Workshop on Human Resource Management in Civil Aviation Authorities

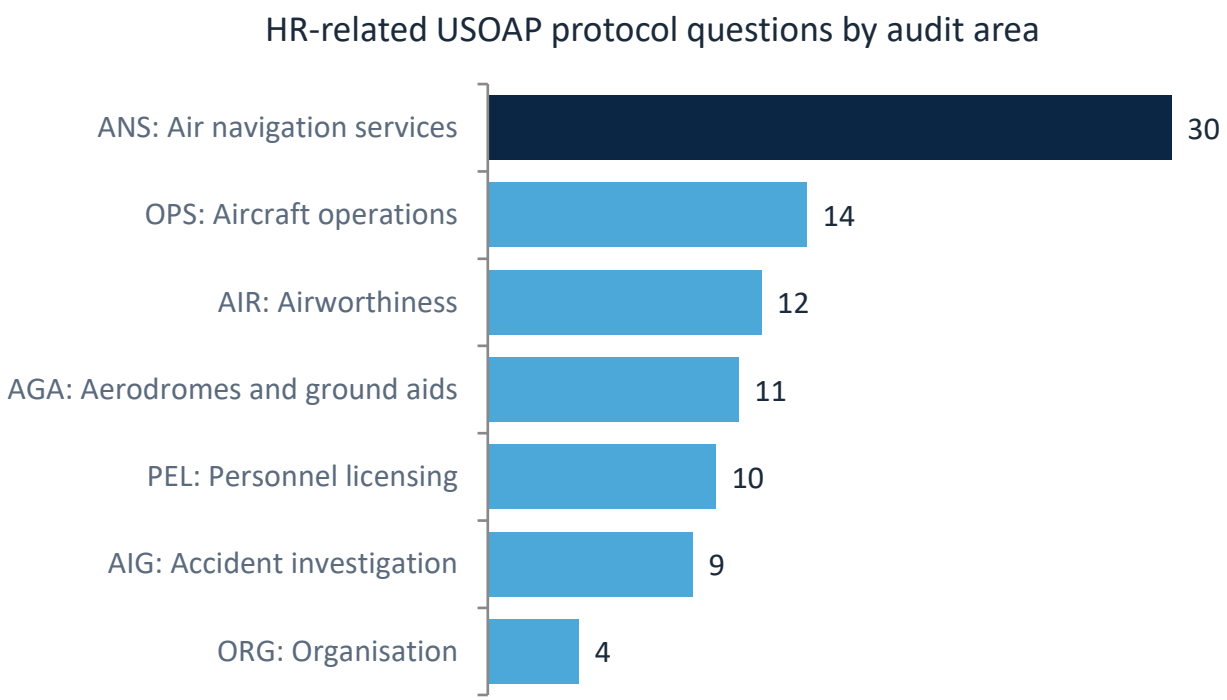
# Talent Attraction in Aviation



Case Study 1: Guyana

90-minute session | Dr. Saheed Sulaman, PhD

# ICAO audits HR: 90+ protocol questions depend on it




**90+** HR-related protocol questions in ICAO's audit programme

**22+** ICAO reference documents behind them

**≥1 in 3** sit in air navigation services, home of our controllers

## WHAT THE QUESTIONS COVER

- Staffing
- **Recruitment and retention**
- Job descriptions
- Qualifications and competencies
- Training
- Inspector credentials
- Training records

*Source: ICAO USOAP Continuous Monitoring Approach.*

SESSION ROADMAP

# Our 90 minutes together

## 45 min

### Interactive presentation

Why talent attraction matters now, what each generation wants, employer branding and recruitment channels

## 30 min

### Case study group work

Forbes World's Best Employers 2025: the top five

## 15 min

### Feedback

Group report-backs and next steps

BY THE END YOU WILL HAVE

- A clear case for why attraction is urgent in aviation
- Insight into what each generation wants from an employer
- Practices you can adopt or adapt, tested against our reality

# Why would a top aviation professional choose your organisation today?




- **A** Pay and allowances
- **B** Training, licences and career path
- **C** Job security and benefits
- **D** Flexible rosters and work-life balance
- **E** Honestly, I am not sure they would

