



# Safely Navigating the Industry Recovery

Webinar Series



#StayStrong #WeAreAviation #StrongerTogether

22 April 2021  
10:30 UTC



# Maintaining Competency and Training during Recovery

# Moderator



**Shayne Campbell**

Safety Programme Manager

CANSO



# Welcome Remarks & Introduction

## Webinar Synopsis:

Restricted access to training facilities combined with possible spikes in traffic levels, and the replacement of ICAO's COVID-19 Contingency Related Differences (CCRD) by a Targeted Exemptions System from 1 April give rise to many challenges related to training of operational staff. Since the outbreak of the COVID-19 pandemic, airlines and ANSPs have been working to address challenges related to training and drive solutions to ensure competency of operational personnel. Join this webinar to learn about the measures airlines and ANSPs are taking and what are some of the best practices that can be implemented during recovery.



**Augustin Klus**  
Senior ATM/ANS Expert  
EASA



**Alberto Ottomaniello**  
Air OPS Expert  
EASA



**Glen Finch**  
Human Performance  
Committee Vice-Chair for  
Training and Licensing  
IFALPA



**Stuart Fox**  
Director Flight Operations  
IATA



**Maggie Martin**  
Assistant Vice President ATS Learning  
NAVCANADA



# Maintaining Competency and Training during Recovery



# Speakers



**Augustin Klus**

Senior ATM/ANS Expert

EASA



**Alberto Ottomaniello**

Air OPS Expert

EASA

# CANSO Webinar

## Focus on RNO & Erosion of Skills

Augustin Klus

Senior ATM expert

Alberto Ottomaniello

Air OPS expert

**Your safety is our mission.**

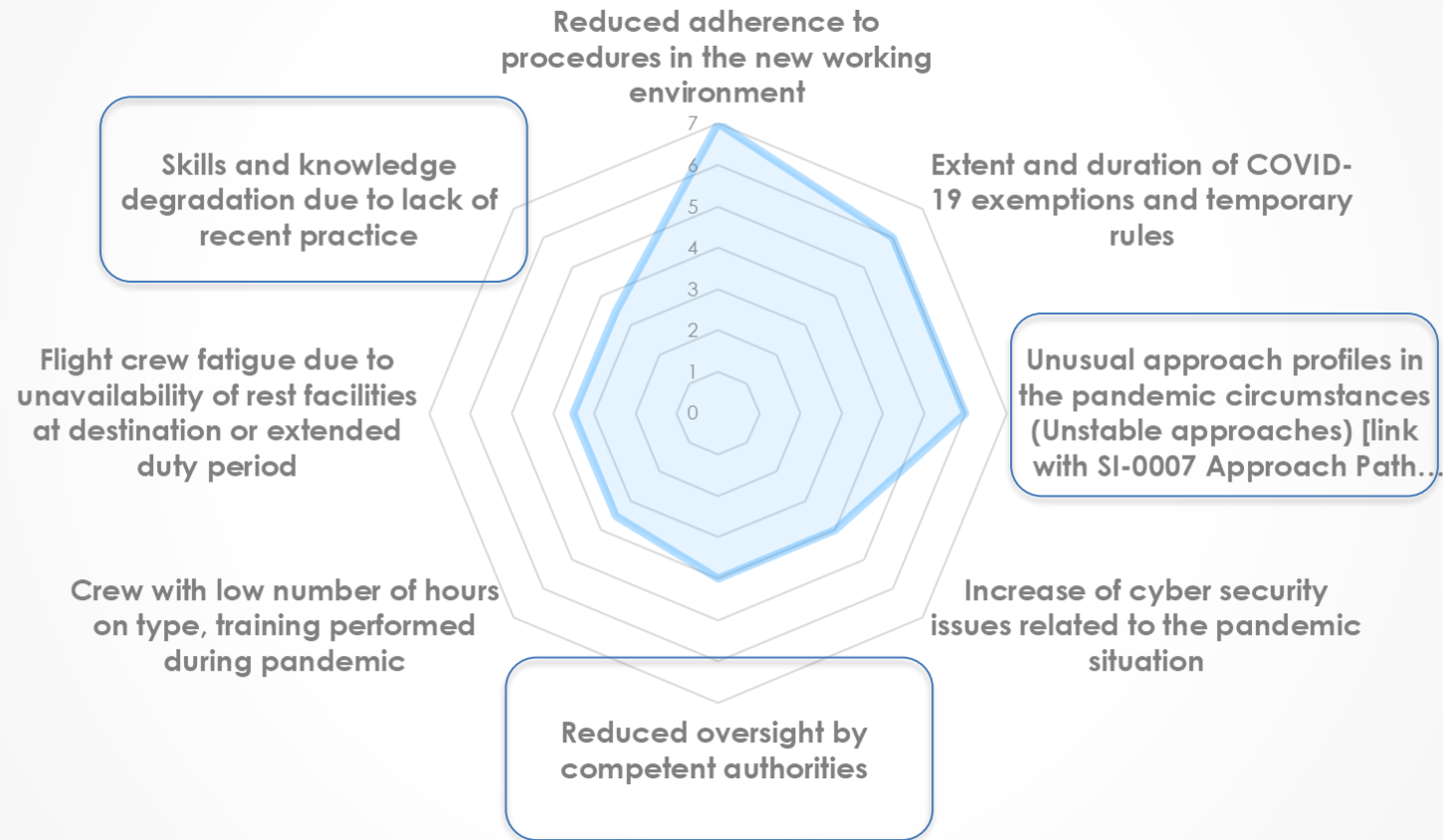


# Agenda

- EASA Covid Risk portfolio
- Practical aspects of ATCO training
- Feedback from the NSAs
- Pilot perspective
- Possible consequences- an example

# EASA overall top safety issues


Top overall safety issues stemming from the COVID-19 SRPortfolio per GRI  
[ASSESS, MITIGATE, CANDIDATE, PENDING]



