



Honorable Judy Sgro,
Chair
Standing Committee Transportation Infrastructure
and Communities
House of Commons

Via email: TRAN@parl.gc.ca

Northern Air Transport Association Presentation to the Standing Committee on Transportation, Infrastructure and Communities - Study of flight training schools in Canada

Dear Madame Chair;

We would like to take this opportunity to thank the committee for including the Northern Air Transport Association on this important study of flight training resources in Canada.

The Northern Air Transport Association's membership is representative of all aspects of northern and remote air operations including scheduled passenger service, on demand charter, helicopters and specialized operations including internationally renowned medivac and firefighting capabilities.

NATA was formed over forty years ago to support the economic development of northern and remote Canada. Northern operators have always faced unique challenges that are very different than what is experienced in southern Canadian aviation. The recruitment training and retention of adequate flight crew including maintenance personnel has been an ongoing challenge.

We understand the committee's study of flight training schools in Canada will focus on two areas;

- (i) identify the challenges that flight schools are facing in providing trained pilots to industry,
- (ii) determine whether the infrastructure available to flight schools meets the needs of the schools and the communities where they are located;

In that context, this Written Brief has been developed with input from NATA members to provide a perspective of northern and remote aviation labour and skill requirements.

Sincerely,

A handwritten signature in black ink, which appears to read "Glenn H. Priestley".

Glenn Priestley
Executive Director



Written Brief on Northern and Remote Aviation Industry Human Resource Development

Presentation to the Standing Committee on Transportation, Infrastructure and Communities - Study of flight training schools in Canada

**Northern Air Transport Association
December 4, 2018**

We would like to take this opportunity to thank the committee for including the Northern Air Transport Association on this important study of flight training resources in Canada.

NATA was formed over forty years ago to support the economic development of northern and remote Canada. Northern operators have always faced unique challenges that are very different than what is experienced in southern Canadian aviation. The attraction, recruitment and retention of adequate flight crew including maintenance personnel has been an ongoing challenge.

We understand the committee's study of flight training schools in Canada will focus on two areas;

- (iii) identify the challenges that flight schools are facing in providing trained pilots to industry,
- (iv) determine whether the infrastructure available to flight schools meets the needs of the schools and the communities where they are located;

In that context, this Written Brief has been developed with input from NATA members to provide a perspective of northern and remote aviation labour and skill requirements.

The traditional northern aviation labour market model was southern trained Canadian pilots, would seek aviation jobs in Canada's north. Often this was seasonal employment requiring aviation workers to return or be replaced. There was an annual flight crew and maintenance personnel production level that usually provided a surplus of labour that developed a worker over a 2-5 years of work experience to become industry competent. There was a challenge to retain those now skilled workers. This challenge is increasing for reasons that are well known and well studied. (See Human Resource Study of Commercial Pilots in Canada, 2001, Update Report 2003 and 2010 Commercial Pilot Study that led to development of the vocational occupational competencies and training standard for commercial pilots.)



The first issue this study is considering is to identify the challenges that flight schools are facing in providing trained pilots to industry

Northern and remote operators predominately use turbine engine equipped aircraft, often operating into short, unpaved airstrips. There are also operators offering air service with what would be considered traditional float or ski equipped aircraft. Examples of specialized operations including medivac, fire fighting, air survey. To fly these missions pilots, need to be highly skilled, with specific mission competencies. Few flight schools in Canada provide this type of preparatory training for northern operational realities.

NATA operator members are reporting it is taking longer to provide the training necessary for entry level new hire pilots to meet the proficiency requirements for pilots to be legal flight crew in accordance with the Canadian Aviation Regulations. Operators are raising concerns regarding the lack of basic knowledge and skills of new hires that should have been covered in commercial pilot flight training.

NATA believes there should be recognition of this type of employer led vocational training as being required for workplace safety and should be supported with various incentives for the employer to develop the skills and knowledge of new hires to insure there are no competency gaps.

The new reality is flight instructors and examiners have reduced operational and instructional experience. NATA has presented a series of questions and concerns to Transport Canada on the challenges facing flight schools to retain competent instructors and pilot examiners with so much pilot hiring taking place.

NATA wants to work with the regulator to find solutions. For instance, the current regulations concerning flight training are too restrictive. There are more than enough flight training units in Canada, but there is a lack of instructors with the applicable experience because it is difficult for current, or retired pilots to become involved in a flight training program.

