Human Resource Management and Institutional Capacity

National Civil Aviation Agency of Brazil (ANAC)



ANAC AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL

Presenters



Mariana Dalcanale is ANAC's Superintendent of Human Resource Management. She has over 20 years of public-sector leadership experience and is a professor and mentor in ENAP's LideraGov program.



Bianca Fiuza Dumas is a psychologist, a Human Resource Management specialist, and ANAC's Manager of Strategic People Management. She took part in implementing ANAC+, recognized by SOBRATT for three consecutive years.

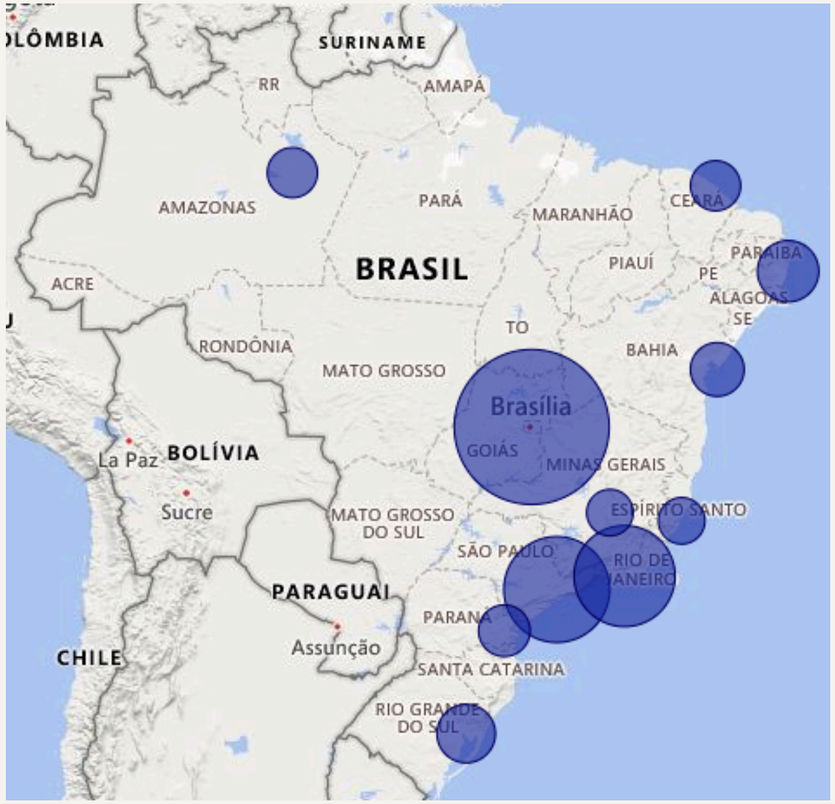
Agenda for the Day

Morning: the strategic role of HR and organizational capabilities

Afternoon: results, onboarding and new opportunities

Our Figures

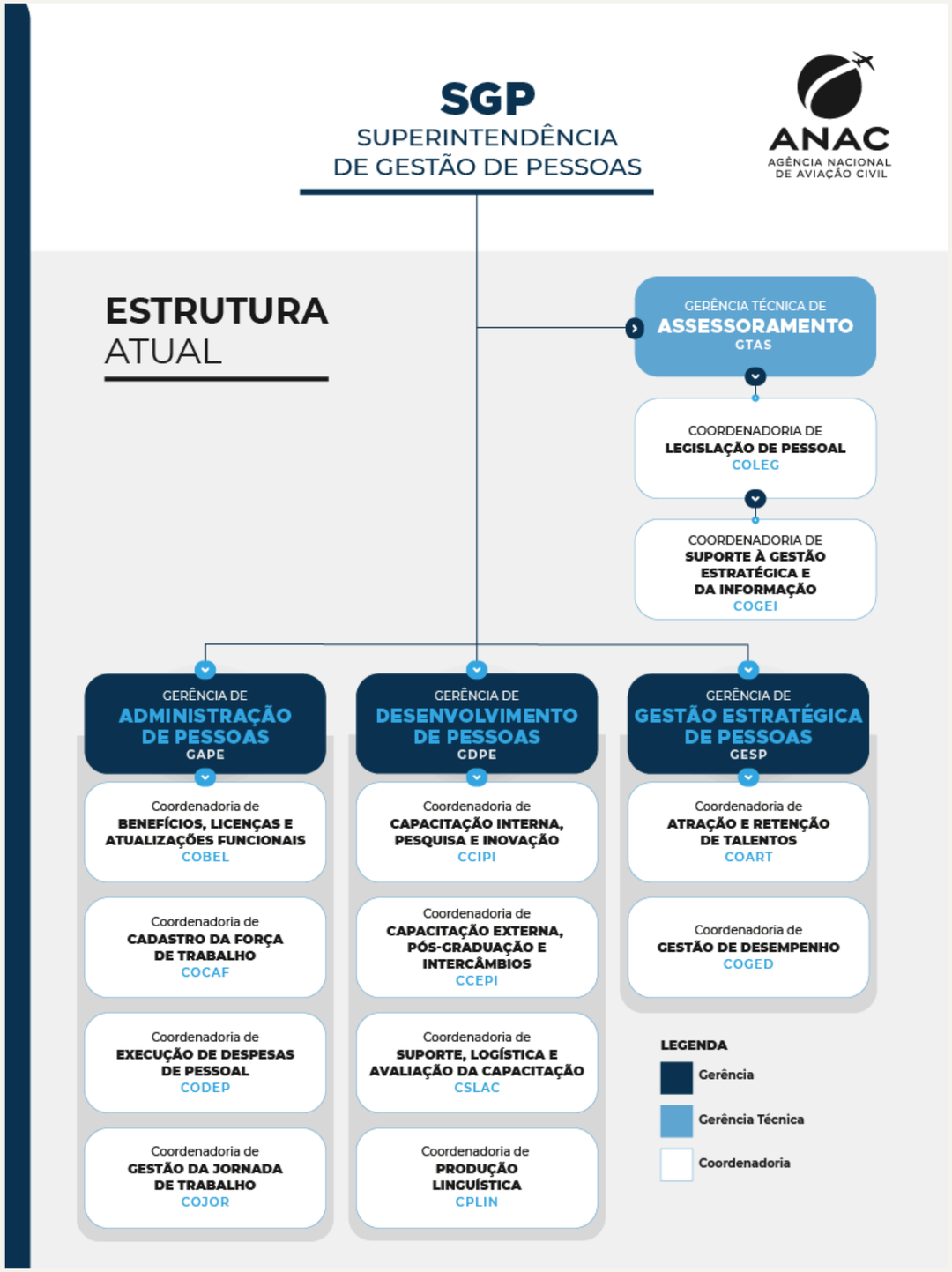
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VITORIA		5	**5**
SAO PAULO	1	114	**115**
SAO JOSE DOS CAMPOS	8	143	**151**
SALVADOR		9	**9**
RIO DE JANEIRO	9	224	**233**
RECIFE	1	21	**22**
PORTO ALEGRE		16	**16**
MANAUS		6	**6**
FORTALEZA		6	**6**
CURITIBA		7	**7**
CAMPINAS		9	**9**
BRASILIA	48	857	**905**
BELO HORIZONTE		5	**5**