# SI-5003: Skills and knowledge degradation due to lack of recent practice, Global Risk Index: Medium

Updated on: 23 February 2021

Category:	MITIGATE	<b>Executive Summary:</b> <ul style="list-style-type: none"><li>• Work is completed on the safety issue fact sheet and risk index excel sheet for the following aviation professions:<ul style="list-style-type: none"><li>• Aerodrome Operator and Ground Handling Staff</li><li>• ATCO</li><li>• Commercial flight crew</li><li>• Maintenance engineers</li></ul></li></ul>
Period of relevance:	During shutdown/return to service	
<b>Proposed Mitigations:</b> <ul style="list-style-type: none"><li>• Sector specific mitigations for maintenance engineers (pending)</li></ul>		
<b>Recently Introduced Mitigations:</b> <ul style="list-style-type: none"><li>• Safety Promotion – creating a webpage and social media campaign to promote the:<ul style="list-style-type: none"><li>• High level and transversal mitigations (<a href="#">published</a>)</li><li>• Sector specific mitigations for Aerodrome Operator and Ground Handling Staff (<a href="#">published</a>), ATCO (<a href="#">published</a>), commercial flight crew (<i>discarded, covered by the main report</i>)</li></ul></li><li>• Publication of a safety issue report on the EASA Community Website (<a href="#">published</a>)</li><li>• Link to the rapid ‘storage/de-storage’ guidelines</li></ul>		<b>Proposed Monitoring:</b> <ul style="list-style-type: none"><li>• Through safety partners’ feedback</li><li>• Through RNO WS1</li><li>• A survey to organisations to obtain a pulse check</li><li>• ECR Occurrence reports, as applicable</li></ul>
		<b>Other mitigations produced by the RNO TF:</b> <ul style="list-style-type: none"><li>• Guidance - Virtual classroom training and distance learning (first issue published)</li><li>• Guidelines Exemption FC Recency - issue 3</li><li>• <a href="#">Cabin Crew Recurrent Training Guidelines in the context of COVID-19</a></li></ul>

