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MEDIA DAYS

Training Needs Report: Addressing the Skills Requirements for Restart

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Technical & regulated industry

Safety is our #1 priority

Operational restart

Why Training in Aviation

The aviation industry is very technical and highly regulated in its operations.

This requires a high degree of training, especially to ensure the high standard of safety.

COVID forced the industry to lay off or furlough many employees – some of whom are now returning to work after a long absence

The focus on safety has remained unchanged, so the need to train returning staff and new hires will grow rapidly as recovery sets in.

So right-skilling – that is up-, re- and cross-skilling = in one word "right-skilling" will be key to the restart.

40+
Diploma programs

300+
Instructors

20+
IATA Training Centers

350+
courses offered worldwide

470+
Training Partners

100,000 professionals trained annually (pre-Covid)

Our mission is to ensure the right-skilling of all aviation professionals around the globe.

We have been in the training business for 48 years and we want to keep up our positive impact and continue to support all aviation professionals around the globe operate safely, securely and sustainably.

As our people are the most important asset that allows the operations to be safe and secure, we wanted to understand what was keeping HR decision makers in our industry awake at night so we went to the market and asked them about their training needs… Here is what we found out..

IATA Training Numbers for 2020

73'000 professionals in 2020 => Growing demand from B2C segment willing to take advantage of the lockdown to learn new things.

IATA surveyed 804 Human Resources decision makers

Severe budget cuts for training in aviation

Findings showcase key learning strategies, main areas of training as well as preferred learning formats

- We surveyed 804 HR leaders globally responsible for Learning & Development

- This is what they told us:
  - COVID-19 resulted in severe budgets cuts for training in almost all businesses in the aviation sector
  - They gave indication of the key learning strategies they plan to adopt, the main areas of training and their learning format

Key survey findings

Budgets have been slashed
70% have lost their budget entirely or have cut budgets by at least **50%**

Training is in limbo
11% are currently not providing any skills development;
36% have embraced self-study solutions

Key disciplines for future success
Safety, operations, security, and **economic** disciplines are perceived as the most critical

Digital content is set to increase
85% say that online learning (interactive and e-learning) will be key for skills development

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Key Take Aways

- Utilize existing staff to perform functions needed for the restart

- Urgent need to understand competencies needed for the restart and establish re-skilling curriculum in-line with updated international standards and practices

- Develop agile training plans to train existing staff to perform multiple functions and at time of new hiring use more on-the-job training with existing staff training new joiners

Training Needs
COVID-19 Impact

☑ **Collaboration on the rise**
- Internally developed courses
- Senior employees training junior staff
- Cross team learning
- Social learning

☑ **Training is crucial for recovery plans**
- Long absences from work require refresher training
- Online training is considered best fit
- Due to lack of budget internal resources will be deployed
- Competency Based Training and Assessment (CBTA) methodology will impact training going forward
- 60% would welcome a training needs analysis (TNA) from an external partner

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It is about Right-skilling: Cross utilizing competencies, We should keep in mind that during the crisis and recovery phase, there is a need for existing staff to perform additional or new tasks, so re-skilling can be related to multitasking.

Utilizing employees productively is imperative for organizations navigating the pandemic, to ensure business continuity. Agile training plans are key to this, so that employees can be utilized quickly and easily across functions or tasks. Focusing on this element of learning and development is critical in the context of Covid-19 as compared to activities such as revamping introduction training for new employees; rather, organizations are focused on developing and using their current employees in a valuable manner.

A good starting point for establishing a re-skilling curriculum is reviewing international standards and recommended practices (SARPs). What's more, chapter 11 of the IATA Airport Handling Manual provides a breakdown of training requirements and topics according to job function and task.

We must highlight the importance of having training that is modular and is targeting functions instead of specific job titles and roles.

The training record of existing employees can be extremely useful because we can identify training that has been completed. For example, if a person had received airside safety awareness training when working as an aircraft cleaner then this can be cross utilized for aircraft loading tasks.

Similarly, we can identify synergies between ticketing and check-in functions. It is even more simple to identify Dangerous Goods training as per regulation

Skills and Learning Formats

Disciplines and skills
- Disciplines that helped to better cope with situation
- Safety skills for new safety measures
- Operational skills to ensure efficiency
- Crucial soft skills = resilience and adaptability.

Training methods in a post-COVID world
- E-learning will play a core role in future learning strategies
- Conventional classroom training will continue to decline in importance and use across the board

Training methods organizations are considering important for the future
N.B. Showing % of sample that ranked delivery method as as #1 or #2

74%	60%	33%	20%	14%
E-learning	Virtual classroom learning	Webinars	VR training	Conventional classroom training
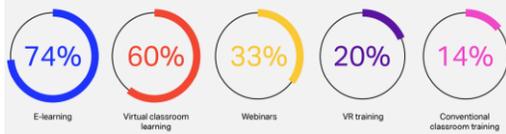
Trainee top training needs	Rank	Employer top skill requirements
Safety	1	Safety
Management & leadership	2	Operations
Commercial activities	3	Management & leadership
Operations	4	Adaptability
Law & regulations	5	Law & regulations

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Training methods:

While F2F will remain a critical learning method for specific training related to practical skills where knowledge and attitude matter (Like Shipping by air lithium battery), the preferred method will move to digital.

Disciplines and skills

- Focus is on disciplines that helped to better cope with situation

- Safety skills related training provided even during pandemic, especially related to new safety measures

- Operational skills are as important to ensure efficiency

- Soft skills are also crucial, especially skills such as resilience and adaptability

In parallel to HR leaders, we surveyed employees in order to compare the different visions of training needs.

IATA Training lends support during COVID-19

Border closures, travel restrictions, and quarantine have caused untold damage to economies and people

100 million jobs at risk

During the pandemic…

✓ **Dedicated job market training offered for former Cabin Crew**

✓ **Enhanced training offer in support of vaccine transport**

Immediate priorities for recovery:

1 Plans for restart
Governments must develop plans so recovery is not delayed

2 Employment support
Governments must support jobs to ensure critical employees and skills are retained

3 Cost containment and reduction
Governments and partners must help airlines reduce costs to restore the industry's financial health

For the Restart…

✓ **Safety Awareness Program for new hires**

We developed a special on-line training course for former cabin crew to help them realize their potential and skills could be used in other industries. Over 3000 took the course

We developed training to reflect the standards and processes for vaccine transport, for example Temperature Controlled Cargo Operations Virtual Class, or Transport of Pharma product and Vaccines by Air Elearning

We also developed a training on GSE to support Ground Handlers manage their supply during this time on pandemic and enable maintenance of precious equipment.

We also transformed all our critical training modules into virtual formats as people could not travel to attend face-to-face training; DGR courses are an example.

For the restart - we need to create a very strong and comprehensive material to describe the industry standards and instill our industry safety culture to new joiners.

We also preparing courses on Sustainability. We are working with several academic partners to offer this course across the globe and attract new talent.

Training for the digital transformation.

Aeronautical Skills Working Group which mandate is to look across all critical functions to determine the aviation skills needs.

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Workforce skills & training to fuel **the revitalization of the aviation industry**

The view of HR decision makers

IATA Training