



ICAO

International Civil Aviation Organization
North American, Central American and Caribbean Office

INFORMATION PAPER

NACC/DCA/10 — IP/07REV
17/06/22

Tenth North American, Central American and Caribbean Directors of Civil Aviation Meeting (NACC/DCA/10)

Fort-de-France, Martinique, France, 21 -23 June 2022

Agenda Item 10: Other Business

CIVIL AVIATION AUTHORITIES DIRECTORS GENERAL QUESTIONNAIRE

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This Information paper presents the results of the Questionnaire sent by the NACC Regional Office to the Civil Aviation Authorities (CAAs) Directors General (DGs).	
<i>Strategic Objectives:</i>	<ul style="list-style-type: none">• Safety• Air Navigation Capacity and Efficiency• Security & Facilitation• Economic Development of Air Transport• Environmental Protection
<i>References:</i>	<ul style="list-style-type: none">• Mail dated 12 October 2010 sent by the Regional Director of the ICAO NACC Regional Office• ICAO MCIS course• NACC/DCA/9 Meeting Final Report

1. Introduction

1.1 For keeping the good efficient performance and sustainable operation of a CAA as Civil Aviation Authority (CAA) the national body that is entrusted with the function to administrate the air sector, as providing certificates or overseeing airlines, ANSPs and all Aviation stakeholders to ensure aviation safety within its jurisdiction, the leader role of the Director General is key and fundamental not only for the current term of service but for the continuity of the CAA in future administrations.

2. Data Gathering on Director General (DG) experience and recommendations

2.1 Apart from the required qualifications for a CAA DG, such as Education (university/ master degree, etc.) and Work Experience qualifications (A minimum of years of responsible relevant experience, effective communication, experience in developing and defining strategic orientations/frameworks, experience in leading teams. Etc.) and the skills and Competencies (organizational and coordination skills, leadership, vision, etc.), the need to focus on the key elements and factors for a successful performance of a CAA was commented in the NACC/DCA/9 Meeting as a assistance and support for the NACC DG of the CAAs to share their your valuable input and leadership experience.

2.2 ICAO currently conducts some training for CAA DGs and Senior Managers like the Managing Compliance with ICAO SARPs (MCIS), which aims to enable CAA senior and middle managers to plan; manage and continuously monitor the implementation of ICAO Standards and Recommended Practices (SARPs) in their States and other executive briefing/workshops. However, the need of a more tailored event has been identified to be more effective in support the CAA DGs organization and future performance actions.

2.3 As such, ICAO NACC Regional Office sent to the DGs a questionnaire that will help in future development of senior level courses for DGs, and senior level Government Aviation leaders. The questionnaire (**Appendix A**) was sent on 12 October 2010 to the NACC CAAs DGs. Due to the COVID-19 pandemic this preparation had its delays. **Appendix B** shows the results obtained based on the specific questions made.

2.4 In the end, we hope to assemble a profile of what profile is important to ensure successful leading and strengthening of a government regulatory agency. These results are to be considered in the upcoming Programme for Directors General of Civil Aviation (DGAC) on compliance with ICAO SARPs, Aviation Resilience and Technical Cooperation Activities, to be held in Punta Cana, República Dominicana, 16 to 18 August 2022.

3. Conclusion

3.1 The proper preparation and qualifications of the CAA DG and its senior managers is a key element for the successful performance and management of the State Civil Aviation matters and ICAO SARPs compliance. In the NAM/CAR Regions, several DGs had a vast, in-depth experience as a DG, which is of great value, and assess to the knowledge of other DGs on enhancing their current performance and preparing for future actions and work programmes, where the COVID-19 Pandemic had evidenced this accomplishments and needs among our States.

**APPENDIX/APÉNDICE A
QUESTIONNAIRE / CUESTIONARIO**

*Please fill this feedback form and return it to the Secretariat /
Por favor llene este formulario de retroalimentación y devuélvalo a la Secretaría.*

Years as DG /Años como DG _____
Name (optional) / Nombre (opcional) _____

*In a scale from 0 to 10 where 0 is the lowest score and 10 is the highest
[example 0=unsatisfactory, 5= average, 10= Excellent] – Please answer the following:
En una escala del 0 al 10 en donde 0 es la puntuación más baja y 10 la más alta
[ejemplo 0 = no satisfactorio, 5 = promedio, 10 = excelente] – Por favor conteste lo siguiente:*

1-	What 3 items did you wish you had known or understood better when you first became Director General? ¿Cuáles son las tres cosas que le hubiera gustado saber o entender mejor cuando obtuvo el cargo de Director General?																						
a)																							
b)																							
c)																							
On a scale of 1-10 how important was each one these items? En escala del uno al diez, ¿qué tan importante fue cada una de esas cosas?																							
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2-	What 3 items were the most important to you once you started your appointment? ¿Cuáles son las tres cosas que fueron más importantes para usted cuando comenzó su designación?																						
a)																							
b)																							
c)																							