EASA

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# Practical aspects- ATCO

- Unit Training Plan (UTP) and Unit Competence Scheme (UCS) as main tools, the CA and the ANSP should modify more frequently in order to adapt to the **'new normal situation'**
- Lack of sufficient amount of traffic is **known issue (EU perspective)**
  - **Valid for maintenance of ATCO skills but also for a training of new ATCOs**
- Limitation due to pandemic – various restrictions
  - Difficulties to travel from one place to other- or to reach for example a simulator
- How to overcome all this, **is technology allowing to use simulator remotely for all kinds of training?**
- EU Reg. 340/2015 was not fully designed for this, as part of RNO EASA published a generic guidance on virtual training, but it is not enough
- Additional guidance or modification of EU Reg. 340/2015 is required

# Virtual training – the next step

- Rulemaking subgroup to analyse impact on EU Reg. 340/2015
- There is a strategy to address virtual training and synthetic training devices
- Virtual training strategy
  - Complement face-to-face classroom and/or simulator;
  - Impact on the current training organisation certificates (suitability of the equipment and competence of instructors)
- Synthetic training devices – mainly simulators, strategy
  - A new classification to be decided (linked with the phases of training)
  - Possible crediting hours in the case of high fidelity simulators.

# Practical aspects ATCO - continue

## → Simulator vs OJT

- again, same situation, lack of traffic during OJT will limit the accumulation of required skills
- Solution - good combination of SIM and OJT, again possible restriction for travel ( from one unit to the place where the simulator is located)
- Maintenance of OJT/Assessors skills is needed- tailored refresher training
  - Tactical rostering can also help to potentially reflect some peaks of traffic
- If the combination( SIM & OJT) is not achievable, is there a back up scenario?
- Extensive use of OJT, but with less traffic not added value, so consider the **current traffic as normal** and think about possible **refresher training** if traffic increases
- A good recovery scenario by the ANSPs **is a must** in this case.



# Examples of current situation

## → Feedback from the recent survey with the CAs (NSAs) (examples)

*Are you still encountering any issues with the competency of ATCOs or any other staff at ANSPs?*

All matters were solved and, ideally, will continue to be solved in line with the 2015/340 before they become an issue.

*What will be your biggest challenge once traffic levels start to recover?*

Having the recovery of traffic levels in mind, simulator courses have been established to give controllers a chance to train medium or high traffic amount to lessen or even eradicate problems regarding skill erosion.

From NSA point of view it is necessary to evaluate the traffic forecasts and the staff planning very carefully to avoid over- and underloads and require the ANSP to implement all necessary actions.

*Are you still encountering any issues with the competency of ATCOs or any other staff at ANSPs?*

No

*What will be your biggest challenge once traffic levels start to recover?*

Once traffic levels start to recover the new amount of traffic will be under responsibility of ATSP who is currently on the limited amount of ATCO in the shift. The challenge for CA/NSA will be to check if ANSP react on the increase of traffic properly and in time, to check if they have and follow recovery plan (intensive refresh training for the high level of traffic) because there is no such regulatory requirement.

In addition, the other challenge will be continual verification of whether the level of safety at individual service providers is not reduced within the implemented cost-saving measures.

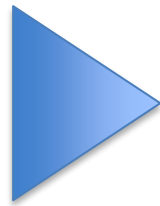
# Pilot perspective

- Airline reducing flight activities
- Reduce percentage of pilot population maintained on duty
- Restriction to access to training facilities (EU and Worldwide)
- Operators prevented from complying with the recurrent training and checking requirements for flight crew and cabin crew.

