



## TRAINAIR PLUS Programme

### ICAO Regional Aviation Training & TRAINAIR PLUS Symposium

New Delhi, India

17 – 20 November 2015

#### 1. INTRODUCTION

ICAO's main objective in organizing the Regional Aviation Training and TRAINAIR PLUS Symposium is to promote and enhance training effectiveness and efficiency and provide a unique platform for training professionals to exchange their knowledge and skills.

The primary objectives of this symposium were to:

- focus on areas of human resource development and training technologies;
- share best practices and discuss challenges in aviation training;
- identify opportunities for greater collaboration and the formation of new training partnerships; and
- define return on investment (ROI) to provide better ways to assess training effectiveness.

#### 2. PARTICIPANTS

The meeting was attended by 212 participants bringing together a wide range of expertise including airport administration, air navigation service providers, civil aviation authorities, airlines, training centres and academia.

The following 29 ICAO Member States were represented: Bangladesh, Bhutan, Botswana, Canada, Denmark, Egypt, Ethiopia, France, India, Indonesia, Iran, Ireland, Jamaica, Japan, Kazakhstan, Malaysia, Mongolia, Nepal, Nigeria, the Russian Federation, Singapore, Slovenia, South Africa, Spain, Sri Lanka, Thailand, Turkey, the United Kingdom, and the United States.

#### 3. ORGANIZATION

The meeting was hosted by the GMR Aviation Academy (GMR AA) and was organized into seven panels, which addressed training challenges, TRAINAIR PLUS Programme (TPP) enhancements, training tools and technology, best practices, post-training performance evaluation, and the ROI of well-structured training programmes. Presentations from all panels are located on the GMR AA website at <https://gmraaviationacademy.org/icao-trainair-plus-symposium/presentations> and will be available for up to one year.

#### 4. ITEMS DISCUSSED AND CONCLUSIONS

The following is a summary of each panel's discussions, the moderators and speakers, and the conclusions reached by each workgroup.

##### **Panel 1: Regional Challenges Facing Training in Aviation**

Two major challenges currently impacting training in aviation are State funding of aviation training and the proliferation of "low cost" training that has affected the quality, working conditions, and duration of contracts for staff in the aviation industry from pilots and maintenance personnel to operations staff and cabin crew.

Several roadmaps for solving these problems were proposed, including:

- closer cooperation between universities and the industry, and increased vocational training as early as secondary school;
- greater investment now in training, policies to attract and retain talent, and establishing the concept that training is an investment, not an expense; and
- initiatives to identify real training needs and design efficient training programmes, such as TPP, and to apply approaches, such as computer-based training (CBT).

**Moderator:**

- Arun Mishra, Regional Director, Asia and Pacific Office, International Civil Aviation Organization (ICAO)

**Speakers:**

- Hai Eng Chiang, Director, Asia Pacific Affairs, Civil Air Navigation Services Organisation (CANSO)
- Graham Hunt, Head of Asia, Embry-Riddle Aeronautical University
- Amitabh Khosla, Country Director, India, Nepal and Bhutan, International Air Transport Association (IATA)
- Diego Martinez, Manager, TRAINAIR PLUS Programme, Global Aviation Training (GAT) Office, ICAO

**Panel 2: TRAINAIR PLUS Programme (TPP): Enhancements to Better Serve the Global Training Community and Introduction of Participating Members**

This panel introduced TPP Members attending the event and updated participants on the status and operations of the programme, including new courses to be offered by TPP:

- Training Developers Course – 2 (TDC-2): to train managers and heads of TRAINAIR PLUS Instructional Systems Design Units (TP ISDUs);
- Training Instructors Course – 3 (TIC-3): On-the-Job Training (OJT) of instructors and evaluation of OJT effectiveness;
- Training Managers Course – 2 (TMC-2): an advanced tool for managers to help them apply modern approaches to management of an aviation training institution.

**Moderators:**

- Mr. Diego Martinez, Manager, TRAINAIR PLUS Programme, GAT Office, ICAO
- Mr. Mekki Lahlou, Training Planning and Operations Officer, GAT Office, ICAO

**Panel 3: TRAINAIR PLUS Speed-Networking Session**

TRAINAIR PLUS Members were provided with the opportunity to meet, share information, and develop professional relationships through one-on-one exchanges.

**Moderator:**

- Mr. Mekki Lahlou, Training Planning and Operations Officer, GAT Office, ICAO

**Panel 4: Training Tools and Technology: Key Trends, Challenges and Opportunities**

This panel reviewed the latest trends in aviation training and presented the latest tools and technologies available. Given the evolution of an increasingly technological labour market, opening training development and delivery to a greater variety of technologies is inevitable, including e-training, b-training, m-training, etc.

