

ORGANIZATIONAL EFFICIENCY - HUMAN RESOURCES RESIZING PRACTICES

Day 02

EU LAC APP II

European Union Latin America and
Caribbean Aviation Partnership Project



Agenda day 02

09:30 H – 09:45 H	CHECK-IN	09:30 H – 09:45 H
09:45 H – 11:00 H	Processes, people and tools Multi factorial contribution for a optimal resizing	09:45 H – 11:00 H
11:00 H – 12:30 H	Human Resources policies and practices Career development, reconversion, training and competence development	11:00 H – 12:30 H
12:30 – 13:30 H	LUNCH BREAK	12:30 – 13:30 H
13:30 – 14:30H	Questions and troubles foreseen when resizing FTEs	13:30 – 14:30H
14:30 H – 17:00 H	Human Resources Resizing Exercise – FTEs (quantification and qualitative matters)	14:30 H – 17:00 H
17:00 H – 17:30 H	WRAP UP OF DAY 2	17:00 H – 17:30 H

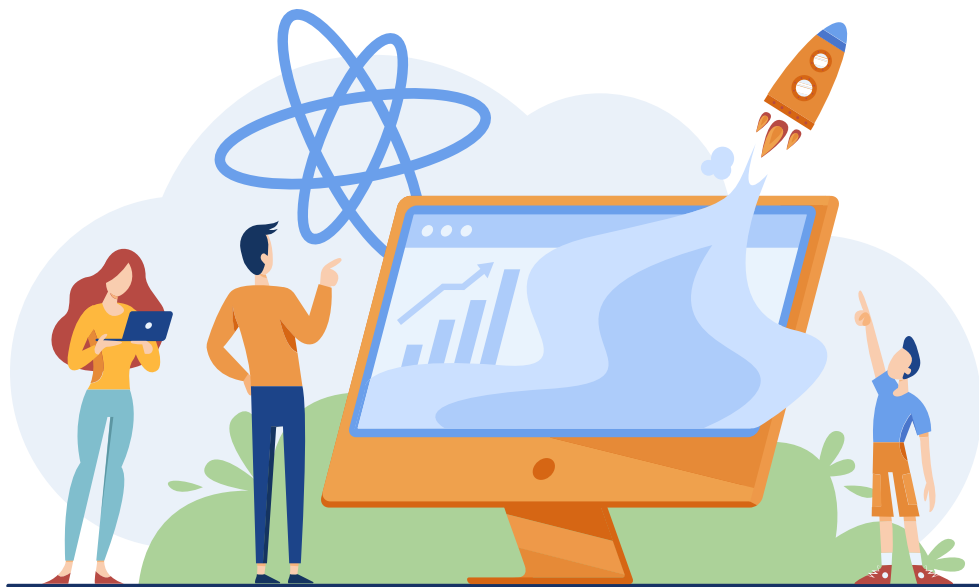
Agenda day 02

09:45 H – 11:00 H

Processes, people and tools

Multi factorial contribution for a optimal resizing

09:45 H – 11:00 H



HR resizing exercise



Processes

- Each area of business represents a process – internal quality system
- Processes are leveled (2 to 3 level)
- Are designed since the beginning until the end (from the inputs until the outputs)
- The processes are usually joined by the supporting documents
- Each process has a owner, involves a certain business unit(s) and eventually external stakeholders
- The process can have certain timings
- The process can have a reference to tools