THIS IS A CONTRIBUTING FACTOR TO PILOT SKILL EROSION

# Possible scenario

- Aerodrome with reduced traffic
- Nice Weather
- ATCO offer a shortcut (close vectoring) to the approach
- Crew back on duty after extended inactivity
- Flight crew self-induced pressure
- “HOT” approach:
  - High
  - Fast
  - Short



UNSTABILIZED





# Pilot perspective - Mitigation

- Link to operator's Safety Management System
- No exemptions should be normally granted from the theoretical items of crew training programmes.
- The duration of an OPC, if deemed necessary, to be reassessed in light of the current operational needs (i.e. steep approach, short field ops, narrow rwy, etc).
- Pairing strategies : exempted crew member(s) with fully compliant crew member(s).
- In case of flight a crew member's extended absence from line operations, the return to normal operations may include some sectors of line flying under supervision (minimum number of sectors should be based on the operator's risk assessment)



**Guidelines**  
**for handling exemptions from crew training and**  
**checking requirements in the field of commercial air**  
**transport operations under Article 71 of Regulation**  
**(EU) 2018/1139 (The Basic Regulation)**

Guidelines in relation to the COVID-19 pandemic

Issue no.: 2  
Date: 26.03.2021

# Next step- EASA RNO project

- It is important to be aware of the **compounding effect** of the **degradation of skills across the different types operations**.
- Although each type of operation must address its unique proficiency decay risks, **they must also consider how risk may affect adjacent operations**.
- The interaction of risk from the different domains inevitably contributes to the weakening of safety barriers of the European aviation industry as a whole when viewed from a systems perspective.
- Thus, it is in aviation community's interest to address this safety issue across the different domains in a concerted manner to manage the risk factors stemming from different domains.

# End.

[easa.europa.eu/connect](https://easa.europa.eu/connect)



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# Maintaining Competency and Training during Recovery

# Speaker



**Glen Finch**

**Human Performance Committee  
Vice-Chair for Training and Licensing  
IFALPA**

The Global Voice of Pilots



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**IFALPA**

Pilot Proficiency  
during COVID-19 Recovery

CAPT. GLEN FINCH, HUPER VICE-CHAIR TRAINING AND LICENSING

# Overriding Principle



QUALIFIED



PROFICIENT



CONFIDENT





# General Approach

- Variety of situations that need to be considered.
- Each situation must be viewed as unique and flexibility should be incorporated.
- Cannot have a “one size fits all” solution.



# We Don't Know What We've Forgotten

# Practice Defensive Flying



Practice Threat and  
Error Management



Slow down and do  
not rush



Prepare

# Communications

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- Non-native speakers may have had little language practice
- ATC communications may be challenging
- Maintain a disciplined approach to standard phraseology and procedural language

# Training Customization



More Training



Use of Data



Forward  
thinking



Build pilot  
confidence

# Looking Forward

- Be prepared to reflect and debrief objectively
- New challenge should be to openly analyze both failures as well as successes. Do not focus on either but rather look at all aspects.
- Ensure future decisions are based on evidence and not on what is convenient or popular.
- IFALPA resources:
  - Training for Return to Normal Operations
  - Return to Flying Checklist



POSITION PAPER

20POS03  
20 May 2020

## Training Considerations for Return to Operations

As operations begin to return to normal, there will be a need to re-establish compliance with the ICAO Standards as interpreted in each State's regulations. This needs to be done in a safe and efficient manner. The resumption of operations presents many challenges including the requalification and training of pilots.

For those pilots who have been away from active line flying, there is a need to ensure not only that they are fully qualified, but also that they regain proficiency and confidence before returning to line operations.

### **Pilots returning to the line must be: Qualified, Proficient, and Confident**

- The Regulatory Authority will establish the definition of **Qualified**
- The operator and pilot share the responsibility to ensure that the pilot is **Proficient**
- The pilots must be **Confident** that they are able to properly perform their duties

The minimum training required to re-qualify a pilot to the regulatory standard may not be sufficient following either a break in operational status or loss of qualification due to the COVID-19 crisis. Operators must be prepared to provide training above the minimum required by the regulatory authority.

In the event that a pilot is considered both Qualified and Proficient, yet that pilot believes that they would benefit from some level of training to ensure Confidence prior to being released to line operations, that pilot should be afforded appropriate training based on their individual circumstance.