On a scale of 1-10 how important was each one these items?
 En escala del uno al diez, ¿qué tan importante fue cada una de esas cosas?

a)

0	1	2	3	4	5	6	7	8	9	10

b)

0	1	2	3	4	5	6	7	8	9	10

c)

0	1	2	3	4	5	6	7	8	9	10

3- Which 3 positions in your organization do you consider most important for your success?
 ¿Cuáles son los tres puestos dentro de su organización que usted considera más importantes para lograr el éxito?

a) _____

b) _____

c) _____

On a scale of 1-10 how important is each one these positions?
 En escala del uno al diez, ¿qué tan importante es cada uno de estos puestos?

a)

0	1	2	3	4	5	6	7	8	9	10

b)

0	1	2	3	4	5	6	7	8	9	10

c)

0	1	2	3	4	5	6	7	8	9	10

Regarding the Success of your Administration / Sobre el éxito de su Administración

4- What 3 things produced the least benefits or improvement?
 ¿Cuáles son las tres cosas que le han dado pocos beneficios o pocas mejoras?

a) _____

b) _____

c) _____

<p>9- On a scale of 1-10, please rate the following: Usando la escala del 1 al 10, por favor califique lo siguiente: y de su comentario si desea en cada area</p>										
<p>a) Personnel issues Temas de personal</p>										
0	1	2	3	4	5	6	7	8	9	10
<p>b) Technical issues Temas técnicos</p>										
0	1	2	3	4	5	6	7	8	9	10
<p>c) Political issues Temas políticos</p>										
0	1	2	3	4	5	6	7	8	9	10

10. What are 3 items or questions not considered above that you think are also important and that should be included?

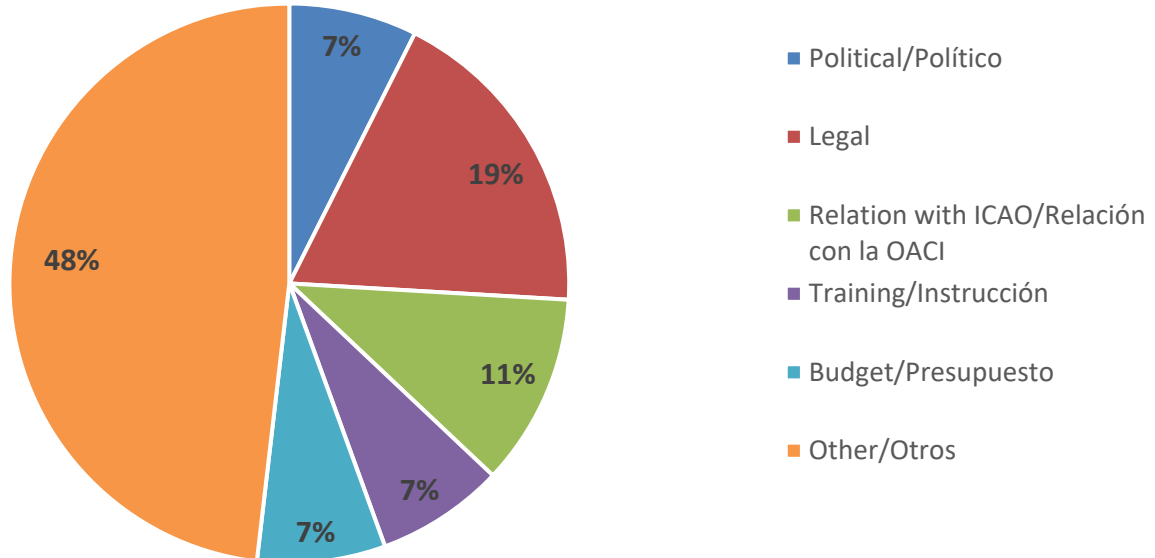
10. ¿Cuáles 3 cosas o preguntas no están consideradas aquí que piensa usted son importantes también y que deberían ser incluidas?

- 1.
- 2.
- 3.

**Thank you for completing this form, we appreciate your feedback.
 Gracias por completar este formulario, le agradecemos su retroalimentación.**

**APPENDIX/APÉNDICE B
QUESTIONNAIRE RESULTS / RESULTADOS DEL CUESTIONARIO**

**1- What 3 items did you wish you had known or understood better, when you first became Director General?
¿Cuáles son las tres cosas que le hubiera gustado saber o entender mejor cuando obtuvo el cargo de Director General?**



POLITICAL/POLÍTICA

The importance of obtaining political commitment/understanding for essential issues for the CAA (eg. funding). - 10

How to get politicians to respond to aviation needs. - 10

LEGAL

Trabajo organizativo de la Organización Internacional de Aviación Civil, su estructura y base legal. - 10

Legal Powers assigned to the Director General to consolidate laws relating to civil aviation and civil aviation offences. - 10

Las obligaciones legales del Estado con la OACI. - 10

That we need to update regulations for the Caribbean Netherlands (Bonaire, Saba and Sint-Eustatius). - 8