The proposed solutions should be adapted to a multi-generational target population from the post-war baby boomers through Generation X and on to Generation Y (the Millennials). This will require course developers to create training environments that span the entire spectrum of training options, from conventional classroom to downloadable course material, to webinars and informal networking tools.

**Moderator:**

- Chris Long, European Affairs Editor, Civil Aviation Training Magazine, United Kingdom

**Speakers:**

- Miha Gasperin, Chief Executive Officer, Adria Flight Career Center, Slovenia
- Renato Osrajnik, Chief Executive Officer, eAvio
- Hayman Riad, Human Factor Training Manager, Air Arabia
- Muruganandam Vedarethnam, Joint General Manager (CNS), Regional Training Centre, Airports Authority of India, and Representative of the International Federation of Air Traffic Safety Electronics Associations (IFATSEA)

**Panel 5: HR Development Strategies in Aviation: Best Practices Paving the Way Forward**

This panel described a “perfect storm” in the critical area of human resource development in the aviation industry (a people business):

- a market trend to low cost companies and their treatment of human resources;
- the disaffection by young people with aviation jobs;
- the growing gulf between retiring staff and their replacements;
- decades of minimal training;
- drastic changes to funding of public aviation training institutions; and
- an industry that continues to grow.

Proposed solutions included an in-depth review of leadership development (talent review) and the establishment of individual and professional development initiatives (a career in aviation). The combination of these two initiatives should create a succession plan based on a Performance Matrix. This innovative approach would establish values and criteria for leadership development: Experiential Learning, Feedback and Peer Learning, and Classroom Learning (60/30/10 ratios, respectively).

**Moderator:**

- Manjit Singh, Director, Malaysia Aviation Academy, Malaysia

**Speakers:**

- Anuj Aggarwal, Member of the Board, Airport Authority of India, India
- ASK Reddy, Chief Human Resource Officer, GMR Airports Limited, India
- Buddhika Hewawasam, Deputy General Manager, SriLankan Aviation College (SriLankan Airlines), Sri Lanka
- Candemir Akyıldız, Projects Coordinator, TAV Academy, Turkey

**Panel 6: Post-Training Performance Evaluation and Return on Investment in Training**

Given today's budget constraints, training institutions must clearly identify ROI in all training. It is no longer enough to demonstrate the impact of training on improvement of operations and quality of service. The panel proposed identifying the parameters of ROI in terms of costs and inputs because precisely quantifying these two variables can provide a very precise measure of the value of training.

Clear identification of measurement factors, such as Key Performance Factors, is essential to effectively determining ROI. To do this, a cross-referencing database of defining factors in performance and its costs can pave the way to precise ROI calculations for any training intervention.

**Moderator:**

- Ismael Faraji, ICAO TRAINAIR Plus Expert and Standardized Training Package Validator, Civil Aviation Technology College, Iran

**Speakers:**

- Harpeet Singh, Executive Director & Chief of Flight Safety and Head of Corporate Safety Management System, Air India, India
- Keshava Sharma, Executive Director and Principal, Civil Aviation Training College, Allahabad, India
- Athula Seneviratne, Head of Civil Aviation Training, Civil Aviation Training Centre, Sri Lanka
- Kaj Christensen, Head of Training, GAL ANS Training Centre, United Arab Emirates

**Panel 7: The Global Aviation Training and TRAINAIR PLUS Workshop**

This roundtable debate addressed current issues in aviation training and dealt with questions posed by ICAO and TRAINAIR PLUS.

**Moderators:**

- Mr. Diego Martinez, Manager, TRAINAIR PLUS Programme, GAT Office, ICAO
- Mr. Mekki Lahlou, Training Planning and Operations Officer, GAT Office, ICAO

**Workgroup 1 - Finance – *How can a training organization achieve financial sustainability?***

**Conclusions:**

1. Identify internal and external training needs on a timely basis for more comprehensive financial planning and budgeting for training of human resources, infrastructure, automation systems and marketing activities. Each approved training organization must conduct its own marketing activities.
2. Cost optimization must be achieved without compromising the quality of products and services: employ less costly methods of delivering training, such as on-line and distance learning, automation and off-the-shelf products, such as Standardized Training Packages (STPs) developed by other training centres.
3. Diversify sources of revenue: add non-regulated products and services to your training offerings, consultancy services, rent or lease out training facilities, organize events that people pay to attend, solicit donations, etc.

**Workgroup 2 – Curriculum and Needs – *In what ways can a training organization transform its multitude of courses into a learning itinerary, in view of qualifying its aviation professionals? Items to be considered are local, regional and global training needs as well as compliance to local and international regulations.***

**Conclusions:**

1. Training Needs Analysis: identify the needs gaps specific to an organization in order to optimize resources. The curriculum should be structured to accommodate aviation professionals at all levels, including fresh entrants, and should be continuously evaluated and upgraded to meet local, regional and global needs.
2. Standardization: to ICAO TRAINAIR PLUS standards in order to achieve global uniformity and meet specific training objectives within the aviation sector.
3. Global Coordination: ICAO should take the lead in identifying generic training needs. STPs should be accredited and shared among Member States to create a unified curriculum. Eventually global aviation training (GAT) can become an aviation university or academy with members as affiliates issuing diplomas and degrees.

