



**6TH ICAO NEXT GENERATION OF AVIATION
PROFESSIONALS (NGAP) TASK FORCE MEETING
AND 2ND NGAP SYMPOSIUM**

Montréal, Canada, 1 – 4 December 2014

REPORT

1. INTRODUCTION

1.1 The 6th ICAO Next Generation of Aviation Professionals (NGAP) Task Force Meeting was held at ICAO Headquarters in Montréal, Canada on 1 and 2 December 2014, followed by the 2nd NGAP Symposium held on 3 and 4 December 2014. These events were followed by the celebration of the 70th Anniversary of the signing of the Convention on International Civil Aviation which established ICAO, held on 5 December 2014. It included the conduct of a Model ICAO Council meeting which contained the NGAP topic on its agenda.

1.2 The agenda of the meeting and the programme for the Symposium are shown at Appendices A and B of this report. The meeting was attended by 42 participants from eight States and fourteen Organizations. The Symposium was attended by 327 participants from 58 States and ten Organizations. The participants lists for the meeting and Symposium are included in Appendices C and D of this report.

1.3 The ICAO Director of the Air Navigation Bureau opened the meeting. The meeting was chaired by Thomas Carney, supported by Ashley Lauryssen, Chair and Vice-Chair of the NGAP Task Force, respectively. The Secretariat was provided by the Chief of the Implementation Planning and Support Section, supported by Technical Officers of the Operational Safety and Implementation Planning and Support Sections.

1.4 The ICAO Director of the Air Navigation Bureau also opened the Symposium, which was moderated by Thomas Carney, Chair of the NGAP Task Force. The symposium presentations are available at <http://www.icao.int/Meetings/NGAP2014/Pages/Presentations.aspx>.

2. SUMMARY OF DISCUSSIONS OF THE TASK FORCE MEETING

2.1 The meeting objective was to review the progress and status of the Task Force work completed (NGAP Phase 1) and establish a plan for future work (NGAP Phase 2) supported by the Task Force's terms of reference, working groups and its members.

2.2 The Chairman provided a briefing on the Task Force achievements during the five years since its establishment in 2009, which is included in Appendix E to this report. The Chairs of the Outreach, Implementation and Research Working Groups also provided briefings on their respective work completed and planned.

2.3 The working groups met individually and they developed their future work plans. They are presented along with their member lists in Appendices F, G and H to this report, which complement the Task Force terms of reference established during the previous 5th meeting of the task force. The work plans provide the NGAP task force activities, deliverables, responsibilities and timelines. The combined members of the working groups are considered to be the members of the NGAP Task Force.

2.4 The following conclusions resulted from the meeting discussions:

- The ATM Working Group has completed its work and is now replaced by the Implementation Working Group, which will be reflected in the next revision of the Task Force terms of reference to be reviewed during the next 7th NGAP Task Force meeting.
- Considering ACI's ongoing activities, the establishment of the Airport Safety Personnel Working Group is cancelled and may be reconsidered in the future if determined to be required. This will be reflected in the next revision of the Task Force terms of reference and reviewed during the next 7th NGAP Task Force meeting.
- ICAO to ensure links between NGAP and other related partners and initiatives such as ATAG and IPTC, and the related ICAO Training Programme.
- ICAO will maintain the NGAP website with inputs provided by the WG Chairs (e.g. posting of the NGAP Internship Toolkit, Aviation Tertiary Education Directory, etc.).
- ICAO will process the proposal to restructure the Procedures for Air Navigation Services — Training (PANS-TRG, Doc 9868) to include competencies for ATCOS and ATSEPS.
- ICAO will finalize and publish the new ATC Training Manual and the update to ICAO Doc. 7192 Training Manual Part E2 — Air Traffic Safety Electronics Personnel (ATSEP).
- ICAO will organize Regional Competency Based Training (CBT) workshops for ATCO and ATSEP personnel with the support from NGAP partner organizations who are members of the Implementation Working Group.
- ICAO will work with the Research WG with the objective of including the NGAP Index as an App on the ICAO Integrated Safety Trend Analysis and Reporting System (iSTARS)/SPACE.
- ICAO will develop an NGAP Implementation Kit (I-Kit) to be added to NGAP website.

- Following the conduct of ICAO regional NGAP/TRAINAIR symposia in all regions during 2011 and 2013, the focus will now be on NGAP being presented at related regional events organized by others.
- The next 7th NGAP Task Force meeting is planned to be held at ICAO Headquarters in Montréal, Canada, during the last week of July, along with the first pilot ICAO Competency Based Training (CBT) workshop for ATCO and ATSEP personnel.
- The NGAP Task Force agreed to support the 52nd Conference of Directors General of Civil Aviation Asia and Pacific Regions with the theme topic “Evolving the new generation aviation professionals towards a harmonized, safe, secure and green Asia Pacific Sky” to be held in Manila, Philippines, from 28 to 30 October 2015.
- ICAO agreed to promote NGAP through its Regional Offices to prepare them to provide States support with related national initiatives and promote greater regional awareness of and participation in the ICAO NGAP programme activities and working groups.
- NGAP events requiring ICAO Headquarters staff participation shall be held in Montréal, unless the cost of travel for the ICAO staff member to another venue is covered.

3. NEXT STEPS

3.1 The outcomes of the Symposium and way forward for the ICAO NGAP programme was presented by the D/ANB in closing of the Symposium, included in Appendix I to this report. The implementation will be based on the Task Force terms of reference and working group work plans.

APPENDIX A

6th ICAO NGAP TASK FORCE MEETING 1-2 December 2014 Montréal, Canada

Day One: December 1st

- 9:00 – 9:30 *Welcome Address*
(*Dr. Tom Carney and Ms. Nancy Graham*)
- 9:30- 10:45 *Status update of NGAP Activities:*
- Brief update on progress to date
 - Discussion on over-arching challenges experienced and the means to overcome them
 - Review of the progress of Working Groups since the 5th Task Force meeting
 - Discussion/presentations by Chairs of Working Groups (Research, ATM, Outreach, Implementation)
- 10:45 – 11:15 *Coffee Break*
- 11:15 – 12:00 *Status update of NGAP Activities: (cont.)*
- 12:00 – 1:00 *Lunch Break*
- 1:00 – 2:30 *The NGAP Index: Development and Implementation*
- Methodology and purpose of the Index
 - Collection and processing of data
 - Phased inclusion of further categories of aviation professionals
 - Gathering support from organizations/associations to provide data
- 2:30 – 3:00 *Coffee Break*
- 3:00 – 5:00 *Tasking for the Working Group Breakout Meetings*
- Research
 - Outreach
 - Implementation
- 5:00 – 5:15 *Review and Recap of Day's Discussion*

Day Two: December 2nd

8:45 – 9:00 *Brief Summary of Previous Day*

9:00 – 10:30 *Breakout Meetings of Working Groups*

- Research
- Outreach
- Implementation

10:30 – 11:00 *Coffee Break*

11:00 – 12:30 *Planning the Way Forward – Implementation of Phase II*

- Presentation by Working Groups of their Work Plans and Discussions
- Developing key partnerships to support NGAP initiatives and activities
- Discussion and agreement on key objectives and deliverables for Phase II
- Developing the NGAP Work Plan

12:30- 1:30 *Lunch Break*

1:30 – 2:30 *Supporting the work of Phase II*

- Revitalizing the NGAP Programme
- Expected outcomes from the Symposium

2:30 – 3:00 *Conclusion*

- Additional issues for discussion and consideration by the NGAP TF
- Concluding remarks

Celebrate the Past,
Prepare for the Future



Second NGAP Symposium

Next Generation of Aviation Professionals
ICAO Headquarters, Montréal
3 – 4 December 2014

DAY 1 – WEDNESDAY, 3 DECEMBER 2014

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|---|---|
| SESSION 1 <i>Opening Remarks</i> | |
| 09:30 – 10:30 | <p>Welcome Note</p> <p>Nancy Graham, <i>Director, Air Navigation Bureau (ANB), ICAO</i></p> <p>Thomas Q. Carney, Ph.D., <i>Professor of Aviation Technology, Purdue University, NGAP Task Force Chairman</i></p> <p>“One woman’s journey into space: inspiration for the next generation”</p> <p>A conversation with Julie Payette, OC, CQ, <i>former Astronaut CSA, Director Centre de Sciences de Montréal, Canada</i></p> |
| 10:30 – 11:00 | <p>Coffee Break – Exhibitor Demonstrations</p> <p>Sponsored by: United Arab Emirates</p> |
| SESSION 2 <i>What are some of the challenges and best practices for attracting and retaining aviation professionals?</i> | |
| 11:00 – 12:15 | <p>Moderator Aysha Al Hameli, <i>Representative of UAE to the Council of ICAO</i></p> <p>Presentations</p> <ul style="list-style-type: none"> Mary Nelson, <i>Division Manager, FAA Academy, Airports & International Training, NGAP Implementation Working Group Chair, United States</i> Lori Brown, <i>Professor, Western Michigan University, College of Aviation, NGAP Outreach Working Group Chair, United States</i> Greg Hindson, <i>Development & Prospective ATM Department, École Nationale de l’Aviation Civile (ENAC), France</i> Sadamba Tchagbele, <i>Director of the École Africaine de la Météorologie et de l’Aviation Civile (EAMAC) of the Agence pour la Sécurité de la Navigation Aérienne (ASECNA), and President of the African Association of Training Organizations.</i> |
| 12:15 – 13:45 | <p>Lunch – Exhibitor Demonstrations</p> <p>Sponsored by: ICAO</p> |



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DAY 1 – WEDNESDAY, 3 DECEMBER 2014 (continued)

SESSION 3 Why are competencies useful for aviation careers?

