HUMAN RESOURCES AND OPERATIONAL SAFETY

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SAFE SKIES.
SUSTAINABLE FUTURE.



HUMAN RESOURCES AND OPERATIONAL SAFETY

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OBJECTIVE

>> Raise awareness:

>> Human Resources management
>> Has a direct impact on
>> Operational Safety.

WHO?

>> Aeronautical Authorities

>> Air Navigation Service Providers

>> Airport Operators

>> Airlines
>> Sector: schools, maintenance centers, etc.

HUMAN RESOURCES AND OPERATIONAL SAFETY

"When we talk about operational safety in aviation, we tend to think immediately of modern aircraft, advanced technology, standardized procedures, and sophisticated navigation systems. However, the evidence shows that the most important element of the system is still the human being.

People are the central element of a safe aviation system.

HUMAN FACTOR

HUMAN RESOURCES AND OPERATIONAL SAFETY

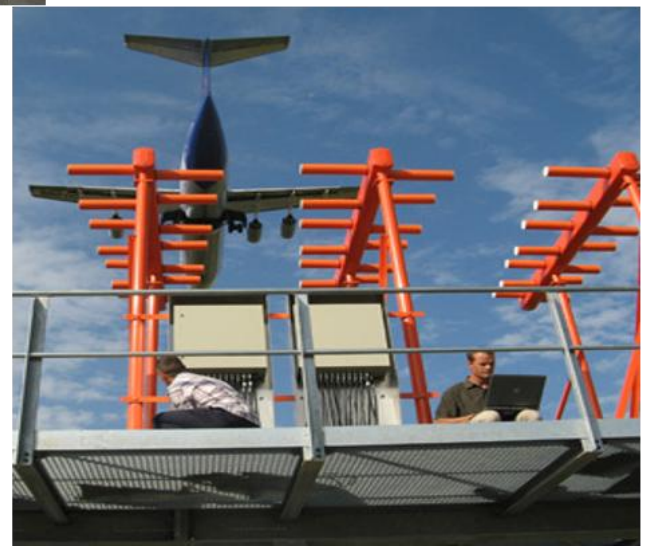












Human Factor

- This does not mean that people are the problem. It means that people operate within complex systems involving operational pressure, workload, communication, leadership, fatigue, training, and organizational culture.
- Behind many events, we find latent conditions that were created by the organization long before the error occurred.
- Human Resources plays a fundamental role.
- HR directly influences personnel selection, training, performance management, employee well-being, and leadership.

OPERATIONAL SAFETY

- The International Civil Aviation Organization defines operational safety as the state in which risks associated with aviation activities are reduced and controlled to acceptable levels.
- Appropriate competencies, conditions, and training.
- Operational safety = human decisions.
- Shared organizational responsibility.

Strategic Role of HR

- It means that people operate within complex systems involving operational pressure, workload, communication, leadership, fatigue, training, and organizational culture.

Traditional perception of HR versus its strategic role

- HR is the first line of defense for operational safety: it begins on the ground, in our offices.

