

## TERMS OF REFERENCE OF THE ECAC NETWORK OF TRAINING ORGANISATIONS

### Background

1. In December 2010, Directors General of ECAC's 44 Member States endorsed an ECAC Training Policy defining the key principles to be promoted by ECAC and its Member States in terms of training in aviation and to guide ECAC activities in these areas.
2. The idea of a network of training organisations was mentioned for the first time at the June 2010 ECAC Training Conference in Istanbul, and was reflected in the Istanbul Declaration issued after the Conference. In their discussions Directors General also saw value in establishing a network of organisations providing training in the various areas of aviation.
3. These Terms of Reference were developed by the High-Level Group on Training Policy (HLGTP) and subsequently adopted by Directors General (DGCA/136, 17 May 2011). Their objectives are to define the role of the network and its mandate, to ensure full transparency regarding the membership criteria and to guide its activities. The Terms of Reference of the network are outlined below.
4. In accordance with the ECAC Training Policy, participation in the network does not mean "approval" or "endorsement" of the training organisation or of its training courses/programmes by ECAC. ECAC neither approves nor endorses any training courses or programmes. Membership in this network should not be interpreted by any States as a formal endorsement by ECAC of these training organisations.

### ECAC Training Policy

5. ECAC Training Policy is based on the following principles:
  - **Promoting training:** Despite the economic crisis, all Member States should continue to encourage and support the organisation of training for their own staff and for staff of industry stakeholders (airport operators, ground handling agents, air carriers, cargo agents, etc). ECAC should promote education and training as a means to reach significant progress in terms of the delivery of satisfactory safety and security standards.
  - **Developing competency-based training:** Recognising the role of EASA in defining requirements for "regulated training" (e.g. positions requiring a licence such as pilot, etc.), ECAC efforts should focus on activities for which only minimum qualifications are defined and for which there are no specific training requirements such as in the economic and environment areas.
  - **Establishing an aviation culture:** Training can play an important role in establishing a common aviation culture in Europe. While recognising that there are differences between Member States on how the delivery of training is organised, the objective should be to ensure that a uniform level of training is achieved by the various entities developing and delivering training programmes.
  - **Fostering mutual recognition:** Establishing a common reference framework including minimum qualifications will enable Member States, training organisations, industry stakeholders and aviation professionals to compare qualifications across the different training systems. This ability should facilitate the mutual recognition of competencies and qualifications, and subsequently, the mobility of people working in aviation within Europe.

- **Anticipating needs:** The European training system should be capable of anticipating new and emerging needs for training whether these needs come from new regulations, new technologies or new systems. The policy should promote anticipation of what training needs will be in the future and better communications on these needs with training providers. Forthcoming regulations will determine a series of new requirements on training, and will have an impact on needs for several categories of persons involved in aviation.
- **Supporting competition in training:** Training is organised differently in ECAC Member States ranging from a centralised system with a single training provider to an open market system, where the private sector develops and delivers training courses on the basis of the market demands. While in some countries there is a clear separation between the public and private sectors, public/private sector partnerships for some courses are concluded in other countries. ECAC should support this market-based approach while at the same time ensuring that training programmes are accessible at affordable costs, notably by encouraging the availability of local/national/international training programmes, and also by promoting learning at the workplace, and by facilitating on-the-job training. Whether private sector or public, all training organisations should have equal opportunities to offer training programmes in the region.
- **Ensuring quality of training:** The quality of training should be promoted, and initiatives such as the definition of minimum competencies for instructors should be encouraged. Standardising the minimum content of training could contribute to improving the quality and relevance of training delivered. Training programmes should be developed by professional course developers, and also benefit from the experience of practitioners. Tools should also be developed to measure the effectiveness of training programmes.
- **Establishing partnership with non-ECAC States:** Europe's training policy should include the promotion of European aviation culture internationally. Due to our interdependence with neighbouring countries, the European training system cannot live in isolation and should also consider the needs of these neighbouring States. Supporting and/or organising training courses could contribute to the development of air transport in other regions.

## Objectives

6. Training plays a crucial role in ensuring the delivery of standards in safety and security. ECAC is committed to safety and security, and has undertaken many initiatives in these areas over the past years. In this context, an ECAC network of training organisations is established with the objectives of:

- Encouraging cooperation between training organisations in Europe while respecting the role of each organisation in its specific areas of expertise.
- Improving the quality of training courses and programmes by proposing quality standards for the development, management and delivery of training courses and programmes.
- Facilitating the exchange of training experiences between training organisations including the sharing of good practices in particular on conformity with set quality standards.
- Promoting "train the trainers" activities.
- Promoting the standardisation of training materials.
- Strengthening each other's capacity by reinforcing the training and expertise of their personnel.

## **Responsibilities**

7. The network reports to the High-Level Group on Training Policy (HLGTP), and should:

- Support its activities by, for example, suggesting minimum training requirements for non-regulated training, proposing minimum qualifications for trainers and course developers.
- Provide advice and new ideas ("think tank" function) on technical matters related to training, as requested.
- Propose best practices for training that could subsequently be shared with all training organisations.
- Promote quality standards in training.