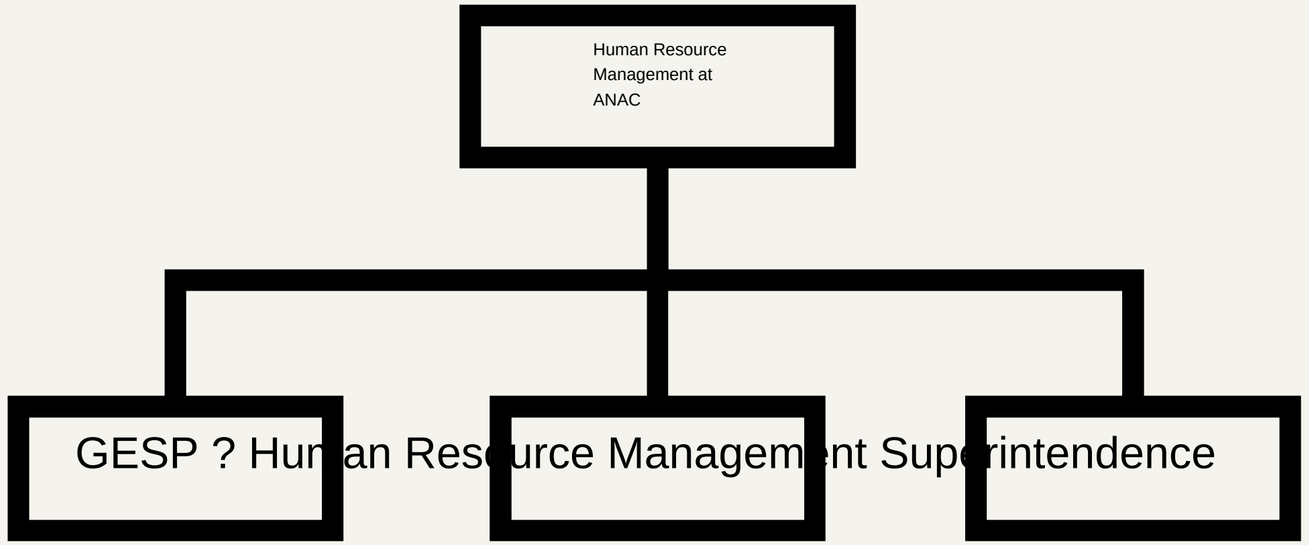


Geographic distribution

Cargos	Previsão Legal*	Ocupados	Livres
ESPECIALISTA	922	744	178
TECNICO EM REGULACAO	394	252	142
ANALISTA	307	207	100
TECNICO ADMINISTRATIVO	132	66	66
Total		**1269**	**486**

ANAC AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL


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DE GESTÃO DE PESSOAS
ANAC
AGÊNCIA NACIONAL
DE AVIAÇÃO CIVIL
ESTRUTURA
ATUAL
GERÊNCIA TÉCNICA DE
ASSESSORAMENTO
GTAS
COORDENADORIA DE
LEGISLAÇÃO DE PESSOAL
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ESTRATÉGICA E
DA INFORMAÇÃO
COGEI
GERÊNCIA DE
ADMINISTRAÇÃO
DE PESSOAS
GAPE
GERÊNCIA DE
DESENVOLVIMENTO
DE PESSOAS
GDPE
GERÊNCIA DE
GESTÃO ESTRATÉGICA
DE PESSOAS
GESP
Coordenadoria de
BENEFÍCIOS, LICENÇAS E
ATUALIZAÇÕES FUNCIONAIS
COBEL
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PESQUISA E INOVAÇÃO
CCIPI
Coordenadoria de
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DE TALENTOS
COART
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CADASTRO DA FORÇA
DE TRABALHO
COCAF
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PÓS-GRADUAÇÃO E
INTERCÂMBIOS
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DE PESSOAL
CODEP
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AVALIAÇÃO DA CAPACITAÇÃO
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CPLIN
LEGENDA
Gerência
Gerência Técnica
Coordenadoria


Human Resource Management at ANAC
GESP ? Human Resource Management Superintendence
COGED ? Performance Management
COART ? Talent Attraction and Retention
COBEM ? Well-being and Employee Relations

Opening Discussion · Plenary

What people-related challenge is currently limiting your mission?

Describe one concrete situation in your authority.

