



Agenda Item 2: Review of Air Navigation Matters
2.4 Human Resources and Training

GUIDELINES FOR HUMAN RESOURCES AND TRAINING PLANNING

(Presented by the Secretariat)

SUMMARY	
This working paper presents guidelines for considering human resource and training planning.	
<i>Strategic Objectives</i>	<i>This working paper is related to Strategic Objective D - Efficiency.</i>

1. Introduction

1.1 The objective of human resource planning is to ensure that States guarantee the availability of qualified personnel through a human resource planning process according to the requirements to provide an efficient air navigation service.

2. Analysis

2.1 In accordance with USOAP results, many findings are related to insufficient appropriately qualified and experienced personnel, inadequate training, certification and licensing systems, and authorities to oversee performance proficiency and regulate service providers.

2.2 Each organization should develop and maintain a current organizational structure analysis in order to determine shortcomings and maintain a training programme that ensures personnel are trained and competent to perform their duties. To design effective training, programmes will be dependent upon the level of specialization of new technology, new procedures and practices, the effectiveness of human and machine interaction and a segment on inter-cultural communication. The **Appendix** to this working paper contains strategic guidelines to develop regional training programmes.

2.3 Training development should include a documented process to identify new 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 air navigation 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 regional training strategy;
- b) provide information to develop a Regional Catalogue of ANS Training Courses; and
- c) agree on other actions as appropriate.

APPENDIX

STRATEGIC ACTION GUIDELINES TO DEVELOP 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 organizational 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 familiarization 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 organizational goals and evolution. The annual periodic review of human resource and training needs will allow the organizations to maintain the required level of personnel to fulfil operational service demand. The strategy should have a clear vision and goals so that all organization 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 organization'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 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 both 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.

Familiarization or Introduction to Working Units

10. This objective provides all personnel with introductory training on the tasks of the working units to which they have been assigned, on the job training (OJT), new procedures including those 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 organization, the processes, techniques, relationships, etc., which will result in a safe and efficient service.

Recurrent Training

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

Proficiency Training

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

14. A 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, specialized training programmes should be considered, which will allow personnel to achieve higher responsibility categories. These courses should normally be structured in accordance with organizational needs and should aim towards higher performance levels in collaboration with the international community.