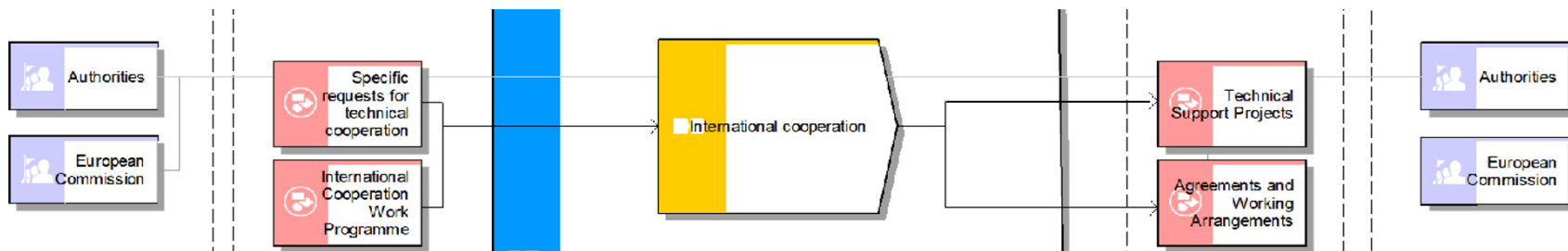
Immediate
stakeholders

Inputs

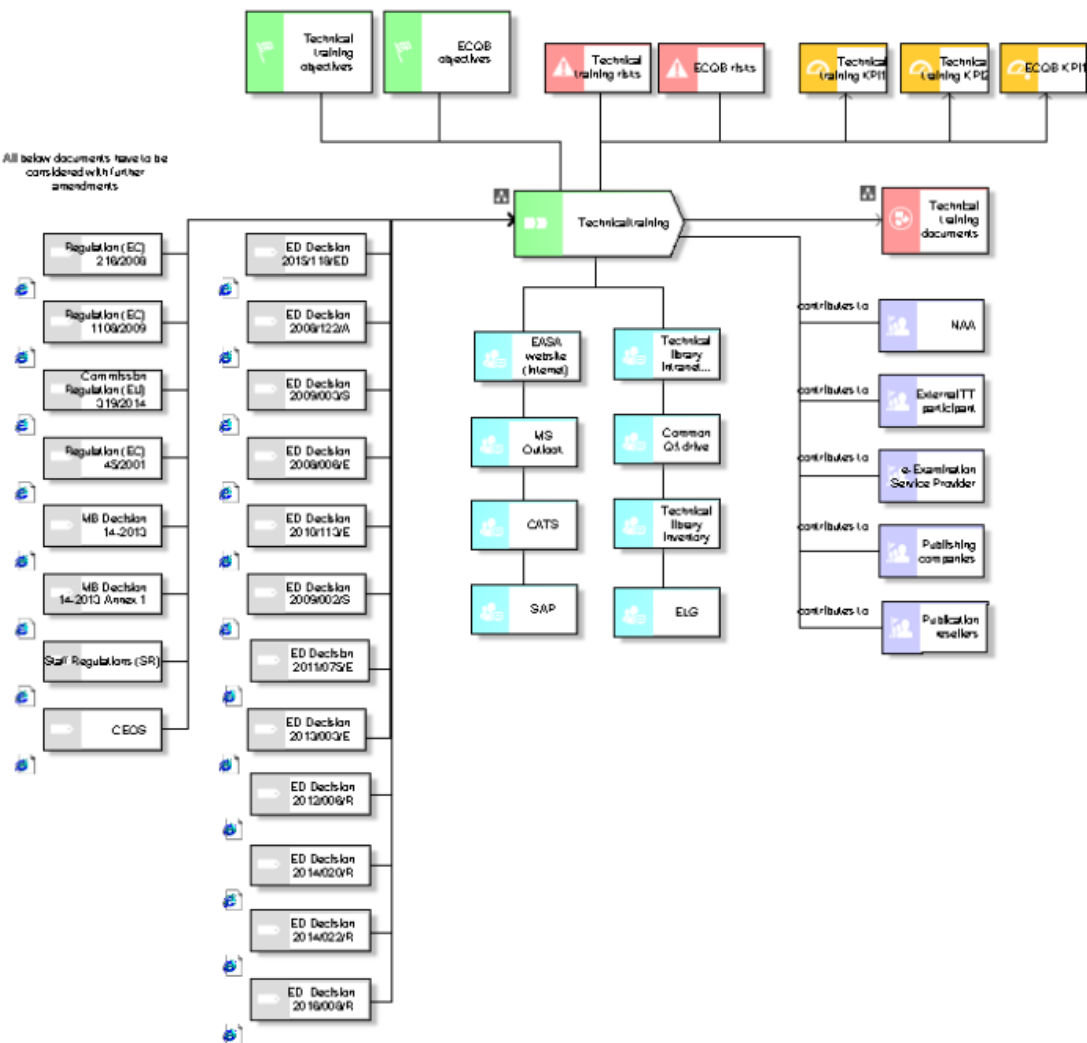
Core process

Outputs

Immediate
stakeholders



All below documents have to be considered with further amendments





People

- Staff are sensible human beings
- Professional and personal
- Technical competences and soft skills
- Management of a certain career (entry point – development – maintenance – phasing out – retirement)
- Turn over/ Absenteeism
- Commitment/engagement/work satisfaction





Tools

- Technical tools
- Information and communication tools
- Qualitative motivational tools





Tools



CAN I USE CHAT GPT AT WORK?

Understanding generative AI chatbots for a responsible use

Sponsored by the EASA AI Programme



Limitations and risks

Publicly available generative AI tools come with risks. Trained on massive datasets, these models are susceptible to a range of issues:

Inaccuracy and unreliability

Generated outputs may exhibit bias, ambiguities, factually inaccurate information or be oriented by an unknown set of predefined rules.

Lack of traceability

Many models generate outputs without proper sourcing which obscures the origins and reliability of the information presented as outputs.

Limited training-data quality

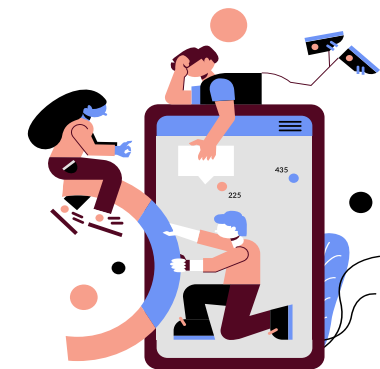