The Mission Requires Capabilities

Institutional mandate and priorities

The work the organization must perform

People with the skills and conditions needed to do that work

Two Complementary Contributions

Administration: rights, records and reliable processes

Strategic contribution: capabilities to deliver on priorities

Challenges for a Civil Aviation Authority

Specialized knowledge and technical continuity

Technological change and new skills

Staffing constraints and time needed for learning

Coordination across teams and decision quality

Changes in the World of Work

Team autonomy and coordination

Expectations regarding development and well-being

Using data to inform people-related decisions

Artificial intelligence and the redesign of tasks

Artificial Intelligence at Work

Which tasks could benefit from AI support?

Who checks the quality of the output?

What information may be used?

What skills does the team need?

A People Decision with Institutional Impact

Vacancy: what capability is missing?

Training: what performance needs to change?

Mobility: where could the person contribute most effectively?

Where Does HR Get Involved Today?

After the decision has been made

While the solution is being designed

Before the need arises

Act Strategically

Participate in decisions

Anticipate needs

Support leaders

Use evidence to make adjustments



Start the Conversation with the Problem

Which priority is at risk?

What capability does the organization need?

What is the gap?

What options do we have, and what are their implications?

Anticipating Capabilities

Expected workload

Available skills

Dependence on key individuals

Time needed to develop or recruit capabilities

Leadership and Day-to-Day Management

Agree on priorities and expectations

Discuss performance

Identify obstacles and provide support

Maintain healthy working relationships



Data That Helps Us Decide

Question: where does onboarding take the longest?

Evidence: access, training and first deliverables

Decision: address the main obstacle

Follow-up: check whether the situation improves

Group Exercise · One Priority, One People Decision

Choose an institutional priority

Identify a capability gap

Propose an intervention and name the person responsible

Define what evidence would show improvement

Making the Strategic Contribution Visible

Institutional problem

People-related decision

Expected change in the work

Evidence to review the decision

Three Moments in the Employee Journey

Attract people and help them start well

Work with autonomy and results

Keep growing and contributing

Group Organization

Organize participants into no more than five groups

Keep the same groups throughout the afternoon

Record proposals in writing

One person presents the group?s main idea

One Question for All Three ANAC Cases

What does the organization need?

What can the person contribute?

What conditions enable that contribution?

How We Will Explore Each Experience

First: proposals from the groups

Then: ANAC?s experience and results

Finally: review and adapt the ideas to each institution

Case 1 · Performance Management and Flexibility

How should we manage a team that is not achieving the agreed results?

Exercise Timing

1 minute: individual reflection

9 minutes: open discussion and selection of ideas to share

10 minutes: plenary discussion, up to two minutes per group

Exercise 1 · A Team Struggling to Deliver Results

What might be making it difficult for the team to achieve results?

How could the manager or organization help overcome these difficulties?