Economic Regulatory Functions and Policy. - 10

RELATION WITH ICAO/RELACIÓN CON LA OACI

The required degree of effective engagement by the CAA with ICAO and ICAO programs and initiatives. - 10

The internal structures within the Authority for communicating with ICAO; their effectiveness and challenges. - 9

El cómo funciona la asistencia técnica para el Estado, en aspectos técnicos y administrativos. - 10

TRAINING/INSTRUCCIÓN

Capacitación en manejo entre entes internacionales asociados a la actividad aérea. - 10

Capacitación del manejo de las AAC con experiencias de otros Estados de similar tamaño de estructura al nuestro. - 10

BUDGET/PRESUPUESTO

How to accomplish a lot with a too limited budget. – 8

Development of Budgetary Proposals and Business Plans & Succession Planning. - 10

OTHER/OTROS

The importance of investing in, and listening to personnel. – 9

Conocimiento sobre Seguridad de la Aviación. - 10

La investigación de accidentes en la Aviación Civil. - 10

ICAO Annexes. - 8

Air Navigation Services. - 8

Negotiating with Unions. - 10

Government bureaucracy. - 9

The ultimate importance of the aviation network quality and connectivity between the islands of the Caribbean part of the Kingdom of the Netherlands (Aruba, Curacao, Caribbean Netherlands (Bonaire, Saba, Sint-Eustatius) and Sint-Maarten). - 8

The importance of close co-operation between the four Authorities of (the Caribbean part of) the Kingdom of the Netherlands. - 8

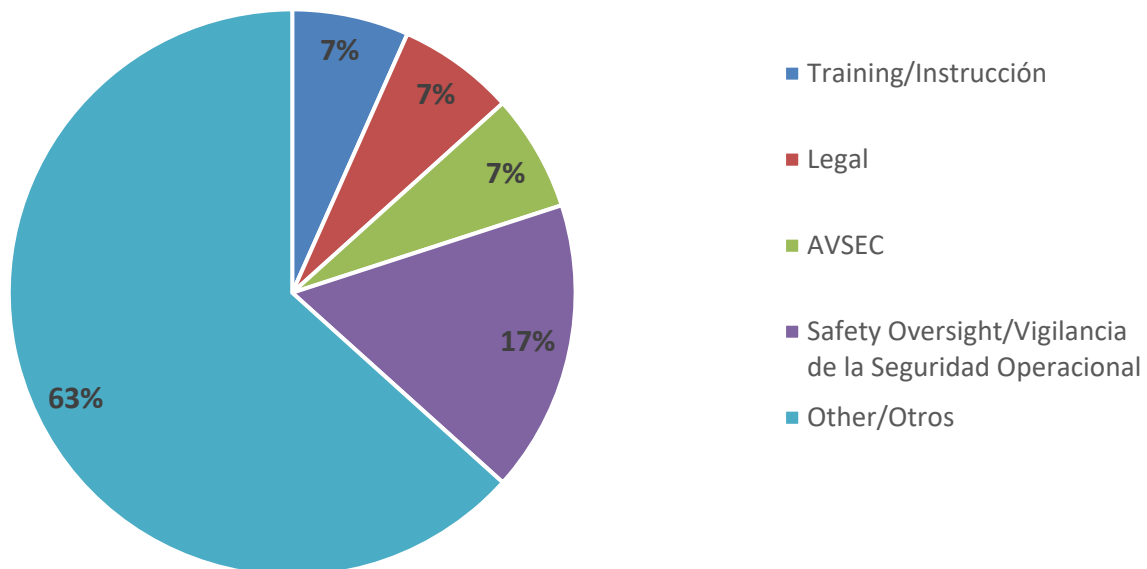
Otros idiomas. - 5

La Autonomía como Autoridad Aeronáutica. - 10

How best to allocate time between technical and non technical issues. - 7

The degree to which your actions or lack thereof affects the organization as a whole. - 10

**2- What 3 items were the most important to you once you started your appointment?
¿Cuáles son las tres cosas que fueron más importantes para usted cuando comenzó su designación?**



TRAINING/INSTRUCCIÓN

Strengthen manpower resources, both in quantity and quality (training). – 9
 Capacitación del personal. - 10

LEGAL

Development of a Legislative and Regulatory Framework. - 10
 Completion of Regulations update. - 10