It is important to note that while there is a national commercial pilot licensing standard, there is no national commercial pilot training standard. This allows for flexibility in training delivery to the licensing standard. NATA believes there should be sector specific standards and any occupational standards that help improve the aviation worker competencies should be made available to the entire industry and should be supported by the regulator. There should be incentive funding for companies to support industry use of occupational standard to develop competency-based training.



The second issue this study is considering is to determine whether the infrastructure available to flight schools meets the needs of the schools and the communities where they are located.

As indicated already, the answer for northern operators is no. Most training in Canada is focused on producing pilots for southern flying jobs. There are very successful programs in Southern Canada that are streaming pilot graduates into direct entry pilot positions. Due to the changing operational environment, and specialized skill sets this does not work for northern and remote operators.

To insure a competent workforce, many air operators-members are developing partnerships with flight training providers as well as sponsoring selected personnel for career development. For instance, in Whitehorse, a NATA air operator member also offers a full-service flight training with an aviation college diploma program. Having students train in proximity of real air operations needs better recognition of crediting aviation experience. This includes partnership with northern operators offering mentoring and workplace training support for northern based students and workers.

There needs to be better recognition of employer sponsored, apprentice style programs to develop northern and remote human resources as a solution to the traditional south-north-south migration labour market model that is now under challenge.

NATA believes there needs to be a recognized Northern and Remote Aviation Labour-Skills Committee of regional stakeholders including service providers, regulators and territorial representatives to conduct aviation needs assessment to develop a labour-skills strategy for northern and remote areas of Canada

On October 2, at the Transport Canada Civil Aviation Labour Shortages Forum, the Minister of Transport addressed the challenge of attracting the next generation of aviation workers, especially non-traditional workforce groups such as females, indigenous and other under represented visible minorities. The forum focused primarily on southern Canada flight crew shortages and solutions.

It is important to emphasize; Northern and remote aviation stakeholders are experiencing a shortage of personnel for all aviation related occupations. However, there are various barriers that need to be considered to develop a program that would be successful in attracting, training and retaining northern youth for aviation related occupations.



Any skill development program needs to be sensitive to geographical and cultural realities. As discussed at the Aviation Labour Shortages forum, it is problematic for students to have to leave their home and community to go to a school far away for a long period of time. There is an opportunity for more Industry sponsored federally funded On the Job mentoring and training, customized for specific cultural needs and company specific skill development requirements.

The overriding concern is the access to tuition funding. There should be more opportunity for northern aviation sponsorship. There is a need for new incentives for selecting northerners for job specific aviation skills training in partnership with northern employers and training institutions.

The federal government should change tuition tax deductibility rules to be more inclusive of aviation flying, technical skills upgrade training and work experience. Registered Education Savings Plan (RESP) tax deduction status should be revised to offer more incentive to the contributor.

Another concern is the increased training costs air operators are experiencing with new hires. There should be a tax incentive for employers to support a comprehensive new hire skill development program. It is important to note the regulator is pushing forward many initiatives that will increase the amount and quality of training aviation personnel must receive. This increases the workload on northern air operator training departments, that are also under stress of staff shortages.

There needs to be funding for aviation promotion and sector specific skill standards solutions. There needs to be funding programs to encourage employers to establish in company mentoring program and sponsor local public-school aviation career awareness initiatives.

Attached to this Written Brief, is NATA Resolution 2018-5- "That the Federal Government works with NATA to establish a Northern and Remote Aviation Infrastructure -Labour-Skills committee consisting of air operators, airport operators, appropriate government agencies and affiliated organization.

Also, a summary and reference document to three territorial labour market analysis supporting the comments made in this submission. The limited labour needs information for flight crew identifies the need for more northern and remote aviation sector specific demographic analysis.



In conclusion, NATA's 43rd northern and remote aviation conference is taking place April 28-May 1, 2019 in Yellowknife.

The important discussion on northern and remote aviation infrastructure will be continuing with an airport development workshop planned, as well as a focus on the recruitment of a northern, and more diverse aviation workforce.

Considering the time frame for this study, on behalf of NATA, I would like to invite the committee to attend our conference as it would be timely for the committee to do a regional update meeting on this important issue.