8. The network acts as a consulting and advisory body to the HLGTP without any executive powers. It cannot engage ECAC's name or commit ECAC to certain obligations.

9. The decision-making power on all ECAC training matters resides with Directors General of ECAC Member States. Directors General remain competent for discussing, adopting and amending the ECAC training policy. The High-Level Group on Training Policy advises Directors General on training related issues.

10. The scope and activities of the network shall fully comply with the principles defined for the ECAC Training Policy, particularly respecting fair and open competition between training organisations in the delivery of training courses as there is a free market for training delivery in Europe and other regions of the world. The network shall not create an oligopolistic situation in Europe. Membership in the network shall not be used by member organisations for commercial purposes or to share market opportunities; competition rules shall apply.

## **Membership and chairmanship**

11. To satisfy the objective of improved quality of training, membership in the network shall be open to any training organisation that meets the following objective membership criteria:

- Government-recognised training organisation; or
- ICAO-endorsed training organisation under the ICAO training policy (e.g. Trainair *Plus* programme).

In addition, the following criteria shall be met:

- The training organisation has developed its own training materials, and has ability to develop new training materials;
- A roster of course developers is available to the training organisation;
- A roster of trainers is available to the training organisation; and
- This is not a purely commercial training organisation.

All these criteria shall be met.

12. There is no time limitation for membership; as long as the training organisation continues to meet the membership criteria, it can remain a member of the network. This condition will be re-assessed every two years by the ECAC Executive Secretary.

13. There is no limitation to the maximum number of training organisations that could be members of the network.

14. The ECAC Focal Point for Training will act as chairperson of the network.

15. The ECAC Executive Secretary, or his/her deputy responsible for training matters, is a member of the network and can participate in any meetings of the network.

### **Application Procedures**

16. Application to join the network shall be presented to the ECAC Executive Secretary in writing by either the Director of either an ECAC Member State or of an internationally recognised organisation (e.g. EUROCONTROL, EASA).

17. The application should include the following information:

- A description of the organisation in terms of its legal status, staffing level, etc.
- A list of training courses and programmes available.
- The name of a senior representative to be appointed for the purpose of the network activities.
- The formal written confirmation by the nominating Director that all membership criteria are met by the proposed organisation, and the commitment that the principles underlying the ECAC training policy will be fully respected by the training organisation.

18. The ECAC Executive Secretary and the ECAC Focal Point for Training will review each application received, and determine whether the membership criteria are met. Should these criteria be met, a formal letter of acceptance in the network will be prepared, signed by the ECAC Executive Secretary and the ECAC Focal Point for Training, and sent to the nominating Director. Should these criteria not be met, the nominating Director will be informed in writing accordingly.

### **Meeting Procedures**

19. It is envisaged that the network would meet twice a year at ECAC premises, more frequently if required, for one full day.

20. Each member organisation will appoint one representative to participate in the network; this representative should have the necessary authority to speak on behalf of the training organisation and to implement the necessary actions.

21. Each member organisation is expected to maintain a good attendance at meetings, and contribute actively to the discussions and the preparation of best practices documents and other papers.

22. The ECAC Secretariat will provide administrative support to the network. Administrative support will include managing the membership list, distributing discussion papers for meetings, preparing and distributing meeting agenda and report, etc.

23. The chairperson will convene meetings of the network. As a guide, the agenda of such meetings could typically involve discussions on:

- Reports from training organisations on current initiatives/programmes.
- Challenges and current difficulties (e.g. resources, new courses, etc).
- Training requirements development.
- Quality standards for training and network initiatives for improving quality of training.
- Continuous professional development of trainers and course developers.
- Identification of new training needs.

24. The network members should use appropriate means (e.g. ECAC website dedicated Forum) of communicating with each other between meetings.



## **Code of Conduct**

25. Members of the network acknowledge that it is not only “what we do” that is important: “how we do” is of equal importance. Therefore the code of conduct for the network includes:

- Be constructive and topic-focused.
- Be concise in presenting views.
- Be flexible, listen robustly and value other members’ views.
- Recognise that two persons may perceive the same set of circumstances differently.
- Do not use the network for sharing of market opportunities.
- Respect others’ opinions and remain issues-focused on the key area.

26. Any document or materials shared between network members and which are identified as “for limited dissemination” shall be managed in such a way as to protect the necessary confidentiality of the document or materials.

## **Reporting**

27. Sufficiently detailed meeting notes will be kept to enable an understanding of how decisions and outcomes were made. The ECAC Secretariat will prepare a written draft report of each meeting of the network; the draft report will be submitted to the chairperson for approval within five working days of the meeting. Once approved, this report will be disseminated to all training organisations members of the network by the Secretariat. This report will be the basis for communication to the High-Level Group on Training Policy on the outcome of the network’s activities.

28. The chairperson will participate in the meetings of the High-Level Group on Training Policy and report on activities undertaken. In turn, the High-Level Group on Training Policy will be responsible for providing a summarised report to the Co-ordinating Committee.