

Thirteenth North American, Central American and Caribbean Directors of Civil Aviation Meeting (NACC/DCA/13)



ICAO

INTERNATIONAL CIVIL AVIATION ORGANIZATION

A UN SPECIALIZED AGENCY



Human Capital Challenges in civil aviation: a dialogue on building a sustainable workforce through the attraction and retention of human resources

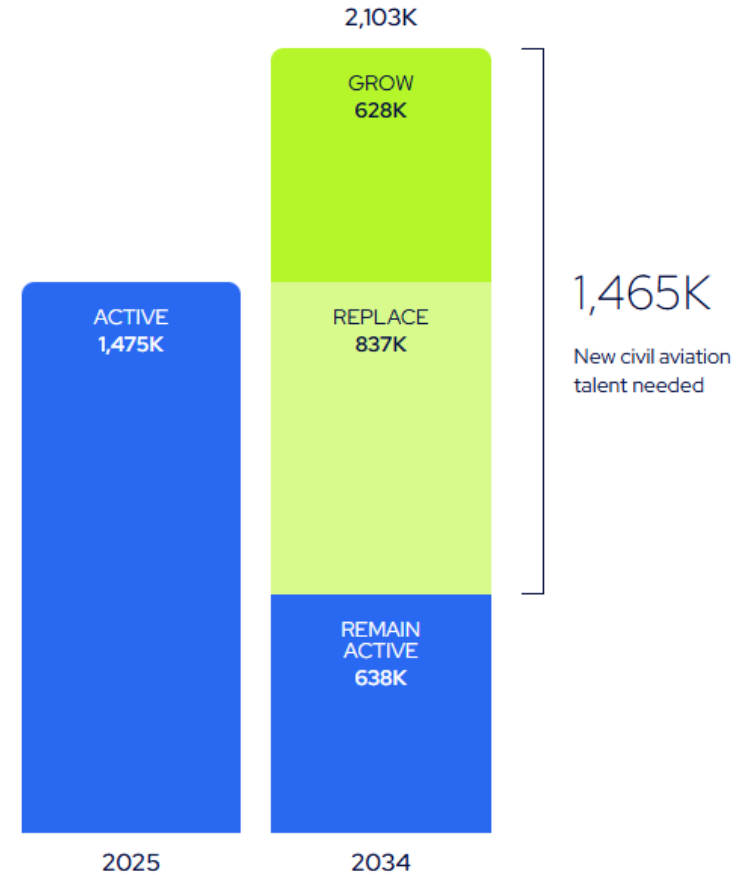
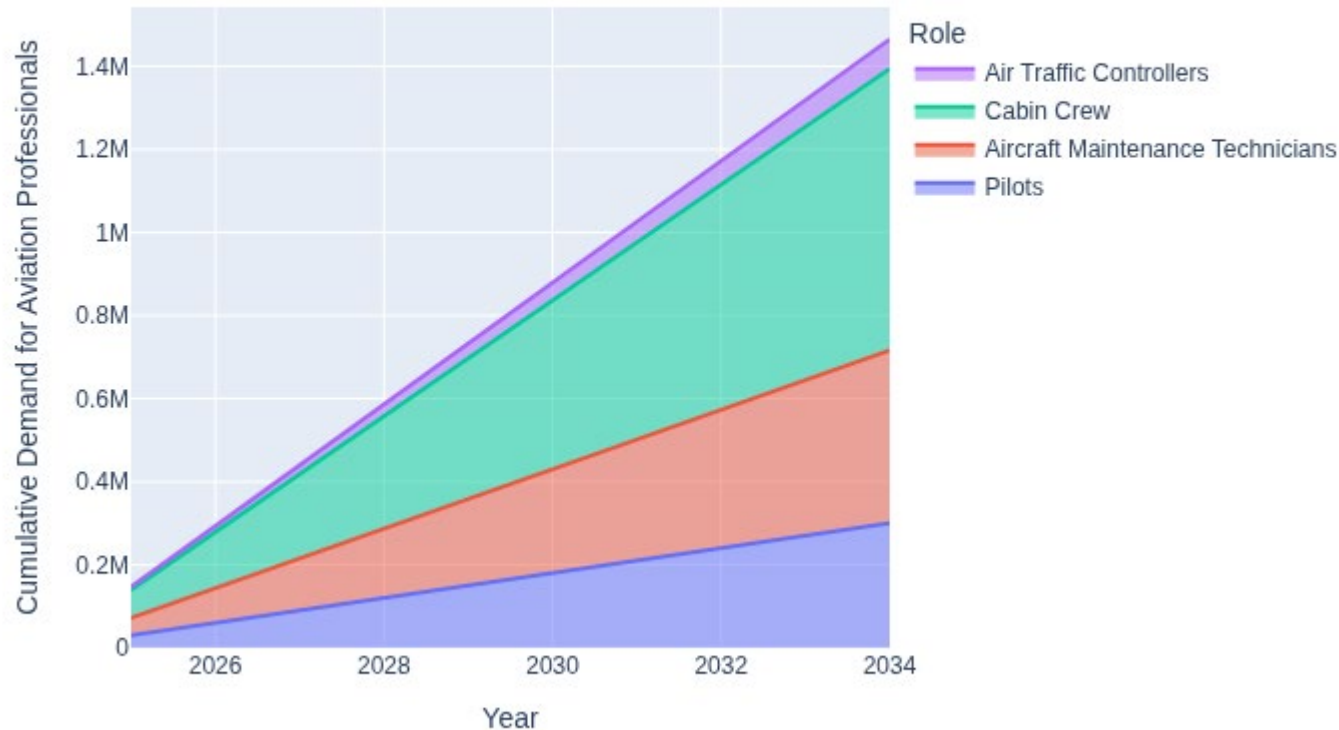
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Are we prepared for tomorrow's demand?