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| <p>13:45 – 15:15</p> | <p>Moderator Farid Zizi, <i>President of the Air Navigation Commission (ANC), ICAO</i></p> <p>Presentations</p> <ul style="list-style-type: none"> • Ashley Laurysen, <i>Training Strategies Manager, EUROCONTROL, NGAP Task Force Vice-Chairperson</i> • Jamie Patterson, <i>Director, Training and Maintenance Services, NAV CANADA & Marc LaCroix</i>, <i>Manager Technical Operations, Montréal, NAV CANADA</i> • Mary Anne Sievers, <i>Manager Training Strategy, Airways New Zealand</i> • Viktor Robeck, <i>Assistant Director, Training and Qualification, Safety and Flight Operations Division, IATA</i> • Kellie White, <i>Training Manager, Safety and Emergency Procedures, Emirates Airlines</i> | | |
| <p>15:15 – 15:45</p> | <p style="text-align: center;"><i>Coffee Break – Exhibitor Demonstrations</i></p> <div style="text-align: center;">  <p>Sponsored by:</p> </div> | | |
| <p style="text-align: center;">Breakout for ATCO and ATSEP workshops <i>(2 concurrent sessions – registered workshop participants only)</i></p> | | | |
| <p>15:45 – 17:00</p> | <p>Speed Networking <i>NGAP Speed Networking is designed to accelerate initial contacts and quickly develop professional relationships. This activity provides a venue for the next generation of aviation professionals to meet and learn from experienced mentors from various fields of expertise.</i></p> <p>Who is this for <i>This activity is primarily for students and young professionals</i></p> | <p>ATCO Workshop: Lead Ashley Laurysen, <i>Training Strategies Manager, EUROCONTROL, NGAP Task Force Vice-Chairperson</i></p> <p>Support Mary-Anne Sievers, <i>Airways New Zealand</i> Colleen Allaby, <i>National Manager of Learning Quality, NAV CANADA</i></p> | <p>ATSEP Workshop: Lead Philippe Tichadelle-Jué, <i>Deputy Head of Department of Air Navigation Engineering and Sciences, ENAC, France</i></p> <p>Support Chris Cox, <i>Senior Engineer, Engineering Operations, NATS UK</i> Mary Nelson, <i>FAA Academy, United States</i></p> |



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Welcome Reception – Exhibitor Demonstrations

17:30 – 19:30



Sponsored by:

DAY 2 – THURSDAY, 4 DECEMBER 2014

SESSION 4 How can Human Resources prepare the current and future generation to be successful?

09:00 – 10:15

Moderator

James Dow, former Chief of Flight Training and Examinations at Transport Canada and former Member ANC, ICAO, Canada

Presentations

- **Nicole Desloges**, Pearson International Airport, VP People & Culture, Canada
- **Adel H. Alaufi**, Alternate Representative of Saudi Arabia to the Council and Member ANC, ICAO
- **Nathalie Herasme**, Commercial Management Officer of the Higher Academy of Aeronautical Sciences (ASCA), Dominican Republic
- **Daniel Ng**, Director (Aviation Industry Division), CAAS, Singapore
- **Eleonora Surina, Ph. D.**, Expert in Flight Safety and Human Factors, Volga-Dnepr Group, Russian Federation

10:15 – 10:45

Coffee Break – Exhibitor Demonstrations

Sponsored by:

SESSION 5 How will we learn in the future?

10:45 – 12:15

Moderator

Guy Smith, Ph.D., Associate Professor, Embry Riddle Aeronautical University, United States

Presentations

- **Sharon Cooke**, Head of Training, Airways New Zealand
- **Margaret Martin**, Director Operational Training, NAV CANADA
- **Suzanne Kearns, Ph.D.**, Associate Professor, The University of Western Ontario, Canada
- **Ruichun Lin**, Assistant Professor, Civil Aviation Flight University of China
- **Student Panelists** selected from Model ICAO Council participants



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AY 2 – THURSDAY, 4 DECEMBER 2014 (continued)

Lunch – Exhibitor Demonstrations

12:15 – 13:45

Sponsored by: ICAO

SESSION 6 *How to move from a strictly global view of NGAP, to a regional/national perspective?*

Proposal for the NGAP Index

13:45 – 14:45

- **William Agius, M.A., Deputy Head, Centre for Aviation, ZHAW Zurich University of Applied Sciences, Research Working Group Chair**
- **Sandro Covi, Research Assistant, School of Engineering, ZHAW Zurich University of Applied Sciences**
- **Manuel Walter, Research Assistant, School of Engineering, ZHAW Zurich University of Applied Sciences**

Coffee Break – Exhibitor Demonstrations

14:45 – 15:15

Sponsored by: Czech Air Navigation Institute

SESSION 7 *How to build a usable NGAP Index? - Roundtable Discussion*

Moderator

Ashley Laurysen, Training Strategies Manager, EUROCONTROL, NGAP task Force Vice-Chairperson

Presentations

15:15 – 16:15

- **Aysha Al Hameli, Representative of UAE to the Council of ICAO**
- **Charmaine Liu, Acting Head (Manpower Development), CAAS, Singapore**
- **Finlay Mungall, Sr. Financial Analyst, Federal Aviation Administration, United States**
- **William Agius, M.A., Deputy Head, Centre for Aviation, ZHAW Zurich University of Applied Sciences, Research Working Group Chair**
- **Nancy Graham, Director, Air Navigation Bureau (ANB), ICAO**



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SESSION 8 *Symposium Closing: Summary and Conclusions – Embarking on Phase II of NGAP*

16:15 – 16:30

Thomas Q. Carney, Ph.D., *Professor of Aviation Technology, Purdue University,
NGAP Task Force Chairman*

Nancy Graham, *Director, Air Navigation Bureau (ANB), ICAO*

APPENDIX C

LIST OF PARTICIPANTS

NGAP Task Force (NGAP/NGAP TFM)

| Name | E-mail |
|------------------------------|--|
| Andreas Friedhelm Meyer | andreas.meyer@dfs.de |
| Ashley Lauryssen | ashley.lauryssen@eurocontrol.int |
| Brett Levanto | brett.levanto@arsa.org |
| Cecilia Shirley | hogence@auburn.edu |
| Christopher Cox | chris.cox@nats.co.uk |
| Colleen Allaby | allabyc@navcanada.ca |
| David Pichl | pichl@ans.cz |
| Deborah Stephenson | deborah.s.stephenson@faa.gov |
| Doug Andresen | doug.andresen@faa.gov |
| François Robert | frobert@icao.int |
| Grégory Hindson | greg.hindson@enac.fr |
| Herndon, Virginia | mary.nelson@faa.gov |
| Isavella Maria Vasilogeorgi | ivasilogeorgi@icao.int |
| Ivica Kovacic | kovacici@iata.org |
| Jean-François Lepage | jeanfrancoislegape@gmail.com |
| John Webster | jwebster@aci.aero |
| Lori Brown | lori.brown@wmich.edu |
| Lukas Bennar | Lukas.Bennar@lps.sk |
| Maggie Martin | martinm@navcanada.ca |
| Manuel Walter | wate@zhaw.ch |
| Mary-Anne Sievers | maryanne.siever@airways.co.nz |
| Michel Gaulin | michel.gaulin@gmail.com |
| Michiel Vreedenburgh | mvreedenburgh@icao.int |
| Nancy Graham | ngraham@icao.int |
| Nicole Barrette-Sabourin | nbarrette@icao.int |
| Pete Glass | peter.glass@nats.co.uk |
| Peter J Wolfe | pjwolfe@pabc.aero |
| Petr Dvorak | dvorakp@ans.cz |
| Philippe Tichadelle_Jue | philippe.tichadelle-jue@enac.fr |
| Raymond Thompson | raymond.thompson@wmich.edu |
| Richard Na | rna@icao.int |
| Ruth Stillwell | Ruth.Stilwell@gmail.com |
| Ryan Saw | rsaw@rogers.com |
| Sandro Covi | sandro.covi@zhaw.ch |
| Severiano Peter Rosa Velásqu | severianorosa@mac.com |
| Suzanne Kearns | skearns4@uwo.ca |
| Terry McConnon | |
| Thomas Carney | tcarney@purdue.edu |
| Thorsten Wehe | thorsten.wehe@t-online.de |
| Victoria Romero | romerov@iata.org |
| Vladimir Zubkov | V.Zubkov@volga-dnepr.com |
| Whiteley, Fareham, Hants | william.agius@zhaw.ch |

2nd NGAP Symposium Attendees Present

11-Dec-14

15:02:41

| Name | Position | Title |
|------|----------|-------|
|------|----------|-------|

