Appendix E
Training Needs Analysis (TNA) for Aviation Regulatory & Competence-Based Training

Guidance for Organisations Seeking Short Regulatory or Vocational Training

Introduction

This appendix is designed as a practical reference for Client Technical Managers (CTMs), Client Administrative Managers (CAMs), and training stakeholders responsible for selecting, planning, or commissioning aviation regulatory and competence-based training.

Whether preparing for a short-duration course or planning wider organisational learning strategies, this document provides a structured methodology to ensure training outcomes are compliant, contextualized, cost-effective, and auditable.

A Training Needs Analysis is not merely an administrative task—it is a **strategic process** that safeguards regulatory compliance, operational effectiveness, and workforce competence.

Client Technical and Administrative Managers are encouraged to:

- Use this document as a reference when selecting training

- Ensure training is aligned with internal documentation and actual job responsibilities

- Select delivery formats and partners that provide cost-effective, auditable value

- Maintain oversight when outsourcing to preserve relevance and organisational alignment

A well-executed TNA supports alignment with:

- **Regulatory requirements** (e.g. EASA, ICAO)

- **Company procedures** and manuals (e.g. MOE, CAME, SMSM, ERP)

- **Appropriate delivery format** (e.g. classroom, webinar, online)

- **Decisions around in-house vs outsourced delivery**

It also offers guidance on managing outsourced content, ensuring contextual integrity even when using generic training material.

Recommendation:
This document is strongly recommended to all organisations considering short regulatory or vocational training. It will support the internal decision-making process, ensure alignment with operational needs, and promote a return on investment through effective learning outcomes.

Objectives of the TNA Process

- Ensure all training is **aligned with compliance and performance goals**

- Match training content with **job-specific roles and responsibilities**

- Select the **most effective delivery format** based on content, cost, and operational practicality

- Decide **when to deliver internally vs when to outsource**

- Establish **controls to manage outsourced, generic, or off-the-shelf content**

When to Perform a TNA

A TNA should be performed under the following circumstances:

- **Annually**, or in line with your internal training plan cycle

- **Before major revisions** to key documents (MOE, CAME, SMSM, etc.)

- **Following regulatory changes** or updates

- **In response to audit findings**, safety concerns, or compliance gaps

- **When onboarding new staff** or when existing roles are significantly restructured

Inputs to the TNA

To ensure a relevant and accurate TNA, the following should be referenced:

a) Applicable Regulations & Standards

(e.g. EASA Part 145, Part CAMO, Part 21, ICAO Annexes, IOSA, ISAGO)

b) Organisation-Specific Documentation

- **MOE** – Maintenance Organisation Exposition

- **CAME** – Continuing Airworthiness Management Exposition

- **SMSM** – Safety Management System Manual

- **ERP** – Emergency Response Plan

- **OM/OM-A** – Operations Manual (if applicable)

These documents define procedures, responsibilities, and operational context—essential components of any training intervention. When outsourcing training, **sharing these under NDA is strongly recommended** to ensure training content accurately reflects your internal practices.

TNA Process – Step-by-Step

Step 1: Define Roles and Responsibilities
Identify staff with regulatory roles (e.g. Certifying Staff, CAMO Engineers, SMS Coordinators, Auditors).

Step 2: Identify Required Competencies
Define required knowledge and skill levels for each role (based on EASA AMC/GM and internal job profiles).

Step 3: Assess Current Competence
Evaluate current competence using interviews, surveys, observation, or testing.

Step 4: Review Internal Documentation
Ensure current versions of key documents are reviewed to align content with organisational procedures.

Step 5: Define Training Gaps
Highlight discrepancies between required competence and actual performance. Prioritise high-risk areas.

Step 6: Determine Delivery Method
Assess the most suitable format based on complexity, cost, interaction needs, and availability.

Step 7: Decide In-House vs Outsourced
Assess internal capability, resource availability, and frequency of delivery to determine optimal source.

Step 8: Define Training Objectives and Scope
Clarify expected learning outcomes and any specific customisation needs.
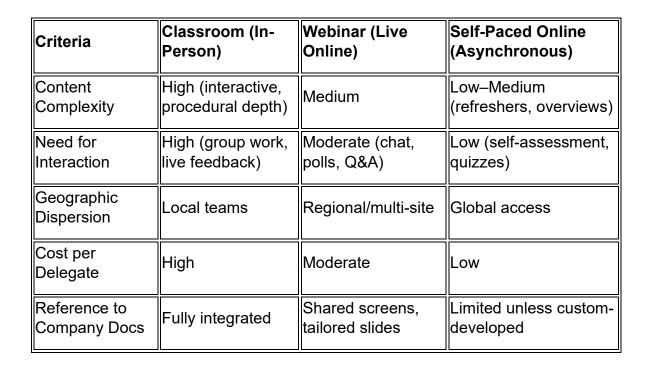
Step 9: Validate and Approve
Ensure internal technical authority reviews and signs off on final training scope and content.

Step 10: Implement, Monitor, and Review
Deliver the training, collect feedback, assess effectiveness, and update TNA records as needed.

Selecting the Delivery Format

Criteria	Classroom (In-Person)	Webinar (Live Online)	Self-Paced Online (Asynchronous)
Content Complexity	High (interactive, procedural depth)	Medium	Low–Medium (refreshers, overviews)
Need for Interaction	High (group work, live feedback)	Moderate (chat, polls, Q&A)	Low (self-assessment, quizzes)
Geographic Dispersion	Local teams	Regional/multi-site	Global access
Cost per Delegate	High	Moderate	Low
Reference to Company Docs	Fully integrated	Shared screens, tailored slides	Limited unless custom-developed

In-House vs. Outsourced Training – Decision Guidance

Factor	In-House	Outsourced
SME Availability	Internal experts required	SMEs provided by training provider
Content Relevance	Fully tailored	Generic unless adapted with client input
Trainer Competence	Must be proven internally	Vendor-provided, industry-certified
Frequency of Use	Best for ongoing/repeat subjects	Ideal for ad-hoc or specialist topics
Scalability	Limited to internal resources	Highly scalable across sites
Audit Preparedness	Fully integrated with QMS	Requires internal validation process

Managing Outsourced Training:

- Share internal documentation under NDA

- Request inclusion of company-specific case studies

- Agree a pre-delivery alignment session

- Incorporate post-course debrief or supervised application phase

8. Training Needs Analysis Checklist

- ✓ Define regulatory job functions
- ✓ List required competencies (regulatory + procedural)
- ✓ Assess current knowledge/skills
- ✓ Review internal manuals (MOE, CAME, SMSM, ERP)
- ✓ Identify training gaps and priorities
- ✓ Select delivery method (cost vs impact)
- ✓ Decide in-house or outsourced delivery
- ✓ Confirm document sharing under NDA (if external)
- ✓ Define scope and measurable objectives
- ✓ Validate content via internal technical authority
- ✓ Deliver, evaluate and review effectiveness

9. Recommended Training Partners

Organisations such as **Sofema Aviation Services** and **Sofema Online** are trusted providers of regulatory and competence-based training. Benefits include:

- Access to **over 400 aviation regulatory and vocational training courses**

- Flexible formats: **classroom, webinar, online**

- Capability to **customise content** based on your MOE, CAME, or SMSM

- **Cost-effective** options for small, medium, and large operators

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