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Strategic Role of HR

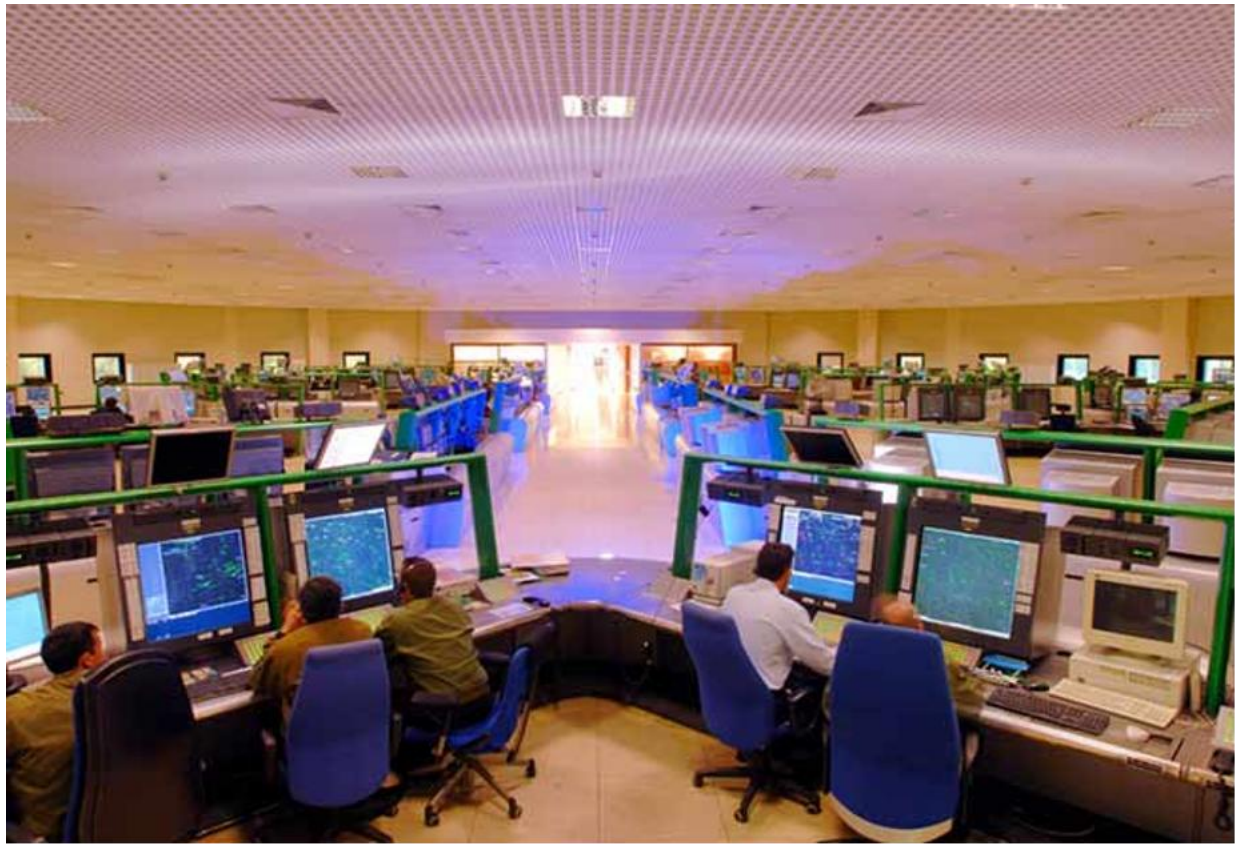
- Management focused on personnel administration with purely administrative functions: payroll, recruitment, timekeeping, vacations, and leave.
- No strategic HR plans. Fragmentation of HR functions.
- Training self-managed by technical units, increasing workload and dispersing objectives.
- Stable staffing levels: lack of strategic plans for recruiting and training new personnel.
- Insufficiently specialized selection.
- Human Factors: ergonomics, stress, aptitudes, attitudes, CRM, TRM, etc.

Strategic Role of HR

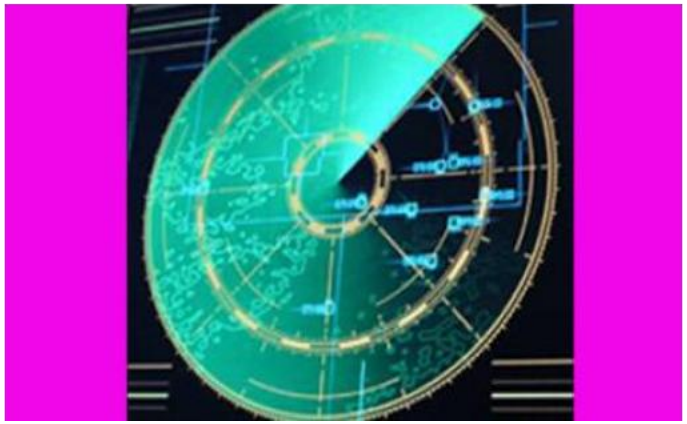
RAPIDLY

- AIR TRAFFIC INCREASED BY ALMOST 300%
- GROWTH OF WORLD ECONOMIES
- GROWTH AND ADVANCEMENT OF TECHNOLOGY
- CREATION OF STANDARDS, PROCEDURES, AND METHODOLOGIES

