

ORGANIZATIONAL EFFICIENCY - HUMAN RESOURCES RESIZING PRACTICES

Day 03

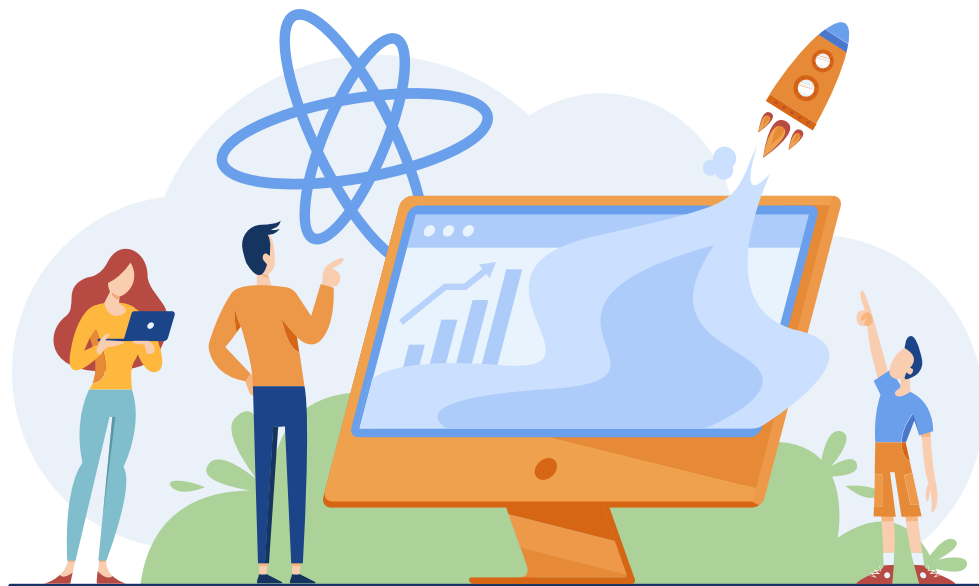
EU LAC APP II

European Union Latin America and
Caribbean Aviation Partnership Project



Agenda day 03

09:15 H – 09:30 H	CHECK-IN	09:15 H – 09:30 H
09:30 H – 11:00 H	Human Resources resizing - implementation Defining a plan of action	09:30 H – 11:00 H
11:00 H – 12:30 H	Presentation of the different cases Exercise	11:00 H – 12:30 H
12:30 H – 13:30 H	LUNCH BREAK	12:30 H – 13:30 H
13:30 H – 15:00 H	Risk Evaluation and mitigation How to monitor the implementation plan and have it on track	13:30 H – 15:00 H
15:00 H – 17:00 H	Debate Shared thoughts and future needs	15:00 H – 17:00 H
17:00 H – 17:30 H	WRAP UP OF THE TRAINING SESSION Summary and closure	17:00 H – 17:30 H



Implementation plan



- Define a calendar for implementation, with milestones, responsible people and dates



- Do meetings regularly to give and receive the implementation status (top management, middle management, team leaders, focal points...)



- Put together a risk matrix



- Involve the Staff representatives when necessary



- Reinforce psychological safety (people should feel free to speak out and actively participate)



- once the staff changes prevent other changes to occur in the short time (people need a certain stability)

- ❖ Involve the people in the implementation, the operational areas are key for success.
- ❖ Better more involvement than less.



REALLOCATION OF STAFF

Staff will move from one unit to other, or more/less duties,

A

RECONVERSION OF STAFF

People can be re-assigned to a different role

B

TRAINING AND COMPETENCE DEVELOPMENT

Staff maybe need to acquire new knowledge, competences, to gain new ways to work, to deal with other tools, stakeholders

C

ON BOARDING

Staff will need to be integrated in a new team, liaising with different people, interacting with different stakeholders

D

RECRUIT AND SELLECT

Maybe a need to acquire more staff

E

F

LEAVERS NEGOTIATION

Maybe the need to renegotiate the need for some staff to leave, outplacement, social responsibility

- ❖ Other changes will happen in parallel, possibly some organizational changes will happen – business areas merged, extended, extinguished, etc.