FOLLOW-UP

**Now vote again: why would they choose an oil and gas company instead?**

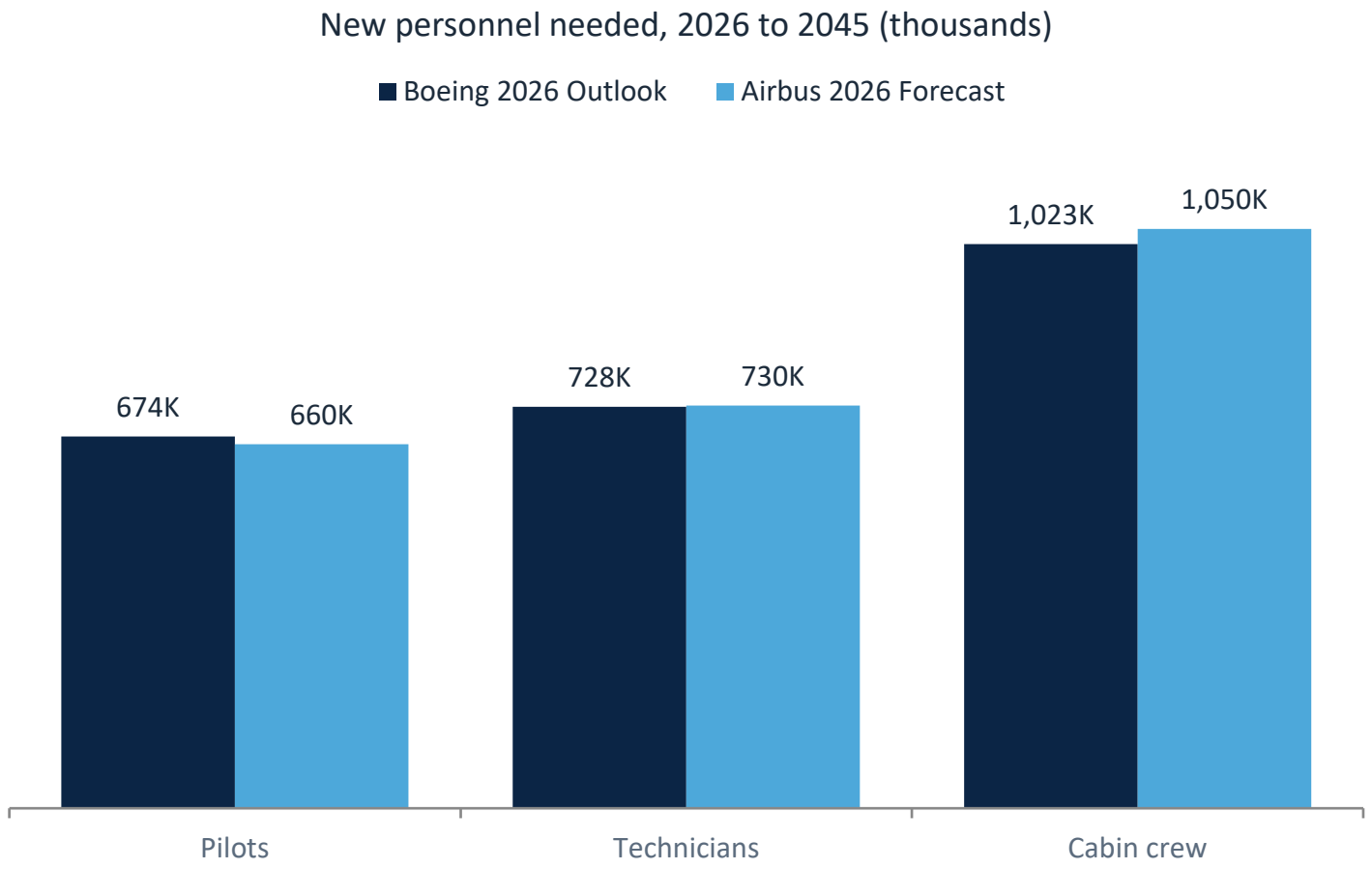
Vote by app or show of hands

PART 1A | ABOUT 12 MINUTES

# Why talent attraction matters now

A global shortage meets a local boom

# The world needs 2.4 million new aviation professionals




**674,000**

new pilots

*Boeing PTO 2026*

**728,000**

new maintenance technicians

*Boeing PTO 2026*

**2 in 3**

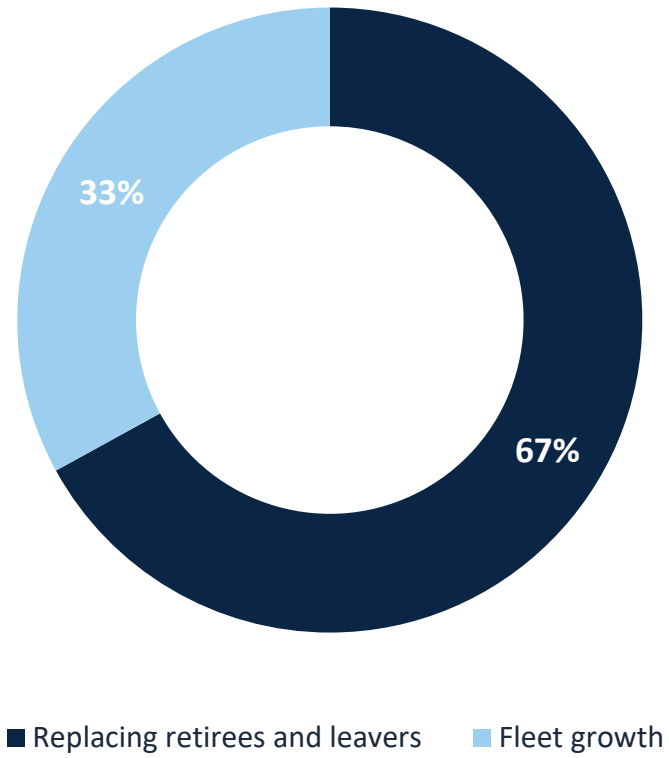
new hires replace leavers, not growth

*Boeing PTO 2025*