Strategic Role of HR







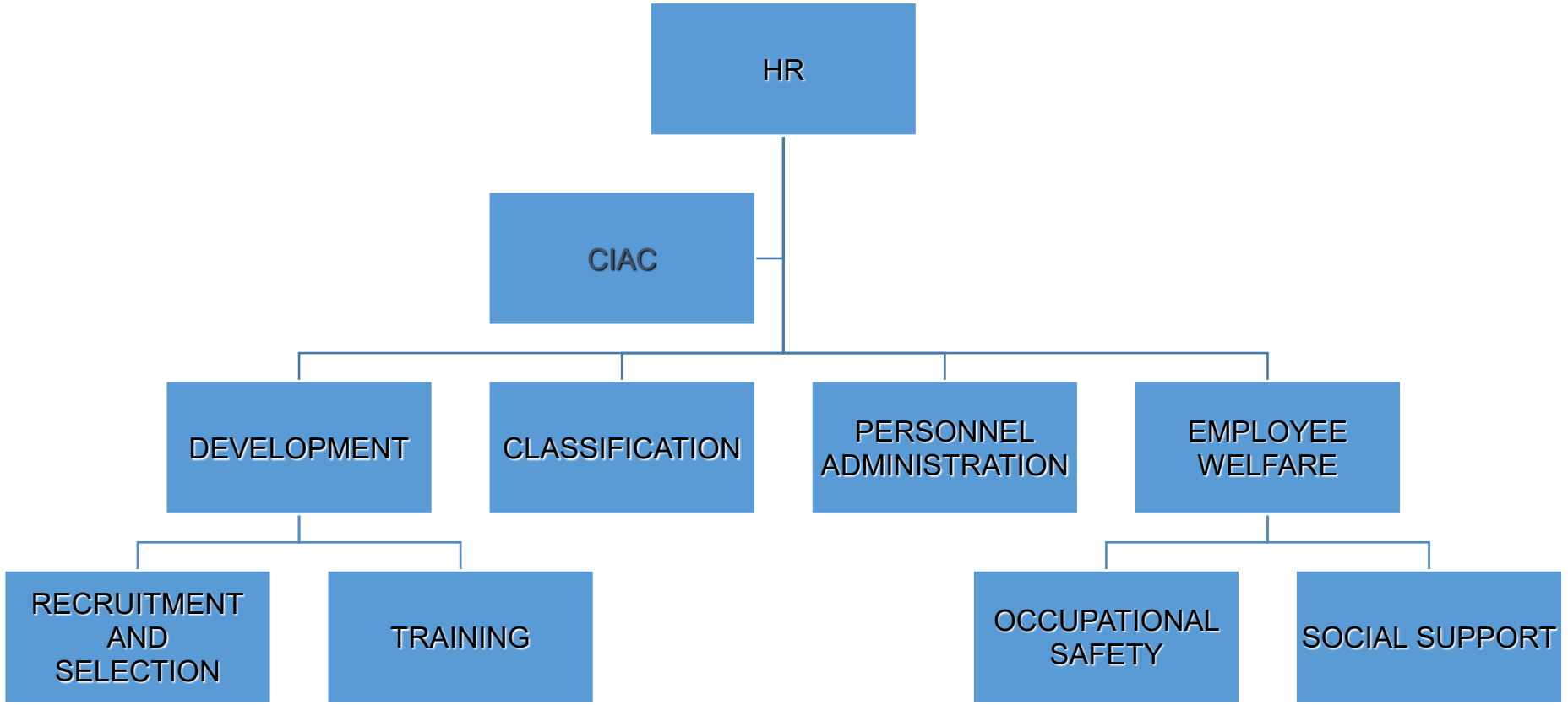
Strategic Role of HR



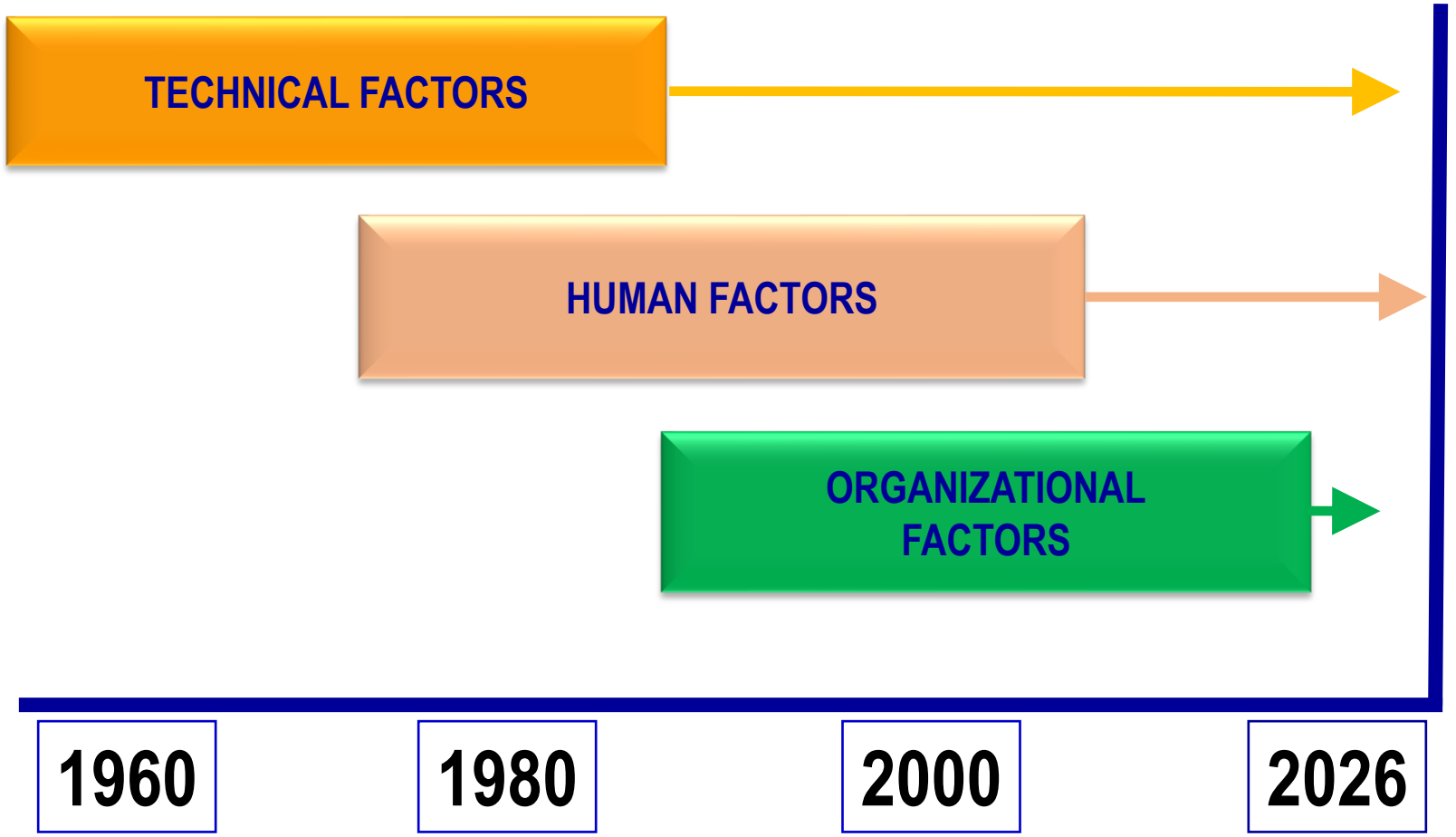
- INCREASED NEED FOR AERONAUTICAL PERSONNEL.
- GREATER SPECIALIZATION.
- GREATER GEOGRAPHICAL DISPERSION OF PERSONNEL.
- MORE SHIFTS DUE TO EXTENDED AIRPORT OPERATING HOURS.
- NEW AND INTEGRATED SERVICES: AIRPORTS, ANS, INSPECTION.
- INCREASED TRAINING NEEDS.
- EVOLUTION, ADAPTATION, AND AMENDMENT OF STANDARDS; GREATER SAFETY OVERSIGHT, CERTIFICATION, LICENSING, ETC.