Select up to two proposals to share

Explain which proposal you would start with and why

Plenary Discussion 1 · Group Proposals

Each group has up to two minutes to present

Share the proposal you consider most relevant

If an idea has already been mentioned, add a difference or a point of agreement

ANAC+ · Performance Management Program

Connects work to institutional objectives

Includes planning, monitoring and evaluation

Links individual contributions with team deliverables

Principles of ANAC+

Professional recognition

Respect, communication and feedback

Continuous learning from results

Alignment between people, teams and strategy

Results orientation

Transparency and public disclosure

Four Integrated Components

Institutional performance

Individual performance

Working-time management

Monitoring, evaluation and communication of results

Different Work Arrangements

On-site work

Hybrid / partial telework

Fully remote work



Connecting the Team and the Individual

Institutional strategy

Unit deliverables

Individual contributions

Evaluation that informs the next cycle

The Unit?s Deliverables Plan

Expected products or services

Targets and deadlines

Requesters and recipients

Agreements and plan review

Agreements to Organize Individual Contributions

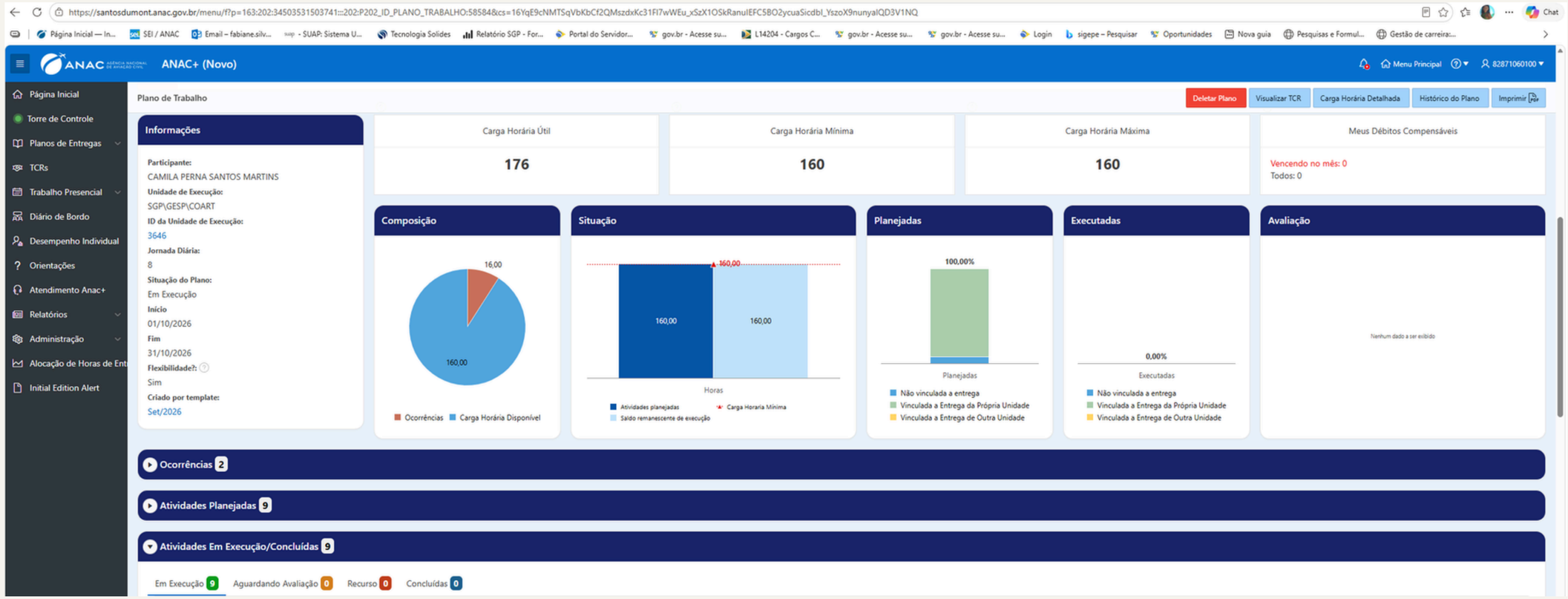
Agreement on working conditions and responsibilities

Work plan: activities and availability

Monitoring of implementation

Evaluation and feedback

Individual Management · Work Plan



A Deliverable That Can Be Evaluated

Product: a process-related technical report

Agreed deadline and recipient

Quality: technical criteria and traceability

Follow-up: obstacles, review and acceptance

Leadership · Autonomy with Support

Clarity about the expected outcome

Availability to resolve obstacles

Feedback during the work

Accountability for commitments

Accountability and Consequences

Evidence-based evaluation and the right to appeal

Compensable shortfalls with a deadline for correction

Deduction for shortfalls not corrected on time

Deduction for non-compensable negative balances

Results 2024 · Administrative Expenditure

2019: BRL 90.64 million

2024: BRL 35.37 million

Approximate reduction: 61%

Results 2024 · Health-Related Absences

Days of absence fell by 64.2% between 2019 and 2024

People with at least one day of absence: 633 to 282

Absence days as a share of the total: 3.0% to 1.1%

Health and Well-being

Telavita: mental health program, launched April 2025

- **Eligible: 1,440 · Mapped: 395**
- **(27%) · Consultations: 125**
- **(8%) · Positive outcome: 74%**