Member State**ALGERIA**

| | | |
|-------------|---|----------|
| KARIM OURAD | D | delegate |
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ARGENTINA

| | | |
|------------------|---|---------------------------------|
| CARBONI RAUL | D | ANC-Air Navigation Commissioner |
| RIPA MARIA | D | |
| TAMBURELLI PAOLA | D | AIR TRANSPORT NATIONAL DIRECTOR |

AUSTRALIA

| | | |
|-----------------|----|---|
| ALLMAN CHERYL | CD | Executive Manager, Safety Education and Promotion |
| BOLLARD JEFFREY | D | Air Navigation Commissioner |

BAHRAIN

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| ALJOBEN RASHED | CD | ATC Supervisor |
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BOLIVIA (PLURINATIONAL STATE OF)

| | | |
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| ANDIA ANTEZANA DEBORAH | CD | |
| GARCIA SORUCO JAVIER | D | Representative of Bolivia on the ICAO Council |

BRAZIL

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| CRESPO ANTONIO | D | Delegate |
| RIBEIRO VIANNA MARCUS VINICIUS | D | DECEA |

BURKINA FASO

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| KONE ADRIEN | CD | Ambassador |
| DIEGUIMDE MOUMOUNI | D | Representative in the Council of ICAO |

CAMEROON

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| MAMADOU ALLABIRA | CD | Directeur Général Adjoint |
| FOTSING ISABELLE | D | NGAP Representative (Alternate) |
| NGUENE SYLVIE | D | NGAP representative |
| TSAMO CHRISTIEN | D | INSPECTOR GENERAL |

CANADA

| | | |
|---------------|---|---|
| GOUVEIA WAYNE | D | Vice President of Commercial General Aviation |
| HURLEY CLAUDE | D | Air Navigation |
| JOHNSON ROB | D | Captain (Retired) |

CHILE

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| CAMINO IGNACIO | ACD | |
| VIDAL MARCIAL | D | Alternate Representative of Chile and ANC Observer |

CHINA

| | | |
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| GONG JIANYU | D | Director of International Cooperation Department of Civil Aviation Flight University of China |
|-------------|---|---|

Name Position Title

COLOMBIA

MUÑOZ GOMEZ ALBERTO CD Representative of Colombia

CUBA

ACOSTA TORRES MARIA DE LOS ANGELES D

CASTILLO DE LA PAZ JORGE FÉLIX D Permanent Representative of Cuba to ICAO

ORTEGA AMADOR PEDRO D

RUIIZ RODRIGUEZ YANET D Advisor to the Representntation of Cuba to ICAO

CZECH REPUBLIC

PICHL DAVID D Chief Instructor

DEMOCRATIC REPUBLIC OF THE CONGO

KAYEMBE FRANCOIS D Air Transport Delegate

NYANGUILE RICHARD D

DOMINICAN REPUBLIC

GARCIA FABIAN MILDRED D administrative assistant

GONZALEZ ANA D Delegate

READ LEONTE D Dominican Republic Model Council Representative

EGYPT

KAMAL RANA D Model Council Representative

SHALASH SAMEH D

EQUATORIAL GUINEA

ANGUESOMO E. ESONO CD Representative of Equatorial Guinea

GARRIGA MBASOGO ANA CONSTANTINA D

MADIBA VALLE ALEJANDRO D

FRANCE

CARON OLIVIER D Ambassador, Representative of France on the ICAO Council

LEFEVRE THOMAS D

MILLEFERT MAXIME D Alternate to Representative of France on the ICAO Council

GAMBIA

JAMMEH ABDOULIE EBRIMA CD Director General

CEESAY FATOU D Finance Director

GEORGIA

JALAGHONIA GURAM D Director of CAA

GERMANY

BICKERT STEFAN CD

MONNING ROLF D Member of the Air Navigation Commission

GREECE

ANDRITSOU ILIANA D Alternate Representative to ICAO

| Name | Position | Title |
|----------------------------------|----------|---|
| HONDURAS | | |
| RAMIREZ HECTOR | D | Rpresentative of Honduras to ICAO |
| HUNGARY | | |
| WEIDEMANN ADAM | CD | Head of Corporate Training, Planning and Documentation Unit |
| INDIA | | |
| DUTTA SATYAJIT | D | Technical Expert |
| PRITHVIRAJ SHARMA | D | delegate |
| INDONESIA | | |
| MAYRIANI CINDY | D | Alternate Representative |
| IRAN, ISLAMIC REPUBLIC OF | | |
| SHAHBAZILAR HASSANALI | D | Representative |
| IRELAND | | |
| TONE FRANK | CD | Chief Aviation Safety Analyst |
| ITALY | | |
| DE ROSE MARIA | D | Delegate |
| JAPAN | | |
| DICESARE ELIZABETH | D | |
| KAZAKHSTAN | | |
| KAKEN KARLYGASH | D | Managing Director of the "Kazaeronavigatsia" RSE |
| MIKHAILOV VIKTOR | D | |
| KENYA | | |
| MAK'OMONDI LUCAS | CD | Head, Training and Curriculum Development |
| ADHIAMBO RUBY MARY | D | Delegate |
| LESOTHO | | |
| MOROJELE PULENG GRACE | D | Deputy Director |
| MALAYSIA | | |
| ARIFIN MUSTAFA FARHAN | D | |
| NG KANGYIN | D | Delegate |
| MEXICO | | |
| MAGANA ERICKA | D | |
| MONGOLIA | | |
| GANTUMUR DUGERJAV | CD | Director of CATC |
| CHAGNAADORJ ODGEREL | D | Deputy director |
| NIGERIA | | |
| TOTTY CHINYERE O. | CD | General Manager |
| ACHIMUGU OJGBANE JOSEPH | D | Deputy Rector Nigerian College of Aviation Technology Zaria |
| AGANABA-JEANTY TIMIEBI | D | ICAO Model Council Delegate |

| Name | Position | Title |
|-----------------------|----------|--|
| AGUBATA FELICIA | D | Coordinator project management office |
| CHIGBU JOHN | D | DEPUTY GENERAL MANAGER (NIGERIAN METEOROLOGICAL AGENCY) |
| MENYAGA VIVIAN ZAINAB | D | Federal Airports Authority of Nigeria-Asst. Chief Airport Operations Officer |
| MOHAMMED KABIR YUSUF | D | CHIEF OF STAFF |
| OGEDEGBE EDWARD | D | |
| SYDNEY-CHUMA HONORA U | D | ASSISTANT CHIEF AVSEC INSPECTOR |
| TANKO EVELYN | D | |
| TOLUHI HENRY | D | |
| HABILA NTAT | OBS | Meteorologist |
| IBRAHIM ISHIYAKU | OBS | Assistant General manager (Aeromet) |

NORWAY

| | | |
|-----------------------|----|--|
| WALLA STRANDAS SISSEL | CD | Legal Adviser |
| HEDINSSON EINAR | D | ANC Member (Alternate Representative of Norway on the Council) |

PERU

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| BARAYBAR ARMANDO | D | |
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POLAND

| | | |
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| JASINKSA JOLANTA | CD | Traning Manager, CAA of Poland |
| GAJEWSKA ALICJA | D | |
| POLKOWSKA MALGORZATA | D | Representative of Poland |

PORTUGAL

| | | |
|-------------------|---|--|
| FALEIRO HELENA | D | Representative of Portugal on the ICAO Council |
| FERNANDES RICARDO | D | AFSEC National Auditor |

QATAR

| | | |
|------------------|---|---------------------------------------|
| ALSUBAEY ABDULLA | D | Director of Joint Services Department |
| JAMAL NASSER | D | Head of Human Resources Section |

REPUBLIC OF KOREA

| | | |
|-------------------|-----|-----------------------------|
| YOON JONG KEUN | CD | |
| JI MINJUNG | ACD | |
| KIM MIN-SUN | D | Deputy Director |
| KIM DONGWOO | D | Delegate |
| KIM JENNY HEEHYUN | D | Assistant Director |
| LEE BYUNGCHAN | D | |
| YU KYUNGSOO | D | AIR NAVIGATION COMMISSIONER |

REPUBLIC OF MOLDOVA

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| BEZNIUC RADU | CD | |
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RUSSIAN FEDERATION

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| LOBAKIN KIRILL | CD | |
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SAUDI ARABIA

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| ALMOGHREBY ALI | D | Alternate Representative of Saudi Arabia |
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| Name | Position | Title |
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SENEGAL

| | | |
|---------------|----|---|
| BALTO IBRAHIM | D | Air Traffic Controller |
| DIENG MAMADOU | CD | President of Civil Aviation and Meteorology Board |
| DIEYE ALIOUNE | D | Representative of Senegal |

SINGAPORE

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|--------------|-----|--------------------------------------|
| LIM MICHAEL | D | Director, Singapore Aviation Academy |
| YEO XING JIE | OBS | Student Representative |

SOMALIA

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| JAMA MOHAMED KHALIF | CD | DIRECTOR OF PLANNING & INTERNATIONAL RELATIONS |
| DUBOW OSMAN ADAN | D | Head of Transport Committee |