Strategic Role of HR

Strong Structures



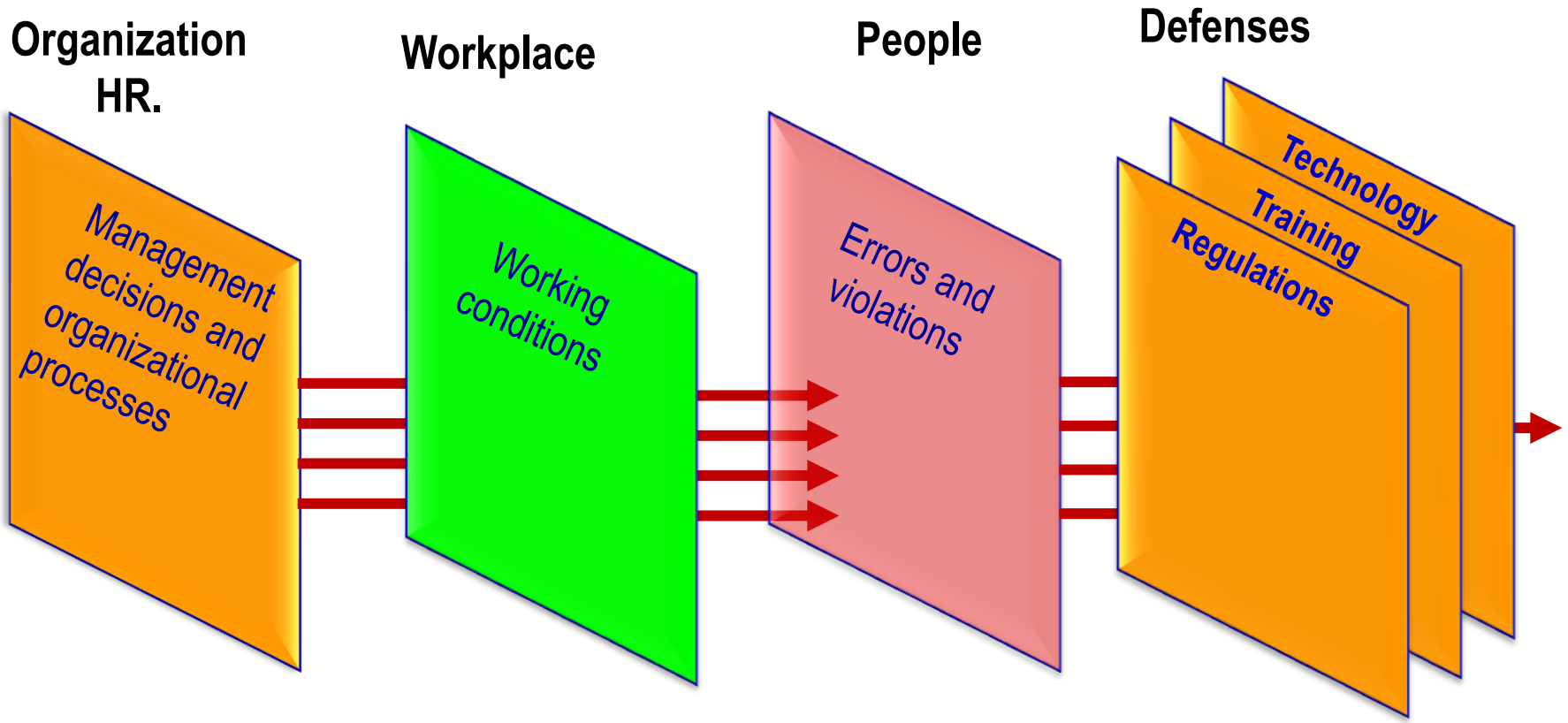
HR / SMS / SSP


TECHNICAL FACTORS
HUMAN FACTORS
ORGANIZATIONAL FACTORS
1960
1980
2000
2026

STATE SAFETY SYSTEM (SSP) – SAFETY MANAGEMENT SYSTEMS (SMS)

- *States shall require, as part of their State safety programme (SSP), that a [service provider] implement a safety management system (SMS) acceptable to the State, which, as a minimum:*
  - *identifies operational safety hazards*
  - *ensures that the corrective action necessary to maintain an acceptable level of operational safety is implemented*
  - *provides for continuous monitoring and regular assessment of the operational safety level achieved; and*
  - *aims to continuously improve the overall level of operational safety*

STATE SAFETY PROGRAMME (SSP) – SAFETY MANAGEMENT SYSTEMS (SMS)



Role of HR

What is our role?



Role of HR

- AUTONOMY AND SELF-SUFFICIENCY IN THE QUANTITATIVE AND QUALITATIVE PROVISION OF SPECIALIZED HR.
- HR STRATEGIC DEVELOPMENT AND PLANNING.
- STRENGTHENING CIVIL AVIATION HUMAN RESOURCES POLICIES.
- CENTRALIZATION OF HR.

Role of HR

- SPECIALIZATION OF HR PERSONNEL.
- STRATEGIC RECRUITMENT: AGREEMENTS WITH UNIVERSITIES, PROMOTIONAL EVENTS, REGIONAL DISTRIBUTION, AND OPENING NEW TALENT POOLS.
- SPECIALIZED SELECTION: QUALIFIED ASSESSORS, CUSTOMIZED TEST DEVELOPMENT, AND DATA ANALYSIS.