CAE Aviation Talent Forecast (2025–2034)



400 New Aviation Professionals Every Day Until 2034

To meet global demand of 1.465 million personnel

2025	2026	2027	2028	2030	2032	2034
						

400

New Aviation Professionals



1.465M



Challenges

1.465M

- Retirement
- Retention
- Demand

Are we prepared for tomorrow's demand?

What to consider for workforce retention?

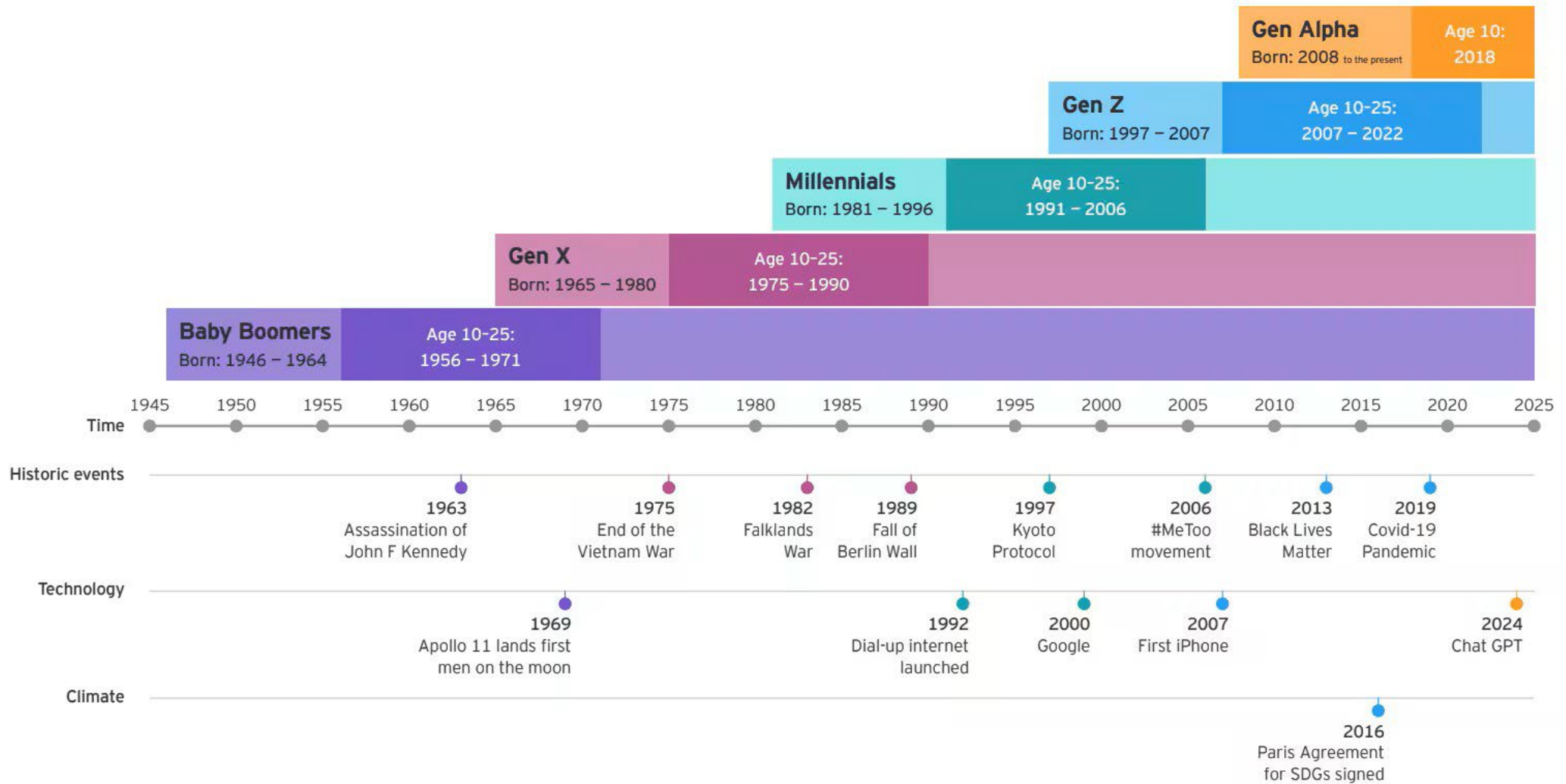


The infographic features a dark blue background. At the top center is a light blue silhouette of an airplane. Below it, the title "IMPACT OF THE WAR FOR TALENT ON AVIATION" is written in large, bold, red capital letters. In the bottom left corner, there is an icon of two stylized human figures, one with a lightning bolt between them and a question mark next to the second figure. To the right of this icon, the text "INTENSIFIED COMPETITION FOR SKILLED WORKERS" is written in white, bold, capital letters. Below this, in smaller white text, it says "Employers hiring from other companies amid over 10 million open jobs".

- Employment had a shift from **the employer to the employee market** (Silletto, 2017).
- With over 10 million open jobs, employers are forced to **attract employees from other companies** rather than the ranks of the unemployed (Work Institute, 2022).

What to consider for workforce retention?

Generational influences



Source: <https://www.weforum.org/stories/2025/01/workforce-change-future-ready-businesses/>

What to consider for workforce retention?

- **Less than one in ten employees** left their jobs for pay reasons (Work Institute, 2022)
- Feedback always comes **too late and is a two-way exercise**
- **Disengagement** is critical



— What to consider for workforce retention?

- Staying in a job is not necessarily because the employee is **engaged** in it.
- **Link** – with other people or activities
- **Fit** – with other aspects of life spaces
- **Sacrifice** – what you give up if you leave



What's at stake if we do not retain the aviation workforce?



