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DGAC HUMAN RESOURCES: FINANCING, ATTRACTING, RETAINING

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THE DGAC AND ITS DIRECTORATES

The DGAC concentrates the essentials of civil aviation

Within the DGAC: almost all administrative activities



Outside the DGAC

BEA

Bureau of Investigation and Analysis for Civil Aviation Safety

ENAC

National Civil Aviation School, the university of civil aviation

Regulators and operator: functional separation

DGAC

SG
General Secretariat

Human resources, legal, finance

DTA
Air Transport Directorate

Policy and regulation

DSAC
Civil Aviation Safety Directorate

Safety and regulatory compliance

DSNA
Air Navigation Services Directorate

Air navigation

Regulators

Operator

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The DSNA in figures

4,000
air traffic controllers

5 + 54
en-route centres (CRNA) and regional air navigation services, in mainland France

8
air navigation services overseas

≈ 5 M
movements controlled each year

+3%/year
forecast traffic growth through 2029
Europe's largest en-route control

≈ €2.2bn
of costs and revenues per year
Over the 2025-2029 period

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The DSAC: three areas of responsibility



Safety regulation

With the DTA: national safety regulation and participation in the European system and ICAO



Certification and oversight

Of all air transport operators



Safety promotion

DSAC staff in figures

Staff: 859 agents

271 agents
Central level (Paris)

588 agents
9 inter-regional directorates (DSAC-IR)

693
staff holding a DSAC licence

Staff profile

Technical / administrative corps



Technical /support



Men / women



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THE DGAC ANNEX BUDGET

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DGAC salaries

DGAC staff salaries are mainly financed by air transport users,
through charges and the civil aviation tax.

€1,389M
in personnel expenses in 2025

60%
of annex budget expenditure

10,320
jobs (FTEs) in 2025

Data published each year in the annual performance report (RAP), available on the website budget.gouv.fr

An annex budget to finance its missions

Annex budget «Air Control and Operations» (BACEA)

The annex budget's missions	The DGAC's directorates	
Air navigation services	→	**DSNA** Air Navigation Services Directorate
Oversight and certification (safety and security)	→	**DSAC** Civil Aviation Safety Directorate
Policy aspects: sustainable development, economic regulation	→	**DTA** Air Transport Directorate

Advantages, obligations and constraints

Advantages

- **Complete separation** of appropriations from the general budget
- **Self-financing** by the air transport sector
- **A single institution** for all areas of civil aviation

Obligations

- **Tracking the costs** of the air navigation provider while guaranteeing the **functional separation** from oversight and regulation
- **Detailed cost accounting** to identify the cost of each activity

Constraints

- **Its own treasury**, which must be closely monitored
- **If traffic falls** (Covid crisis), balance is ensured through borrowing

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THE CHARGES

Air navigation charges

Framed by European regulation and performance plans.
Charges in mainland France: collected by Eurocontrol

Performance plan

Submitted every 5 years by each State

The resources

Human, investment, organisation

A set target

Current plan: -1.2% in costs

The provider then justifies its actual costs against the plan's costs:

Specific financial accounts

for each provider, which must be certified

Annual consultations with users

3 international and 2 national

What the charges cover

Personnel costs

- Gross pay
- Employer social security and pension contributions
- Pensions, calculated with prudent assumptions set out in the performance plan
- Other

Other operating costs

Amortisation

Cost of capital

Exceptional items

Oversight and certification charges

Nature of the services

Issuance of certificates, approvals, authorisations and licences, and oversight of activities

A key principle

Full recovery of the costs of services provided

Areas of intervention

- Aircraft airworthiness
- Aerodrome operations
- Aircraft operations
- Providers
- Aeronautical training
- Training organisations
- Aeronautical examinations
- Flight simulators
- Air navigation providers
- Aviation security equipment
- Etc.