SOUTH AFRICA

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|---------------------------|----|--|
| MOODLEY NIVY | CD | Head of Department: Learning and Development |
| CHOKOE KGANYAGO CONSTANCE | D | Delegate |
| MOYO BOITUMELO LETISIA | D | Delegate |

THAILAND

| | | |
|--------------------------|---|---|
| JIRATTIGALACHOTE AMORNAT | D | System Engineer, Policy and Strategy Management Bureau (Group of Policy Analysis and Strategy Planning), AEROTHAI |
| KONGPOOL SUTTIPONG | D | Vice President (Office of Policy and Strategy), AEROTHAI |
| SRISOMWONG SATHAPORN | D | Senior Director, Human Resource Development and Learning Promotion Bureau, AEROTHAI |

TURKEY

| | | |
|-------------------|---|--------------------------|
| ARSLAN VOLKAN | D | Capt. |
| ERTOP EMIN | D | Alternate Representative |
| YILLIKCI YILDIRIM | D | SENIOR ADVISOR |

UNITED ARAB EMIRATES

| | | |
|-------------------|---|-----------------------|
| AL SWAINI MUTASEM | D | Manager ANSP Training |
| ALSUWAIDI KHALFAN | D | |

UNITED KINGDOM

| | | |
|--------------|----|---|
| TYACK ERNEST | CD | President, the Royal Aeronautical Society |
| GLASS PETER | D | Head of ATC Training Delivery, NATS |

UNITED REPUBLIC OF TANZANIA

| | | |
|---------------------|----|-----------|
| KYARWENDA MARGARETH | CD | PRINCIPAL |
|---------------------|----|-----------|

UNITED STATES OF AMERICA

| | | |
|--------------------|----|--|
| STEPHENSON DEBORAH | CD | Branch Manager |
| ANDRESEN MELVIN | D | Branch Manager, FAA Academy Airports & International Training Division |
| CARLSON MATTHEW | D | |
| HOCHMAN DAYAN | D | Model Council Representative |
| MAYES PRESTON | D | |
| WOLFE PETER | D | Executive Director |

URUGUAY

| Name | Position | Title |
|---------------------|----------|--|
| BATTAGLIESE GAETANO | D | Director of CIAC URUGUAY "Instituto de Adiestramiento Aeronáutico" |
| ETCHANDY PABLO | D | Instruction Chief |

International Organization (invited)

ACI - AIRPORTS COUNCIL INTERNATIONAL

| | | |
|--------------|-----|---|
| MONJE MELISA | OBS | Manager, Global Training |
| WEBSTER JOHN | OBS | Senior Manager, Global Training |
| ZILMAN DEENA | OBS | Manager, Human Resources & Administration |

ASECNA - AGENCY FOR AIR NAVIGATION SAFETY IN AFRICA AND MADAGAS

| | | |
|--------------------|------|----------------|
| OBAME-EDOU CLAIRE | D | |
| NSUE ESONO EUGENIO | COBS | Director |
| HALIDOU MOUSSA | OBS | Representative |
| KAMATE JOEL | OBS | Instructor |

CANSO - CIVIL AIR NAVIGATION SERVICES ORGANISATION

| | | |
|-------------------|------|--|
| CROCOLL CATHERINE | COBS | |
|-------------------|------|--|

FIATA - INTERNATIONAL FEDERATION OF FREIGHT FORWARDERS ASSOCIATI

| | | |
|------------------|-----|----------------|
| GOTTLIEB WILLIAM | OBS | Past President |
|------------------|-----|----------------|

IAOPA - INTERNATIONAL COUNCIL OF AIRCRAFT OWNER AND PILOT ASSOCI

| | | |
|--------------|------|-------------------|
| SPENCE CRAIG | COBS | Secretary General |
|--------------|------|-------------------|

IATA - INTERNATIONAL AIR TRANSPORT ASSOCIATION

| | | |
|--------------------------|------|--|
| DE BARRENA SAROBE VICTOR | D | |
| AHMED ANDALEEB | COBS | |
| GICQUEL AMANDINE | COBS | Aviation Solutions Manager, Canada & Bermuda |
| ROMERO VICTORIA | COBS | |
| VEGH MONICA | COBS | Sales Manager Americas |
| DE FRUTOS OLGA | OBS | Young Aviation Professional Officer |
| KOVACIC IVICA | OBS | Head, Training Business Development |
| PATEL CHIRAG | OBS | |

IBAC - INTERNATIONAL BUSINESS AVIATION COUNCIL

| | | |
|-----------------|------|-------------------------------|
| STELLINGS ERNIE | COBS | Manager, Air Traffic Services |
|-----------------|------|-------------------------------|

IFAD - INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

| | | |
|-----------------|------|----------------------------|
| D'SOUZA ALAN V. | COBS | SECRETARY GENERAL - IFFAAD |
|-----------------|------|----------------------------|

IFATCA - INTERNATIONAL FEDERATION OF AIR TRAFFIC CONTROLLERS' ASSO

| | | |
|----------------------|-----|-----------------------|
| LEPAGE JEAN-FRANCOIS | OBS | Representative |
| STILWELL RUTH | OBS | Representative to ANC |

IFATSEA - INTERNATIONAL FEDERATION OF AIR TRAFFIC SAFETY ELECTRONI

| | | |
|---------------|------|---------------------------------|
| SAW RYAN | COBS | IFATSEA Representative - Canada |
| WEHE THORSTEN | COBS | Executive Secretary |
| BOULET DANIEL | OBS | President |

| Name | Position | Title |
|----------------|----------|---------------------|
| ROSA PETE | OBS | ICAO Liason Officer |
| SZCZUKA EDWARD | OBS | NATCA Member |

Others

ACADEMIA

| | | |
|--|-----|---------------------------------------|
| CALAF JORGE | OBS | Dean School of Aeronautics |
| CHOUHA PAUL-ROBERT | OBS | Area Coordinator - Aviation |
| COSTANTINI MARCO | OBS | |
| GOMEZ JULIAN | OBS | Student at Air richelieu |
| HALLORAN MARK | OBS | Director of Training - Pilot Division |
| KANTNER PETER | OBS | Business Development Manager |
| KATON RAKA | OBS | Student |
| MACEDO SCAVUZZI DOS SANTOS JULIANA | OBS | |
| MARTEL PHD CLAUDE | OBS | Professor |
| MOUSAVI SAMEH SEYEDEH MAHBOUBEH (MAHA) | OBS | LL.M. |
| TICHADALLE-JUÉ PHILIPPE | OBS | |
| ZAMORA ISRAEL | OBS | |
| DIGENOVA VINCENZO | EXH | |
| GENUA MICHELLE-RENEE | EXH | Administrative Coordinator |

AEROPORTS DE MONTREAL

| | | |
|---------------------|-----|----------------------------------|
| COLAVITA FERDINANDO | OBS | Chef, Développement des produits |
|---------------------|-----|----------------------------------|

AVIATION ACCREDITATION BOARD INTERNATIONAL

| | | |
|-----------------|-----|---------------|
| SHIRLEY CECILIA | OBS | VP Operations |
|-----------------|-----|---------------|

AVIATION ACCREDITATION BOARD INTERNATIONAL

| | | |
|--------------|-----|--|
| NORTHAM GARY | OBS | Aviation Accreditation Board International |
|--------------|-----|--|

AVIATION INDUSTRY

| | | |
|----------------|-----|--|
| GERMAIN PASCAL | EXH | |
|----------------|-----|--|

CAE

| | | |
|-------------------|-----|---|
| CLOUTIER FRANCOIS | OBS | Human Resources Global Leader, Commercial Aviation Training |
|-------------------|-----|---|

CONCORDIA UNIVERSITY

| | | |
|------------------------|-----|---------|
| OCHEOHA ILOABUCHI ALEX | OBS | Student |
|------------------------|-----|---------|

CQFA

| | | |
|----------------|-----|-------------------------------|
| ALBALAA OUSAMA | OBS | Aviation Management Professor |
| LAROCHE JEAN | EXH | |

EMBASSY SUITES BY HILTON

| | | |
|----------------------|-----|---------------|
| KIWAN RENEE | EXH | |
| POIREL MARINE ELODIE | EXH | Sales manager |

EMBRY-RIDDLE

| Name | Position | Title |
|------|----------|-------|
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| | | |
|-------------------|-----|--|
| ELSHARNOUBY KARIM | OBS | |
|-------------------|-----|--|

ESCUELA TECNICA AERONAUTICA

| | | |
|---------------|-----|--|
| VIDAL JAVIERA | OBS | Chilean Air Traffic Controller Student |
|---------------|-----|--|

FLIGHT PATH

| | | |
|------------------|-----|--------------------------|
| KORDICH JONATHAN | OBS | Executive Vice President |
|------------------|-----|--------------------------|

GENERAL PUBLIC

| | | |
|-------------------------------|--|---|
| DOLABJIAN NAYIRI | | ICAO Retiree - CAFICS Member |
| DONATO ANGELA MARINA | | former Air Transport Director of ICAO |
| FERRARO LUDWIG LUCIO | | |
| FU XIAOJUN | | Senior Instrument Flight Procedure Designer |
| GOMEZ-IGBO ANTONIO | | |
| LEE REGINA | | |
| LUO JUSTIN | | |
| RAZAFY ROBERT JEAN | | Former ICAO Council member |
| RUEDA EDUARDO | | |
| SALAZAR LEYTON CARLOS GABRIEL | | |
| SERRA DE QUEIROZ LUCIANO | | Airworthiness Specialist |
| THARAYAN KANDATHIL NOUFAL | | Former Pilot |
| TSAMO NGUEPI AUDRINE COLETTE | | |