AVSEC

La Seguridad de Aviación. - 10
 AVSEC Dept. - 8

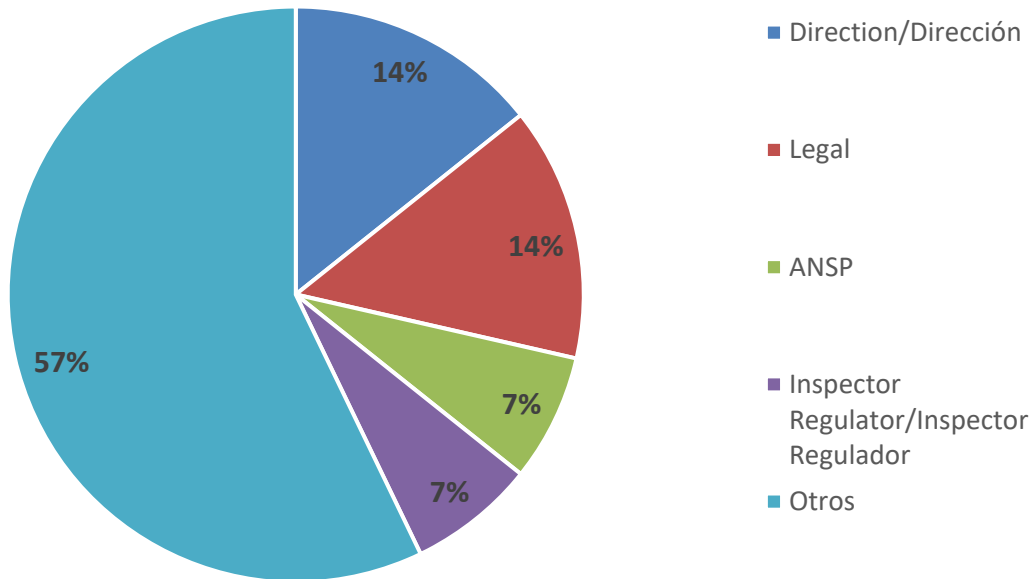
SAFETY OVERSIGHT/VIGILANCIA DE LA SEGURIDAD OPERACIONAL

La Seguridad Operacional y su vigilancia continua. - 10
 A high quality of safety aviation oversight regarding the Caribbean Netherlands. - 8
 The applicable safety related aviation regulatory system of the Caribbean Netherlands. - 8
 Crear un Plan de Vigilancia. - 9
 Building a self-sufficient oversight team. - 10

OTHER/OTROS

Clear communication with all staff. - 10
 El trabajo en equipo. - 10
 Assure adequate (enough) funding for the CAA. – 10
 Establish EI baseline and increase EI. – 10
 Competent, effective and supportive managers. - 9
 Competent personal assistant. – 10
 Technical staff's responsive to change. - 9
 Succession Planning & Human Resource matters. - 10
 Providing policy advice on civil aviation matters to the Minister. - 10
 El roce internacional con autoridades de otros Estados. - 9
 El conocimiento más amplio de la actividad de aviación desde la perspectiva de toma de decisiones, no solo basando en la experticia o formación personal. - 10
 El contacto con la Regional NACC fue vital para trazar las metas regionales. - 10
 Modernization of our ANSP. – 10
 Upgrade of ANS Infrastructure. – 10
 Improve Industrial Relations climate. – 10
 Close co-operation between the four Aviation Authorities of (the Caribbean part of) the Kingdom of the Netherlands. – 8
 Autonomía Institucional. – 10
 Support from the Board, Management, Staff, and to a lesser extent the Government. - 10
 Availability of resources. – 10

**3- Which 3 positions in your organization do you consider most important for your success?
¿Cuáles son los tres puestos dentro de su organización que usted considera más importantes para lograr el éxito?**



DIRECTION/DIRECCIÓN

Director-General (Overall responsible for the Department). – 10

Chairman of the Board of Directors. - 9

La subdirección, ya que da la posibilidad de tener un apoyo o contraparte de las decisiones que se deben tomar. - 10

General Management of the organization. - 10

LEGAL

Legal -Responsible for Legal and Regulatory Oversight and Compliance. - 10

El legal. - 10

La asesoría legal, importante para que las decisiones tomadas no riñan con alguna ley o reglamento. - 10

Policy advisors and legal advisors for the development of regulations. - 8

ANSP

ANSP. - 10

Air Nav. Suc. Provider/ATS. - 10

INSPECTOR – REGULATORY/INSPECTOR-REGULADOR

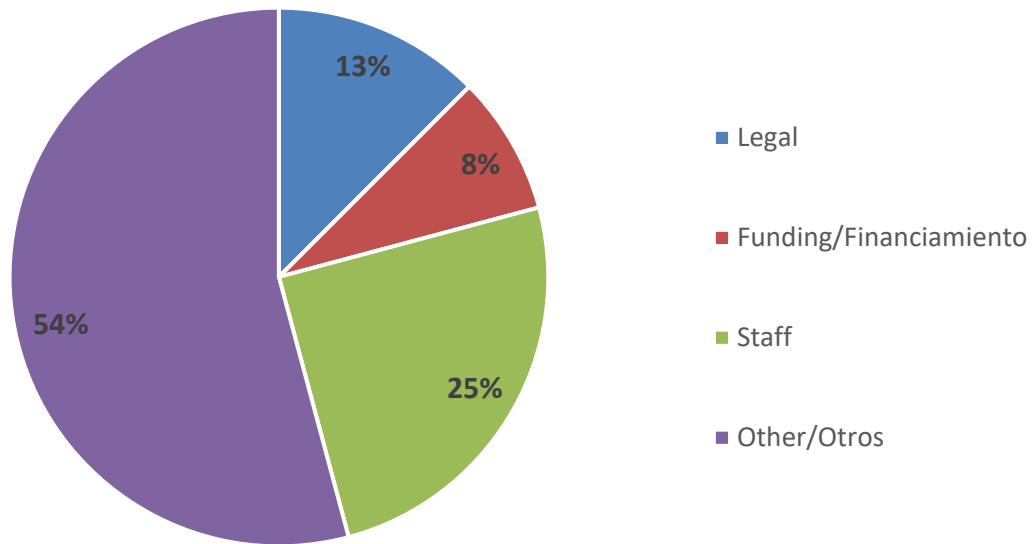
Inspectorate – Regulatory Division. - 10

