

## The Role of Practical Support as a Function of Aviation Regulatory Training

Sofema Aviation Services (SAS) [www.sasssofia.com](http://www.sasssofia.com) and Sofema Online (SOL) [www.sofemaonline.com](http://www.sofemaonline.com) considers the role of the instructor during the delivery of an EASA compliant regulatory training and the importance of understanding the difference between consulting & training. To also consider the practical support that can be offered without fully engaging in the organisation's current practices, process & procedures.

### Introduction - Understanding the Role of Experience in Relation to Practical Organisational Issues

Some clients believe that Aviation Regulatory Training Instructors must automatically have a deep understanding of the challenges of best practice related to practical solutions for a given regulatory obligation and be able to provide specific relevant advice.

Some clients also believe that training and consultancy are interchangeable activities – however as explained further this is not the case.

#### Please consider the following:

- Boeing builds Aeroplanes
- Emirates operates a fleet of more than 100 Boeing 777 A/C

Who knows more about Maintenance, Maintenance Challenges, Solutions and Best Practices and the answer is off course Emirates! (Simply because they are living with the practical need to address their own issues) Boeing on the other hand “even they built the aircraft” have limited Maintenance experience.

The same is true of a regulatory training company – Whilst the knowledge of the Regulations is a given, the ability to interpret a given regulation in the context of the particular receiving organisations exact needs and expectations is not. Consider the following:

- To answer specific questions related to best practice and optimisation requires detailed knowledge of:
  - o Regulations **YES**
  - o Organisational Process & Procedures **NO**
  - o Practical Organisational Issues related to Manpower Sufficiency and Competence **NO**
  - o Practical Organisational Issues related to Facilities and Administrative Capacity **NO**

## **Consulting and training are two distinct activities that serve different purposes within a professional context**

It's important to note that there can be some overlap between consulting and training, as consultants may provide training as part of their services, and trainers may offer some consulting insights. The exact distinction can vary depending on the context and the professionals involved.

### **Consulting Overview**

- Consulting: Consulting involves providing expert advice, guidance, and solutions to address specific challenges or problems faced by an individual, organization, or project.
- Consultants bring their expertise and knowledge to analyze the situation, identify issues, and recommend strategies or actions for improvement.
  - o Consultants typically work closely with clients to understand their unique needs, objectives, and constraints. They provide tailored recommendations, strategies, and solutions based on their expertise and analysis. Consultants may also help with implementation, monitoring progress, and evaluating results.

### **Training Overview**

- Training: Training focuses on imparting knowledge, developing skills, and enhancing competencies in a particular subject or area.
- It involves structured learning sessions aimed at improving specific abilities, such as technical skills, leadership capabilities, or job-related proficiencies.
  - o Trainers follow a structured curriculum or program to deliver content, concepts, and practical skills to learners. Training sessions often include presentations, demonstrations, and assessments to facilitate learning and measure progress.
  - o Trainers may customize the content to some extent, but the focus is primarily on knowledge transfer.

### **Meeting Client Expectations**

It is important to ensure clear understanding and communication regarding what the client expects and what can reasonably be delivered by the instructor (To ensure effective communication the various steps and obligations should be sufficiently documented and acknowledged by the concerned parties)

- Any requirements related to Organisational Management of Change are typically outside of the scope of a training course and will be better addressed by an additional or separate Consultancy

### **To consider the practical support that can be offered by an instructor without fully engaging in the organisation's current practices, process & procedures.**

- Instructors can share their knowledge and expertise with the organization's staff or learners.
- They can provide insights, best practices, and industry-specific information that can enhance the understanding and skills of the participants.
- If the organization has specific training needs, instructors can design and deliver customized training programs. (Note that time spent = Cost, so to ensure that all such changes are costed and authorised by the client)
- Instructors can offer one-on-one or group coaching sessions to guide individuals in the organization.
  - o They can provide feedback, advice, and guidance on specific tasks, projects, or skill development.
- Instructors are able to facilitate workshops or seminars on specific topics of interest to the organization.
  - o These events can be standalone sessions or part of a larger training program.
  - o By delivering interactive sessions, instructors can engage participants and provide practical insights and tools.
- Instructors can be available for question-and-answer sessions or consultations to address specific challenges or provide guidance.
  - o These sessions can be conducted in person, through online platforms, or via email correspondence.

### **Steps in the Provision of Consultancy**

- Clearly define the scope and objectives of the consultancy engagement.
- Determine what specific areas of aviation management the organization needs assistance with, such as operational efficiency, safety management, regulatory compliance, or strategic planning.
- Initial Assessment, including its structure, operations, policies, procedures, and any existing challenges or areas of concern. Perform a comprehensive analysis of the current state of the aviation management organization.
- Identify the key stakeholders involved in the aviation management organization, such as senior management, department heads, regulatory authorities, and employees. Understand their roles, responsibilities, and expectations to ensure their involvement throughout the consultancy process.
- Based on the initial assessment and stakeholder input, establish specific deliverables and milestones for the consultancy project.

- o This could include the development of a new safety management system, implementation of best practices, training programs, or the creation of strategic plans.
- Research and analyze industry best practices and benchmarks to identify areas for improvement. Consider regulatory requirements, industry standards, and technological advancements relevant to the organization's needs.
- Based on the assessment and best practices analysis, develop tailored recommendations for the aviation management organization.
  - o These recommendations should address identified gaps, inefficiencies, or areas of improvement, and provide clear guidance on how to achieve the desired outcomes.
- Develop a comprehensive implementation plan that outlines the necessary steps, timelines, resources, and responsibilities for executing the recommendations.
  - o Consider the organization's constraints, budget, and available resources when designing the plan.
- Present the assessment findings, recommendations, and implementation plan to the organization's stakeholders.
  - o Clearly communicate the rationale behind the recommendations and the potential benefits they offer.
  - o Address any questions, concerns, or feedback from stakeholders.
- Work closely with the aviation management organization to implement the agreed-upon recommendations. Provide guidance, support, and expertise during the implementation phase, ensuring proper communication, training, and monitoring of progress.
  - o Regularly monitor and evaluate the progress of the implemented changes.
  - o Establish key performance indicators (KPIs) to measure the effectiveness and impact of the recommendations.
  - o Make adjustments as necessary to ensure the desired outcomes are achieved.
- Offer ongoing support and guidance to the aviation management organization, even after the initial consultancy engagement is completed.
  - o This may involve periodic reviews, training programs, or assistance with any new challenges or changes in the aviation industry.

## **Summary and Way Forward**

For a successful delivery ensure the following steps are followed:

- a) Ensure the Training Contract Clearly States the obligations and timelines for both parties (Delivering Organisation and Receiving Organisation)
- b) Ensure timelines are followed by all parties

c) Fully document and acknowledge acceptance in accordance with the contractual obligations

### **Next Steps**

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