Since the models are trained on data up to a certain date, they may not reflect the most current information available.

Data protection vulnerabilities

Significant data privacy and confidentiality issues arise due to the need to transmit and store user inputs on the providers' servers and potentially third-party servers. This creates vulnerabilities where personal and sensitive data could be intercepted or mishandled.

Copyright issues

Generated outputs may contain copyrighted material, posing legal concerns, or may be under the AI provider's ownership.





Tools

When can I use public generative AI? Three Golden Rules:

Always safeguard sensitive and personal information

The data used in your prompt, as well as any uploaded inputs, can be used by the large language model (LLM) provider for performance improvements or other uses. Never share with a generative AI tool any personal data (for example, photos) although you might have found these on the public domain on the internet.

Incorporate human expert oversight of the outputs

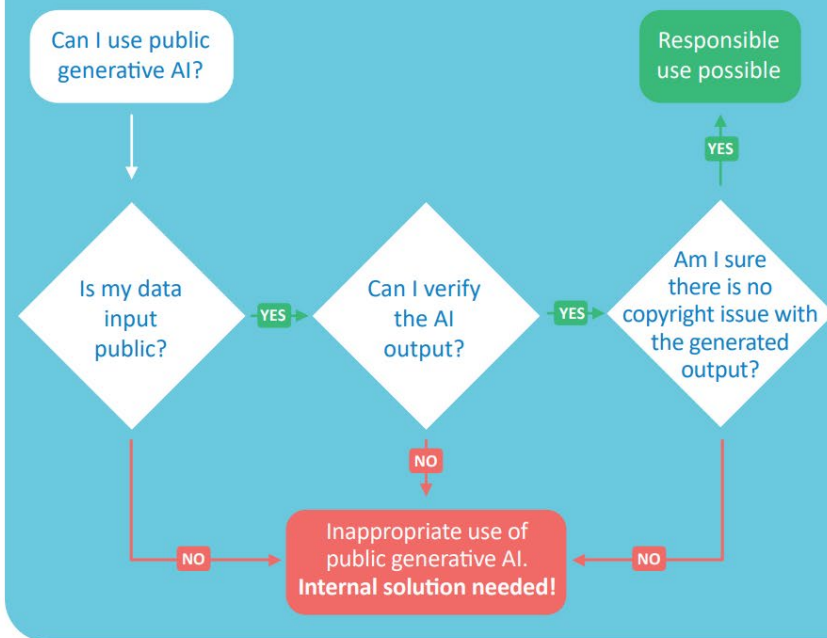
Always critically evaluate generated content and cross-reference it with other sources to ensure the quality and accuracy of the outputs. Never directly replicate the outputs from an AI tool in official EASA documents or rely on such outputs for time-sensitive or safety-critical tasks.