Aviation inspectors (regulatory, operational and (S)MS experts. - 10

OTHER/OTROS

- Human Resources. – 9
- El financiero. – 10
- Unit manager Strategy & Policy (Responsible for SSP, ICAO issues (EI, SL’s, NCLB, etc.))(can be seen as the “right hand” and main advisor of the DG). – 9
- Unit manager General Affairs (Responsible for finance, HR, and IT). – 8
- Training Institution. - 10
- El puesto de Área Técnica, que desarrolla la sinergia entre las diferentes unidades que forman parte de la seguridad operacional de la actividad. - 10
- Dirección de Operaciones y Seguridad Operacional, la cual aplica la Vigilancia Continua. - 10
- Dirección de Ingeniería y Aeronavegabilidad. - 10
- Dirección de Seguridad de la Aviación. - 10
- Safety Oversight Team/Dept. - 10
- Deputy Director General – Air Navigation Services. - 10
- Deputy Director General – Regulatory Affairs. - 10
- Deputy Director General – Corporate Services. - 10
- Experts in organizational structures and (national/international) co-operation between organizations. – 8
- Técnico Aeronáutico. – 10
- All positions are necessary for success. None is more important than the other. – **Not applicable**

**4- What 3 things produced the least benefits or improvement?
¿Cuáles son las tres cosas que le han dado pocos beneficios o pocas mejoras?**



LEGAL

- Legislative reforms (It takes too long to process regulatory changes).
- Outdated regulations.
- Lack of updated Legislation and Regulations.

FUNDING/FINANCIAMIENTO

Proper funding (CAA is not financially autonomous, is dependent on Government funding and competing every year with other Government Departments for the limited funds available).

STAFF/PERSONAL

- Retener personal inconforme.
- Darle funciones al personal, sin iniciativa.
- Capacitar personal, sin interés en la aviación.
- Consultations with personnel leaving the Authority.
- Engaging persons who are influential within the Authority but who have little aviation knowledge or experience.
- Lack of trained and highly qualified personnel.