*Sources: Boeing Pilot and Technician Outlook 2026 (July 2026) and 2025; Airbus Global Services Forecast 2026 (October 2026)*

# Why the gap keeps growing

Where new aviation demand comes from




**5.2 billion**

airline passengers forecast for 2026, a new record

*IATA, December 2025*

**3,000+**

air traffic controllers short in the US alone, against about 13,800 in post

*FAA via AP, May 2025*

**+94%**

growth in active commercial pilots needed, 315,000 (2024) to 610,000 (2044)

*Boeing PTO 2025*

**3 to 5 years**

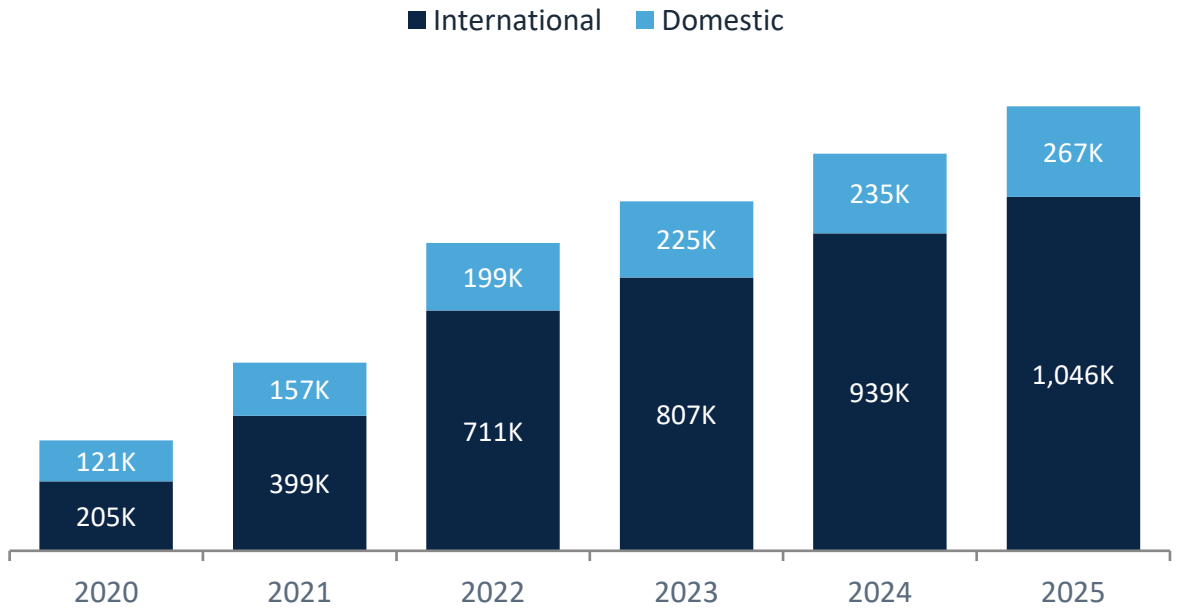
to train a fully certified air traffic controller