Full cost recovery

Personnel costs

Pay, pensions, initial and continuing training of staff directly involved in oversight and certification

Study costs

Cost of capital

and asset amortisation

Operating costs

Support service costs

Administration, accounting, communication

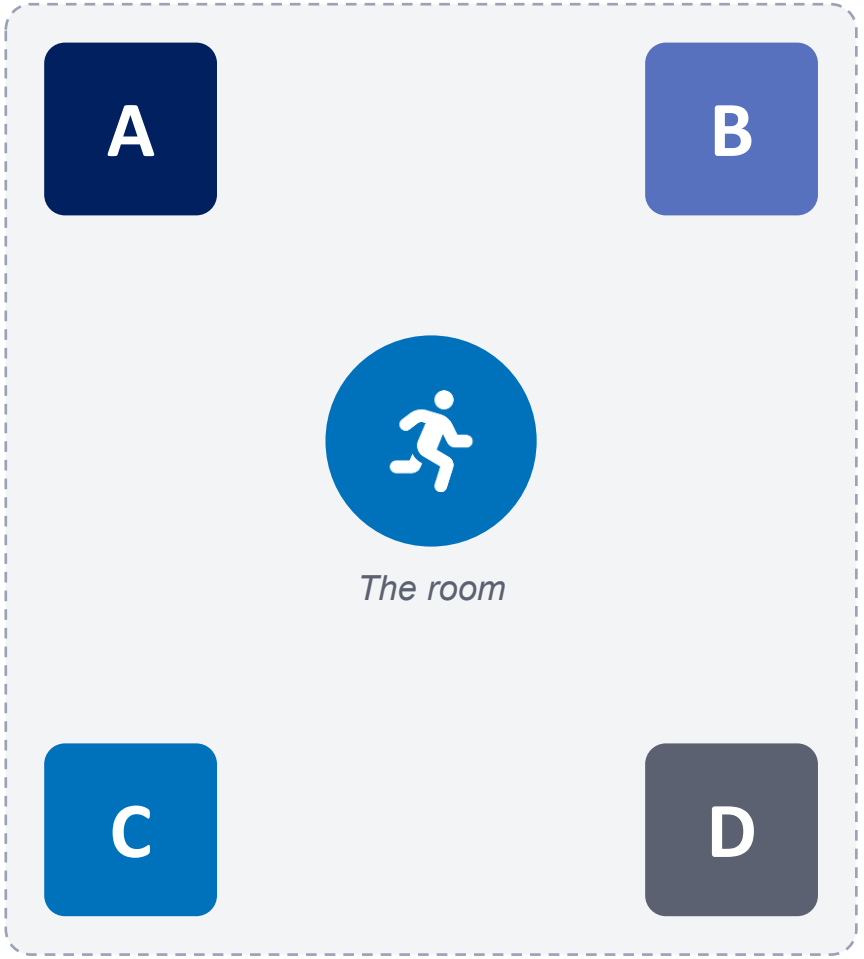
Activity: the 4 corners of the budget

1. **I read the question**
   and the 4 answers on screen

2. **You go to a corner**
   20 seconds to choose: A, B, C or D

3. **Each corner argues**
   one person defends the group's choice

4. **The answer is revealed**
   and we discuss it together



The 4 corners of the budget · question 1/3

ACTIVITY 1 · QUIZ

What share of the DGAC annex budget's expenditure went to personnel in 2025?

A	25%
B	60%
C	78%
D	95%

The 4 corners of the budget · question 2/3

ACTIVITY 1 · QUIZ

How much did the DGAC spend on personnel expenses in 2025?

A	€389M
B	€789M
C	€1,389M
D	€2,389M

The 4 corners of the budget · question 3/3

ACTIVITY 1 · QUIZ

Who invoices airlines for en-route air navigation charges?

A The DGAC

B Eurocontrol

C Airports

D ICAO

The 4 corners of the budget: the answers

B

Q1. 60%
€1,389M in personnel expenses, i.e. 60% of annex budget expenditure in 2025.

C

Q2. €1,389M
60% of annex budget expenditure in 2025.

B

Q3. Eurocontrol
Invoices on behalf of all European countries and passes the revenue on to each.

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THE DGAC'S TECHNICAL CORPS

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Four technical corps, recognised aeronautical career paths

ICNA

Air navigation control engineers

ATCO - air traffic controllers: air traffic control in towers, approaches and en-route centres (CRNA)

IESSA

Air safety systems electronics engineers

ATSEP - install, maintain and supervise radars, radio navigation, telecommunications and control computer systems

IEEAC

Civil aviation studies and operations engineers

Versatile category A technical managers: safety and oversight, regulation, airports, management, studies and projects

TSEEAC

Senior civil aviation studies and operations technicians

Oversight and certification, aeronautical information, control at some aerodromes, technical operations. The key corps for oversight inspections