Do not infringe copyright

Always critically assess whether the outputs of an online available generative AI model are not violating intellectual property rights, in particular copyright of third parties.



Feasibility of internal solutions is under investigation by the AI Programme Team.
In the meantime, for public generative AI:



In case of doubt or questions, contact the
AI Programme Team (ai@easa.europa.eu)



Tools

A bit of terminology

Artificial Intelligence (AI)

Technology that can, for a given set of human-defined objectives, generate outputs such as content, predictions, recommendations, or decisions that influence the environments they interact with. This covers various methods and algorithms.

Generative AI

AI systems capable of creating content such as text, images, audio, videos and computer codes, or a combination of all of these.

Public Generative AI

Generative AI tool available online (e.g. ChatGPT, Copilot, Gemini, Claude, etc.).

Large Language Models (LLMs)

AI models that learn skills to generate prose, engage in conversations, write computer code by analysing vast amounts of text and data.

Natural Language Processing

A field of AI, used by LLMs, that enables computers to understand and process human language.

ChatGPT, Gemini, Copilot, etc.

Chatbots using generative AI, LLMs, and natural language processing to simulate human-like conversations. More than a traditional bot, it uses its understanding of the language to interpret the question and determine the most appropriate response.





Tools



What can Generative AI do today?

Generative AI has a wide range of applications. These kinds of tools can already create most types of written, image, audio, video, and coded content. In the near future, applications that target specific functions should proliferate and offer a wider and more accurate experience. For now, some of the applications are (non-exhaustive list):



Text

Content writing (e.g. emails, minutes, draft reports), assistance (Q&A), brainstorming, web search, analysis and synthesis, translations, proofreading.



Image

Image generator, image editor, creation.



Audio

Text to voice, sound creation, audio editing.



Code

Code generation, error detection, code documentation, data set generation.



Video

Video creation, editing, translation, virtual effects.

References:

- This flyer derives from the work of Jade LEJEUNE HERMAN, developed in the context of her Master Thesis in EASA
- EU Guidelines for staff on the use of online available Generative Artificial Intelligence tools available at: <https://www.easa.europa.eu/intranet/all-stream/intranet-stream/staff-use-generative-ai-tools>

HR resizing exercise



Processes

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Processes are leveled (2 to 3 level) – are designed since the beginning until the end
The processes are usually joined by the supporting documents
Each process has a owner and involves a certain business unit
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People

Staff are sensible human beings
Professional and personal
Technical competences and soft skills
Management of a certain career (entry point – development – maintenance – phasing out – retirement)
Turn over/ Absenteeism
Commitment/engagement/work satisfaction
Facing a new paradigm concerning Human Resources management (!)



