



ATTACHMENT B

ICAO SOUTH AMERICAN REGIONAL OFFICE

NEMOTECNIC PAPER

Workshop on Human Resources Resizing Practices (Second Edition) (Lima, Peru, September 16-18, 2025)	
Regional Strategy for Implementation in the Strategic Pillar of Human Resources	<ul style="list-style-type: none"> - In accordance with Strategic Pillar 3: Human Resources of the 2035 Regional Strategy, in its Strategic Guideline 3.2: Adopt best practices in the management of human talent within the Civil Aviation Authorities (CAA); where it proactively seeks to identify talent needs, standardize training, define clear career paths, encourage continuous growth and address turnover, cultivating a culture of learning and development of constant competencies. - Complemented by the HR program approved during RAAC/18, which seeks to strengthen human resources management in AACs, given its fundamental impact on operational security and oversight functions. This program includes key activities, including those aimed at raising awareness among general managers and directors of the AACs, as well as specific training for HR managers in planning, skills management and training of legal-technical personnel. - In addition, aligned with the SRVSOP Strategic Plan (Medium Horizon 2024-2027, Objective 10), which seeks to strengthen the capacity of the SRVSOP to support States in the continuous improvement of the competence of their technical staff.
ICAO's Strategic Objectives	<ul style="list-style-type: none"> - Safety
Objective of the Meeting	<ul style="list-style-type: none"> - Provide participants with the tools and knowledge necessary to optimize organizational efficiency through the allocation of human resources. Topics such as the analysis of the current situation, identification of areas for improvement, development of strategies for the efficient planning of the human resources of the operational safety inspectors will be addressed.
Activities carried out by the SAM Region	<ul style="list-style-type: none"> - The first edition of the Workshop on Human Resources Resizing Practices was held in Lima, Peru, from August 12 to 14, 2024. This event is deployed by the European Union Latin America and Caribbean Aviation Partnership Project (EU LAC APP II) of the European Commission, in assistance to the SRVSOP and the SAM Region.

Current situation of the SAM Region	<p>As reported during the RAAC/18 on the results of the continuous improvement program implemented by the Region, Critical Element 4 Qualification and training of technical personnel (CE-4) has shown significant challenges and a need to address the management of human resources in the Civil Aviation Authorities (CAA), in a comprehensive manner. Among the observations have been found:</p> <ul style="list-style-type: none"> ✓ Decrease in the Effectiveness Index (EI): The IE of CE-4 continues to show a negative trend. ✓ Increased Demand for Training: There is a greater demand for courses and training. ✓ Deficit in Human Resources Planning. ✓ Deficiency in internal communication about the impact on HR Management. ✓ Impact of State Abatement Decisions. ✓ Difficulties in Generating Internal Capacities. <p>To this end, during the RAAC/18, it was approved to start a program on Human Resources from 2026 aimed at assisting the authorities in improving the management of their human resources, sharing best practices and finding solutions adapted to our reality.</p>
Nature of the event	<p>The event takes place within the assistance program to the SRVSOP and the SAM Region of the EULAC APP II project of the European Commission, with Mrs. Inés Berlenga, specialist in Human Resources of EASA. The workshop will be hybrid and will be taught in English and Spanish.</p>
Competitions that the event will generate	<ul style="list-style-type: none"> • Strengthening the competencies of the managers or human resources managers of the AACs, understanding their role in operational safety. • Basic knowledge of methodology on the resizing of authorities. Organizational variables for resource optimization, human resource management including career development, reconversion, training and competency development among others.
Profile of the participants	<p>It is aimed at human resources managers or managers, human resources professionals and other professionals interested in optimizing the organizational efficiency of Civil Aviation Authorities.</p>
Next steps in strategy development	<p>In accordance with the Human Resources program approved from 2026 for the next three years, activities will be scheduled on:</p> <ul style="list-style-type: none"> • Awareness of HR Management and its Impact on Operational Safety. <ul style="list-style-type: none"> ○ SAM HR Forum on Good Practices. • Training for HR Managers. • Development of a Guide on HR Management in AACs.
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