



# ICAO

International Civil Aviation Organization  
North American, Central American and Caribbean Office  

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WORKING PAPER

NAM/CAR/CATC/WG/3 — WP/09  
12/10/16

**Third NAM/CAR Civil Aviation Training Centres Working Group Meeting  
(NAM/CAR/CATC/WG/3)**  
ICAO NACC Regional Office, Mexico City, Mexico, 19 to 20 October 2016

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**Agenda Item 4                      NAM/CAR Regional Civil Aviation Training Centre (CATC) Network  
4.3                      Regional Training Association**

**PROPOSAL FOR THE CREATION OF A TRAINING CENTRE ASSOCIATION FOR THE NAM/CAR REGIONS  
(NAM/CAR/CATCA)**

(Presented by the Chairperson of the NAM/CAR/CATC/WG)

**EXECUTIVE SUMMARY**

This working paper is presented with the intention to promote the integration of efforts of the training centres in the region to improve the aspects related to the training and creation of educated and skilled human resources for civil aviation in the region.

The main purpose of the association is to collaborate effectively in the improvement of the effective implementation of the critical element number four (qualification and instruction of the aeronautical personnel) which has the lowest percentage of effective implementation (EI) worldwide of the entire CE in accordance with the USOAP-CMA.

In the same way, this initiative creates an entity to represent the training centres of the region, being a means to sponsor the unity and standardization, to canalize the needs and concerns of the Member States, to avoid the duplication of efforts in the field of instructional design, improve the offer of courses in the region and jointly meet the demands of training in our area.

<b>Action:</b>	It is invited to the meeting to analyse this initiative, discuss in details the benefits of the same and to create a commission to work in the required documentation for its implementation.
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"><li>• Safety</li><li>• Air Navigation Capacity and Efficiency</li><li>• Aviation Security and Facilitation</li></ul>
<i>References:</i>	<ul style="list-style-type: none"><li>• ICAO NCLB Initiative</li><li>• AATO Model</li></ul>

## 1. Introduction

1.1 Taking into account the number of existing training centres in the CAR Region, the costs related to maintaining a Civil Aviation Training Centre and the existent demand in training, the Directors of Civil Aviation of the NAM and CAR Regions during the NACC/DCA/6 Meeting concluded on the need to have a regional training focus in order to have full coverage as well as efficient and harmonized costs in the CAR Region. Eastern Caribbean States and United States, among others, emphasized on the importance to have this approach to make training a more efficient, cost-efficient and prioritized issue.

1.2 Considering that the same Directors of Civil Aviation of the NAM/CAR Regions were the ones who approved the creation of the NAM/CAR/CATC/WG, and that in the NACC/DCA/6 Meeting they agreed that the NAM/CAR/CATC/WG needs to evolve towards an association of Training Centres. To mitigate the previously mentioned risks and in order to ensure that the availability and even the cost-effectiveness of providing and complying with the training needs capacity in comparison with demand needs, as such, the Meeting agreed on the following conclusion:

### **CONCLUSION**

**NACC/DCA/6/10**

### **ORGANIZATION FEASIBILITY FOR THE ESTABLISHMENT OF AN ASSOCIATION OF TRAINING ORGANIZATIONS IN THE NAM/CAR REGIONS (ATO-NACC)**

*That, in order to evaluate the risks while still ensuring the availability and even profitability of providing and meeting the regional training capacity needs versus the demand needs, together with the ICAO GAT Office, the ICAO NACC Regional Office, and the Member States, the NAM/CAR/CATC/WG:*

- a) evaluate the viability of a regional association of training centres considering the following Initial items:*
  - i. evaluate the need and benefit of such an association*
  - ii. review possible structure of the association*
  - iii. possible management structure (i.e. managed through the Regional Office or managed by the Member States in a rotational basis); and*
- b) present the evaluation results to the NACC/DCA/7 meeting.*

## 2. Discussion

2.1 The objective of this association is to promote the quality of instruction in the region taking into account the limitations and circumstances of the states, the sharing of experience and knowledge among the centres, fostering academic interaction at all levels and addressing the needs of the region through the implementation of initiatives to raise the level of training of the aeronautical personnel.

2.2 This association will also have the mission to look after the interests of the centres noting that its interaction with the international civil aviation organization training initiatives will take place in an effective and fluently manner.

2.3 This association will also have the mission to look after the interests of the centres noting that its interaction with the international civil aviation organization training initiatives will take place in an effective and fluently manner. In this sense the association will serve as a viable channel to systematically make possible the concerns of the Centres members and in the same way to organize joint plans of action that result in the opportune implementation of the projects of progress for the aviation in our geographical area.