GEORGIAN COLLEGE

| | | |
|----------------|-----|---------|
| ALTTAIE ALI | OBS | Student |
| HAGHDOUST ALI | OBS | Student |
| MAVI SUKHVIR | OBS | Student |
| OMOBHUDE MIKE | OBS | |
| SOLANKI MOULIK | OBS | |
| SUKHIJA JUJHAR | OBS | student |
| USMAN NISHAD | OBS | Student |

GLOBAL AVIATION TRAINING OFFICE

| | | |
|--------------|-----|-----------------|
| KIM HEON JUN | OBS | Quality Manager |
|--------------|-----|-----------------|

HOTEL OMNI MONT-ROYAL

| | | |
|-------------------------|-----|----------------|
| BELLINA-SANTOS VICTORIA | OBS | Representative |
| SANTOS ELISABETH | OBS | sales manager |

ICAO SECRETARIAT

| | | |
|-----------------------|-----|---|
| ALKHORI CYNTHIA | SEC | Training and technical assitant |
| ASFOUR DANA | SEC | |
| AVELLA CARRILLO PEDRO | SEC | Project Development Assistant TCB |
| BARRETTE NICOLE | SEC | Technical Specialist (Training and Licensing) |
| BEKLIYEN IBRAHIM | SEC | safety management officer |
| BEN ABDALLAH SABRI | SEC | Project Manager |

| Name | Position | Title |
|-----------------------------|----------|---|
| BISSE BELL RAYMOND | SEC | Field Operations Consultant |
| BOYER CAMILLE | SEC | Intern |
| COLETTI PIA | SEC | Secretary |
| CUSSON LARA | SEC | |
| DE LEON GUSTAVO | SEC | |
| DE LEON MICHAEL CAESAR | SEC | Information Officer |
| DICK TAMMY | SEC | Training and Technical Assistant |
| DOAZAN ALEC | SEC | |
| FLANAGAN DAWN | SEC | Implementation Support Officer |
| GRAHAM NANCY | SEC | Director ANB |
| HOU MMADY MOSTAFA | SEC | GAT Manager |
| HUANG JIE | SEC | Training Officer |
| KHOUZAM CHRISTIAN | SEC | Product Manger |
| KNOBLOCH TOMAS | SEC | |
| LEE RICK | SEC | |
| LI TIAN TIAN | SEC | Staff |
| LI WEI WEI | SEC | air transport analysis officer |
| MAURINO MARTIN | SEC | Safety, Efficiency and Operations Officer |
| MORAWSKI MAGDALENA | SEC | GIS Graphics |
| MYARD OLIVIER | SEC | Chief, Evaluation and Internal Audit Office |
| NA RICHARD IN KEE | SEC | Intern |
| PRACH FRANÇOIS-XAVIER | SEC | |
| RADU CATALIN | SEC | Deputy Director, Aviation Safety |
| RAVANBAKSH SARA | SEC | Staff |
| ROBERT FRANCOIS | SEC | |
| SOLIMAN SARA | SEC | |
| ST LAURENT GUILLAUME | SEC | Intern |
| VASILOGEORGI ISAVELLA MARIA | SEC | |
| VAUGEOIS MATHIEU | SEC | |
| VOSKANYAN NUNE | SEC | |
| WANG WEIHUA | SEC | |
| WONG HARVEY | SEC | |
| XIE YIFEI | SEC | |
| YE ERIC | SEC | |
| ZAFIRIOU STAMATIA | SEC | Intern |

IFFAAD

| | | |
|-----------------|-----|-----------------|
| ELAMIRI MOHAMED | OBS | IFFAAD Chairman |
|-----------------|-----|-----------------|

INDUSTRY

| | | |
|-----------------|-----|---|
| AKUE COME ADOVI | OBS | STATION MANGER OF HANDLING COMPANY |
| D'SOUZA ALAN | OBS | SECRETARY GENERAL - INTERNATIONAL FOUNDATION FOR AVAIAION |
| GRIEPSMA RUTH | OBS | Client Services/Quality Assurance |

| Name | Position | Title |
|-----------------|----------|---|
| LENAGH DAMIAN | OBS | Senior Vice President DIATA |
| MIRANDA ALEX | OBS | Sales Manager |
| SIM DAVE | OBS | |
| SMITH MUNRO | OBS | President and Director, Slot Coordination |
| MCCULLOCH MARIE | EXH | Director of Maintenance Training |
| MONAST JACQUES | EXH | Exhibitor |

INTERNATIONAL AIROPORT MEXICO

| | | |
|------------------------------|-----|---------------------|
| MARTINEZ MUNOZ EDGAR ALFREDO | OBS | Adviser to Director |
|------------------------------|-----|---------------------|

JAZZ

| | | |
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| LINTHWAITE STEVE | OBS | V.P. Flight Operations |
|------------------|-----|------------------------|

LACHUTE AVIATION

| | | |
|---------------|-----|--|
| BOURGOIN SARA | OBS | |
| DALMIER SACHA | OBS | |

MCGILL

| | | |
|-----------------------------|-----|--|
| ABOU-JERJI HASSAN | OBS | McGill |
| ALEVRAS DIMITRA | OBS | |
| ALVAREZ DANIEL | OBS | student |
| BOUHID ABDELLATIF | OBS | Student |
| BOUHID SOUAD | OBS | Graduate student |
| DIAZ GRANDE CABALLERO PABLO | OBS | |
| DIPAULO ANDREA | OBS | Doctoral candidate |
| EROL OMER | OBS | Graduate Research Trainee |
| GUIRGUIS ROBERT | OBS | |
| KODA KAHO | OBS | Student |
| KUCHER TETIANA | OBS | |
| LOSSET CHOULET DAVID | OBS | Student |
| MORRIS LAEA | OBS | Administrative Coordinator |
| NG ADRIEN | OBS | Student |
| NYESTE SCOTT | OBS | McGill |
| POPOVA INNA | OBS | Assistant Director - Career and Professional Development |
| SICILIA CARMEN | OBS | Director, Career and Professional Development |
| TAGHAVI NIKOO | OBS | Student |
| YING AI | OBS | |
| ZAMANUEL PHOEBE | OBS | |
| SABA JOHN | | Professor -- Law and Management (Aviation) |

MCMILAN

| | | |
|-----------------|-----|--|
| HEALEY CAROLINE | OBS | |
|-----------------|-----|--|

MEDIA/PRESS

| | | |
|------------------|-----|-----------------------|
| PERTCHENKO BORIS | MDA | Special Correspondent |
| POTRATZ TERRI | MDA | Editor |

| Name | Position | Title |
|------|----------|-------|
|------|----------|-------|

MOUNT-ROYAL HIGH SCHOOL

| | | |
|-------------|-----|--|
| MHAOUK AMIR | OBS | |
|-------------|-----|--|

NATIONAL UNIVERSITY SINGAPOUR

| | | |
|----------------|-----|---------|
| KONG YOU SHENG | OBS | student |
|----------------|-----|---------|

NIGERIA CAA

| | | |
|--------------------|-----|---------------------------|
| AMOJI IREKE NNANNA | OBS | Aviation Safety Inspector |
|--------------------|-----|---------------------------|

OMNI HOTEL

| | | |
|----------------|-----|--|
| GIGUERE JULIEN | EXH | |
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|-------------------------|-----|---------------|
| LAVIGNE MAYER STEPHANIE | EXH | Sales Manager |
|-------------------------|-----|---------------|

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| ORFALI NAGUIB | EXH | Director Banquet |
|---------------|-----|------------------|

SENNHEISER

| | | |
|----------|-----|-----------------------------|
| MELL TIM | OBS | Business Director, Aviation |
|----------|-----|-----------------------------|

SKEYE AVIATION SYSTEM

| | | |
|----------------|-----|---|
| RIZZI PASQUALE | OBS | Director of Aviation Business Development |
|----------------|-----|---|

SPEAKER/MODERATOR

| | | |
|-----------------|-----|-----------------------------------|
| AL HAMELI AYSHA | SKR | Representative of the UAE to ICAO |
|-----------------|-----|-----------------------------------|

| | | |
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| ALAUFI ADEL | SKR | Alternate Representative of Saudi Arabia to the Council and Member ANC, ICAO |
|-------------|-----|--|

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|----------------|-----|-----------------------------------|
| ALLABY COLLEEN | SKR | National Manager Learning Quality |
|----------------|-----|-----------------------------------|

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|------------|-----|---|
| BROWN LORI | SKR | Chair NGAP Outreach and Associate Professor |
|------------|-----|---|

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| CARNEY THOMAS | SKR | Professor of Aviation Technology, Purdue University |
|---------------|-----|---|