Civil servants trained by the State… and committed

State civil servants

Category A: ICNA, IESSA, IEEAC · Category B: TSEEAC

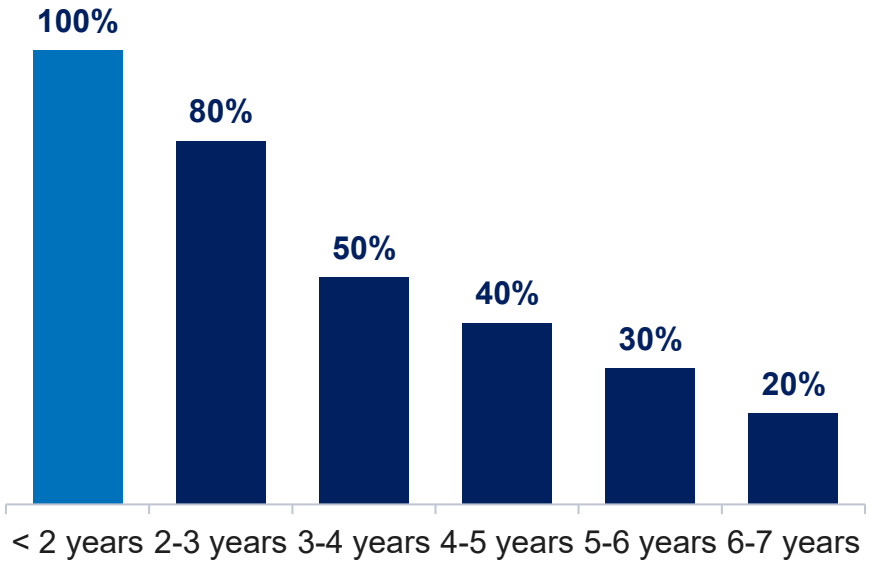
Trained at ENAC and paid

Student salary, then trainee salary during training

Commitment to serve the State: 7 years

From tenure onwards; in case of breach, reimbursement of salaries received during training and of study costs

Leaving before 7 years: part of the sums to be reimbursed



Study costs per year of schooling:

ICNA €13,500 · IESSA €6,000 · TSEEAC €7,000

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THE ADVANTAGES OF THE CIVIL SERVICE IN FRANCE

Job security

The separation of grade and job

The grade belongs to the employee, even if their post disappears.

The grade

Belongs to the employee. They keep it throughout their career.

≠

The job

Is the post held. It can change or disappear, for example in a reorganisation.

Career and pay

Automatic progression

Step advancement by seniority: salary rises regularly, with no individual negotiation

Transparent pay scale

Everyone can know in advance how their salary will evolve

Bonuses and allowances

- RIFSEEP (IFSE and CIA) for administrative staff or **RIST** for technical staff,
- NBI for some posts,
- residence allowance,
- family supplement from the 1st child,
- bonuses linked to time in a post (e.g. CDG)

Internal promotion

Internal competitions, professional examinations, aptitude list

Mobility

Changing ministry, territorial authority or branch: secondment, transfer, leave of absence

Working time and leave

Remote working	At the employee's request, with their manager's agreement
25 days of annual leave	Plus possible additional days for split leave
RTT days (working time reduction)	If the working week exceeds 35 hours
Part-time as of right	In certain cases: child under 3, disability, family carer
Leave of absence	Temporarily leaving the administration (personal project, starting a business, accompanying a spouse) and then returning
Absence permits	Family events, care of a sick child, etc.
Travel time	Possibility of recovering professional travel time, depending on the case (under study)

Social protection and health

Sick leave

Long-term illness leave (CLM) and long-duration leave (CLD): full salary over a long period

Service-related accidents

Full coverage through CITIS (temporary incapacity leave attributable to service)

Supplementary health and provident insurance

The public employer contributes to the financing (progressive reform through 2026)

Functional protection

The administration defends and legally covers an employee who is attacked or sued in the performance of their duties

Retirement

For all civil servants

Pension calculated on the last 6 months
of base salary (not the best 25 years as in the private sector): favourable to rising careers

Bonuses barely included
in the pension

Active categories: early retirement

Police officers, nursing assistants, air traffic controllers…

52 → 54 years	Age at which ICNA rights open, progressively raised by the 2023 reform (17 years of active service required)
59 years	ICNA age limit: compulsory retirement, no extension possible
+ 1/5	Fifth bonus: length of service increased by 20%, capped at 5 years

Social action, an investment by the DGAC

Social assistance
CESU for childcare, holiday vouchers, settling-in aid, benefits for children with disabilities, reserved nursery places

Social housing
Reserved for DGAC staff

Catering
Subsidised collective catering, on-site canteen

Housing assistance
For purchasing a property or for works

DGAC particularity: associations serving staff
Holiday accommodation, cultural visits, theatre tickets (free invitations or discounts) and concerts: not subsidised, but with easier access to tickets.