Wellhub: physical health program, launched August 2026

- **Eligible: 1,440 · Members:**
- **979 (68%) · Subscribers: 827**
- **(57%) · Check-ins: 17,858**



Results 2024 · Performance and Public Service

Average individual evaluation: 8.55 out of 10

Average institutional evaluation: 92.83 out of 100

Satisfaction with services: 4.16 out of 5

On-time delivery of external services: 98.06%

June 2024 Survey · Respondents? Perceptions

94% perceived an improvement in their quality of life

82.7% felt more productive

73.3% reported a stronger intention to remain at ANAC

Overall ANAC+ rating: 8.84 out of 10

Results 2024 · Deductions for Non-Compliance

Participants with a deduction: 3.9% in 2024

Hours subject to deductions: 0.27% in 2024

2023 reference: 5.2% of participants and 0.30% of hours

Conditions for Sustaining the Model

Executive support and consistent criteria

Leaders able to plan and have meaningful conversations

Systems that facilitate monitoring

Review of rules based on experience

Discussion · Reviewing the Proposals

What does ANAC?s experience add to your proposal?

What would you keep, change or discard?

What conditions would your institution need to put it into practice?

Key Lesson · Flexibility Requires Better Management

Agreements that make evaluation possible

Leaders prepared to provide support

Useful information and frequent conversations

Adjustments when practice reveals problems

Case 2 · Attract, Select and Onboard

How can we increase the likelihood of success from the moment people join?



Joining ANAC · Career Appointments

Career appointments are made through a public competitive examination

The announcement sets the requirements and stages

The examination described here does not include an interview

Competitive Examination Stages

General and specific knowledge tests

Written essay or drafting test

Assessment of qualifications, when provided for in the announcement

Training course, depending on the role and announcement

Ranking

Candidates must pass all eliminatory stages

The final score ranks successful candidates from highest to lowest

The announcement sets tie-break rules and reserve lists

Recruitment Since 2023

105 vacancies for Civil Aviation Regulation Specialists

70 vacancies for Civil Aviation Regulation Technicians

Exercise Timing

1 minute: individual reflection

7 minutes: open discussion and selection of ideas to share

10 minutes: plenary discussion, up to two minutes per group

Exercise 2 · Making Onboarding Easier

What difficulties might a new employee face?

What could the organization do to help overcome them?