There will be a variety of situations that must be considered. Each situation will require a slightly different curriculum for requalification. For example:

1. Qualified and current with little or no break in operational flying.
2. Qualified and current but with an extended break in operational flying.

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# Maintaining Competency and Training during Recovery

# Speaker



**Stuart Fox**  
Director Flight Operations

**IATA**



# Maintaining Competency and Training During Recovery

Stuart Fox

Director Flight Operations



# What is competency?



<https://www.iata.org/en/programs/ops-infra/training-licensing/>



# Current Status – Pilots Training and Licensing

## ✓ COVID-19 Guidance and best practices

- [Guidance for Post-COVID Restart of Operations:CBTA Training Solutions \(pdf\)](#)
- [Survey 1 Results - Status of your Pilot Population Training Currency as of 1st December 2020 \(pdf\)](#)
- [Survey 2 Results - Status of your Pilot Population Training Currency as of 1st April 2021 \(pdf\)](#)
- [IATA Guidance for Managing Pilot Training and Licensing During COVID-19, Ed. 2 \(pdf\)](#)
- [Position Paper - Managing the Pilot Training and Licensing Extension \(pdf\)](#)
- [White Paper - ATO-AOC Partnership, COVID-19 Return to Operations \(pdf\)](#)
- [White Paper - Virtual Classroom Instruction \(pdf\)](#)
- [Download presentations - IATA/ICAO/IFALPA Webinar Managing Pilot Training and Licensing during COVID \(pdf\) - or View recorded Webinar](#)

<https://www.iata.org/en/programs/ops-infra/training-licensing/>



# First survey results

- ❑ Conducted in OCT-NOV 2020
- ❑ Context end of the alleviations expected on the 31 March 2021
- ❑ Based on 106 respondents (#37% of the IATA members)

## ICAO Standards

### Annex 1

- Medical
- License revalidation

### Annex 6

- Operator Training
- Pilot Prof Check
- Recent experience
  - Area route
- Aerodrome recency

# CBTA Solutions including EBT scenarios

Template pilot situation / training solutions						
TOPIC	Content as per ICAO annex 6	SITUATION 1	SITUATION 2 [Alleviation period still valid]	SITUATION 3 [Alleviation period still valid]	SITUATION 4 [Alleviation period still valid]	SITUATION 5
TRAINING (Competence)	Prof check	OK without alleviation	OK without alleviation	OK with alleviation	OK with alleviation	alleviation validity period lapsed
	Flight Crew Training Program	OK without alleviation	OK without alleviation	OK with alleviation	OK with alleviation	alleviation validity period lapsed
OPERATIONS (Confidence)	Recent experience	OK without alleviation	OK with alleviation	OK without alleviation	OK with alleviation	alleviation validity period lapsed
	Aerodrome, route, area recency	OK without alleviation	OK with alleviation	OK without alleviation	OK with alleviation	alleviation validity period lapsed
CBTA TRAINING SOLUTIONS		<b>OPTION 1</b> Optional Ground Training refresher + *CBTA refresher session if last flight was performed >60 days	<b>OPTION 2</b> Optional Ground Training refresher + *CBTA refresher session	<b>OPTION 3</b> Ground Training refresher + *CBTA refresher session(s) + **Evaluation	<b>OPTION 4</b> Ground Training refresher + *CBTA refresher session + CBTA consolidation session + **Evaluation + ***Optional LIFUS	<b>OPTION 5</b> Ground Training refresher + *CBTA refresher session + CBTA consolidation sessions + **Evaluation + LIFUS
* CBTA refresher session, includes the recent experience requirements **Evaluation means the formal summative assessment of the pilot performance ***Optional LIFUS, line flying under supervision (LIFUS) is recommended when last flight has been performed beyond 6 months						

# Second survey results

- ❑ Conducted in MARCH 2021
- ❑ Context “Third wave” and the need to extend exemptions
- ❑ Based on 120 respondents (#42% of the IATA members)