*Cargoforwarder, Feb 2025*

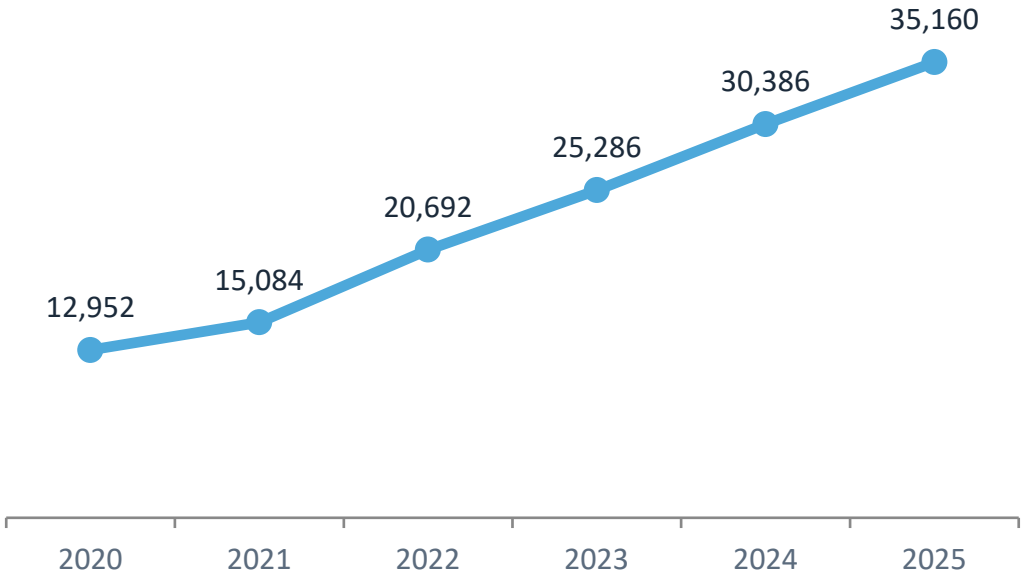
*Sources: Boeing PTO 2025; IATA Global Outlook (9 Dec 2025); FAA figures reported by AP (May 2025); Cargoforwarder Global (Feb 2025)*

# Passengers up fourfold, seat capacity nearly tripled

Passengers carried (international and domestic)




Weekly international seats (December)