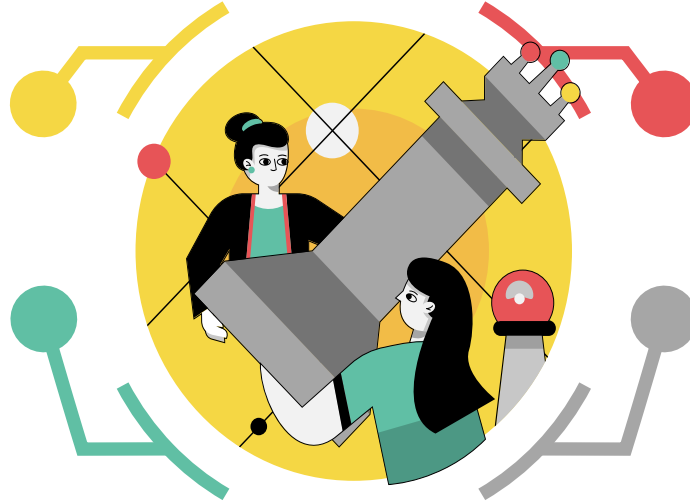




People – human resources management

STAFFING	TRAINING & DEVELOPMENT	COMPENSATION	ADMINISTRATION
HR Planning Employee Socialisation Job Analysis Recruitment Selection Placement Onboarding Transfer Promotion Resource Allocation	Employee Training Career Development Performance & Evaluation Transition Planning	Motivation Pay & Benefits Discipline Payroll Bonus & Incentives	Health & Safety Employee Relations Labour Relations Grievance Risk Management Welfare Record Keeping Personnel Audit

So now that you have the HR figures how will you do the implementation plan?



Exercise 04:

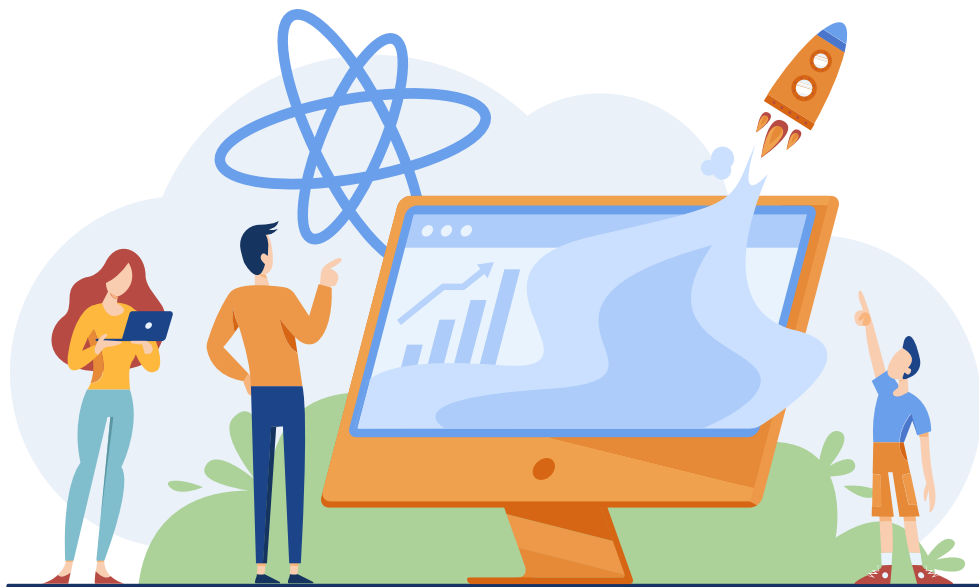
Design your implementation plan by allocating the figures to the business units and check what you will have to do in terms of the Human Resources different areas.

Agenda day 03

11:00 H – 12:30 H

Presentation of the different cases
Exercise

11:00 H – 12:30 H



12:30 H – 13:30 H

LUNCH BREAK

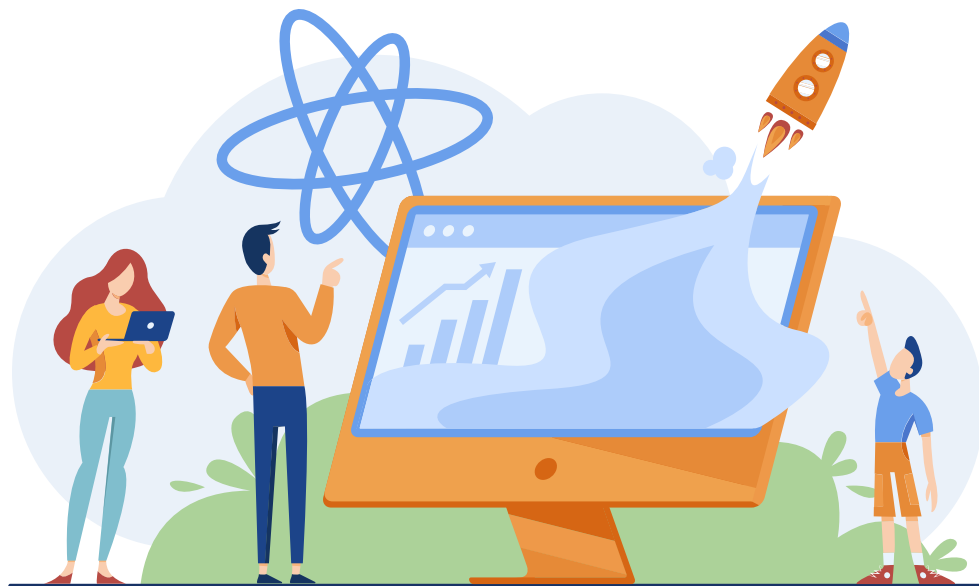
12:30 H – 13:30 H



13:30 H – 15:00 H

Risk Evaluation and mitigation
How to monitor the implementation plan and have it on track