- HR DEVELOPMENT: METHODOLOGIES AND POLICIES FOR INITIAL, RECURRENT, AND REFRESHER TRAINING.

Role of HR

- DEVELOPMENT OF TECHNICAL/OPERATIONAL AND MANAGEMENT TRAINING PLANS.
- MODERNIZATION OF CIVIL AVIATION TRAINING CENTERS.
  IN TERMS OF INSTRUCTION AND TOOLS.
- CAREER PLANS: RETENTION
- PROFILE DEFINITION: TALENT ATTRACTION
- NEW GENERATIONS: SUCCESSION PLANS
- APPROPRIATE COMPENSATION POLICIES

CHALLENGES ALONG THE WAY

- Budgets.
- Management Committee.
- Civil Aviation Authority regulations that have not been amended for a long time.
- High management turnover in HR.
- Limited specialization among personnel working in HR.
- Need for self-sufficiency in initial training: CIAC.
- Limited domestic training options, increasing the cost of training abroad.

CHALLENGES ALONG THE WAY

- Long periods of unpaid initial training (scholarships).
- Low English-language proficiency among the target population (Language Proficiency).
- Recruitment difficulties.
  - Limited awareness of aviation professions.
  - Other career options with comparable salaries, less responsibility, and no shift work.
  - Shortage of available professionals in the sector, creating a mismatch between supply and demand.
- Few management and evaluation tools in place.



THANK YOU FOR YOUR ATTENTION

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