Continuing training

Continuing training

- Personal training account and professional training leave
- Preparation for competitive exams
- Technical training with ENAC, under its agreement with the DGAC
- Eurocontrol: training needs shared at European level

DGAC case

Pilot courses

10 places per year

- For certain staff, in particular technical and managerial
- At ENAC, under the ENAC-DGAC agreement
- First a theory exam, then the courses and finally a practical exam
- Training during working hours

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SKILLS AND LICENCES AT THE DSAC

Four licence levels, a retention lever

Level 1

Inspector

Level 2

Senior inspector or auditor

Level 3

Audit mission leader or referent: the highest level until the latest protocol

Level 4

Created by the latest social protocol to retain audit mission leaders and experts

Licence valid for 2 years

An associated bonus depending on licence level and corps

A tool for recognition and retention

Initial qualification: a common core

For all newcomers

A common safety culture, before each area's own training

9 days

+ an exam

Managers: «DSAC culture» pathway of 4 modules/2 days

The programme

- Aeronautical legislation (ICAO, EU, national)
- DSAC organisation and activities
- Accident investigation and human factors
- SMS
- SSP
- DSAC management system
- Legal risk, ethics, conflicts of interest
- Innovation, drones and U-space
- Environment and territorial affairs
- Certification and oversight methods
- Audit techniques

The oversight licence

SINCE 2019 · ICAO AND EASA REQUIREMENT

Demonstrating the competence of staff who carry out audits and oversight

7 technical areas

OPS | **AIR** | **ATM/ANS** | **ACW** | **ADR** | **SECU** | **ENV**

Specialities per area: example of the OPS area

« TAS »	« AGD »	« RAMP-cte »	« RAMP-cdz »
CAT, SPO, NCC, BAL	Drones, general aviation	Ground inspectors	Analysts of ground checks

Initial qualification
Theoretical, practical and on-the-job training

Renewal every 2 years
Continuing training + minimum activity

Qualification management tool
« OLAF »

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OTHER MEASURES IMPLEMENTED AT THE DGAC

The DGAC social protocol

The DGAC social protocol is a multi-year agreement signed between management and the unions: staff accept reforms in exchange for pay and social benefits.

The administration carries out reorganisations → **In return: pay and statutory improvements**

A new legal framework

2023-2027: collective agreement (ordinance of 17 February 2021, incorporated into the CGFP), valid if signed by unions representing at least 50% of the votes

Protocol 2023-2027

Signed on 7 May 2024 by the unions. Supports the transformation of the DGAC, with counterparts for all staff

Skills management

Change and skills management mission (MC2)

Leads forecast management of staffing, jobs and skills; develops and promotes the enhancement of skills

Mobility and career advisers (CMC)

An adviser for staff guidance

Corps managers (CDC)

Personalised advice and support: IEEAC, State administrators, attachés, administrative corps B and C, contract staff

Three objectives

- **Avoid vacancies**
- **Facilitate individual solutions**
- **Know about departures in advance**

MC2 in action

Reorganisation

- Aligning skills with new missions
- Support for career development

Individual support

- Guidance, development, mobility
- Support for the professional project

Support for taking up a post

- 6-month interview
- Motivations and management style tool
- Mentoring for key posts

Vacancies

- Search through the CDC / CMC network
- Support for job descriptions
- Participation in recruitment

GEPEC

- Evolution of skills and jobs according to missions
- Updating and monitoring

Building team cohesion

Build a network

Build a team

Moments of conviviality

Example: DSAC common-core training

Two weeks for all newcomers

- General DSAC culture
- Environment: ICAO, EASA…
- Ethics
- Environmental awareness
- Presentation of sovereign missions
- Audit techniques
- Oversight principles

Managers: «DSAC culture» in 4 modules/2 days

The wall of ideas

ACTIVITY



1. Choose

In groups of 3-4: which measure presented today would be most applicable in your organisation?



2. Stick

Your idea on a sticky note and a success condition on a different-coloured sticky note



3. Vote

3 stickers per person for the ideas that inspire you



4. Share

Reading of the 3 most-voted ideas

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THANK YOU! YOUR QUESTIONS