Select up to two proposals to share

Explain which proposal you would start with and why

Plenary Discussion 2 · Group Proposals

Each group has up to two minutes to present

Share the proposal you consider most relevant

If an idea has already been mentioned, add a difference or a point of agreement

Assignment After the Examination

Collect CVs from successful candidates

Survey interests in activities and locations

Gather information about work-related behavioral profiles

Share the information with units that have vacancies

Selection Design Starts with the Work

Expected deliverables of the role

Skills needed from day one

Skills that can be developed over time

Real working conditions

Matching People and Roles

Organization: priorities and requirements

Person: experience and learning potential

Role: activities and interdependencies

A Strategic Onboarding Initiative

Onboarding actions launched in July 2023

Linked to the ANAC do Amanhã program

Onboarding in the context of flexible work

Support for learning and institutional contribution



Actions Tailored to the Audience and Context

Career staff, contractors and interns

Specific actions for managers and senior leadership

Prior alignment with managers

Communication through the website and internal channels

Welcome Actions Connect the Institution and the Team

Institutional email with a message from the CEO/President

Unit email covering agreements and work tools

Welcome kit: notebook, calendar and card

Access to the onboarding and training pathway

A Learning Pathway with Missions and Continuous Improvement

Online experience with gamified activities

Content about ANAC and civil aviation

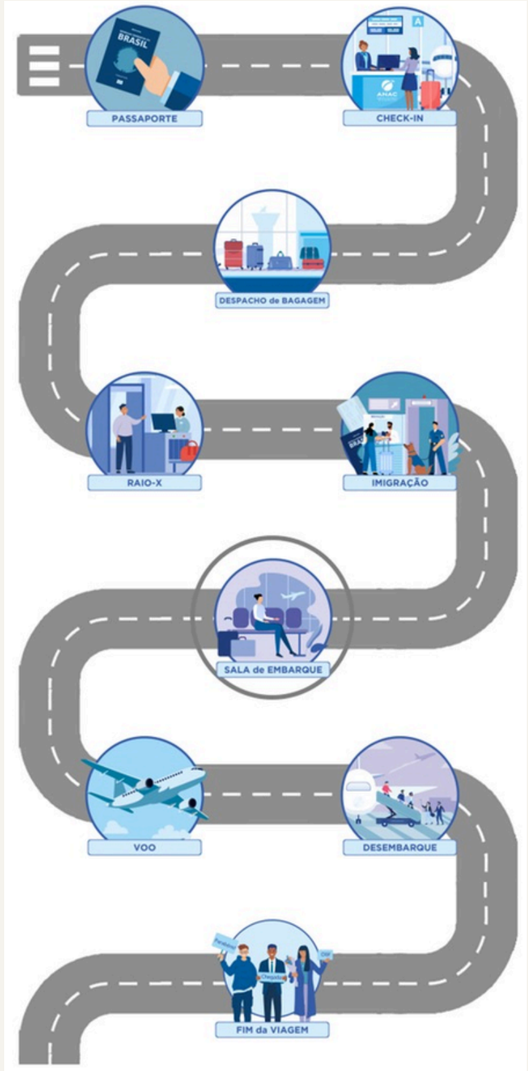
Missions to encourage knowledge and interaction

Participant feedback used to improve the experience

Onboarding

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Participation





Maísa, seja bem-vinda à Assessoria de Comunicação Social!

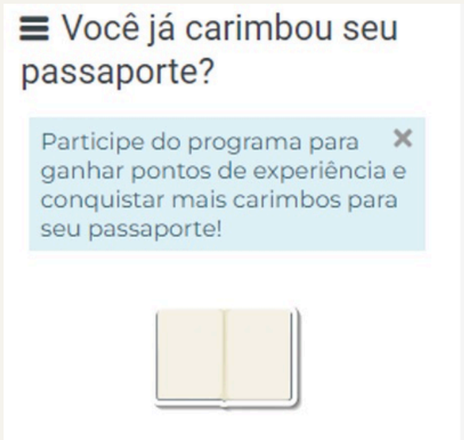
Estamos felizes com a sua chegada. Você agora integra a equipe da Gerência Técnica de Relações com a Imprensa (GTRI), que, em breve, passará a se chamar Gerência Técnica de Imprensa e Conteúdo (GTIC). Estamos em um período de transição e temos certeza de que a sua vinda vai contribuir muito com esse processo. Conte com toda a equipe da ASCOM para o que precisar! Sabemos que juntos podemos realizar um trabalho ainda melhor 😊.

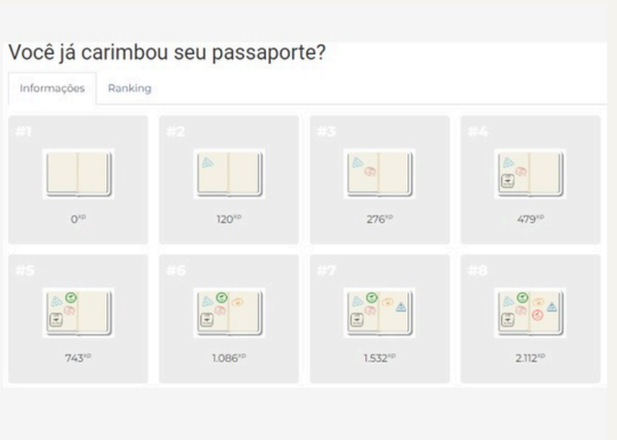
Conheça um pouquinho mais sobre como funciona nossa área

Nosso time: somos uma equipe formada por pouco mais de 20 pessoas, entre servidores, terceirizados e ocupantes de cargos comissionados, distribuídos em três gerências técnicas: de Imprensa e Conteúdo (GTIC), de Eventos Institucionais (GTEV) e de Design e Dados Digitais (GTDD). Estamos em processo de mudança dos nomes das nossas unidades. Por isso, você ainda vai ouvir siglas diferentes por um tempo quando outras pessoas se referirem a nós.

