

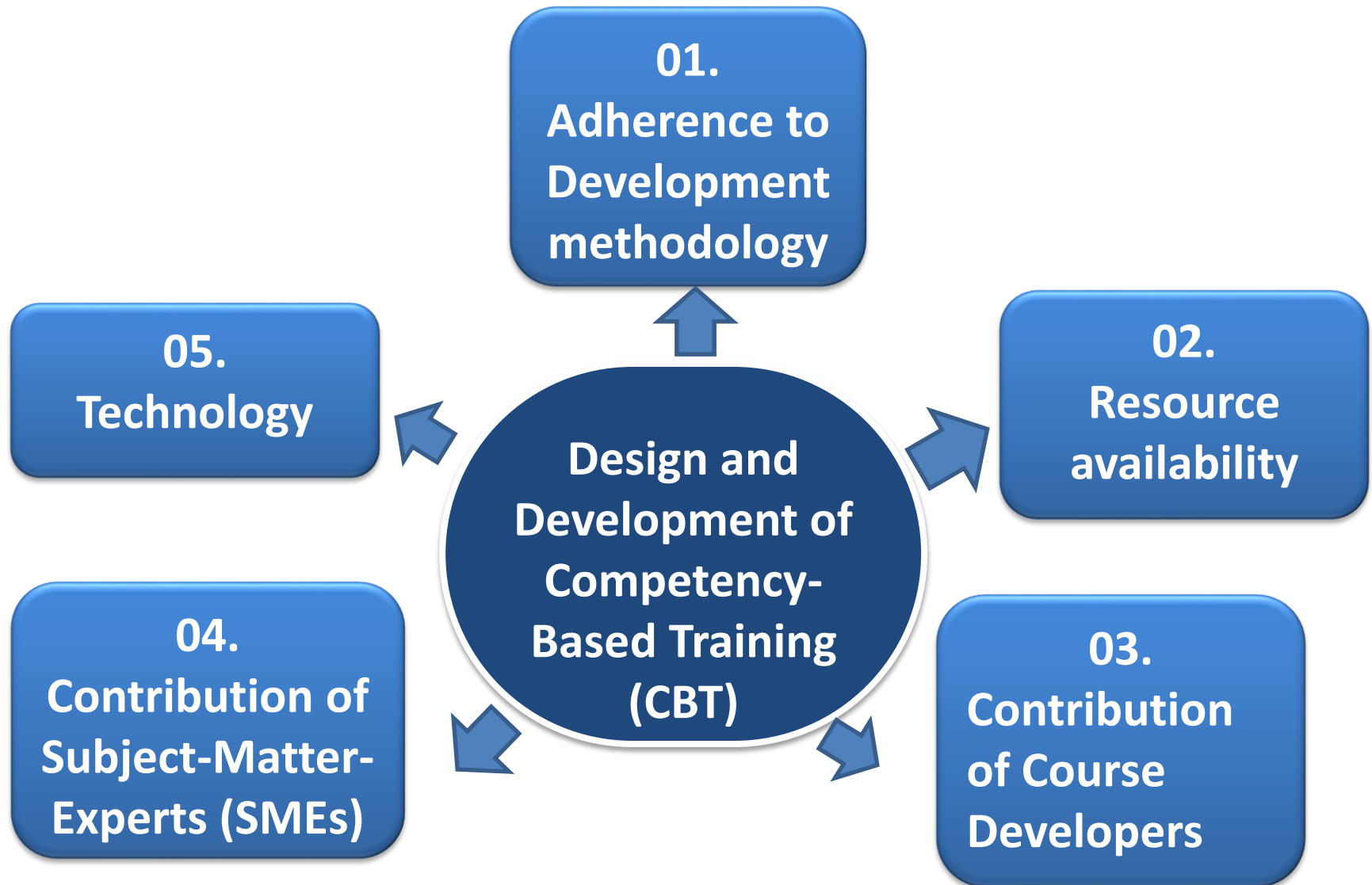


# **Design and Development of Competency Based Training**

## **- overcoming the challenges**

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# Critical Success Factors



# Challenges



## 01. Adherence to Development methodology

Deriving end of module objectives when one task is divided among more than one module

Constrained by already committed budget

Sequencing intermediate objectives and grouping objectives in to modules is not easy

Dynamic Job aids

Developing the test specifications

- Make DACUM Sessions productive and effective by planning in advance
- Use an iterative approach until best module sequencing is achieved
- Distribute a task among more than one module only if it is absolutely necessary
- Have a formal link with operations to keep dynamic job aids current
- Thoroughly observe the tasks being performed before developing tests on them.

# Challenges



**02. Resource availability**

**Inadequate support from operations**

**Inadequate Budget**

- Convince the operations management of the advantages of CBT
- Get management directly involved
- Add CBT Development as a strategy to achieve corporate objectives of the aviation service provider.

# Challenges



## 03. Contribution of Course Developers

Course Developers' experience

Turnover of Course Developers during the STP development project

Course Developers' motivation

- Proper selection and continuous training
- Provide Course Developers with first level understanding of the discipline/trade in which CBT is to be done, at project commencement
- Make the Course development team multi skilled (e.g. IT, videography, project management, Technical Writing)
- Have a pool of personnel who have followed TDC so that prompt replacement is available for certification
- Provide good career development opportunities for course developers. Place them commensurately in relation to other categories.



# Challenges



## 04. Contribution of Subject-Matter-Experts (SMEs)

non-availability of SMEs on continuous basis

Reluctance to share tacit knowledge

Unfamiliarity with the methodology

Misconceptions about the role of the course developers

Technocracy

Pressure to include nice to know things

- When deploying SMEs give priority to those who can devote maximum time on the TD project
- Maintain a criteria for selecting SME (e.g. Qualifications & experience, availability, human skills)
- Give SMEs first level understanding of the CBT development methodology
- Convince SMEs that their subordinates are the ultimate beneficiaries.

- Give an insight of course developers' role to the SMEs and it's complementary nature in the training development process.
- Encourage SMEs to speak layman's language

# Challenges



## 05. Technology

**eLearning**

**Lack of expertise**

**Dependence on external parties**

**Issues of eLearning product maintenance**

**Compatibility**

**Learner identification**

- Use in house Media unit
- Create expertise within the Training Centre
- Provide maximum flexibility to adapt to changing environment (e.g. provide source code to training administrator)
- Maintain an LMS
- Use open source platform and common applications.

# Conclusion



- There are no universal solutions for the challenges encountered in the design and development stage of CBT development. Different strategies should be identified according to the local context
- Challenges cannot be totally eliminated. We should try to mitigate the bad effect of them.



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