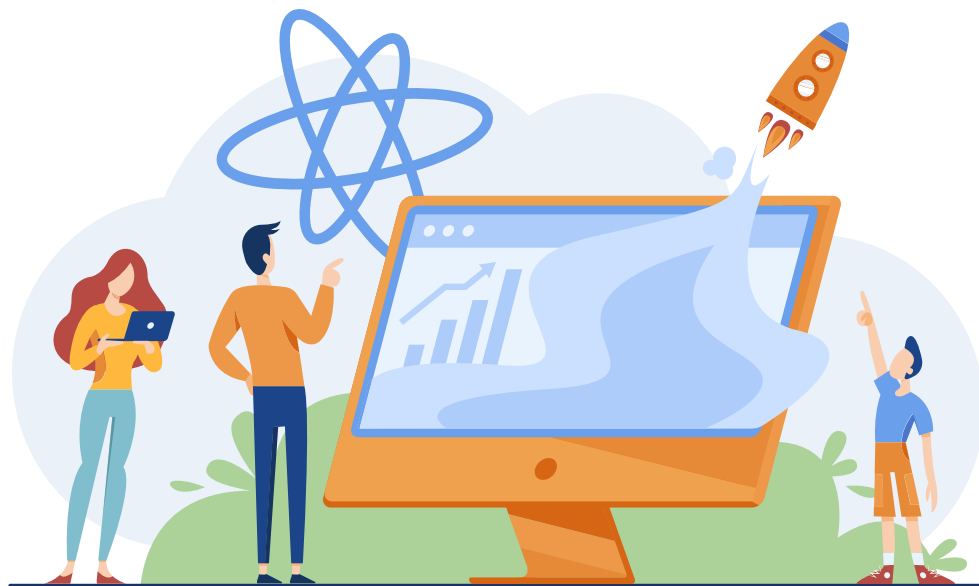
Tools

Technical tools
Information and communication tools
Qualitative motivational tools

11:00 H – 12:30 H

Human Resources policies and practices
Career development, reconversion, training and competence development

11:00 H – 12:30 H





People – what's new?

- New ways to work (e.g. teleworking)
- New tools to work with (e.g. Digitalization, Artificial Intelligence)
- New demand from the professionals (e.g. flexibility of time and space)
- Work-life balance (e.g. social, family, personal interests)
- Mental health and psychological safety (e.g. balance, feeling safe)
- Management of competences not working posts (e.g. what do I know, what can I solve)





People – what's new?

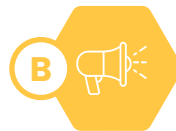
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Career development

What do the professionals want in terms of career?

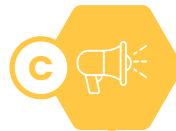
- Impact on type and duration of contracts
- Several paths in the same career



Reconversion

How to deal with innovation and change of organizational needs?

- HR open for internal/external rotation
- Open to change



Training and development

Management by competences

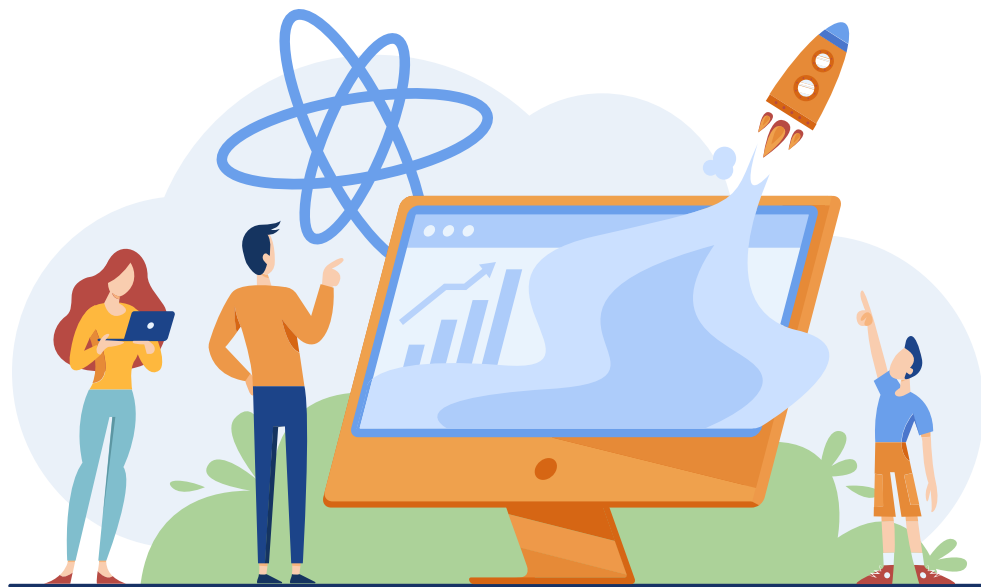
- To be focused on the distinctive competences
- No permanent linkage to a certain business unit
- Training tend to be shorter, more interactive, more digital, more used-cases based