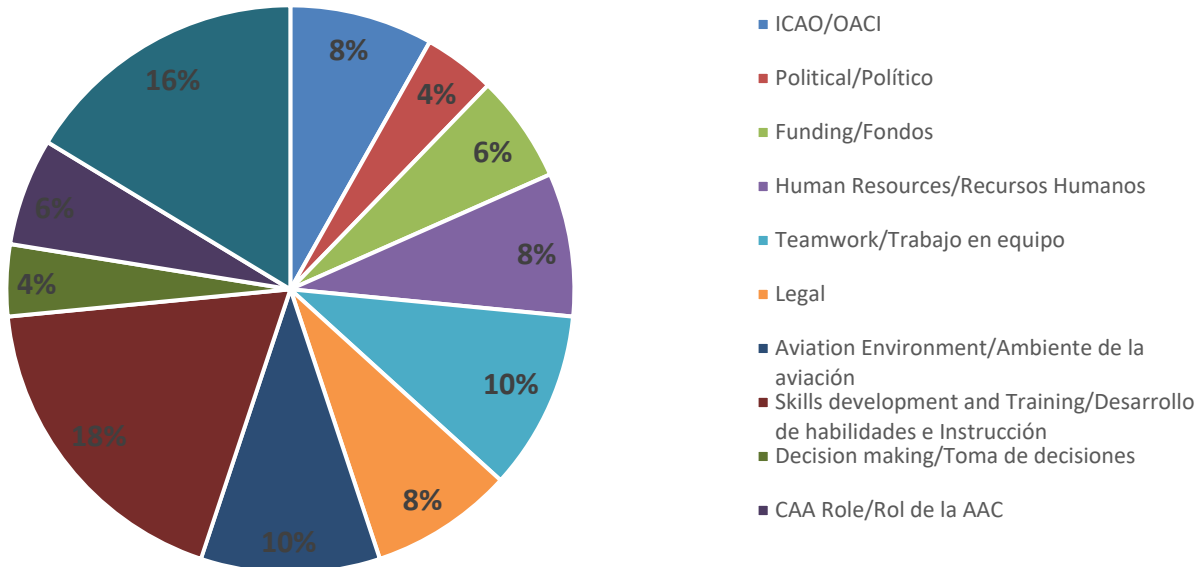
OTHER/OTROS

- Hiring/firing (Ministers/Government policy too restrictive).
- Interaction with external organization responsible for facilities / premises.
- Lack of resources.
- En nuestro caso, el área administrativa no responde al mismo tiempo que la técnica, esto debido a la estructura y controles del Estado, en estas áreas en particular, como ejemplo recursos humanos y financieros.
- Informática.
- La administración de aeródromos locales.
- En nuestro instituto no hay nada que me haya aportado pocos beneficios o pocas mejoras.
- Team Building exercises.
- Industrial Relations training.
- Too great a distance between Authorities of different countries (beginning of process).
- Structures not tailored to the Caribbean situation.
- Independent action (collaboration is King).
- Lack of or Mistakes in communication. (causes unnecessary strife among those on whom you depend).

**5- On a scale of 1 to 10, please rate the following:
En la escala del 1 al 10, por favor califique lo siguiente:**

	Leadership/ Liderazgo	Aviation Knowledge/Conocimiento de aviación	Diplomatic Skills/Habilidades de Diplomacia
Average/Promedio	9.4	9.2	8.8

**6- What are the 5 recommendations you would make in preparing your Deputy Director for your position.
¿Cuáles son las 5 recomendaciones que usted daría para preparar a su director adjunto para tomar su puesto?**



ICAO/OACI

Trabajo coordinado y actualizado según la Organización Internacional de Aviación Civil. - 10
 Use the tools available from ICAO/IATA/other CAA's. - 8
 Keep your organization compliant to the standards and recommendations of ICAO. - 9
 Have a working knowledge and be conversant with the ICAO documents applicable to your job. (7300/8335/et. - 10

POLITICAL/POLÍTICO

Obtaining political approval is critical, you have to be very pro-active and aggressive in this. – 10
 Separate politics/technical. – 8

FUNDING/FINANCIAMIENTO

Be pro-active and aggressive in assuring (every fiscal year) the necessary funds. – 10
 Despite the above, be prepared to do “everything” with “nothing” (has to be a magician). – 9
 Cuidar de las Finanzas y mantener una reserva estratégica. - 10

HUMAN RESOURCES/RECURSOS HUMANOS

Your team is your key to success, keep investing in your human resources, in every aspect (quantity, training, motivation & teambuilding, etc.). Obtain empowerment by earning/deserving it (not through imposing). – 9
 Practice a priority commitment to the development and well-being of staff with praise for good performance. - 9
 Guard personal and professional reputation and integrity as a priority over compliance with dictates of others. - 10
 Be a team player and engage continuously with staff. Communication is key. - 10

TEAMWORK/TRABAJO EN EQUIPO

Seek and be comfortable with broad consultation. - 8

Buscar los contactos que aporten a la industria. - 9

Asesorarse con anteriores jefes para conocer el tipo de administración que se mantuvo en ese periodo. - 10

Work very closely together with the other Aviation Authorities within the Caribbean part of the Kingdom of the Netherlands, including pooling of expertise and capacity. - 9

Trabajo en equipo. - 9

LEGAL

Asistirse siempre por un Asesor Legal. - 10

Become knowledgeable of treaty law and the Aviation conventions. - 9

Be knowledgeable of your own aviation law. - 10

Always demand proper regulations and bases for corrective actions when necessary. - 9

AVIATION ENVIRONMENT/AMBIENTE DE LA AVIACIÓN

Learn your aviation environment. - 7

Learn the international aviation environment. - 8

Conocer el ámbito general de aviación. - 10

Escuchar las diferentes necesidades de la industria. - 9

Actualización constante del desarrollo de la Actividad Mundial. - 10

SKILLS DEVELOPMENT AND TRAINING/DESARROLLO DE HABILIDADES E INSTRUCCIÓN

Develop the skill of analysing issues from the perspective of formulating and applying solutions. - 9

Undergo training in various disciplines including Public relations, etc to gain cross-functional experience. - 10

Industrial Relations skills. - 9

Leadership skills. - 10

Strategic Management. - 9

Communication skill. - 10

Capacitar de forma permanente al personal. - 10

To become a manager of a team or a major project and coordinate the work necessary to expand their skill set. - 10

Empoderar a cada uno de los Directores de Áreas y Trabajadores. - 9

DECISION MAKING/TOMA DE DECISIONES

Firmeza en toma de decisiones. - 9

Flexibility when making decisions. - 9

CAA ROLE/ROL DE LA AAC

Ensure a clear understanding of the mandate of the Authority and resist attempts to apply resources otherwise. - 8

