



ASSEMBLY — 42ND SESSION

EXECUTIVE COMMITTEE

Agenda Item 21: Next Generation of Aviation Professionals (NGAP) initiative

RECRUITING AND RETAINING TALENT: THE KEY TO SUCCESS IN THE AVIATION INDUSTRY

(Presented by Hermes - Air Transport Organisation)

EXECUTIVE SUMMARY

Global passenger volumes are projected to double in fifteen years. Thus, the aviation industry needs to retain its existing workers and to extensively hire and train new workers to meet labour needs. A series of recommendations to meet aviation's labour requirements were provided to The Hermes Air Transport Organization by leading industry and state associations. Recommendations include, diversifying the pool of employment applicants, standardizing employment positions, and coordinating among states, educational institutions and other interested parties to provide both the educational and the financial means to train new employees.

<i>Strategic Goals:</i>	This information paper relates to all Strategic Goals and High Priority enablers on attracting new talents
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<i>Financial implications:</i>	None
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<i>References:</i>	Hermes Air Transport Organization: https://hermes.aero/?page_id=3188
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1. INTRODUCTION

1.1 Global passenger volumes are set to double by 2039. Thus, it is evident that the aviation industry needs to retain its existing workers and to hire and train new workers extensively over the next several years to meet labour requirements.

1.2 Moreover, ICAO Aviation Safety and Security Audits have identified the lack of qualified aviation personnel as a common deficiency and root cause for safety concerns. Therefore, it is imperative that the industry retains its current workforce and recruits new talent to ensure safety in the industry.

2. CHALLENGES RECRUITING AND TRAINING EMPLOYEES

2.1 The industry needs employees with specialized skillsets that may require many years of education and training. Moreover, training new employees is lengthy and costly with uncertain outcomes.

2.2 Many employees in the industry need to work irregular hours and these schedules can deter potential job candidates. Moreover, the physical demands of the job, including stress levels, lifting and exposure to various weather conditions, can further limit the pool of available applicants.

2.3 Although some positions in the aviation industry are well known, such as airline pilots, others may not be on the radar of job candidates. Thus, potential candidates may not know of the various job opportunities in aviation.

2.4 The workforce in the industry is aging with skilled and experienced personnel retiring.

2.5 Potential job candidates may perceive that there is higher pay and there are better opportunities in other industries.

2.6 States may prioritize other industries and not allocate funds for aviation training and development.

3. PROPOSALS TO FACILITATE RECRUITING AND TRAINING

3.1 The briefs presented by the international organizations provide proposals for retaining current employees and attracting new workers into the industry. Several of the ideas are quite straightforward, including increasing pay, providing better training opportunities, structuring positions with a healthier work-life balance, and increasing opportunities for promotion and personal growth. Moreover, several briefs recommend greater collaboration with educational and training institutions to increase the pipeline of potential employees. Specific recommendations include the following:

3.1.1 Standardize job requirements. Some aviation disciplines lack a harmonization of competencies and recognition of certification, which is an obstacle to workforce global mobility. Companies and organizations should collaborate on establishing standardized job requirements across the industry to facilitate consistency and clarity in attracting talent. Mutual recognition of training certificates, industry designations, and validation of competencies across states will facilitate the integration of workers in a faster and more seamless manner.

3.1.2 Enhance the technological capabilities of the workforce. Embracing automation, robotics, and digital tools can streamline processes, reduce manual labour, and enhance overall workforce efficiency. The aviation industry is constantly evolving and incorporating new technology and innovations. By showcasing these advancements, the industry can attract individuals who are interested in working with cutting-edge technologies.

3.1.3 Broaden and diversify the employment pipeline. Organizations in the industry need to work with banking institutions, government agencies, and other sources to secure funds needed to support a broad pipeline of trainees.

3.1.4 Strengthen awareness and enhance the image of the industry. Marketing and branding of the aviation industry should be enhanced, including through social media, speed networking, academic and career fairs, and mentorship. Surveys show that members of the younger generation want to work for organizations that align with their values. Therefore, careers in aviation must be recast to focus on the social and sustainable development benefits of flight, highlighting the industry's unique worldwide commitments

to decarbonization, aviation's role in connecting people and cultures of the world, aviation's humanitarian relief role, and its other key positive influences on sustainable development and growth.

4. WORKING COLLECTIVELY

4.1 Several of the briefs noted the importance of organizations in civil aviation working collectively through their trade associations, and together with governments and educational institutions, to promote the hiring, training, and retention of civil aviation workers. Proposals include the following:

4.1.1 Establishing partnerships with universities, technical schools, and training centres to promote the profession and offer internships and apprenticeships.

4.1.2 Expanding recruitment by partnering with aviation-focused collegiate institutions and other institutions to broaden access to those in traditionally underrepresented communities.

4.1.3 Involving governments and policy makers in the implementation of policies and programs that encourage education and training. Governments can provide subsidies, tax incentives, and other benefits to institutions providing education and training to aviation professionals.

4.1.4 Encouraging industry associations to provide platforms for pooling resources, including the provision of scholarship opportunities and financial support to underrepresented groups.

5. RECOMMENDATIONS

5.1 Promote recognition of the careers available in civil aviation. Promotions should be coordinated with industry associations, governments, educational and training institutions. Specific targeting should be developed to broaden the scope of employees in the industry, including women and underrepresented minorities.

5.2 Develop funding sources to offset training costs. Work with governments, educational institutions, and private sector organizations to develop funding to offset training costs for individuals interested in pursuing careers in civil aviation.

5.3 Expand efforts to retain employees. Civil aviation organizations should offer competitive salaries, employ technology to facilitate operational tasks, provide better training and advancement opportunities, and offer a work environment with a better work-life balance.

5.4 Promote the standardization of job requirements. Work through ICAO and other industry organizations to develop standardized job descriptions and requirements to facilitate training programs and employee mobility within the industry.

5.5 Empower cooperation among training organizations. Offer opportunities to job candidates who may be unsuccessful in one aviation field (e.g., air traffic control) to continue in other positions in aviation.

5.6 Introduce and enhance proactive practices to broaden the aviation workforce. In this way, organizations can provide opportunities for employees to develop new skills and advance their careers regardless of age, gender, ethnicity, sexual orientation, or disability.

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