



International Civil Aviation Organization

Search and Rescue (SAR) Meeting for the North American, Caribbean and South American Regions (SAR/NAM/CAR/SAM)

(Puntarenas, Costa Rica, 18 to 22 May 2009)

SAR/NAM/CAR/SAM WP/06

08/05/09

Agenda Item 2.3: SAR Organization in the NAM/CAR/SAM Regions
2.3 Personnel Training to Provide SAR Service and SAR Training Material

GUIDELINES FOR SAR HUMAN RESOURCES AND TRAINING PLANNING

(Presented by the Secretariat)

SUMMARY

This working paper presents guidelines for considering SAR human resource and training planning.
--

Strategic Objective: E – Continuity
--

1. Introduction

1.1 The objective of human resource planning ensures that States guarantee the availability of qualified SAR personnel through a human resource and training planning process according to upcoming requirements as soon as possible.

1.2 Administrations should plan and establish their training programmes and human resource needs for the SAR field.

2. Analysis

2.1 In accordance with USOAP results, many findings are related to lack of an appropriate legislative framework, including basic civil aviation law, rules and procedures, documentation, and guidance material.

2.2 Specifically, SAR findings are related to a lack of qualified and experienced personnel, adequate training, certification and licensing systems, and authorities to oversee performance proficiency and regulate service providers.

2.3 Each SAR organization shall develop and maintain a SAR training programme that ensures personnel are trained and competent to perform their duties. According to ICAO requirements, SAR training programmes should contain specific courses for SAR inspectors, SAR Coordinators (SC), SAR Mission Coordinators (SMC), and On-scene Coordinators (OSC).

2.4 To design effective SAR operations training, programmes will be dependent upon the level of new technology specialisation, new procedures and practices, the effectiveness of human and machine interact and a segment on inter-cultural communication. The **Appendix** to this working paper contains strategic action guidelines to develop SAR regional training programmes.

2.5 The provision of adequate training is one indication of the authority's management commitment to implement an effective SAR service. Training development should include a documented process to identify training requirements and a validation process that measures the effectiveness of training. Training should be delivered by persons with appropriate knowledge, skills and experience in SAR services.

3. Suggested Action

3.1 The Meeting is invited to:

- a) note the information presented;
- b) provide comments on the guidelines included in the Appendix to this working paper in order to develop a CAR/SAM regional SAR training strategy;
- b) provide information to develop a Regional Catalogue of SAR Training Courses; and
- c) agree on other actions as appropriate.

APPENDIX

STRATEGIC ACTION GUIDELINES TO DEVELOP SAR REGIONAL TRAINING PROGRAMMES

1. Modern air navigation systems require training and human resource planning strategies to ensure sufficient personnel and to highlight enhancements in training activities as part of their organisational culture in order to achieve homogeneous performance of all its members.

Human Resource Planning Strategy

2. The first step of a human resource planning strategy consists of developing a study of the factors to calculate the required number of personnel in line with the particular duties of each post and of each working unit along with forecasted air traffic demand. To this end, it is necessary to consider tasks and workload.

3. Moreover, personnel must meet the minimum requirements of skills, knowledge and familiarisation with the unit corresponding to the work post. Additional elements to be taken into consideration are weekly rest periods, vacations and foreseen absences. Some methods require establishing the busiest day of the year and/or peak hours.

4. In order to achieve these goals, a planning strategy in line with average traffic growth should be established for 3 or 5 year periods; a complete approach should consider long-term organisational goals and evolution. The annual periodic review of human resource and training needs will allow the SAR organisations to maintain the required level of personnel to fulfil operational service demand. The strategy should have a clear vision and goals so that all organisation members commit to their achievement.

Training Strategy

5. Training is characterised as a critical element for the organisation to maintain international competitive standards and, at the same time, internal growth in line with the organisation's objectives. This approach requires planning very complete training, from the basic to the most advanced levels.

6. Strategic training normally begins with the development of a broad view plan and programme to achieve the highest professional performance from all members, which will result in clear productivity benefits for the organisation; one benefit goes along with the other. Some SAR organizations of the CAR and SAM Regions are already working with this vision, taking into account current and future needs.

7. In the first instance, a training plan is required that covers service needs and at the same time allows the personnel to develop sufficient skills and technical, operational and managerial knowledge.

8. A good training strategy may be divided as follows:

Basic Formal Training

9. The objective of this training is to ensure that the personnel obtain knowledge and basic skills to perform their duties in an efficient manner.

Familiarisation or Introduction to Working Units

10. This objective provides all SAR personnel with introductory training on the tasks of the working units to which they have been assigned, on the job training (OJT), new procedures or procedures that will be valid in the near future such as changes to operational handbooks, etc.

11. This type of training provides personnel with a better understanding of the internal functions of the organisation, the processes, techniques, relationships, etc., which will result in safe and efficient service.

Recurrent Training

12. SAR personnel should receive periodic training including current objectives, and procedures applicable to the unit and/or organisation, in order to maintain the highest service levels (e.g., periodic exercises and operational procedures etc.).

13. Under this item, the fact that personnel should receive recurrent training in accordance with duties performed should also be considered.

Proficiency Training

14. It is important to periodically monitor unit performance to detect training needs. Occasional monitoring and assessment of organisational performance will identify service deficiencies.

15. A proficiency training programme that provides resolution to identified deficiencies through additional training courses should be considered when necessary. The objective of this training is to help personnel maintain proficiency in their performance and improve the quality of service.

16. In addition, specialisation SAR training programmes should be considered, which will allow personnel to achieve higher responsibility categories. These courses should normally be structured in accordance with organisational needs and should aim towards higher performance levels in collaboration with the international community.