



INTERNATIONAL CIVIL AVIATION ORGANIZATION  
**AFI PLANNING AND IMPLEMENTATION REGIONAL GROUP**  
**FOURTEENTH MEETING (APIRG/14)**

(Yaoundé, Cameroon, 23-27 June 2003)

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**Agenda Item 6: Human factors and planning of human resources**

**REGIONAL TRAINING PLANNING**

(Presented by the Secretary)

**SUMMARY**

This paper outlines the progress to date on the human resource planning and training needs task (Air Navigation Commission Task PEL-9601). In connection with this task, the paper describes a Special Implementation Project approved by the ICAO Council to conduct a Human Resource Planning Seminar in the Eastern and Southern African Region during the fourth quarter of 2003. The paper also outlines a proposal to initiate a regional training planning process through a contributory body to the African Planning and Implementation Regional Group (APIRG).

**1. INTRODUCTION**

1.1 Following Recommendation 9/6 of the Limited Middle East (COM/MET/RAC) Regional Air Navigation Meeting (Cairo, 7-17 January 1996), “that ICAO develop a human resource development and training component for all Regional Air Navigation Plans with the assistance of the regional planning and implementation groups as required”, the Air Navigation Commission (ANC) established a new task to address this issue. The task, entitled “Regional Human Resource Planning and Training Needs” (ANC Task PEL-9601), was designed to create a common framework that would facilitate human resource and training planning for all ICAO regions.

1.2 The objective of ANC Task PEL-9601 is to develop a model for human resource planning and training for use at the regional level as well as supporting guidance material; analyze the changes to civil aviation job profiles as a result of new systems and the consequential human resource planning and training requirements; and assess whether all or portions of the output of the regional human resource and training planning process should be incorporated into the Regional Air Navigation Plans (ANPs).

## 2. PROGRESS TO DATE

### 2.1 Human Resource Planning Manual

2.1.1 One of the primary outputs of the task will be a Human Resource Planning Manual. The aim of this manual is to enhance individual States' capabilities in this area. The manual addresses tactical and strategic human resource planning, as well as a procedure for converting human resource plans into long-range training plans and short-range instructional schedules. The steps described in the manual are appropriate for all jobs required to implement the facilities and services listed in a Regional Air Navigation Plan. A draft of the manual was completed this year. An outline of the draft manual is presented below:

- Chapter 1 - Human Resource Planning Introduction
- Chapter 2 - Human Resource Planning and Operational Requirements
- Chapter 3 - Human Resource Staffing
- Chapter 4 - Rostering
- Chapter 5 - Long-Range Human Resource Planning
- Chapter 6 - Long-Range Training Forecast
- Chapter 7 - Training Delivery Planning
- Chapter 8 - Case Studies

2.1.2 The Human Resource Planning Manual is a fundamental element in the overall strategy of ANC Task No. PEL-9601. To ensure that the manual fully meets States' and/or air navigation service providers' needs and is sufficiently user-friendly, "beta testing" of the manual is required. The beta testing will be done directly with States and air navigation service providers during Regional Human Resource Planning Seminars planned for the second and fourth quarters of 2003. The first seminar will be conducted in the South American (SAM) Region and the second in the Eastern and Southern African Region. Once the manual is approved, the Secretariat plans to organize regular human resource planning seminars to assist States in developing and implementing their training and staffing plans.

### 2.2 Regional Training Planning Process

2.2.1 To ensure that States have the skilled human resources required to implement Regional Air Navigation Plans, it is considered essential that the majority of the training needed is available, accessible and affordable within all ICAO regions. ICAO embarked on an initiative to integrate strategic training planning into the regional air navigation planning process as a part of ANC Task PEL-9601. The objective is to ensure that the human resource development capabilities within ICAO Regions are compatible with the plans to implement facilities and services.

2.2.2 To accurately plan for training capabilities needed within a region, a quantitative approach should be used in which an aggregate of the States' training needs is considered. Thus, the effectiveness of a regional training plan will depend upon the accuracy to which individual States within a region can project their human resource needs. In this respect, the Human Resource Planning Manual (para. 2.1 refers) will play a key role in regional training planning. It will be equally important to obtain consistent and appropriate data from States within a region regarding their training capabilities and capacities.