Thank you

Glenn Priestley
Executive Director



Resolution Number 2018-5

Federal government/ Transport Canada partner with NATA to develop a northern specific new worker recruitment, training and retention strategies

Whereas a national shortage of experienced flight crew has been identified which is also an issue for northern and remote operators;

Whereas there is also a demand in northern and remote Canada for personnel for all aviation related occupations including maintenance and airport operations;

Whereas communication between industry stakeholders on the quality and quantity of the aviation workers required is not consistent with the various decision makers involved in human resource development;

Whereas there are industry best practices for human resource development and industry occupational standards that need to be established in order to develop northern specific new worker recruitment, training and retention strategies;

Therefore, be it resolved:

That the Federal Government works with NATA to establish a Northern and Remote Aviation Infrastructure -Labour-Skills committee consisting of air operators, airport operators, appropriate government agencies and affiliated organizations

Proposed at the 42nd Annual General Meeting in Whitehorse, April 26, 2018



The following labour market forecasts and needs assessment highlights the workforce potential, challenges to develop a northern Canada aviation workforce.

The Northwest Territories Labour Market Forecast and Needs Assessment 2016

https://www.ece.gov.nt.ca/sites/ece/files/resources/skills_4_success_-_labour_market_resource.pdf

The results show that throughout the N.W.T. labour market, there are large disparities between Aboriginal and non-Aboriginal subpopulations, as well as between regions, and between local talent and migrant labour.

Despite the territory's relatively young population, the share of the 15 to 29 age cohort in the overall working-age population is forecast to shrink—from 30.6 per cent of the population in 2014 to 26.6 per cent in 2030. Statistics Canada, CANSIM table 102-4505. Chapter 4 | The Conference Board of Canada Find Conference Board research at www.e-library.ca 85 in 2030. Meanwhile, the share of the population aged 65 and over will more than double over the forecast period, from 6.5 per cent in 2014 to 14 per cent of the population by 2030. The aging of the population will increase the burden on governments and families to provide social security, health services, housing, and transportation.

NOC 2271 -Air pilots, flight engineers, and flying instructors currently 213 active pilots; 278 forecasted by 2020; 292 by 2025 and 307 by 2030 with a mean average of 276

Yukon Labour Market Analysis

<http://www.education.gov.yk.ca/publications.html>

"Several responders also cited that members of the work force face difficulties in upgrading their skills through training programs. **Access to funding programs** was described as too restrictive. For many programs, the applicant had to be on Employment Insurance, which is discouraging for people who want to upgrade their skills while they were working. Service providers highlighted that **funding for training programs and employment services tends to be piecemeal and unstable**. Program enrollment was also a challenge. Some service providers have had to concentrate on providing general training instead of specialized skills training as the demand for specialized courses was limited. Service providers also **found it difficult to get people to stay committed** for the duration of the training programs. **Employers responded that they were unable to provide training program as they lacked the resources**. Union representatives commented that trades people had to go outside the territory to upgrade their skills as the Yukon lack these specific programs. Young professionals stressed that there was a **lack of youth development and mentorships from their employers..**"



Nunavut Labour Market Analysis

<http://nationtalk.ca/story/nti-welcomes-release-of-the-nunavut-inuit-labour-force-analysis>

The following excerpt highlights the importance of recognition of cultural beliefs when designing and delivering skill development programs

A central concept in Inuit culture is **Inuit Qaujimajatuqangit (IQ)**.

IQ is an Inuktitut phrase that refers to a system of beliefs and knowledge that are characteristic of Inuit culture.

IQ translates as “**that which Inuit have always known to be true**” and has also been described as “Inuit traditional knowledge”, “Inuit traditional institutions” and even “Inuit traditional technology”

Eight principles, or Inuit Societal Values (ISV), are at the core of IQ.

These principles have been adopted by the Government of Nunavut and focus on ways in which one is expected to behave (i.e., how to live life as an Inuk)³⁰.

- Inuuqatigiitsiarniq: Respecting others, relationships and caring for people.
- Tunnganarniq: Fostering good spirits by being open, welcoming and inclusive.
- Pijitsirniq: Serving and providing for family and/or community.
- Aajiqatigiinni: Decision making through discussion and consensus.
- **Pilimmaksarniq/Pijariuqsarniq**: Development of skills through observation, mentoring, practice, and effort.
- Piliriqatigiinni/Ikajuqtigiinni: Working together for a common cause.
- Qanuqtuurniq: Being innovative and resourceful.
- Avatittinnik Kamatsiarniq: Respect and care for the land, animals and the environment.