Industry Skills Australia

CONSULTATION STRATEGY

Aviation Training Package Development

Airport Operations Training Products Review (Cabin Crew, Ground Operations, Aerodrome Operations)

Project Purpose Statement

The aviation industry continues to experience workforce shortages across cabin crew, ground operations, safety, and aerodrome functions, as outlined in Workforce Plans. These shortages are driven by increasing passenger volumes, expanding airport activity, and strong competition across operators for job-ready applicants. While nationally recognised qualifications exist, they remain underutilised across the industry.

Findings from the Industry Skills Australia (ISAs) Cabin Crew and Ground Operations Skills Gap Analyses indicate current training package products do not sufficiently reflect contemporary aviation operations or the evolving skill requirements across key frontline and safety-critical roles. These include cabin crew, ground operations personnel, safety officers, and Aerodrome Reporting Officers. As a result, many employers rely heavily on in-house training, limiting workforce mobility, reducing consistency in capability, and limiting recognised training and career pathways.

This project directly addresses these challenges by implementing recommendations from the Skills Gap Analyses to review relevant nationally endorsed training products related to ground operations, cabin crew and aerodrome operations. The review will focus on strengthening alignment with industry operational requirements, recognising the interdependent nature of aviation roles and revising these as job-ready pathways.

Areas of focus include:

- **Operational safety and emergency procedures**, ensuring alignment with current regulatory frameworks, including CASA Part 139 updates, and contemporary industry practices across airside operations.
- **Integrated incident response and coordination**, aimed at strengthening communication and collaboration between cabin crew, ground operations personnel, and safety officers, particularly during ground-based emergencies and disruptions.
- **Customer experience and conflict management skills**, reflecting the increasing emphasis on service excellence, resilience, and passenger wellbeing in high-pressure, customer-facing environments across terminals and onboard aircraft.
- **Health, wellbeing, and fatigue risk management**, recognising the operational demands placed on shift-based and safety-critical roles across aviation.
- **Security awareness and incident response**, addressing evolving security risks, regulatory requirements, and operational protocols across airport environments.
- **Aerodrome safety and compliance**, including airside inspections, hazard identification, wildlife and foreign object debris (FOD) management, and regulatory reporting responsibilities specific to Aerodrome Reporting Officers.
- **Transferable and cross-functional skillsets**, such as first aid, operational risk assessment, safety management systems, and incident reporting, which support mobility across aviation roles and broader emergency management pathways.

By reviewing and realigning these areas, the project will help to address a range of industry and workforce objectives, including:

- Contributing to the professionalisation of aviation frontline and safety-critical roles, ensuring training products reflect the complexity, responsibility, and regulatory requirements of cabin crew, ground operations staff, safety officers, and aerodrome personnel.
- Facilitating stronger collaboration between industry and training providers, establishing consistent, high-quality foundations that complement employer-specific training rather than duplicating it.
- Improving industry recognition and utilisation of qualifications, advocating and promoting vocational qualifications to enable employers to build a pipeline of job-ready candidates across multiple operational functions and reducing onboarding burden.
- Strengthening cross-functional and career pathways, supporting mobility between cabin crew, ground operations, aerodrome operations, emergency response, and broader aviation safety roles.
- Supporting existing workers to gain formal recognition, enabling current cabin crew, ground staff, safety officers, and aerodrome reporting officers to attain nationally recognised qualifications that validate their capability, and enhance career progression.

The project will deliver a more integrated, responsive, and contemporary suite of qualifications. This will strengthen capability across the aviation workforce at airports, enhance safety and operational coordination, support sustainable industry growth, and address critical skills shortages through a future-focused, system-wide approach.

Project Timeline

Overview of major stages in this project. Please note timeframes and dates may change through the progress of the project.