**6 → 17**
international airlines

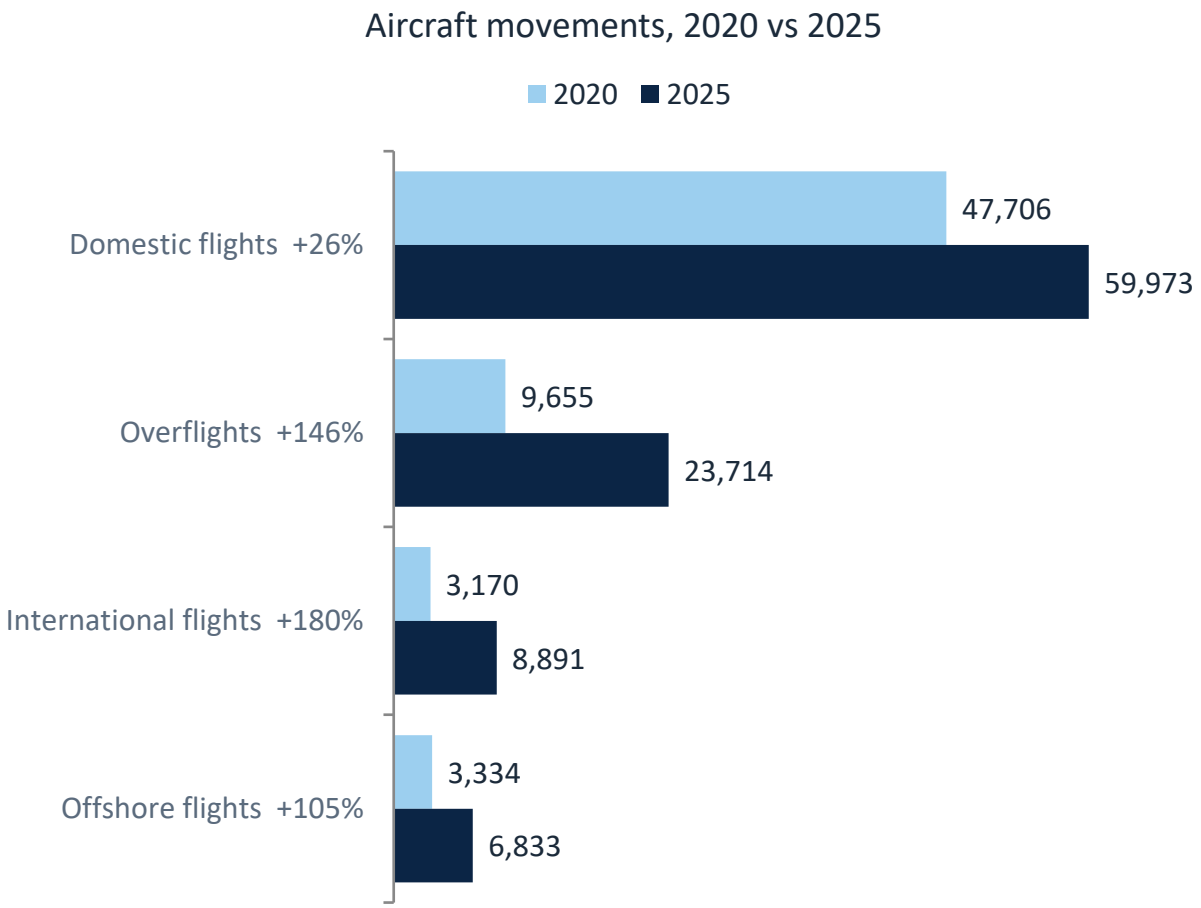
**6 → 22**
international destinations

**+76%**
international air freight (8,755 to 15,408 tonnes)

**12,000**
jobs supported: 1 in 20 in Guyana; G$20.7B in GDP

*Source: GCAA, Aviation Benefits Beyond Borders: Statistical Digest (2025 update). Jobs and GDP from the Oxford Economics study cited in the digest.*

# More flights, more aircraft, more to regulate




## WHAT THE GCAA OVERSEES IN 2025

### Licensed personnel

| 299 | 104 | 49 | 11 |
|---|---|---|---|
| Maintenance engineers | Pilots | Air traffic controllers | Flight dispatchers |

### Operators and organisations

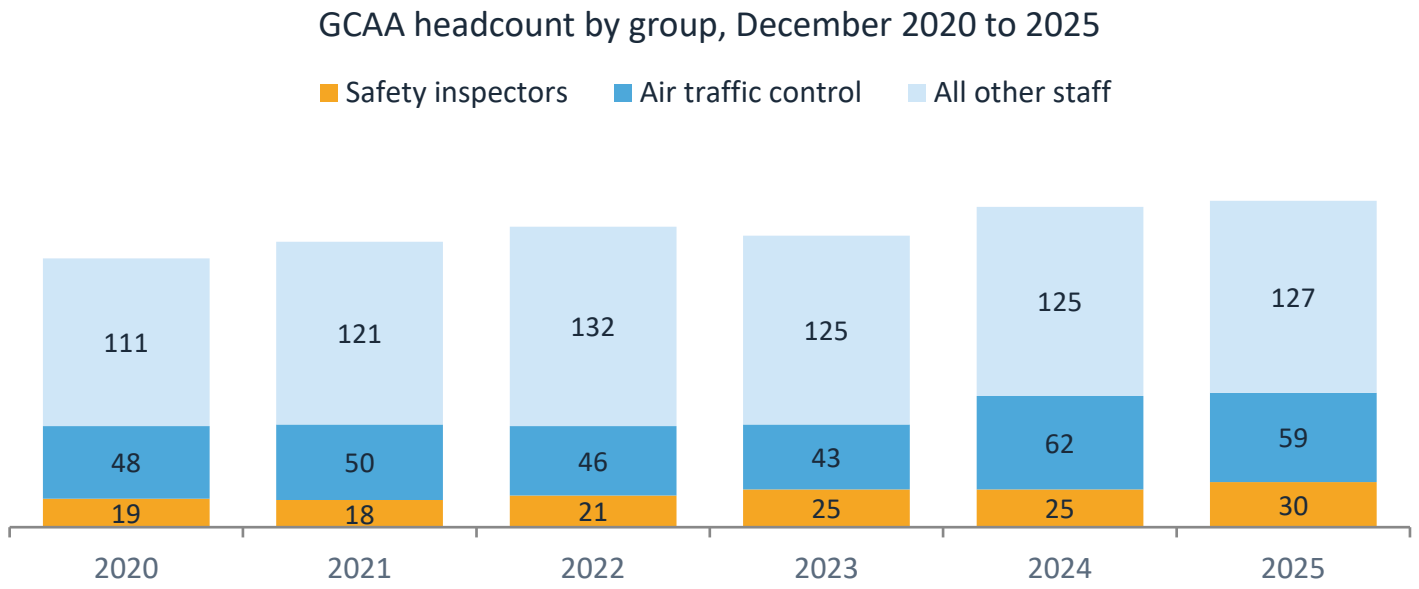
| 17 | 7 | 7 | 5 |
|---|---|---|---|
| Intl passenger airlines | Intl cargo operators | Local AOC holders | Maintenance organisations |

### Aircraft and aerodromes

| 109 | 122 | 40 | 1,431 |
|---|---|---|---|
| Registered aircraft (+40%) | Domestic aerodromes | Approved helidecks | Drone operators |

*Source: GCAA, Aviation Benefits Beyond Borders: Statistical Digest (2025)*

# The industry grew fivefold. Our regulator grew 21%




| Headcount | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2020 to 2025 |
|---|---|---|---|---|---|---|---|
| **Safety inspectors** | 19 | 18 | 21 | 25 | 25 | 30 | **+58%** |
| **Air traffic control** | 48 | 50 | 46 | 43 | 62 | 59 | **+23%** |
| **All other staff** | 111 | 121 | 132 | 125 | 125 | 127 | **+14%** |
| **GCAA total staff** | **178** | **189** | **199** | **193** | **212** | **216** | **+21%** |