COST OF AVIATION TURNOVER

TRAINING COSTS



Pilots

\$85,000-
\$130,000



Air Traffic

\$10,000
- \$60,000



Technicians
varies



Cabin Crew
varies



EMPLOYMENT MULTIPLIER EFFECT OF AVIATION

Each aviation job generates additional jobs in:

LATIN AMERICA &
CARIBBEAN

10

ADDITIONAL JOBS

ASIA-PACIFIC

9

ADDITIONAL JOBS

MIDDLE EAST

6

ADDITIONAL JOBS

EUROPEAN UNION

4

ADDITIONAL JOBS

SMALL ISLAND
STATES

37

ADDITIONAL JOBS

LANDLOCKED
DEVELOPING COUNTRIES

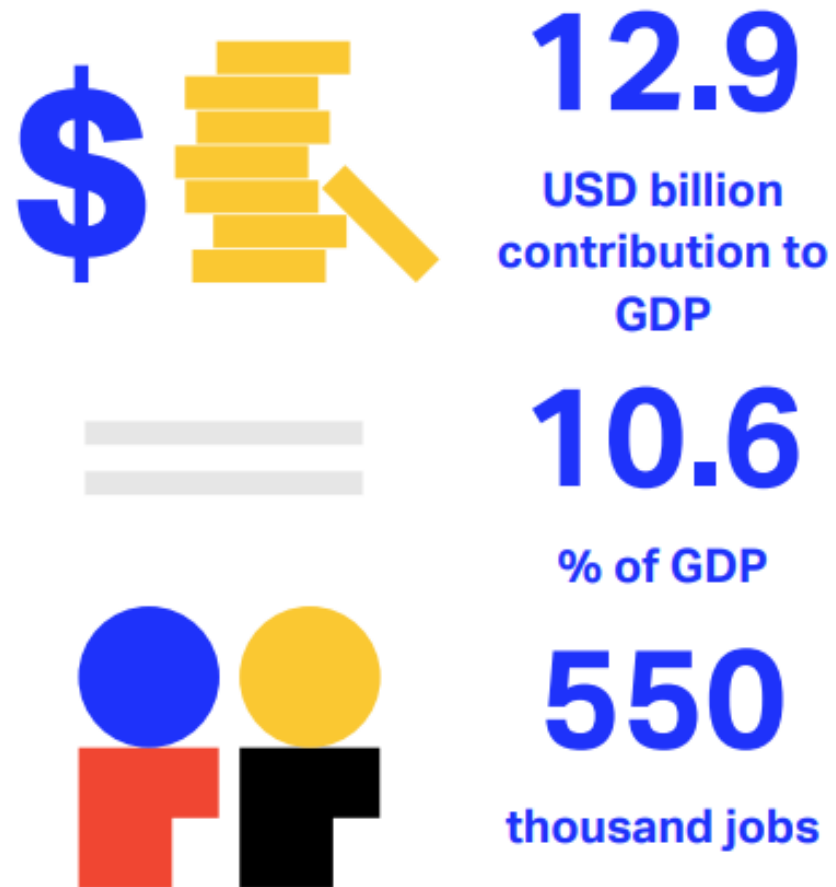
43

ADDITIONAL JOBS

What's at stake if we do not retain the aviation workforce?

What's at stake if we do not retain the aviation workforce?

Total economic impact of aviation in the Dominican Republic



SOCIAL IMPACT OF CIVIL AVIATION

Global Contribution to the SDGs



Aviation is linked to United Nations SDGs:



Transport of food
and humanitarian aid



Access to medical
services



Improvement of access
to education



Promotion of gender equality
in employment

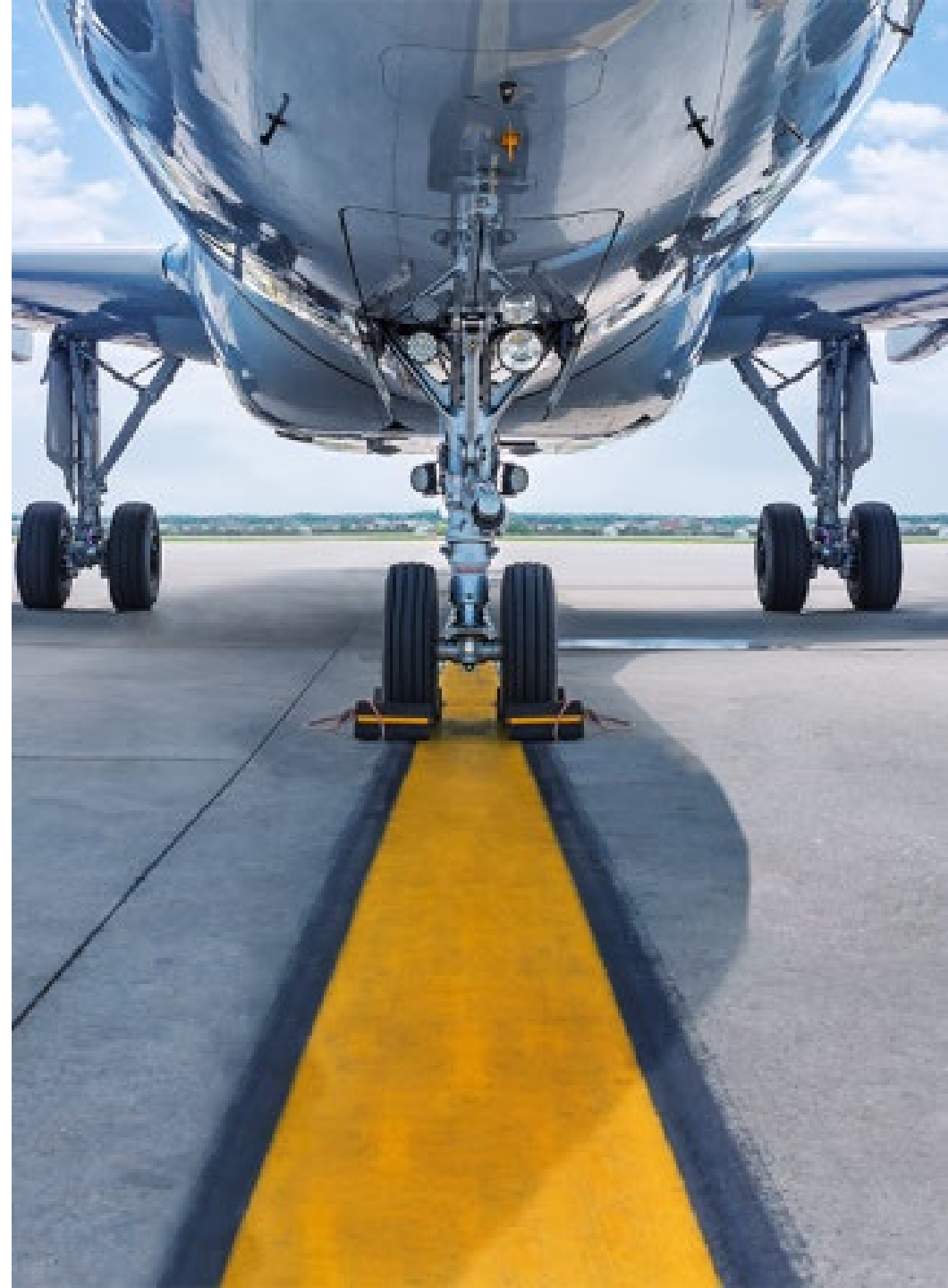


Action on climate through
clean technologies and SAF

What's at stake if we do not retain the aviation workforce?

Some strategies to reduce turnover

- Creating **clear career paths** – Show growth opportunities within the company
- **Mentorship** programs – Pair employees with experienced leaders
- **Avoid micromanagement** – Trust employees to do their jobs.
- **Stay interviews**, instead of waiting for exit interviews.
- Give **constructive feedback** – Help employees grow.