- A **Technical Committee** (TC) of subject matter experts will be formed for each speciality area – Cabin Crew, Ground Operations and Aerodrome Operations as well as an overarching TC for general topics to help review and develop training products commencing October 2026.
- Approximately 5 TC meetings for each speciality area, with the last meeting serving as the final review and TC signoff
- TC Meetings will be online and 2-4 hours in duration
- Stakeholder Consultation - There will be two Public Consultations during the review and development phase (an additional consultation period will be conducted if required):
  - 1st consultation – July 2027 (4 weeks)
  - 2nd consultation – October 2027 (2 weeks)
- Submission of final draft products for SRO/States and Territories review – December 2027
- Training products submitted to Assurance Body – Jan 2028
- Two Webinars will take place during the project (one in the development phase and the other post implementation.

Stakeholder Consultation

ISA will work closely with stakeholders throughout the life of the project and consider all ideas, opinions, and feedback to ensure the revised training products meet the needs of industry. This will include capturing the views of stakeholders in metropolitan, regional and remote areas across all states and territories, including employers and organisations with limited representation. A consultation log containing a high-level summary of all feedback and ISA's response will be maintained and available on our website.

This strategy will ensure the products are relevant, up-to-date, and align with industry and regulatory requirements.

Stakeholder Identification

Key stakeholder groups for this project include:

- Industry subject matter experts
- Registered Training Organisations (RTOs)
- Industry associations and bodies
- Regulators
- Government agencies
- Employers and business representatives
- DEWR
- State Training Authorities & Senior Responsible Officers (SROs)
- Applicable Unions
- Appropriate Jobs and Skills Councils (JSCs)
- Aboriginal and Torres Strait Islander community representatives, where applicable
- Disability advocates, where applicable
- Any other relevant organisations and individuals

Refer to Appendix A: Organisations for Targeted Consultations

Refer to Appendix B: Key Stakeholder types by State/territory

Consultation Mechanisms

The following stakeholder engagement methods and communication channels will be utilised to ensure our consultation obtains balanced and representative feedback:

- Direct engagement: Face to face consultations, Site visits, Phone, emails, video/teleconferencing meetings
- ISA Newsletter and targeted EDMs to stakeholders
- ISA website (project pages)
- Conferences and industry events
- Stakeholder networks and forums
- Media – digital and broadcast media (media releases)
- Social media –LinkedIn posts
- Webinars

Consultation will be structured to ensure stakeholders are afforded appropriate access to draft material, and time to provide considered feedback.

Training Product Development

The training products in this project will be drafted in consultation with the Technical Committee (TC) and their networks. At the public consultation stage/s, ISA will present the draft training products for feedback from stakeholders. Whilst specific public consultation dates are identified, feedback is welcomed at any time throughout the project. If you have any questions about this project, please contact Tricia Fidock, Project Specialist, tricia.fidock@isajsc.org.au.

Accessibility

The consultation process will be accessible to all stakeholders. ISA will provide options for participation to cater to various needs and preferences.

Feedback Acknowledgment

We will acknowledge the input and feedback from stakeholders, recognising their valuable contributions to the training product development.

Appendix A: Organisations for Targeted Consultations

Stakeholder Type	Organisation	Coverage
Industry	Aviation Strategic Workforce Planning Committee	National
Employers	Virgin, Qantas, Major Airports	National & State
Industry Association/s	Flight Attendant Association of Australia (FAAA), Australian Airport Association	National
ITABs/Advisory bodies	Aviation/Aerospace Industry Reference	In relevant applicable states
Regulator	Civil Aviation Safety Authority (CASA)	National
STAs & SROs	State Training Authorities Senior Responsible Officers	State National and State
Training Providers	RTOs with qualifications on scope	National & State
Union	Transport Workers Union (TWU)	National

Appendix B: Key Stakeholder types by state

Stakeholder type	National	QLD	NSW	ACT	Vic	SA	NT	TAS	WA
Industry employers	✓	✓	✓	✓	✓	✓	✓	✓	✓
Industry association /Peak industry body	✓								
ITAB	✓	✓	✓	✓	✓	✓	✓	✓	✓
Government Commonwealth Enterprises	✓								
Government State Enterprises		✓	✓	✓	✓	✓	✓	✓	✓
Aviation Regulator	✓								
STAs & SROs	✓	✓	✓	✓	✓	✓	✓	✓	✓
Training Providers	✓	✓	✓	✓	✓	✓	✓	✓	✓
Unions	✓								