## ICAO Standards

### Annex 1

- Medical
- License revalidation

### Annex 6

- Operator Training
- Pilot Prof Check
- Recent experience
- Area route Aerodrome recency

# Next Steps

- Launch 3<sup>rd</sup> survey on Pilot Population Status on 1<sup>st</sup> July 2021
- Support global CBTA implementation
- Define the CBTA training data role in regards of global safety management
- Address the potential upcoming pilot shortage



# Current Status – Maintenance Personnel

## Training and Licensing Regulation

- Prescriptive provisions on Knowledge & Skills are imparted by Theoretical & Practical training and verified by Examination & Assessment for licensing
- Present regulatory landscape is prone to / in need of effectiveness and efficiency improvements
- Embracing CBTA\*

\*CBTA = Competency Based Training and Assessment

# Current Status – Maintenance Personnel

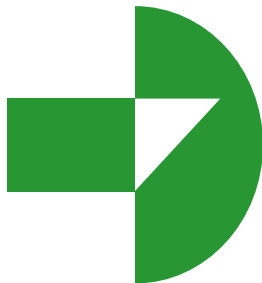
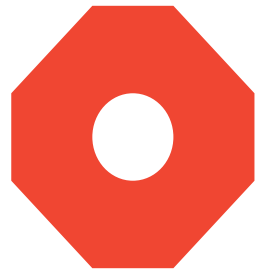
## Challenges Addressed and Lessons Learnt

- Issues related to licence renewal/extension of validity and recency of exercising license privileges for aircraft release to service
- Regulators allowed the use of alternatives to conventional classroom setting
- Increased the trust in robustness of alternative training methods and technologies

# Next Steps – Maintenance Personnel



- IATA advocates to Regulators for CBTA approach
- ICAO established in Feb 2021 the (Aviation) Personnel Training and Licensing Panel (PTLP)
- Expected PTLP deliveries (in 2022 and beyond) to include CBTA



# Strategic focus – Aeronautical Skills Working Group

'The responsibility to look across all critical functions to determine the aviation skills needs'

# Thank you

Stuart Fox  
[foxs@iata.org](mailto:foxs@iata.org)







# Maintaining Competency and Training during Recovery

# Speaker



**Maggie Martin**

**Assistant Vice President ATS Learning**

**NAVCANADA**

2021-04-28

# ENSURING COMPETENCY IN UNPREDICTABLE TIMES

Maggie Martin  
Assistant Vice President, ATS Learning



Our historical core  
ATCO training design  
principle:

## **TEACHING TO PATTERNS OF NORMAL**

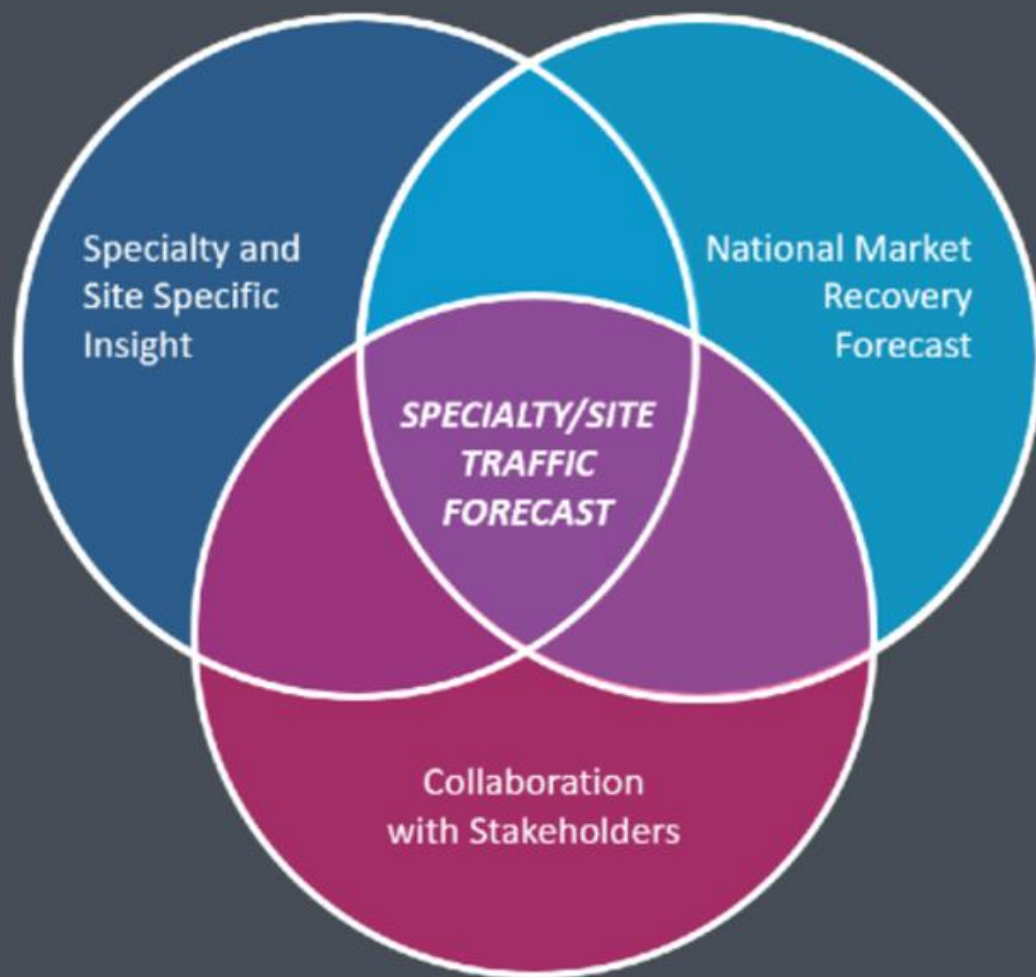
But what do we do when  
nothing is normal?

# RECOVERY READINESS: KEYS TO SUCCESS

- › Collaboration to ensure training is timely
- › Not a one size fits all solution
- › A robust monitoring framework



Industry Data & Current Events



**READINESS:**  
Means Industry  
Collaboration



# READINESS:

## Determining the gap

One size does not fit  
all situations





# READINESS:

## Robust Monitoring Framework

- › Operational Proficiency Program
  - Includes more frequent checks for recently qualified employees
- › Operational Standards Verification
  - Local implementation of Standards and Procedures
  - Identifying safety issues
  - Collecting data on emerging issues
- › Safety reporting monitoring and cross functional collaboration



# LEARNING IN THE FUTURE WILL BE DIFFERENT

## The environment has changed

- › Not all people may be vaccinated
- › Working from home is possible

## Our learners have changed

- › New learners entering the system will not accept returning to “normal”



# NAV CANADA SCHOOL OF THE FUTURE

## Technology Solutions

- › To support remote learning
- › To support learning progression decision making
- › To embrace diversity in learning
- › To gain efficiencies



# INDUSTRY FOCUS

## ICAO Personnel Training & Licensing Panel

- › Automation dependency
- › Impact of CBTA on licensing standards
- › Simulated Training Technology
- › Diversity

## CANSO Operational Training Task Force

- › Using evidence from ATCO and ATCO ab initio feedback, what forms of learning technology and tools do learners prefer?
- › Using evidence from a study with a simulation provider, determine the effectiveness of remote simulation tools.
- › Surveying current learning theory, identify current trends in best practices for teaching adults.



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# THANK YOU

## QUESTIONS ?

Maggie Martin  
Assistant Vice President, ATS Learning





# Maintaining Competency and Training during Recovery



# Questions and Answers

# Future Webinars – Save the Date

## Episode 3

**Topic:** Human Factors for ATCOs and Dispatchers  
in the Context of COVID

**Date:** Thursday 20 May 2021

**Time:** 12:30 CEST