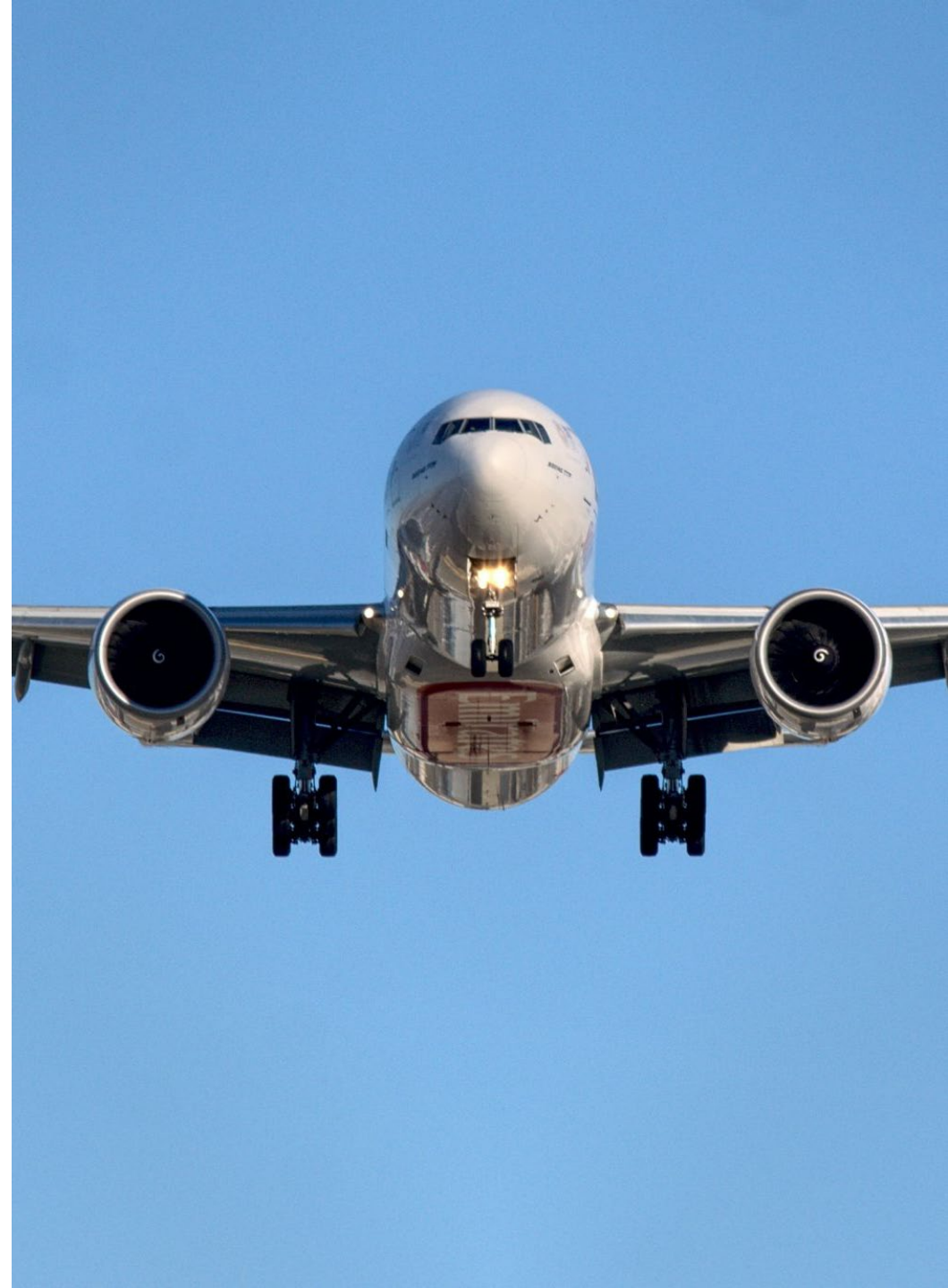
What can you do as leaders?

- **What are you experiencing** in your States related to retention?
- Do you have an **example to attract or retain** human resources in your organization?
- How are you **collaborating with industry** to develop and retain the needed workforce?



What is the way forward?

- **Development** of a **survey on human resources** in the region (UAE-ICAO)
- **Gap analysis** on human resources retention
- Possibility of a **workshop on retention**





Thank You!