*Sources: GCAA, Aviation Benefits Beyond Borders: Statistical Digest (2025)*

**INDUSTRY GROWTH**
2020 to 2025

**+410%** **international passengers**
205K to 1.05M

**+180%** **international flights**
3,170 to 8,891

**+171%** **weekly seat capacity**
12,952 to 35,160

**+146%** **overflights**
9,655 to 23,714

**6 → 17** **international airlines**
and destinations

**+21%** **GCAA staff, same period**

# We are in a three-way contest for the same people

## Oil and gas

- Economy grew 19%+ in 2025; oil output passed 900,000 barrels a day
- Offshore helicopter operators recruit pilots and engineers
- Engineers hired before they graduate




*Pull on the same scarce skills*

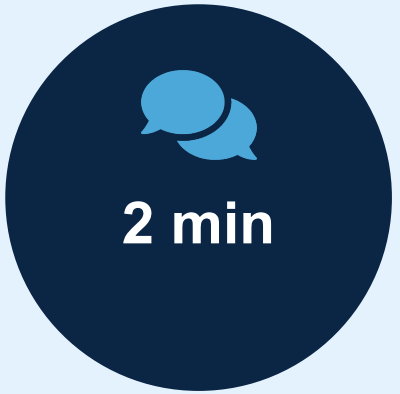
## Regional and international airlines

- Many Guyanese pilots and engineers already work abroad
- Global demand of 674,000 pilots pulls talent outward
- Higher pay and bigger fleets

**Implication:** we will rarely outbid oil and gas, so we must out-offer them

*Sources: IMF Article IV mission (Jul 2026) via Guyana Chronicle; OilNOW (2024, 2025); Stabroek News; ILO (2022); Boeing PTO 2026*

# Which role is hardest for you to fill, and who are you losing it to?




1

### Turn to your neighbour

Name the one role you struggle most to fill or keep.

2

### Name the competitor

Oil and gas? A foreign airline? Another local operator?

3

### Name the reason

What do they offer that you do not?