12:30 – 13:30 H

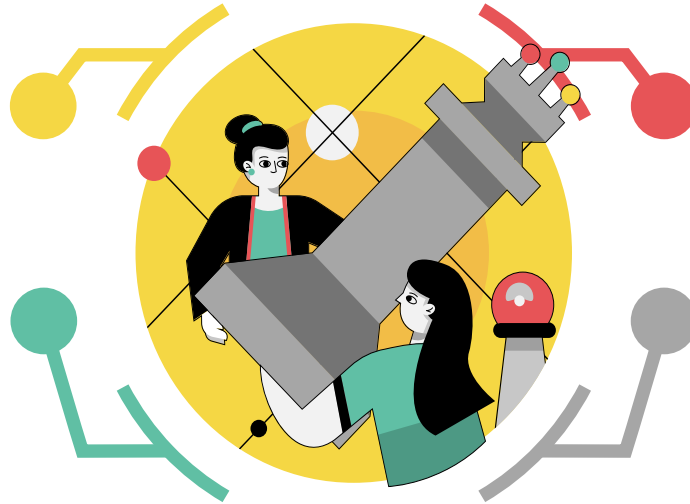
LUNCH BREAK

12:30 – 13:30 H





What troubles will I anticipate?



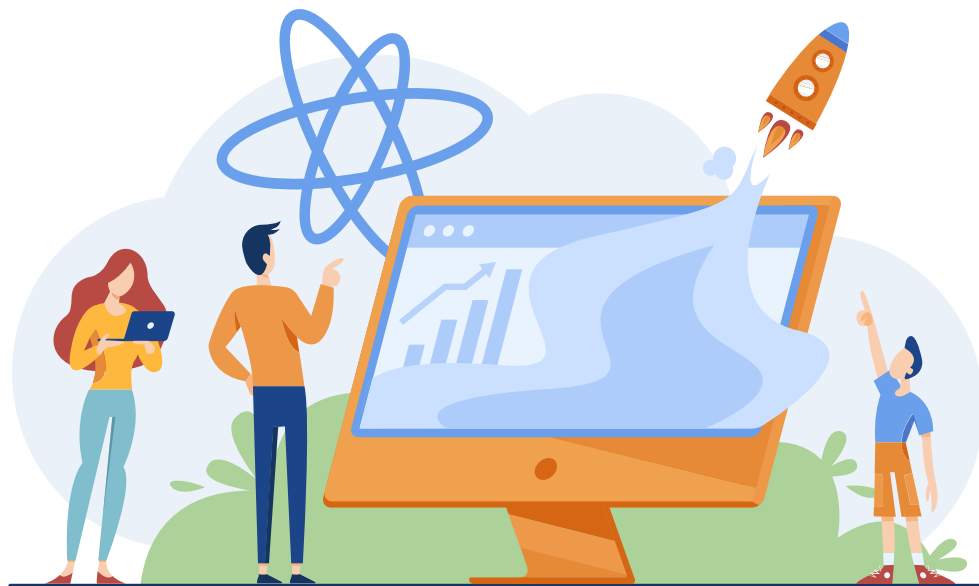
Exercise 01:

List the problematic topics that you think you can anticipate on the resizing exercise?

