AFI Safety Symposium

Human Resources Development Challenges in Africa

Outline

❑ Human Resources Development Strategies

❑ Current status

❑ Human Resources Planning

❑ Challenges for African States

❑ Way Forward

HRD Strategies

❑ Training is an enabler

❑ Objectives and challenges:
- ➜ Develop more people to meet specific performance **effectively and efficiently**
- ➜ Build new competencies for specific performance **continuously**

Current status

❑ Need for establishment of Human Resources Development and Planning by African States and corporate organizations operating in aviation

Current status

❑ African Civil Aviation Policy adopted in 2011 requires adoption of HRD strategies

❑ ICAO Assembly Resolution defines roles and responsibilities of ICAO and States in aviation training

  ✈ States to develop and implement HRD strategies
  ✈ ICAO to support implementation

Current status

❑ USOAP:
 ➔ lack of qualified inspectors affects sustainability of safety oversight systems in Africa

❑ ICAO Global survey:
 ➔ huge demand for key aviation professions
 ➔ current training capacity insufficient to compensate the gap between projected required and available personnel.

Current status

❑ NGAP:

→ Brain Drain

→ Lack of standardized competency-frameworks

→ Less attractiveness of aviation sector

Human Resources Planning

❑ Process that identifies current and future human resources needs for an organization to achieve its goals and ensure that the human resource requirements are identified and plans are made for satisfying those requirements

Human Resources Planning

❑ Key elements of the HRP process:

➤ forecasting labour demand

➤ analysing present labour supply

➤ balancing projected labour demand and supply

Human Resources Planning

❑ HRP requires clear identification of:

➔ aviation jobs,

➔ functions,

➔ tasks, and

➔ competencies defined in terms of knowledge, skills and attitudes.

Human Resources Planning

❑ Requires implementation of HR strategies and technics:

➤ talent management strategies

➤ competency-based recruitment

➤ career development plans

➤ strong retention strategies

Challenges of HRD in Africa

❑ Positioning and contribution of the aviation sector in the national economy not identified

❑ Competency-based recruitment and training not used:

➤ lack of standard qualifications and competencies for various aviation jobs

➤ job descriptions are very generic in most cases

Challenges of HRD in Africa

❑ Training requirements and plans not implemented

❑ Training not provided on a basis of a TNA and building and maintaining specific competencies

❑ Talent Management strategies not used to enhance the attractiveness.

Way Forward

❑ Roles of:
- ➤ ICAO
- ➤ States
- ➤ Corporate Organizations
- ➤ Regional Groups

ICAO's Mandate and Leading Role

❏ Assembly Resolution 38/12, Appendix D:

➤ Identifies the scope of ICAO activities:

- Assist Member States in achieving and maintaining competency of aviation personnel through the ICAO Aviation Training Programme.

ICAO's Mandate and Leading Role

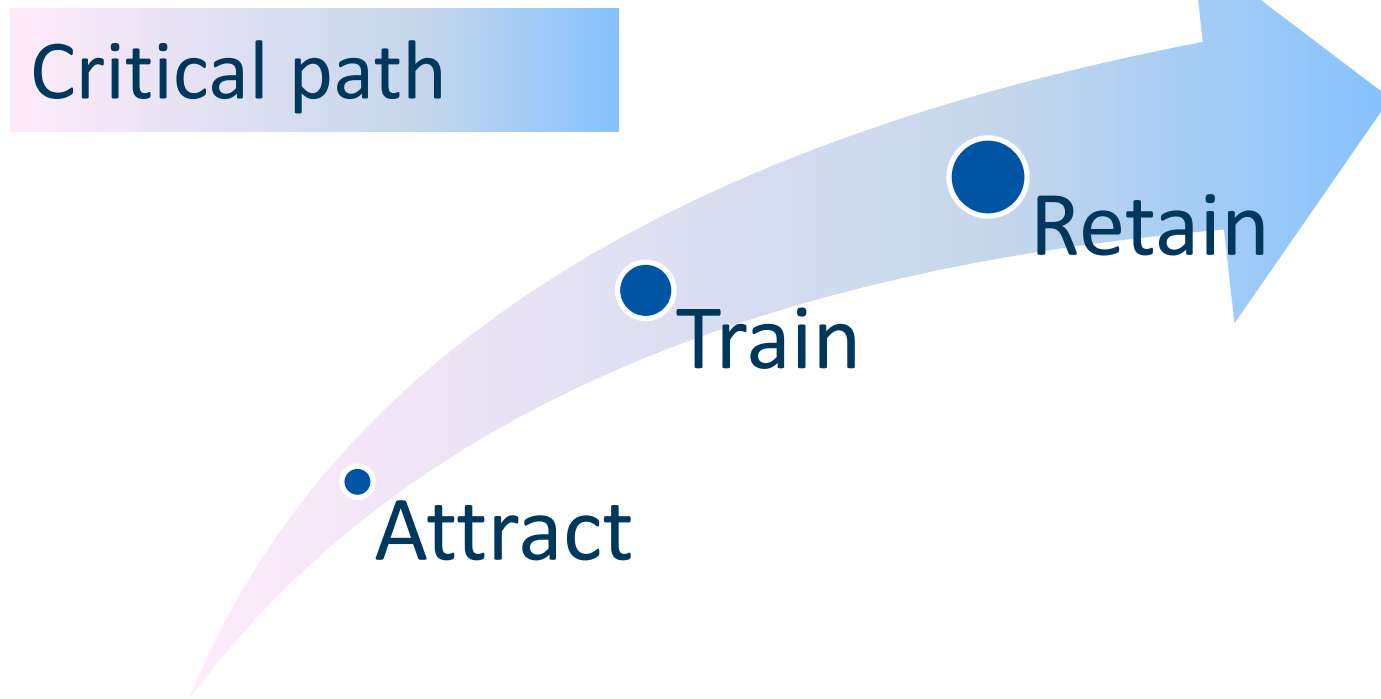❑ ICAO Civil Aviation Training Policy (EB 2013/54)

➢ ICAO's role in training:

- Support the Human Resources Development Strategies

Role of States

☐ **Human Resources Development Strategies**

Critical path

Retain

Train

Attract

Corporate Organizations

Human Resources Development Strategies

Training Needs Analysis

Corporate Organizations

Human Resources Development Strategies

- ❑ How many will we need?
- ❑ In which categories
  - ➔ Senior Managers
  - ➔ Line Managers
  - ➔ Technical/operational
- ❑ With what qualifications and competencies?

Regional Groups

❑ Assist in the development of:

➔ Standardized functions, qualifications and competencies for aviation jobs

➔ Training requirements

➔ HR training for HR managers

➔ Training for line managers:

- development and assessment of competencies