2.4 Each Training Centre of the region has special circumstances and realities of the organizational system to which it belongs, in which is generally linked to the government to the country in which serves, however the objective with regard to the development of competent staff is the same and challenges in the area of instructional design, availability of instructors, fee management of external courses and those who require an international endorsement, attention to the demand according to requirements of ICAO, are essentially the same.

2.5 The challenges cited should be cared for in a systematic way and well could our association organize joint strategies that help us to overcome barriers and make significant improvements to meet more effectively the demand for existing instruction in the NACC region.

2.6 The research and development of instructional strategies specifically aimed to the specialized training in the aeronautical area, is also an area of growth that will take place internally in our association, which would benefit from the experience gained by the experts in each of the members centres for the approach of research and improvement in any aeronautical area.

2.7 The issues relating to the promotion of the aeronautical careers and support for initiatives such as the NGAP, future generation of aviation professionals, through which the intention is to attract young people to integrate to the aviation sector, could be served as a regional plan developed by the association, which would prepare a comprehensive plan to consider general aspects and effective mechanisms that will show the young people the benefits of aviation.

2.8 There are various complications for young people already integrated into the aviation and that have achieved titles in various areas, because at the moment of applying to some employment in the area do not have the required experience, but they also do not have the mechanisms that will enable them to gain that experience. Through the association some resources could be explored, such as internships, work programs and study or regulatory flexibilities that would enable the organizations of the aeronautical field, employ these young people under certain conditions.

2.9 In general, the initiative of the Association of training centre of the region of North America, Central America and the Caribbean, seeks to establish itself as a collegial entity, representing effectively the intentions, the needs and projections of the member centres, providing support to each one in the achievement of their specific goals and in this way contributing to the work done by the International Civil Aviation Organization.

2.10 Considering the abovementioned, it is proposed Training Centres Directors approve the Memorandum of Understanding among Civil Aviation Training Centres in the North American, Central American and Caribbean Regions (**Appendix**).

### **3. Suggested Actions**

3.1 The Meeting is invited to:

- a) take note of the background and considerations to work on the agreement and creation of a Training Centres Association for the NAM/CAR Regions;
- b) approve (sign) the Memorandum of Understanding presented in the Appendix to this paper in order to begin this initiative;
- c) formulate an action plan to formalize the association initiative; and
- d) take any action that the Meeting considers appropriate.

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**APPENDIX**  
**MEMORANDUM OF UNDERSTANDING**  
**BETWEEN THE CIVIL AVIATION TRAINING CENTRES OF THE NORTH AMERICAN, CENTRAL AMERICAN**  
**AND CARIBBEAN REGIONS**

Addressing the mutual interest for the establishment of a harmonious and cooperative academic relationship for aeronautical training; with the objective of satisfying the technical formation needs that are latent in our Region and in order to guarantee the competency development of field professionals; to support the initiatives of the International Civil Aviation Organization; to safeguard the interests of the member Training Centres and to serve as a means to channel all integrated needs, while promoting technical exchange and sharing of experiences and knowledge, the signing training centres agree on the following:

**Article I**

Approach other Centres in the Region voluntarily through the ICAO NACC Regional Office in order to generate agreements of mutual benefit that result in significant improvement for training actions in their States.

**Article II**

To cooperate in the strengthening of training capacities in the Region by sharing their best practices and evaluating assistance projects in coordination with other States for the offer of training actions that meet the current and future requirements of aviation systems.

**Article III**

Promote quality training in the region by taking into account the limitations and circumstances specific to States, by sharing experiences and knowledge among centres, thus promoting the academic interaction on all levels and facing needs in the region through the implementation of initiatives that elevate the formation level of aeronautical staff.

**Article IV**

To comply with this, the centres will analyse on the creation of an Association of Civil Aviation Training Centres for the North American, Central American and Caribbean Regions; the main focus will be to effectively collaborate in the improvement of effective implementation (EI) of critical element (CE) number four (qualification and training of aeronautical personnel) which has the lowest EI percentage of all CEs, in accordance with the Universal Safety Oversight Audit Programme (USOAP).

**Article V**

This Memorandum of Understanding has the sole purpose of initiating the integration process between Training Centres through the Association of Civil Aviation Training Centres and to demonstrate the intent of the signatories in gathering efforts to achieve that the region has a robust aviation system, sustained on properly trained and up to date human resources in the different technical arenas required internationally.

Signed in Mexico City, on 20 October 2016.

<b>Cuba</b>

<b>Mexico / México</b>

<b>Dominican Republic / República Dominicana</b>

<b>Trinidad and Tobago / Trinidad y Tabago</b>

<b>Guatemala</b>

<b>United States / Estados Unidos</b>

<b>Jamaica</b>

<b>COCESNA</b>