International Civil Aviation Organization
North American, Central American and Caribbean Office
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Punta Cana, Dominican Republic, 8-12 September 2008

Agenda Item 6:   Other business

GUIDELINES FOR REGIONAL HUMAN RERSOURCE AND TRAINING PLANNING

(Presented by the Secretariat)

SUMMARY
This working paper presents guidelines for considering regional human resource and training planning.
Strategic Objective: D - Efficiency

1.   Introduction

1.1   The Second NACC/DCA Meeting agreed that the objective of human resource planning is to ensure that aeronautical administrations guarantee the availability of qualified personnel in the different air navigation services in a timely manner. To this end, through Conclusion 2/27 –*Human Resource and Training Planning*, it is recommended that civil aviation authorities begin the human resource and training planning process required to implement the upcoming new systems as soon as possible.

1.2   The objectives of this Conclusion are that administrations plan and establish their training programmes, Civil Aviation Training Centres (CATCs) courses schedules and regional human resource and training needs of the different aeronautical fields.

1.3   The last Meeting of the GREPECAS Human Resources and Training Subgroup was held in 2001. In view of the lack of activity of said Subgroup, the Seventh ACG Meeting agreed to disband this Subgroup during the forthcoming GREPECAS/15 Meeting. This decision will only permit regional level review of these matters.

2.   Analysis

2.1   Modern air navigation systems require training and human resource planning strategies to ensure sufficient personnel and to highlight enhancements in training activities as part of their organisational culture in order to achieve homogeneous performance of all its members.

Human Resource Planning Strategy

2.2　　　　The first step of a human resource planning strategy consists of developing a study of the factors to calculate the required number of personnel in line with the particular duties of each post and of each working unit along with forecasted air traffic demand. To this end, it is necessary to consider tasks and workload. Some analysis methodologies are set forth in Doc 9426 - *ATS Planning*.

2.3　　　　Moreover, personnel must meet the minimum requirements of skills, knowledge and familiarisation with the unit corresponding to the work post. Additional elements to be taken into consideration are weekly rest periods, vacations and foreseen absences. Some methods require establishing the busiest day of the year and/or peak hours.

2.4　　　　In order to achieve these goals, a strategy in line with average traffic growth should be established for 3 or 5 year periods; a complete approach should consider long-term organisational goals and evolution. The annual periodic review of human resource and training needs will allow the organisation to maintain the required level of personnel to fulfil operational service demand. The strategy should have a clear vision and goals so that all organisation members commit to their achievement.

Training Strategy

2.5　　　　Training is characterised as a critical element for the organisation to maintain international competitive standards and, at the same time, internal growth in line with the organisation's objectives. This approach requires planning very complete training, from the basic to the most advanced levels.

2.6　　　　Strategic training normally begins with the development of a broad view plan and programme to achieve the highest professional performance from all members, which will result in clear productivity benefits for the organisation; one benefit goes along with the other. Some service providers of the CAR and NAM Regions are already working with this vision, taking into account current and future needs.

2.7　　　　In the first instance, a training plan is required that covers service needs and at the same time allows the personnel to develop sufficient skills and technical, operational and managerial knowledge.

2.8　　　　In line with the last discussions of the GREPECAS Human Resources and Training Subgroup, a good training strategy may be divided as follows:

Basic Formal Training.

2.9　　　　The objective of this training is to ensure that the personnel obtain knowledge and basic skills to perform their duties in an efficient manner, in line with organisational objectives.

Familiarisation or Introduction to Working Units

2.10   This objective provides all ATC personnel with introductory training on the tasks of the working units to which they have been assigned, new procedures or procedures that will be valid in the near future such as changes to operational handbooks, SIDs, STARs, NPAs, service enhancements, etc.

2.11   This type of training provides personnel with a better understanding of the internal functions of the organisation, the processes, techniques, relationships, etc., which will result in safe and efficient service.

Recurrent Training

2.12   ATS personnel should receive periodic training including current objectives and procedures applicable to the unit and/or organisation, in order to maintain the highest service levels (e.g., operational procedures, phraseology, letters of understanding between ATS units, etc.).

2.13   Under this item, the fact that personnel should receive recurrent training in accordance with duties performed should also be considered.

Proficiency Training

2.14   It is important to periodically monitor unit performance to detect training needs. Occasional monitoring and assessment of organisational performance will identify service deficiencies.

2.15   A proficiency training programme that provides resolution to identified deficiencies through additional training courses should be considered when necessary. The objective of this training is to help personnel maintain proficiency in their performance and improve the quality of service.

2.16   In addition, depending on organisational needs, specialisation training programmes should be considered, which will allow personnel to achieve higher responsibility categories. These courses should normally be structured in accordance with organisational needs and should aim towards higher performance levels in collaboration with the international community.

3**.**   **Suggested Action**

3.1   The Meeting is invited to:

> a)   note the information presented;
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> b)   provide comments to develop a CAR regional air navigation training programme; and
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> c)   agree on other actions as appropriate.

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