*Then: two or three pairs share with the room*

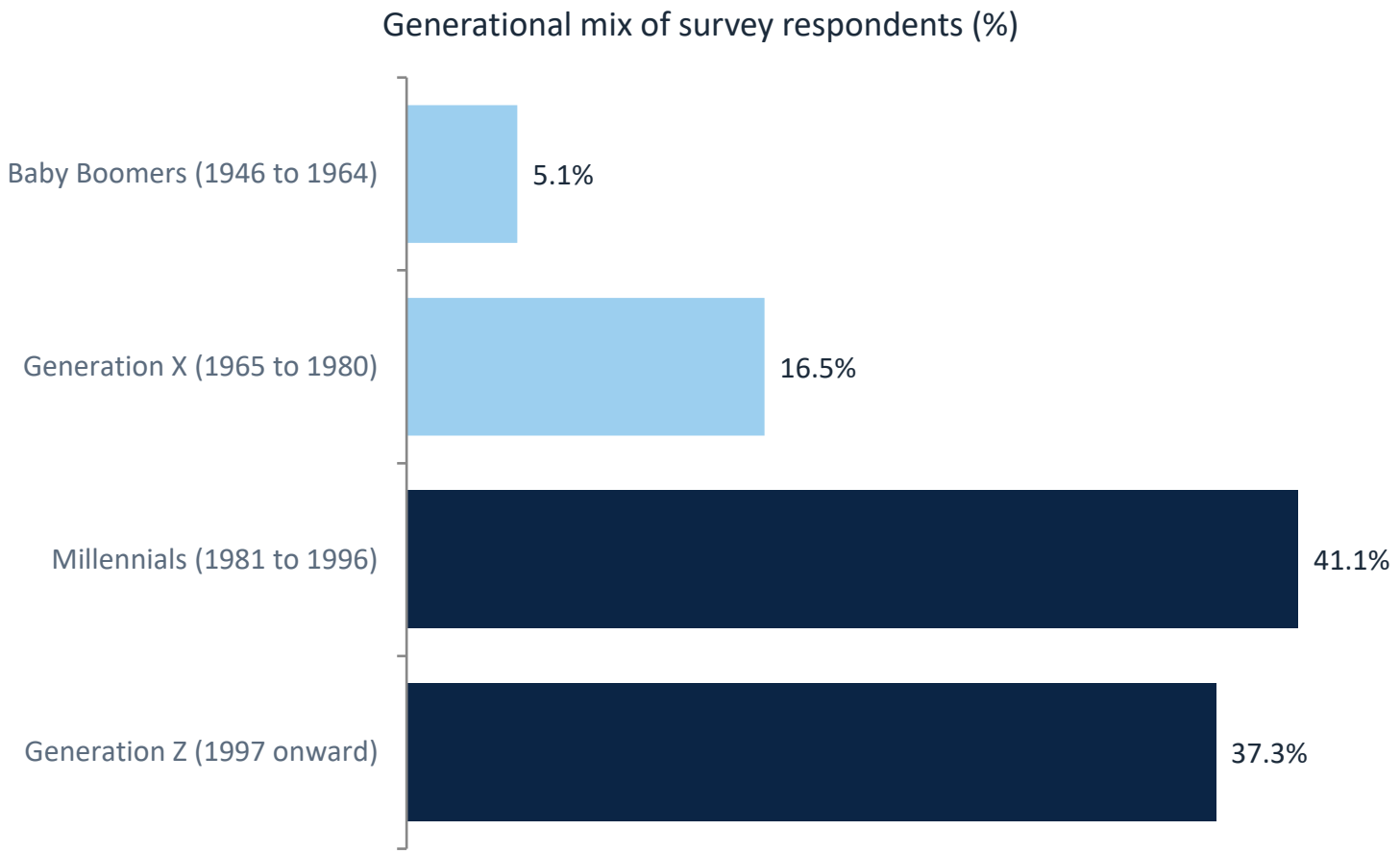
PART 1B | ABOUT 10 MINUTES

# What each generation looks for in an employer

Findings from my doctoral research on Guyana's aviation workforce

THESIS FINDINGS

# Our workforce is young: 78% Millennials and Gen Z




**238**

aviation professionals surveyed

**4**

sectors: airlines, regulators, airports and air navigation, ground handling

**78%**

of respondents are Millennials or Gen Z

*Source: Sulaman, S. (PhD thesis), generational diversity, productivity and staff turnover in Guyana's aviation industry; survey n = 238 (generation item n = 236)*

THESIS FINDINGS

# What each generation looks for in an employer

## Baby Boomers

5% of sample

LOOKS FOR

- Respect for experience
- Stability and clear structure
- Face-to-face communication

ATTRACTION MESSAGE

***"Your expertise will shape the next generation."***

## Generation X

17% of sample

LOOKS FOR

- Autonomy and trust
- Adaptable, practical leadership
- Stability with some flexibility

ATTRACTION MESSAGE

***"Lead your way, with the tools to do it."***

## Millennials

41% of sample

LOOKS FOR

- Work-life balance
- Purpose and meaningful work
- Visible career growth

ATTRACTION MESSAGE

***"A clear path from first licence to captain."***

## Generation Z

37% of sample

LOOKS FOR

- Fast advancement
- Innovation and digital tools
- Participatory leadership, quick feedback

ATTRACTION MESSAGE

***"Modern tools, fast feedback, real progress."***

*Source: Sulaman, S. (PhD thesis), cohort traits and divergence analysis. Attraction messages are illustrative applications of the findings.*