Encontros presenciais: ficamos no 7º andar do prédio da ANAC, em Brasília. A equipe da nossa gerência, a GTIC, tem o compromisso de comparecer presencialmente toda quarta-feira e, a equipe da ASCOM, quinzenalmente, às quartas-feiras. Mesmo com essa periodicidade definida, você pode ir presencialmente sempre que quiser. Estamos readequando os espaços físicos aqui na Agência para nos adaptarmos ao Programa de Gestão por Desempenho (ANAC+), portanto, em breve passaremos a ter estações de trabalho compartilhadas.







Technical Mentoring and Adaptation Review

Trained technical mentors support new employees

ANAC reviews adaptation after six months

Follow-up helps identify support needs

Assignment can be adjusted when necessary

Discussion · Reviewing the Proposals

What does ANAC?s experience add to your proposal?

What would you keep, change or discard?

What conditions would your institution need to put it into practice?

Key Lesson · Onboarding Needs Follow-Up

Selection provides information to support integration

Managers clarify expectations from the start

Follow-up allows the fit to be adjusted

Case 3 · New Opportunities to Keep Contributing

What alternatives are available when a role no longer offers prospects?



Exercise Timing

1 minute: individual reflection

9 minutes: open discussion and selection of ideas to share

10 minutes: plenary discussion, up to two minutes per group

Exercise 3 · New Development Opportunities

What options are available when someone is looking for new opportunities?

Explore alternatives freely

Select up to two proposals to share

Explain which proposal you would start with and why

Plenary Discussion 3 · Group Proposals

Each group has up to two minutes to present

Share the proposal you consider most relevant

If an idea has already been mentioned, add a difference or a point of agreement

Understand Before Proposing a Change

Is there a lack of development prospects?

Does the work make full use of the person?s capabilities?

Is there a conflict that needs attention?

What does the organization need?

Matchmakers · Internal Mobility for a Better Fit

HR program launched in 2021

Facilitates mobility between institutional units

Seeks a better fit between people?s profiles and activities

Offers new beginnings for employees and renewed capacity for teams

Matchmakers · The Process Starts with the Interested Employee

The employee contacts the representative in their unit

The representative contacts the HR team

The program facilitates conversations with at least three units

The employee and the units explore interests and needs

Matchmakers · Agreement Requires Both Sides

The employee explores where they would like to contribute

Units learn about the person?s profile and assess the fit

Mobility requires agreement from both sides

Matchmakers · Results

64 ANAC Matchmakers participants have moved to another unit

Different Paths to Contribute

Deepen skills in the current role

Learn in order to take on another role

Contribute to projects and share knowledge

Explore mobility with an agreed transition



Workplace Relationships · Conflict Also Requires a Response

2025: 17 cases · 82 managers advised · 47 interventions · 70% with perceived improvement

Listen to the people involved

Understand facts and expectations

Agree on working relationships

Discussion · Reviewing the Proposals

What does ANAC?s experience add to your proposal?

What would you keep, change or discard?

What conditions would your institution need to put it into practice?

Final Individual Exercise · One Action for the Next 30 Days

Choose an action that can be applied in your institution

Identify who will be responsible and who will work with them

Decide when progress will be reviewed

Define what evidence you will look for

Closing the Day

People who can contribute. Institutions that fulfill their mission.

Thank You

Thank you for sharing your experiences and perspectives

Mariana Dalcanale and Bianca Fiuza Dumas

National Civil Aviation Agency of Brazil (ANAC)