2.2.3 As a part of ANC Task PEL-9601, ICAO developed the basis for a regional training planning process. The Organization will be working with the planning and implementation regional groups (PIRGs) to refine the process to ensure that it fully meets the needs of States within each region. At present the process consists of four basic steps. In the first step, the types of training needed within a region would be identified based on commitments made by States to implement facilities and

services specified in their regional air navigation plans. An appropriate PIRG contributory body would be established and make the identification of training needs based on the regional air navigation plan. This information would then be communicated to each State within a region using a standard format. In the next step, each State would identify the number of personnel needing specific types of training, using a questionnaire developed by ICAO. The training needs identified in the first step are reflective of the overall training needed within the region. Therefore, each State would need to identify its own training needs based on their national plans to implement existing and future CNS/ATM systems.

2.2.4 States would then forward their completed questionnaires to the appropriate ICAO regional office. The regional offices would compile the information provided by States and prepare a summary of the results. In the third step of the process, the contributory body to the PIRG would determine the need to establish “regional training” in specialized areas in which it would be difficult for individual States to justify the cost on a national basis.

2.2.5 The establishment and involvement of a contributory body to the PIRG to assist in regional training planning would be consistent with APIRG 13 Conclusion 13/97, which stated:

“That an appropriate body be established to facilitate regional and sub-regional training planning, including human resources.

2.2.6 In the final step, a State-to-State consultative process would be used by a PIRG to formulate a plan for the development of regional training capabilities within specific civil aviation training centres.

### 2.3 **Inclusion of regional training plans in the Regional Air Navigation Plan**

2.3.1 Since ANC Task No. PEL-9601 was initiated; the issue of including regional training plans in the ANP Publications was discussed at several ICAO meetings. The World-wide CNS/ATM Systems Implementation Conference (Rio de Janeiro, 1998) agreed that the planning method for regional training capabilities should be enhanced to meet the current and future training needs and noted that there were existing structures within the ICAO Regions that would be appropriate for this type of coordination and planning. The conference also agreed that consideration should be given to a systems approach towards regional air navigation planning in which training forms an integral part of each plan.

2.3.2 Regional training planning was also addressed during the Third Caribbean/South American Regional Air Navigation Meeting (CAR/SAM/3 held in Buenos Aires, Argentina, 1999). In particular the meeting recommended (Recommendation 13/5 refers) that:

- “a) GREPECAS [Caribbean and South American Planning and Implementation Regional Group] examine human resource planning and training issues as they relate to the implementation of all elements of the new CAR/SAM Regional Air Navigation Plan ensuring that the human resource development capabilities in the region are compatible with the plans to implement facilities and services; and
- b) States in the CAR/SAM Regions involve their civil aviation training and human resource planning professionals in the activities of GREPECAS related to training and human resource planning.”

2.3.3 The CAR/SAM/3 RAN Meeting also reviewed the Introduction, Parts I and II of the Basic Air Navigation Plan and included a section on the regional training planning concept under

General Planning Aspects (GEN). On 8 December 1999, the ICAO Council (158/13) approved the changes and the Basic Air Navigation Plan for the Caribbean and South American Regions became the first ANP Publication with a regional training planning section. While the decision has not yet been made to incorporate a “training plan” in the ANP, the new training section of the ANP lays the framework for regional training planning within the CAR/SAM Regions.

### **3. FUTURE WORK AND CONCLUSIONS**

3.1 Beta testing of the Human Resource Planning Manual and any required amendments will be completed during 2003. The specific steps and procedures that form the basis of a regional planning process have been developed. However, the regional training planning process will need to be refined by each PIRG to ensure that it fully meets the needs of the States involved. This process began with the CAR/SAM Regions, as they were the first to include regional training planning in their regional air navigation plan and establish a Human Resources and Training Sub-group to address this issue. The procedures, as well as lessons learned, during trials could then form the basis for implementation in other ICAO Regions, as required. The results of regional training planning trial will be reported to the ICAO Air Navigation Commission to determine if technical merit exists to integrate regional training plans into the ANP Publications and to expand this approach to other ICAO regions.

3.2 APIRG/13 expressed its support to establish an appropriate body to facilitate regional and sub-regional training planning (paragraph 2.2.5 refers). If APIRG/14 decides that it would be an appropriate time to establish such a contributory body, it would also be valuable if APIRG participates in the regional training planning trials described above. The trial results would be greatly enhance through the involvement of additional ICAO Regions. Furthermore, the potential exchange of experience in regional training planning between two PIRGs would be of great value in refining the regional training planning process so that it best meets the needs of States throughout the world.

### **4. ACTION BY THE GROUP**

4.1 The group is invited to:

- a) note that a Regional Human Resource Planning Seminar will be conducted in Nairobi during the fourth quarter of 2003; and
- b) consider expanding the regional training planning trial to include the AFI Regions.

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