13:30 H – 15:00 H



Risk evaluation and mitigation



List the
hazards

for each
hazard
evaluate the
probability to
occur

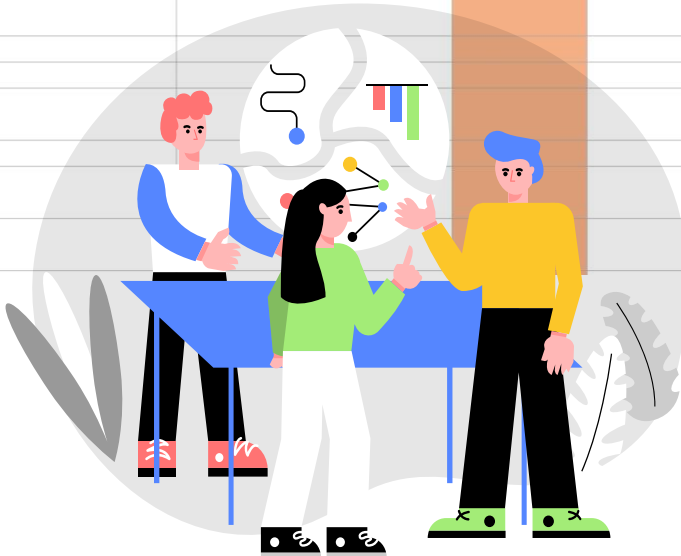
for each hazard
evaluate the
severity if occurs

multiply
chance of
occurrence
with severity

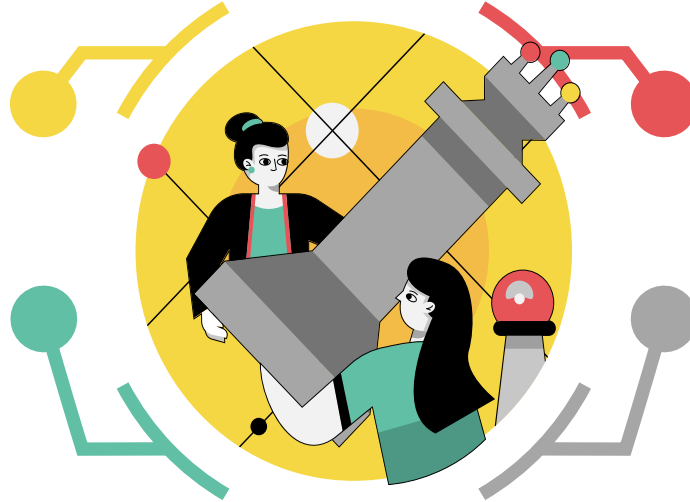
define eventual
mitigation
measures



1	Hazard	Probability	Severity	Risk	Mitigation action	Comments	Owner	Deadline
2								
3								
4								
5								
6								
7								
8								
9								
10								



So now that you have the HR figures how will you do the implementation plan?