Cumplimiento en del encargo estatal del IACC. - 10

Understanding of the role of the CAA. - 10

OTHER/OTROS

Prioritize and seek a balance in completing tasks. - 10

Develop a Succession Plan. - 10

Seguimiento al cumplimiento de las tareas. - 10

Understanding the objectives of the region. - 9

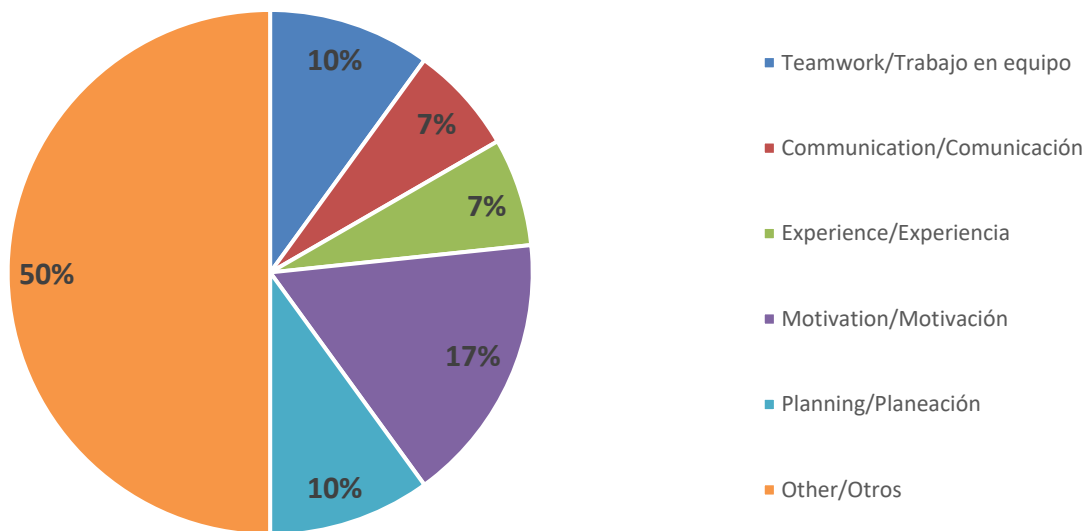
Exposure across all facets of the Organisation. – 10

Continue the process of adapting the organization to the Caribbean situation. - 9

Always take care that you have the right balance of different knowledge and experience working for you and ensure that they like to work for you. - 9

Work with a defined and realistic short, medium and long term planning, and consistently stick to it. – 9

**7- What 3 items have made your team most effective?
¿Cuáles son las tres cosas que han hecho más efectivo a su equipo?**



TEAMWORK/TRABAJO EN EQUIPO

Teambuilding. – 7

Teamwork. - 10

Trabajo en equipo. - 10

COMMUNICATION/COMUNICACIÓN

Comunicación. - 10

Communication. - 10

EXPERIENCE/EXPERIENCIA

Personal alto nivel de competencia. - 10

Good level of professional knowledge and experience. - 8

MOTIVATION/MOTIVACIÓN

Motivation. - 10

Engagement. - 10

Pride in work. - 10

Internal motivation arising from a love for aviation concerns. - 10

Sentido de pertenencia. - 10

PLANNING/PLANEACIÓN

Planning. - 10

Manejo por objetivos con la posibilidad de medirlos. - 9

Setting dates to complete projects. - 10

OTHER/OTROS

Automation. – 6

Leadership (Not only from the DG, but leadership on the level of Unitmanagers is essential). – 8

Willingness to embrace change. - 9

Recepción de ideas de diferentes fuentes para tomar en cuenta en las decisiones. - 8

Having an objective. - 10

Regular scheduled meetings with directors. - 10

Cohesion. – 10

Shared Vision. - 10

Better organizational structure, strong commitment of the management, including the right people in the right places. - 9

Closer co-operation with the other authorities. - 9

Proper all-over governance of the States’ aviation structure (including oversight and policy). - 9