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| COOKE SHARON | SKR | Head of Training Airways New Zealand |
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| COVI SANDRO | SKR | Bachelor of Science in Aviation |
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| DOW JAMES | SKR | Moderator |
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| HERASME NATHALIE | SKR | Commercial Management Officer ASCA |
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| HINDSON GREG | SKR | ATM Development & Prospective |
|--------------|-----|-------------------------------|

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|----------------|-----|---------------------|
| KEARNS SUZANNE | SKR | Associate Professor |
|----------------|-----|---------------------|

| | | |
|--------------|-----|---|
| LACROIX MARC | SKR | Manager, Technical Operations, Montreal Flight Information Region |
|--------------|-----|---|

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|-------------------|-----|--|
| LAURYSSSEN ASHLEY | SKR | Euro Control Training Strategies Manager |
|-------------------|-----|--|

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|-------------|-----|--|
| LIN RUICHUN | SKR | Aviation Information Technology Expert |
|-------------|-----|--|

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| MARTIN MARGARET | SKR | Director Operational Training NAV CANADA |
|-----------------|-----|--|

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| MUNGALL FINLAY | SKR | Financial Analyst FAA US |
|----------------|-----|--------------------------|

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| NELSON MARY | SKR | Division Manager, FAA Academy Airports & International Training Division |
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| NG DANIEL | SKR | Director, Aviation Industry Division, Civil Aviation Authority of Singapore |
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| PATTERSON JAMIE | SKR | Director of Training and Maintenance Services, Technical Operation |
|-----------------|-----|--|

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| PAYETTE JULIE | SKR | Director Centre de Science de Montreal |
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| ROBECK VIKTOR | SKR | |
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| SADAMBA TCHAGBELE | SKR | Director of EAMAC |
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| SIEVERS MARY ANNE | SKR | Airways New Zealand |
|-------------------|-----|---------------------|

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| SMITH GUY | SKR | Associate Professor of Aeronautical Science |
|-----------|-----|---|

| Name | Position | Title |
|-----------------|----------|--|
| SURINA ELEONORA | SKR | Expert in Flight Safety Volga-Dnepr Group |
| WALTER MANUEL | SKR | MSc of Science Research Assistant |
| WHITE KELLIE | SKR | Training Manager Emirates Airlines |
| ZIZI FARID | SKR | President of Air Navigation Commission of ICAO |

TURKISH AIR FORCE

| | | |
|------------|-----|--------------------------|
| OREN ALPER | OBS | Captain - Faculty Member |
|------------|-----|--------------------------|

UNIVERSITY OF OTTAWA

| | | |
|-------------------|-----|---------|
| DUPONT MARIE-PIER | OBS | Student |
|-------------------|-----|---------|

UQAM

| | | |
|----------------|-----|--------|
| RAYMOND CECILE | OBS | Expert |
|----------------|-----|--------|

WESTERN MICHIGAN UNIVERSITY

| | | |
|----------------|-----|---------|
| FOX JAMES | OBS | Student |
| TIERNEY SHELBI | OBS | Student |

YORK UNIVERSITY

| | | |
|-------------------|-----|---------|
| VEERAPPAN KRISHNA | OBS | Student |
|-------------------|-----|---------|

Total to date 327



INTERNATIONAL CIVIL AVIATION ORGANIZATION

A United Nations Specialized Agency

APPENDIX E

NGAP TF Meeting Welcome Remarks

1-2 December 2014

A Warm (!!!) Welcome to Our Meeting



- I trust your travels were “uneventful” and you are now ready for our customary two days of substantive, collegial, and highly-productive work in moving NGAP forward, followed by two more very exciting days as we present the Second NGAP Symposium
 - This will be an excellent week—because we will make it that way!
- Review of the proposed Agenda
- Brief introductions



Purposes of This Meeting

- Update the TF on NGAP Activities to Date
- Discuss over-arching challenges and the means to overcome them
- Review and discuss the progress of the Working Groups
- Introduce the NGAP Index, its Development and Implementation
- Working Group Development
 - Breakout Meetings and Discussion

Purposes of This Meeting



- Planning the Way Forward to Phase 2 of NGAP
 - Continuing to revitalize and develop NGAP
 - Expected outcomes from the Symposium
- Discussion of any further issues for the Task Force to consider

Some Preliminary Thoughts

In Oklahoma City, I suggested the following:

1. The needs that brought us to Montreal in May 2009 still exist, and in fact are even more pressing today
2. Overall, the NGAP TF has been very successful in pursuing a number of complementary initiatives in support of the future “people needs” of aviation, world-wide
 - But, we must refocus and repurpose, and I believe we have the means to do so at this meeting

Some Preliminary Thoughts

3. The First NGAP Symposium was extremely successful, and we have finalized the agenda/content and venue for the Second Symposium
 - Done
4. We have had a core group of very dedicated and active Task Force members, and it is now time to formalize TF membership
 - Commitment to specific deliverables as SMEs
 - Accurate and defined membership list
 - Accurate and current curricula vitae
 - In progress

Some Preliminary Thoughts

- We have made extremely significant progress since April:
 - Further development and implementation plans for the NGAP Index
 - Development of the Terms of Reference
 - Significant effort and results produced by our Working Groups
 - You will hear about this work in detail at this meeting

What have we accomplished since May of 2009 (Phase 1)?



- **Six NGAP Task Force meetings**
- **Development of competencies for:**
 - Flight crew and flight crew instructors, based on the work of the IATA Training and Qualification Initiative (ITQI) and then furthered by the IPTC;
 - Air traffic controllers;
 - Air traffic safety electronics personnel; and
- **Six ATM Sub-group meetings**
 - to finalize draft competency frameworks for ATCOs and ATSEPs and training manuals for each profession
- **Conduct of the First NGAP Symposium**
 - the successful outcomes of which were recognized by ICAO Contracting States during the 37th Session of the ICAO Assembly;
- **Eight ICAO NGAP and TRAINAIR *Plus* regional conferences (4 in 2011, 4 in 2013)**

What have we accomplished since May of 2009 (Phase 1)?



- **Dissemination of information about competency-based training**
- **Development of closer links** with several key organizations and the aviation training community
- **Development of a 20-year forecast** to assist States in quantifying human resources requirements
- **Seven ICAO Training Reports**
- **Association with Halldale** for the conduct of an ICAO NGAP Stream as part of the World Aviation Training Conference and Tradeshow (or WATS) in April 2012;
- **Conduct of a YouTube contest** entitled “Aviation: The Future is Yours”
- **Participation in various forums to promote the NGAP activities and programme**

What have we accomplished since May of 2009 (Phase 1)?



- **And most recently:**

- We are well underway on development and implementation of the **NGAP Index**
- We are developing an exciting **Internship Toolkit**
- We are developing the **Aviation Tertiary Education Directory** (ATED)
- **We are bringing about greater awareness in the aviation community** about the impending shortage of aviation professionals
- We are preparing for **Phase 2 of NGAP**, and a healthy future for the programme

Celebrating our past and preparing for the future of NGAP...



- I hope you feel very pleased and proud of the progress we've made...
- As always, I look forward to an enjoyable and productive 2 days together!!
- We truly are “on a roll”!!

APPENDIX F

NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP)

Working Group Work Plan

Working Group: _____ Implementation _____

Chair Name/Organization: _____ Mary Nelson, US FAA__ +1-405-954-1314 _____

| Deliverable Title | Deliverable Description | Principal Activities / Inputs | Lead Responsible | Planned Start Date | Target Completion Date | Remarks |
|----------------------------|---|---|-------------------------|--|--|----------------|
| Implementation Kit (I-Kit) | A single-source consolidated package of NGAP deliverables and references produced by ICAO and NGAP Partners (could include: ATCO kit, ATSEP kit, PANS-TRG, training manuals; workshop material, internship toolkit, NGAP Index, etc.) located on NGAP web site, periodically updated and continuously maintained (USBs produced for NGAP awareness and promotion at events, etc.) | | ICAO | 1 July 2015 | 31 December 2015 | |
| Communication Strategy | Communication Plan to communicate the Competency Based Framework and Training Manuals | <ul style="list-style-type: none"> • CP develop • Comment • Review • Incorporate Comments | Colleen | 10/2014 12/2/2014 12/2/2014 12/2/2014 | 11/2014 12/2/2014 12/2/2014 1/15/2015 | |
| Manuals | Finalise and publish manuals | <ul style="list-style-type: none"> • Technical review • Peer review • Editorial | ICAO | 15/2/15 | 15/7/15 | |
| Workshop Material | Develop workshop material | | WG Members | 1/4/15 | 30/6/15 | |

| Deliverable Title | Deliverable Description | Principal Activities / Inputs | Lead Responsible | Planned Start Date | Target Completion Date | Remarks |
|--------------------------|--|--|-------------------------|---|---|--|
| Workshops | Deliver global workshops in the 7 regions. | <ul style="list-style-type: none"> • Form Teams • Design • Develop • Review • Gather Materials • Funding • Production • Beta – August 2015 • Distribution | ICAO | 12/2014 12/2014 2/2015 5/2015 6/2015 | 12/2014 2/2014 5/2015 6/2015 7/2015 | Anticipating three days in length. Delivery supported by WG members. |
| Business Case Template | Part of the Workshop Tool Kit | <ul style="list-style-type: none"> • Design • Develop • Review • Comment • Incorporate Comments • Ready for Tool Kit | Mary - Chair | 10/2014 11/2014 12/2/2014 12/2/2014 12/4/2014 1/2015 | 11/2014 12/2014 12/2/2014 12/2/2014 12/4/2014 1/2015 | Disclaimer |

NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP)

Working Group Composition

Working Group: ___ Implementation _____

Chair Name/Organization: ___ Mary Nelson, US FAA __ +1-405-954-1314 _____

| Member Name | Title | Organization | Telephone number | E-mail Address | Main aviation profession |
|-------------------------------|--|---------------------|-------------------------|--|--------------------------------------|
| Herman Pretorius | Technical Officer – Air Navigation Implementation | ICAO | +1-514-9548118 | hpretorius@icao.int | ATCO & pilot |
| Doug Andresen | International Training Manager | FAA Academy | 1405-954-0170 | Doug.andresen@faa.gov | ATCO |
| Michel Gaulin | | IFATSEA | | Michel.gaulin@gmail.com | ATSEP |
| Thorsten Wehe | Executive Secretary | IFATSEA | +49-152-33751528 | thorsten.wehe@ifatsea.org | ATSEP |
| Lukas Bennar | Training Specialist | LPS SR | +421-2-4857-2559 | Lukas.bennar@lps.sk | |
| Philippe Tichadelle | Deputy head of department of Air Navigation Engineering and Sciences | ENAC | +33 562 174 336 | Philippe.tichadelle@enac.fr | ATSEP Training, Engineering Training |
| Pete Severiano Rosa Velasquez | ICAO Liaison Officer | IFATSEA | 815-394-9747 | Severianorosa@mac.com | ATSEP |
| Ruth Stilwell | | IFATCA | | rstilwell@natca.net | ATCO |
| Andreas Meyer | | IFATSEA | | Andreas.meyer@dfs.de | ATSEP |
| Margaret (Maggie) Martin | Director Operational Training | NAV CANADA | +1-613-2905711 | martinm@navcanada.ca | Training |
| Colleen Allaby | | Nav Canada | | allaby@navcanada.ca | ATCO |
| Pete Glass | Head of ATC Training Delivery | NATS | +44777181380 | Peter.glass@nats.co.uk | ATCO |
| Chris Cox | | NATS | | Chris.cox@nats.co.uk | ATSEP |

| Member Name | Title | Organization | Telephone number | E-mail Address | Main aviation profession |
|---------------------------|--|---------------|------------------|--|---|
| Petr Dvorak | ATSEP Training Specialist | ANS CR / CANI | +420 606 036 996 | dvorakp@ans.cz | IT Specialist, SIM administrator, ATSEP Training Specialist |
| David Pichl | Chief Instructor | ANS CR / CANI | +420 725 045 392 | pichl@ans.cz | ATCO, instructor, training designer |
| Catherine Crocoll-Bichara | Manager Regulation and Compliance, skyguide - Swiss Air Navigation Services Ltd | CANSO | +41 22 4174420 | catherine.crocoll@skyguide.ch | ATCO |
| Thomas Bierwagen | Head of Engineerign Training, DFS Deutsche Flugsicherung GmbH – German air navigation services | CANSO | 49 6103 707 5300 | Thomas.bierwagen@dfs.de | ATSEP |
| Pat Delaney | | IFATSEA | 480 209 7642 | patrick.delaney@passmember.net | ATSEP |
| Ashley Lauryssen | Europe control | | | ashley.lauryssen@eurocontrol.int | ATCO |
| Jean-Francois Lepage | Representative | IFATCA | 1-514-298-2353 | jeanfrancoislepage@gmail.com | ATCO |
| Mary-Anne Sievers | Training Strategy Manager | Airways NZ | +64 27 2218677 | mary-anne.sievers@airways.co.nz | ATCO Training Specialist |

**APPENDIX G
NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP)**

Work Plan

Working Group: ___ Outreach _____

Chair Name/Organization: ___Lori Brown, US/WMU___

| Deliverable Title | Deliverable Description | Principal Activities / Inputs | Lead Responsible | Planned Start Date | Target Completion Date | Remarks |
|--------------------------------------|---|--|-------------------------------|---------------------------|-------------------------------|---|
| Best Practices Directory on Web site | <p>Framework established for sharing of best practices</p> <ul style="list-style-type: none"> Sharing of best practices (including areas of interest, mechanisms for distributing the best practice, legal/copyright/financial issues clarified) that will assist States and industry to realize their NGAP strategies. The outreach group can gather data and ICAO can input data. | <ul style="list-style-type: none"> Action Item 1: Research existing tools to determine which can be used for the NGAP Practices tool and if the selected tool will be free. Check with legal on how we can upload country information (in addition to them uploading their own data).: Determine maintenance and validation of data. Action item 2: Determine categories and subcategories needed to modify one of the above tools for use by the outreach group. Action Item 3: NGAP practices live tool Action item 4: email partnering organizations (ones with logos already) to request practices for upload to the tools database. Action item 5: Ongoing maintenance and input of data | ICAO/supported by Lin Ruchuin | 1/15 | 3/15 | Who at ICAO will be responsible (Dawn?) |
| | | | IATA | 3/1/15 | 4/1/15 | |
| | | | ICAO | 4/1/15 | 5/1/15 | |
| | | | Lori | 5/1/15 | 6/1/15 | |
| | | | ICAO/Lin Ruchuin | 7/1/15 | Ongoing | |

| Deliverable Title | Deliverable Description | Principal Activities / Inputs | Lead Responsible | Planned Start Date | Target Completion Date | Remarks |
|---------------------|---|--|---|---|--|--|
| Recruiting Partners | Strategy in place to actively recruit partnerships / contributors | <ul style="list-style-type: none"> • Letters for contributors • Types of partnerships: <ul style="list-style-type: none"> – Logos – conference collaborations through awareness – Sharing best practices – participate in outreach workgroup (permanent or ad-hoc) – in kind donations (resources) | Lori/ICAO/Liz/Sara *ALL outreach will recruit partners | 1/1/2015 | 7/1/2015 | Need ICAO to provide formal communication letter |
| ATED | Aviation Tertiary Education Directory | <ul style="list-style-type: none"> • Listing accessible on website • Action item 1 : Provide criteria for institutions to upload their data. • 2. At the NGAP symposium, update database • 3. Promote through regional offices • 4. Promote through Conferences | ICAO/Isavella Isavella/Nicole Nicole/Isavella ICAO Lori/IATA/Cecl/ Juan/Deborah and *ALL outreach members | 12/1/2014 3/1/15 2/1/15 | 12/5/2014 12/1/14 12/5/14 5/1/15 11/1/15 | Complete Complete Complete Michiel? |

| Deliverable Title | Deliverable Description | Principal Activities / Inputs | Lead Responsible | Planned Start Date | Target Completion Date | Remarks |
|---------------------|--|---|---|--------------------|--|--------------|
| Communications | Develop a communication strategy for promoting NGAP Outreach activities | Articles, development of newsletters, regional symposia for 2016-2017 use existing symposia - China Aviation Education Training Symposia - Sri Lanka youth conference Sky Fiesta Sri Lanka -Asia pacific aviation training -China Aviation Expo -WATS -European aviation symposium -global training partners symposium/India -cargo symposium -AABI - Manila Action item 1: Provide Lori a list of symposia available for us to partner with. Action Item 2: Explore How can the outreach group support the Sri-Lanka youth conference? Action item 3: Provide outreach group with regional presentations on shortages and metrics from Trainair/NGAP. | Sara/Lori/ICAO/ and *All outreach members Lori/Ruchuini Dev Charmain/Jen Lori/Ruchuini Lori ? IATA IATA Victor Ceci/Juan/Lori | 2014 | 4/2015 4/10/15 2015- 2016 9/15 9/16/15 9/23/15 ? 2/15 Michiel Deborah | Dawn assist? |
| Outreach on webpage | Provide Outreach information to ICAO webpage | <ul style="list-style-type: none"> Action item: what can we place on the NGAP website and want as the mechanism to have things added to the website? | ICAO | 12/14 | 4/1/15 | |

| Deliverable Title | Deliverable Description | Principal Activities / Inputs | Lead Responsible | Planned Start Date | Target Completion Date | Remarks |
|--------------------|--|---|--|--------------------|--------------------------------|---------|
| Internship Toolkit | Internship Toolkit for Employers and Interns | <ul style="list-style-type: none"> • Draft available. Can be put on WMU website and link on ICAO webpage • Action item 1: See if this document can be put on the ICAO website. • Action Item 2: What do we need to do with this document to make it an ICAO document? Maybe co-brand a document with ICAO. • Action Item 3: Prepare Intern Toolkit • Upload to Webpage | Complete ICAO ICAO LIZ/Sara Sara/Lori ICAO | 2014 2/15 | 3/2015 6/15 7/15 7/15 | |
| External Work | Aviation Discovery Program in Africa | <ul style="list-style-type: none"> • TBA | ADP TEAM | | TBA | |

