



ATTACHMENT B

ICAO SOUTH AMERICAN REGIONAL OFFICE

NEMOTECNIC PAPER

<u>Workshop on Human Resource Management in Civil Aviation Authorities</u> <u>First part, August 4, 2026 [Virtual]</u> <u>Second part, October 27 to 29, 2026 [In-person]</u>	
Regional strategy for implementation of the Strategic Human Resources Pillar	- In accordance with Strategic Pillar 3: Human Resources of the Regional Strategy 2035, under its Strategic Guideline 3.2: Adopt best practices in human talent management within Civil Aviation Authorities (CAAs); which proactively seeks to identify talent needs, standardize training, define clear career paths, foster continuous growth, and address turnover, cultivating a culture of continuous learning and competency development. - Complemented by the HR programme approved during RAAC/18, which aims to strengthen human resource management in CAAs, given its fundamental impact on operational safety and oversight functions. This programme includes key activities, among them those aimed at raising awareness among directors general and senior management of CAAs, as well as specific training for HR officers in planning, competency management, and legal-technical staff training. - Furthermore, aligned with the SRVSOP Strategic Plan (Medium-Term Horizon 2024–2027, Objective 10), which seeks to strengthen SRVSOP's capacity to support States in the continuous improvement of the competence of their technical personnel.
ICAO Strategic Objectives	- Safety
Objective of the Workshop	- The objective of this phase is to present the SAM Region Human Resources Programme and formalize the creation of the Regional Human Resources Group, composed of experts from CAAs. Through this collaborative platform, a participatory diagnosis on the state of human capital will be initiated through competency mapping and identification of critical needs, laying the foundation for a system of exchange of best practices that will enhance the technical and operational capacity of the region.
Activities carried out by the SAM Region	- The Workshop on Human Resources Resizing Practices (first edition) was held in Lima, Peru, from August 12 to 14, 2024. This event was implemented by the European Union Latin America and Caribbean Aviation Partnership Project (EU LAC APP II) of the European Commission, in assistance to SRVSOP and the SAM Region.

Current situation of the SAM Region	In accordance with what was reported during RAAC/18 regarding the results of the continuous improvement programme implemented by the Region, Critical Element 4 – Qualification and training of technical personnel (CE-4) have shown significant challenges and a need to address human resource management in Civil Aviation Authorities (CAAs) in a comprehensive manner. Among the observations identified: ✓ Decrease in the Effective Implementation (EI) Index: The EI of CE-4 continues to show a negative trend. ✓ Increase in Training Demand: A higher demand for courses and training has been observed. ✓ Deficit in Human Resources Planning. ✓ Weakness in internal communication regarding the impact on HR management. ✓ Impact of State downsizing decisions. ✓ Difficulties in generating internal capabilities. For this reason, during RAAC/18 it was approved to initiate a Human Resources programme starting in 2026, aimed at assisting authorities in improving the management of their human resources, sharing best practices and finding solutions adapted to our reality.
Nature of the event	The event takes place within the framework of the work of the SAM Regional Office, aligned with the SAM Region Strategic Plan 2035 and its Strategic Pillar 3: Human Resources.
Competencies to be developed through the event	• Strengthening of the competencies of HR managers or officers of CAAs, understanding their role in operational safety.
Participant profile	Participants should have experience in planning, management or capacity development. It is aimed at HR managers or officers, HR professionals, and other professionals interested in optimizing the organizational efficiency of Civil Aviation Authorities.
Next steps in the development of the strategy	In accordance with the Human Resources programme approved from 2026 for the next triennium, activities will be scheduled on: • Awareness of HR management and its impact on operational safety. • Development of a Guide on HR management in CAAs.
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