paths;
- Creating positive role models for young women to confront themselves with.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implication to both State and stakeholder because the study can be conducted with the human resources present in ICAO.

5. ACTION

5.1 Action of the Council is contained in the Executive Summary. In taking the recommended action the ICAO Council and the Secretariat should:

- Map the gender situation within the industry;
- Highlight the barriers and impediments that women face in their carrier paths; and
- Develop an action plan that would come up with procedures and recommendations in order to mitigate gender inequity.

6. CONCLUSION

The Next Generation of Aviation Professionals should strive toward obtaining the best available human resources. In this pursuit, the principle of gender equality should be re-affirmed. The aviation industry should fill the gap that exists between male and female leaders in aviation. In order to achieve this goal the various barriers that women face should be highlighted. This information should be used to implement an action plan that mitigates or obviates the causes that do not attract women to the industry.