- a. Revitalize the outreach activity and increase participation
- b. 2015 – framework established for sharing of best practices (including areas of interest, mechanisms for distributing the best practice, legal/copyright/financial issues clarified) that will assist States and industry to realize their NGAP strategies
- c. 2015 - Strategy in place to actively recruit partnerships/contributors
- d. 2016 – at least 25 contributions established
- e. 2015 - Aviation Tertiary Institutions listing accessible on website, with minimum 100 registered institutions
- f. 2015 – Develop a communication strategy for promoting NGAP Outreach activities (articles, development of newsletters, regional symposia for 2016-2017)
- g. 2015 – Provide Outreach information to ICAO webpage
- h. 2015 – Internship Toolkits for Employers
- I – External Sub Work- Aviation Discovery in Africa

NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP)

Working Group Composition (WG committed contributors - not meeting participants)

Working Group: ___ Outreach _____

Chair Name/Organization: __Lori Brown, US/WMU

| Member Name | Title | Organization | Telephone number | E-mail Address | Main aviation profession |
|--------------------|---------------------------|---|-------------------------|--|--|
| Lori Brown | Chair/Associate Professor | WMU/US | +1-269-3300645 | Lori.brown@wmich.edu | Pilot |
| Victoria Romero | Active member | IATA/CA | 514-8740202 3494 | romerov@iata.org | Training and Qualification |
| Ivica Kovacic | Active member | IATA/CA | 514-874-0202 3239 | Kovacicl@iata.org | Head of training |
| Deborah Stephenson | Active member | FAA/US | 1 703- 487-3940 | Deborah.S.Stephenson@faa.gov If email is returned stephensonfamily5@gmail.com | FAA Integrated Curriculum Branch Manager |
| Ceci Shirely | Vp OPS/Active Member | AABI/us | 1 334 844-2431 | hogence@auburn.edu | Marketing and communication |
| Ashley Laurysen | Active member | Eurocontrol/EU | | ashley.laurysen@eurocontrol.int | |
| John Webster | Active member | ACI world/CA Airports Council International - World | 514 393-1212 | jwebster@aci.aero | Sr. Manager global training |
| Charmaine LIU | Active Member | CAAS/Singapore | | Charmaine_LIU@caas.gov.sg | Aerospace careers |
| Dev Samarajeewa | New member | Sri Lanka CAASL | | mdevkowsala@gmail.com | |
| Frank Hofmann | New member | IAOPA/CA | 514-696-4572 | fhofmann@sympatico.ca | IAOPA observ. ANC |
| Viktor ROBECK | Member | Air Cargo/Russia | | robeckv@iata.org | CEO Air Cargo Russia |

| | | | | | |
|-------------------------|--|---|------------------------|---|--|
| Robert Maciorowski | Active Member | Pratt & Whitney/US | 1 860-565-5458 | robert.maciorowski@pw.utc.com | Manager Training |
| Jen NG | New Member | AAIS/Singapore | | jen@aais.org.sg | Aerospace Careers |
| Isavella Vasilogeorgi | Auxiliary NGAP member | ICAO Intern/CA | | ivasilogeorgi@icao.in> | |
| SARA BOURGOIN | New Member | Marketing and Design/CA | 5146252811 | sarabourgoin@gmail.com | Art Director/ pilot |
| Juan Thomas | New member/ASCA | ASCA/Dominica R | 1-809-796-1937 | JThomas@asca.edu.do | Director, Academia Superior de Ciencias Aeronáuticas, ASCA. |
| Jorge Calaf | New Member | University of PR | 787-724-1912 Ext. 2401 | JCALAF@BAYAMON.INTER.EDU | Dean of Aeronautical University of Puerto Rico |
| Theresa Davis-Woodhouse | New Member | Conseil canadien de l'aviation et de l'aérospatiale | 613-727-8272, ext. 247 | tdaviswoodhouse@avaerocouncil.ca | Senior Project Manager Canadian Council for Aviation & Aerospace |
| Capt. Aysha Alhamili | ICAO/Supporting Member/ UAE Delegation to ICAO | ICAO/UAE | +1 514 954 5753 | ahamili@gcaa.gov.ae | UAE Delegation to ICAO |
| TCHAGBELE Sadamba | Supporting Member | Director EAMAC President AATO/Africa | | TCHAGBELESad@asecna.org | Director EAMAC President AATO |
| Tomas Knobloch | ICAO INTEN NGAP supporting member | | | tknobloch@icao.int | ICAO Intern Air Navigation Bureau |
| Ruichun Lin | Member | CAFUC/CAAC | | rclin@cafuc.edu.cn RLin@icao.int | IT/Professor |

APPENDIX H
NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP)

Future Work Plan

Working Group: Research

Chair Name/Organization: _____ William Agius, ZHAW Zurich University of Applied Sciences _____

| Deliverable Title | Deliverable Description | Principal Activities/Inputs | Lead Responsible | Start Date | Completion Date | Remarks |
|--------------------------|--|---|-------------------------|-------------------|------------------------|----------------|
| NGAP Index/Dashboard | Tool to better understand aviation human resource needs within States and develop strategic plans to ensure the right number of competent personnel are available to support the aviation system at a national and regional level. | 1. Assess the capabilities and information already available on iSTARS | ICAO/ZHAW | 01.01.15 | 01.03.15 | completed |
| | | 2. Evaluate the possibility of an NGAP Index/dashboard indicator on iSTARS based on already available data sources. | ICAO | | 01.04.15 | in progress |
| | | 3. If needed, identify and obtain additional sources of data for the NGAP Index. | ICAO/ZHAW | 01.03.15 | 01.05.15 | |
| | | 4. State Letter to obtain support and data for the NGAP Index/dashboard. | ICAO | | 01.09.15 | |
| | | 5. Identify universities willing to conduct analysis of NGAP index data. | ZHAW | | 01.09.15 | in progress |

| Deliverable Title | Deliverable Description | Principal Activities/Inputs | Lead Responsible | Start Date | Completion Date | Remarks |
|--------------------------|--------------------------------|---|-------------------------|-------------------|------------------------|---|
| | | 6. Develop guidelines for participating universities. | ZHAW | 01.05.15 | 01.09.15 | transmitted with State Letter |
| | | 7. Trial the NGAP Index/dashboard | ZHAW | | 01.12.15 | ZHAW will provide support. However, the trialling must be done by an independent institution. |
| | | 8. Launch of the NGAP Index/dashboard for States | ICAO | | 01.01.16 | |
| | | 9. Evaluation of the NGAP Index/dashboard | ZHAW | | 01.01.19 | |

NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP)

Working Group Composition (WG committed contributors - not meeting participants)

Working Group: ___Implementation_____

Chair Name/Organization: _____Mary Nelson, US FAA_____

| Member Name | Title | Organization | Telephone number | E-mail Address | Main aviation profession |
|--------------------|--|---|-------------------------|-------------------------------|---------------------------------|
| Francois Robert | Technical Officer - Implementation | ICAO | +1-514-9546065 | FRobert@icao.int | ATCO, pilot, etc. |
| Suzanne Kearns | Associate Professor | Western University | | Skearns4@uwo.ca | |
| Raymond Thompson | Associate Dean | Western University | | Raymond.thompson@wmich.edu | |
| Brett Levanto | | Aeronautical Repair Station Association | | Brett.levanto@potomac-law.com | |
| Merens Mouw | Acting Chief Integrated Analysis Section | ICAO | | mmerens@icao.int | |
| Daniela Charrova | ICAO Intern | ICAO | | dcharrova@icao.int | |
| Mary-Anne Sievers | ATC Training Manager | Airways New Zealand | | mary.sievers@airways.co.nz | |



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APPENDIX I

Symposium Outcomes NGAP Phase II

Nancy Graham
Director ICAO ANB



Purpose

- In NGAP Phase 1, we raised awareness and developed CBT provisions for ATCOs and ATSEPs
- In NGAP Phase 2, we will roll-out those new provisions to support their implementation and create tools to support human capital best practices



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Boost!

- Julie Payette
- Speednetworking



Revitalizing the Outreach Effort

- Expanding the outreach effort to all regions
- Building an NGAP best practices database on the web - 2015
- Implement an NGAP communication strategy – participate in events, publish, develop communication tools (2015 – 2017)
- Develop an NGAP Implementation Kit (I-Kit) on web – 2015



Implementing ATCO and ATSEP Competency-based Training

- Regional workshops planned for the 2nd half of 2015 and onwards
- Workshop to include Regulator, Service provider Senior management, courses designers and instructors (classroom and OJI)
- Stakeholders to provide input to ICAO on desired content of workshop



A new tool for States: The NGAP Index

- Work to evolve the concept into dashboard on web – 2015
- First reports to participating States – 2016



Other Tools to States for the Development of HR Strategies

- Internship Toolkit published on web - 2014
- Aviation Tertiary Institutions Database (ATED) on web - 2015
- Publish new manuals – 2015
- Publish amended PANS-TRG - 2016



We need your support

- Doers: expertise that matches the NGAP Work Plan deliverables
- Join the NGAP Working Groups (Outreach, Research and Implementation)
- Join the NGAP Partners
 - Add your logo
 - Share NGAP best practices



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Nairobi

Asia and Pacific
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Bangkok



THANK YOU