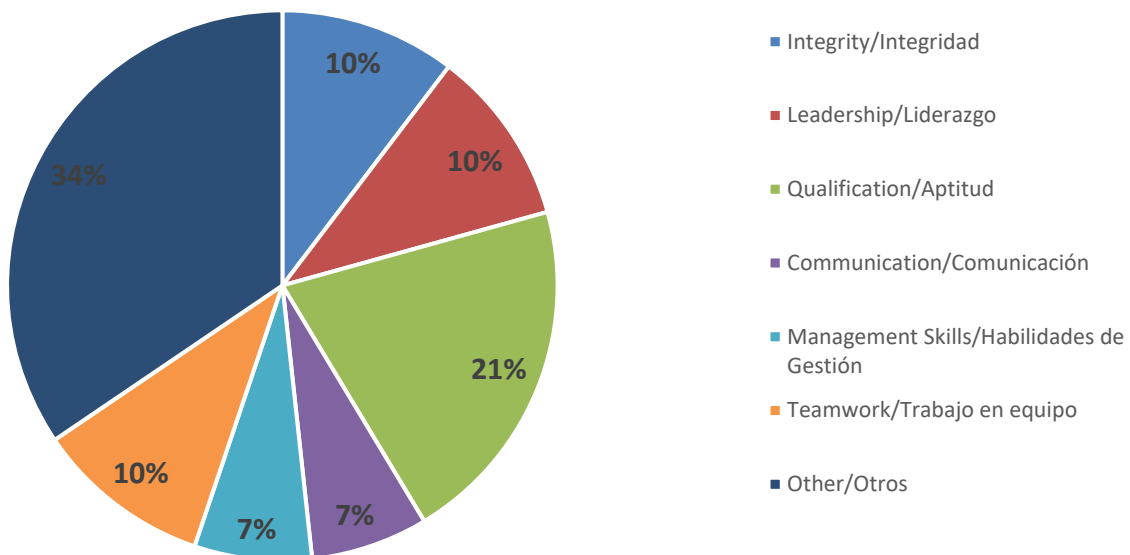
Empoderamiento de su actividad. - 9

Capacitación. - 9

Que cada uno reproduzca sus conocimientos; efecto multiplicador. - 10

Trust. - 10

**8- What 3 qualities do you look for in putting together your leadership teams?
¿Cuáles son las tres cualidades que usted busca para armar sus equipos de liderazgo?**



INTEGRITY/INTEGRIDAD

Integrity. – 10

Integrity. - 10

Integrity & trustworthiness (professional integrity) – 8

LEADERSHIP/LIDERAZO

Leadership skills (ability to inspire, motivate workers, ability to “earn” their trust) – 9

Demonstrated capacity to lead and influence others - 10

Coaching and strong committed leadership. - 8

QUALIFICATION/APTITUD

Must be qualified and have a good understanding of sphere. - 10

Qualification and Competency. - 10

Job knowledge. - 10

Experiencia. - 10

Conocimiento de las tareas a cumplir. - 10

Strong knowledge base while remaining teachable - 8

COMMUNICATION/COMUNICACIÓN

Comunicación fácil en su entorno. - 10

Communication skills. - 8

MANAGEMENT SKILLS/HABILIDADES DE GESTIÓN

Managerial skills (ability to plan, manage, and communicate effectively) – 8

Management skills. - 9

TEAMWORK/TRABAJO EN EQUIPO

Trabajo en equipo y colegiado. - 10

Ability to work as a Team. - 10

Ability to work properly with the team and with other authorities. - 8

OTHER/OTROS

Solution driven - 9

Productivity. - 10

Commitment. - 10

Empatía. - 10

Voluntad de hacer las tareas. - 10

Ejemplo personal. - 10

Team leaders must be willing to listen and you don't know everything. - 10

Feeling at ease in the aviation industry, however also being aware of the States' structure and public needs (including safe aviation). - 8

Iniciativa. - 10

Trabajar bajo presión. - 10

9- On a scale of 1-10, please rate the following:
Usando la escala del 1 al 10, por favor califique lo siguiente: y de su comentario si desea en cada área

a) Personnel issues
Temas de personal

AVERAGE/PROMEDIO = 8.8

b) Technical issues
Temas técnicos

AVERAGE/PROMEDIO = 9.3

c) Political issues
Temas políticos

AVERAGE/PROMEDIO = 7.7

What are 3 items or questions not considered above that you think are also important and that should be included?

¿Cuáles 3 cosas o preguntas no están consideradas aquí que piensa usted son importantes también y que deberían ser incluidas?

- DG qualifications should be a good “balance” between (1) leadership, (2) technical knowledge/experience and (3) the right “mindset” (right professional attitude, diplomatic, integrity, communication skills). All three items are equally important.
- States should provide for an adequate, financially autonomous, consistent and reliable income for the CAA’s who are not service providers.
- The tenure of a DG should be independent of the tenure of the Government of a State.
- What do you consider to be the three major threats to the success of your organization?
- To what extent in each case are you able to mitigate the threats without the need for external support?
- What three factors are most important for the effective ongoing performance of your CAA team in face of natural disasters including severe climatic events or pandemics?
- What areas must be evaluated to determine overall fitness for a management position within an organization?
- What plan of action must be taken to address/manage conflicts among staff?
- What are the principal goals that must be met by any organization?
- ¿Cómo se puede mejorar la industria aérea maximizando el presupuesto?
- ¿Cómo lograr las metas propuestas ante retos como las depresiones económicas de los Estados?
- ¿Cómo lograr capturar y mantener al personal técnico calificado?
- Support from political Directorate/Political Will.

- Support from Board of Directors.
- Availability of financial resources and Autonomy.
- None, the survey is comprehensive as it is.
- Cómo haría usted un Plan de Relevo Técnico Generacional?
- Cómo se siente usted seguro en su gestión con su equipo de trabajo?
 - a) Con personal joven
 - b) Personal mayor
 - c) Ambos
- Qué le da seguridad en la toma de decisiones, los aspectos:
 - a) Legales
 - b) Técnicos
 - c) Ambos
- Each state is different in size, complexity and the aviation environment, and this is a major challenge.
- Each state has different challenges with availability of resources to sustain themselves in the long term.
- The dual roles of regulator and or service provider.
- (It is impossible to cover all bases in such a survey).