Exercise 05:
Putting together a
risk matrix

15:00 H – 17:00 H

Debate
Shared thoughts and future needs

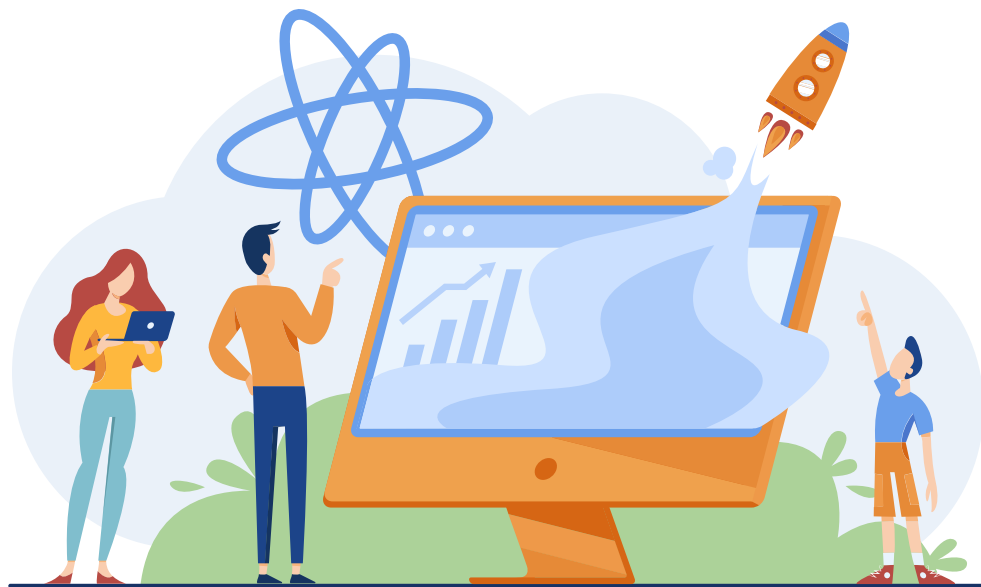
15:00 H – 17:00 H



17:00 H – 17:30 H

WRAP UP OF THE TRAINING SESSION
Summary and closure

17:00 H – 17:30 H





A

Method should be strategically, technically and operationally driven

B

Method should involve the people, should be clear communicated and doable

C

Trust is key

D

By drafting the pain points we will understand what type of changes the organization will face

E

Not always the resizing is the solution for our problems

F

Without analysing the organizational variables (mission, values, strategy and priorities) we will not enter on a sound RH resizing exercise

G

Defining and prioritizing business areas to invest, to maintain and to discontinue is fundamental

H

Showing clear the conclusions and get endorsement from top management is a must



A

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

B

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

C

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

D

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

E

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

F

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

G

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

H

Expect the unexpectable – 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



A

After the conclusions on HR figures an implementation plan follows

B

Implementation plan should contain milestones, staff responsible and deadlines

C

People should be involved – they will be the central figures in particular middle management

D

The HR implementation plan is one of several changes (organizational, financing, etc)

E

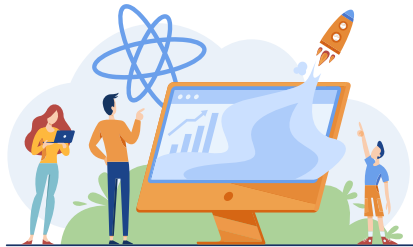
The HR implementation will have impacts in all areas of HR management

F

The implementation should be complemented by a risk management matrix to avoid surprises

G

The most important asset of an organization is their people



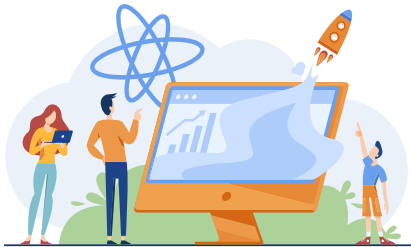
Cristal ball not
existing in this
case!



Is there a formula to find the number of inspectors to have in a CAA?

How to solve it?

- Definition of the activities that you face (inspections, auditing, training, licences...)
- Definition of the competences that you need to perform successfully these activities
- Check how the work is done (manually? pen and paper? software? digitalized?)
- Take into consideration the Regulation that you have to respect (any updates?)
- Consequent training needed?
- Take into consideration the procedures
- Take into consideration the checklists



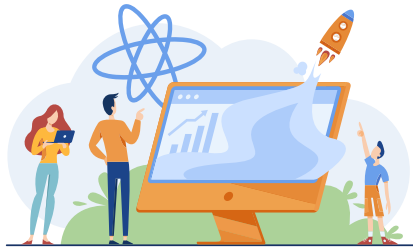
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Is there a formula to find the number of inspectors to have in a CAA?

How to solve it?

- Take into consideration your historical performance (is it good? do you have to deal with findings? How often will you have to revisit the pain points?)
- Take into consideration the workload of the HR involved (take time to analyse the reality) – is there activities not done? The time spend on doing it is it reasonable?
- Look at your fleet (is it new? old? What are the needs for maintenance?)
- What is your inspection practice? (do you check all aircrafts or do you check by a sample?)



Cristal ball not
existing in this
case!



Is there a formula to find the number of inspectors to have in a CAA?

How to solve it?

- Look into your Authority (are you 70 or 700 HR?)
- Do your technical HR (team) do all the tasks? Or do you have teams for each of the activities?
- Do you do the inspection/auditing directly? Do you lead with CAMO (Continuing Airworthiness Management Organisation – safety, compliance and efficiency)?
- Take into consideration your historical data, the trust index, the risk analysis and the safety culture that describes your CAA



Muito Obrigada!
Muito Sucesso!



ines.bulhao@easa.europa.eu



ORGANIZATIONAL EFFICIENCY – HUMAN RESOURCES RESIZING PRACTICES

16th – 18th September 2025

ICAO SAM Office, Lima, Peru

EU LAC APP II

European Union Latin America and Caribbean Aviation Partnership Project

*Enhancing the aviation partnership between the EU and
Latin America and the Caribbean*

Ines Berlenga

(ines.berlenga@easa.europa.eu)

EASA, International Cooperation Department - An Agency of the European Union