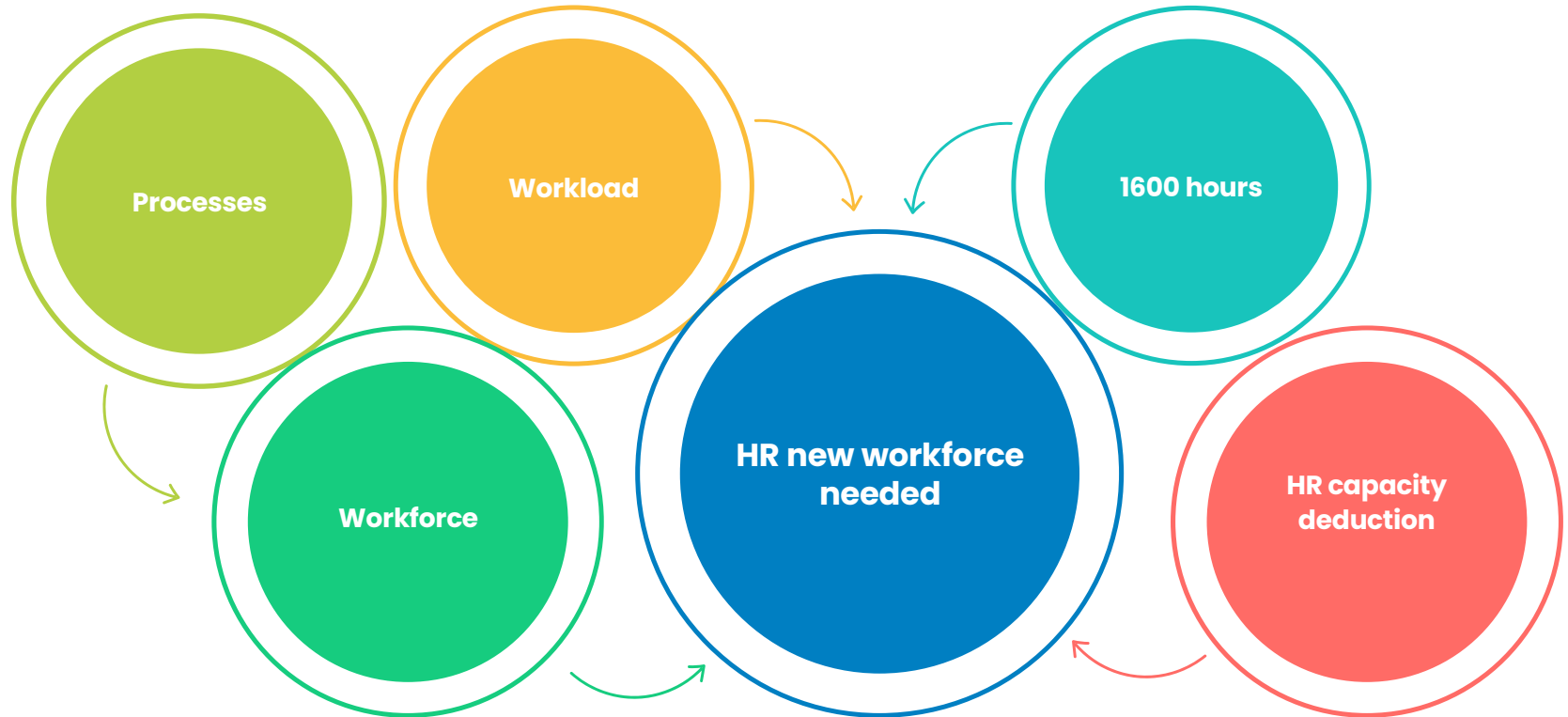
14:30 H – 17:00 H

Human Resources Resizing
Exercise – FTEs (quantification and qualitative matters)

14:30 H – 17:00 H



HR resizing exercise



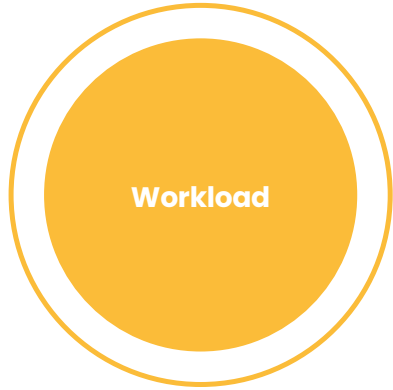
HR resizing exercise – step 01



When entering into the resizing exercise you already would know:

- the business areas of the organization to be discontinued, maintained and increased;
- the different process that support each business area
- the business unit that would be responsible for each process

HR resizing exercise – step 02



Workload definition:

- define for each process the workload for the next 3/4 years
- workload represents the main activities that the unit will perform in each year
- per activity the responsible person of the unit and their staff will estimate the time to accomplished their annual duties

- ❖ The workload will be defined with the people that are responsible for the correspondent unit and their staff



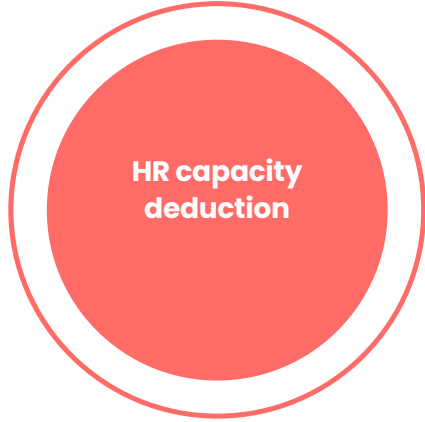
HR resizing exercise – step 03



Workforce unit of reference:

- workforce should be measured in FTE
- FTE = full time equivalent
- 1 FTE = 1600 hours
- considered 40 working hours per week

HR resizing exercise – step 04



Workforce deductions:

- part-timers
- long term leavers (e.g. medical, studies, relocation, SNE – seconded national experts)
- sick leave (normal average of absentees)
- training (applied to some cases as out of the workload)
- cross services to other units (applied to some cases as out of the workload)

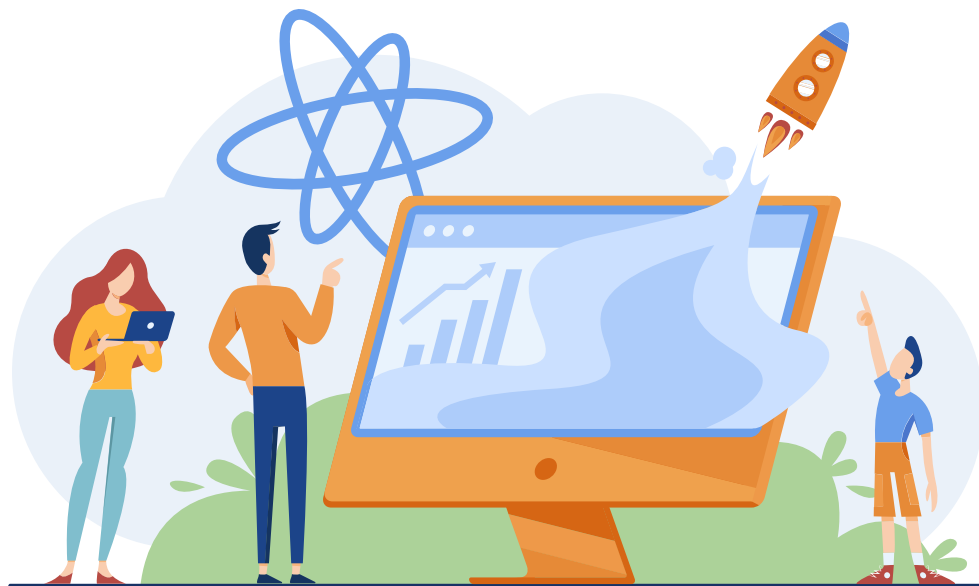
HR resizing exercise



**HR new workforce
needed**

Be ready to:

- listen – be able to listen to other arguments and show understanding
- negotiate – resources are valuable and most of the cases not available
- think *out of the box* – sometimes a good partnership is more valuable than a exclusive resource





A HR resizing exercise can't start without a good organizational understanding

A good design of the processes and the identification of the business areas priorities are the bases for the workload assessment plan

In line with the workload assessment we will have to consider all the HR areas

Considerations on the future expectations of the new professionals are to be taken (HR new paradigm)

All exercise should involve the staff in particular in the workload assessment

Workload should translate into activities, times and means only there you will have the HR figures

Link the resulted figures with the HR management contingencies – deduction of time

Expect the unexpected – the exercise sometimes has to be revisited in case some new happenings are coming in your way - market new needs, new organizational competences, pandemics, etc

Take away from day 02