



Developing Singapore's Aviation Manpower

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CAAS' role as a regulator, service provider and industry developer

Air Hub



- Growing Singapore as a global air hub

Aviation Safety



- Upholding a safe aviation environment

Aviation Industry



- Supporting industry development

International Aviation



- Contributing to international aviation

Three-pronged approach to develop Singapore's aviation manpower

Understand



What are our manpower challenges?

Strategise



How can we respond?

Collaborate



How can we partner industry to develop manpower?



Understand

Reliable data is key to understanding challenges and developing targeted strategies

The international picture



Over 500,000 new pilots



Over 560,000 new aircraft maintenance personnel



Over 70,000 new air traffic controllers

Singapore's situation



Low unemployment and high labour force participation



Competition with other growth industries



Ageing population



Rising educational profiles and aspirations

We first established the type of data to collect, and how to collect it

	Source	Intent
Current headcount Demographic distribution Growth projections	<ul style="list-style-type: none"> CAAS' industry manpower surveys 	<ul style="list-style-type: none"> To obtain data on current and projected growth and manpower, attrition, recruitment patterns and pay practices
Industry trends and impact to skill sets	<ul style="list-style-type: none"> Interviews with industry experts 	<ul style="list-style-type: none"> To understand key jobs, industry challenges and changes in skills sets required
Industry trends and impact to skill sets	<ul style="list-style-type: none"> Total remuneration surveys 	<ul style="list-style-type: none"> To compare pay in similar jobs and workforce trends across multiple industries

Our data shows sector specific issues

Airport

- Shrinking pool of local manpower with required skills
- Training specialisations in schools can be improved
- Challenging work environments

Airlines

- High awareness among students on airline careers

Air Navigation Services

- Have done well to attract talent
- High awareness among students on ANS careers

Aerospace

- Expectation mismatch among students
- Long training durations
- Greater integration of regulatory requirements in education programmes needed



Strategise

Aviation manpower development requires a customised approach

Airport

- Raise awareness of careers
- Create more course specialisations in schools
- Design career upgrading pathways

Airlines

- Maintain high awareness of careers
- Improve training efficiency for licensed positions

Air Navigation Services

- Maintain high awareness of careers
- Improve training efficiency for licensed positions

Aerospace

- Improve flow of graduating students into industry
- Raise awareness of careers
- Improve training efficiency for licensed positions

A customised manpower development approach to attract, develop and retain talent in all sectors





Collaborate

To be successful, manpower development efforts need to be carried out hand in hand with industry and schools



Partnering industry to promote aviation careers

Aviation outreach initiatives

Aviation Learning Journeys



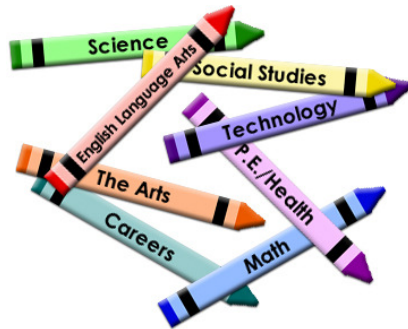
Aviation Open House



Air Scouts



Attracting local talent



School development

- Advise on school curriculum to match industry needs
- Encourage alignment with regulatory requirements in schools to improve job readiness
- Develop new course specialisations

Placement

- Work with partners to provide training incentives for roles with high manpower demand

Enhancing training

Competency-based training



Multi-crew pilot licensing

- Full regulations and requirements for MPL developed in 2011
- Partnership with airline to conduct MPL trial
- One approved MPL training provider
- 6 cadets currently flying



New simulators

- **Long Range Radar and Display III ATC training simulator:** incorporating latest technologies and innovative features
- Constant upgrading of training simulators ensure right mix of training tools



Competency-based courses

- Singapore Aviation Academy developed an STP for training of aeronautical search mission coordinators under TRAINAIR Plus
- Competency-based aeromedical training course

Enabling HR to develop and retain talent

Enhancing aviation jobs



Scholarships

- Scholarships to support aspirations of aviation workforce to further their education
- Programmes to develop management and specialist talent



Improving work environments

- Work with partners to improve staff amenities
- Job redesign to improve workplace ergonomics



Job and career redesign

- Work with partners to encourage job redesign
- First redesign effort to revamp career progression for airport ground handling equipment operators

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Thank you

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