**Workgroup 3 – Effectiveness – *How can training organizations measure the effectiveness of their training?***

**Conclusions:**

1. Conduct a meticulous training audit, including a Process Evaluation, to ensure that the stated objectives are achieved, a System Evaluation to ensure that the training delivery is efficient and effective and an Outcome Evaluation to ensure the accuracy of the original needs analysis and correct the deficiencies detected prior to delivery of the training. Feedback from the field (trainees and supervisors) should also be conducted at three and six month intervals.
2. Ensure the proper infrastructure and senior management support. The appropriate facilities must support training. Senior management must act as motivators by visiting the facilities and both assessing and encouraging the trainers.
3. Instructors must be properly selected and their skills continuously updated. STPs must be effectively delivered. Instructors should perform in the field for a week to ten days during their tenure at training centres and should be kept up to date in the latest techniques, equipment and processes. They should be research-oriented individuals.

**Workgroup 4 – ICAO’s Assistance – *What are your expectations from ICAO with regard to its support role for global aviation training?***

**Conclusions:**

1. ICAO should create a technical “Facebook” where instructors, course developers, and other training personnel can propose new ideas and follow up on technical discussions.
2. TPP should encourage the creation of more e-learning training material and blended learning.

3. Greater emphasis should be placed on and more time given to teaching the TRAINAIR PLUS course development methodology in the TIC-2 Training Instructors Course. Familiarity with the TRAINAIR PLUS course development methodology should also be clearly indicated as a prerequisite on the ICAO website.
4. STP exchange should be free of charge three years following approval and inclusion of the STP in the library. However, only training organizations that have developed two or more STPs within three years would be eligible to use these STPs free of charge.
5. Ways to reduce the cost of STP development should be studied.

**Workgroup 5 - Industry – Which key items are to be considered when evaluating which technologies are to be used for the effective and efficient delivery of training?**

1. The knowledge, skills and attitudes that are required of the trainee once the training is completed.
2. The target population: age, culture, (learning styles).
3. Availability of technology (IT, simulators, etc.).
4. Regulatory requirements (for example, some States require special approval for e-learning).
5. Cost.

**5. THE WAY FORWARD**

The outcomes of these discussions and recommendations will form the basis for the agenda of the upcoming ICAO Global Aviation Training Symposium in 2016 and will receive close consideration by the ICAO GAT Office when formulating the framework for new benefits to TRAINAIR PLUS Members.

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## Appendix

### Symposium Survey Results

Participants were invited to complete an online feedback form during prior to the closing Ceremony of the Symposium. Participants registered their opinions by completing the feedback form. Below is their feedback.

#### 1. Summary of opinions on Panels:

- Panel 1 – Regional Challenges Facing Training: 79% of respondents had a positive impression of the Panel while 5% did not.
- Panel 2 – TPP Update and Introduction of New Members: 86% of respondents reacted positively to the panel while 4% did not.
- Panel 3 – Speed Networking: 85% of respondents found the concept interesting, 81% found it relevant and 69% enjoyed the delivery of the concept.
- Panel 4 – Training Tools & Technology: This panel generated a positive impression of 79%.
- Panel 5 – HR Development Strategies: 72% of respondents reacted positively to the Panel.
- Panel 6 – Post-Training Performance and ROI: 76% of respondents reacted positively, 23% were somewhat positive and 1% were negative.
- Panel 7 – Workshops: The workshops were perceived positively by 81% of respondents. Only 1% of respondents reacted negatively.

#### 2. General impressions (on a scale of 1 to 10):

- How inspired did you feel? The average response was 7.88.
- Do you feel the event provided value? The average response was 8.38.
- How organized was the information? The average response was 7.81.
- How likely are you to attend future events? The average response was 8.54.

#### 3. Issues raised:

- 8% of respondents had difficulty with Wi-Fi access.
- 8% had difficulty viewing video/PowerPoint presentations.
- Two people complained about traffic congestion, one person felt the presentations were too long and one person felt the refreshment/lunch area was too crowded.

4. What should be done differently:

- Asked “what would you do differently”:
  - 23% of respondents mentioned better time management.
  - 12% suggested a better seating arrangement.
  - 8% would improve participation in discussions.
  - 4% would like better audio/visual delivery.

5. Other

- When asked what the best part of the Symposium was, 46% of respondents named the Opening Ceremonies, while 27% mentioned the workshops and 19% felt the panels rated highest.
- Among participants who completed the survey, 96% were satisfied with the venue.

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