THESIS FINDINGS

# Unmanaged generational gaps hurt our employer brand

**38%**

have considered leaving because of generational conflict

**51%**

rate staff turnover in their organisation as moderate to high

**46%**

say their organisation has no formal strategy to manage generational gaps

**5%**

say mentorship is their organisation's main strategy



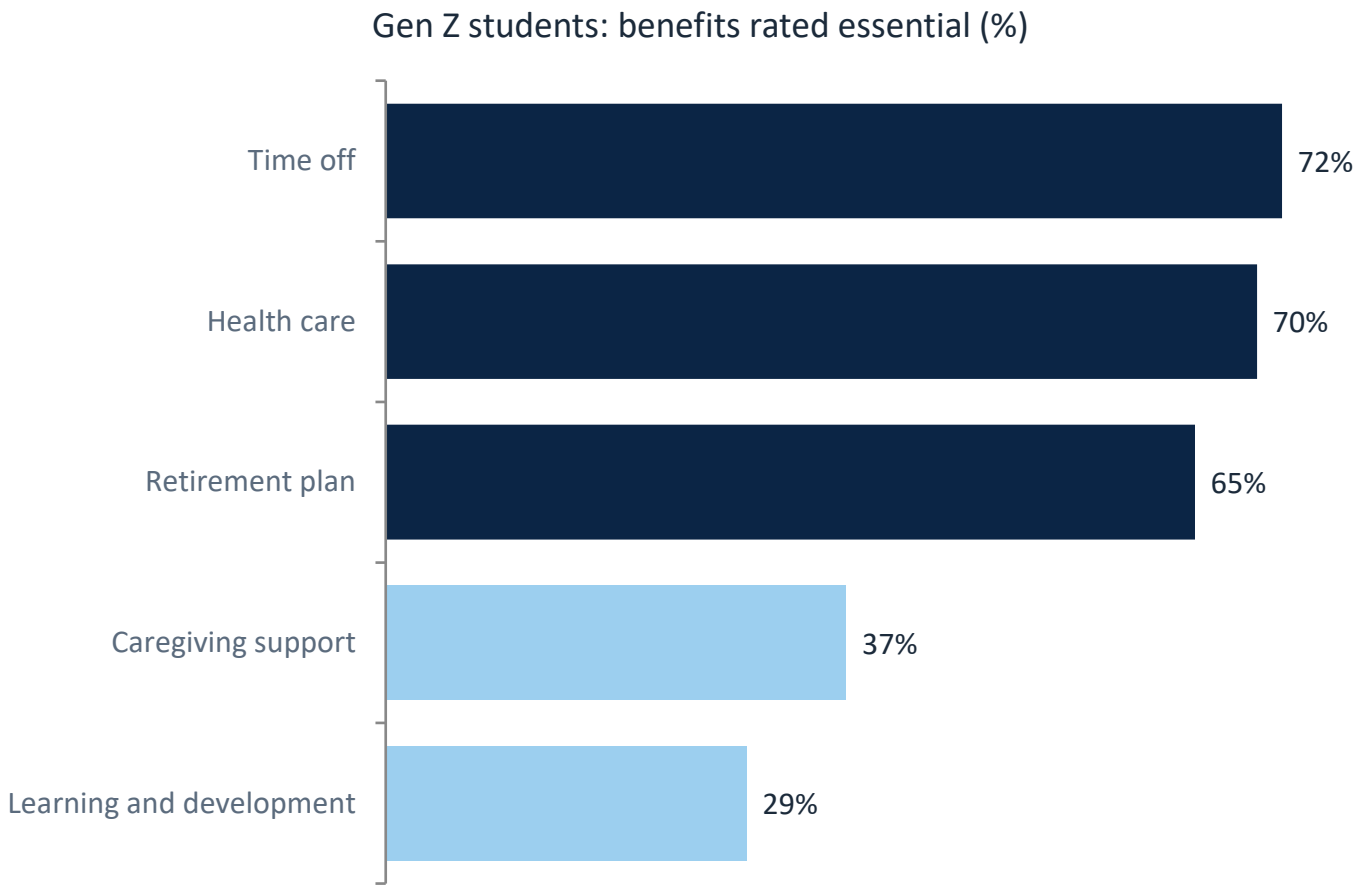
## In a small market, every departure tells a story about us

Leavers cite career stagnation, leadership that overlooks their needs and rigid structures. Candidates hear those stories before they ever apply.

*Source: Sulaman, S. (PhD thesis), survey Q20, Q21, Q23 and strategy question; thematic analysis of open-ended responses (Q22, Q29)*

SHRM RESEARCH

# Gen Z wants stability and benefits, not just pay




**No. 1**

Job stability is Gen Z graduates' top job-search priority, ahead of salary

**65%**

would not accept a job without a retirement plan

**69%**

of employers struggle to fill full-time roles

*Sources: SHRM (Mar 2023; Mar 2024) reporting Handshake surveys of US students; SHRM 2025 Talent Trends (Jul 2025)*

# Which generation does your current job advert really speak to?




**Baby Boomers**

**Generation X**

**Millennials**

**Generation Z**

*Bonus question: which generation do you most need to attract in the next five years?*

PART 1C | ABOUT 8 MINUTES

# Employer branding and the employee value proposition

Why people should choose us, and how they find out

EMPLOYEE VALUE PROPOSITION

# Five pillars of a winning aviation EVP



## Rewards

Competitive pay, allowances, profit sharing, travel benefits



## Growth

Funded licences, type ratings, a published career ladder



## Stability and wellbeing

Health, pension, predictable rosters, fatigue management



## Culture and leadership

Safety culture, mentoring, a voice in decisions



## Purpose

Connecting hinterland communities, building a national industry

**The test:** Is each pillar true today? Would our own staff say so? Is it different from oil and gas?

*Framework adapted from SHRM, "Employer Value Propositions Are Brand Building Blocks". Growth highlighted as aviation's strongest differentiator.*

EMPLOYER BRANDING IN PRACTICE

# From a job notice to a career invitation

BEFORE

**Vacancy: Aircraft Maintenance Engineer**

- Minimum 10 years' experience
- Must hold all relevant licences
- Salary commensurate with experience
- Submit application letter by hand

*Speaks to: people we already have*



AFTER

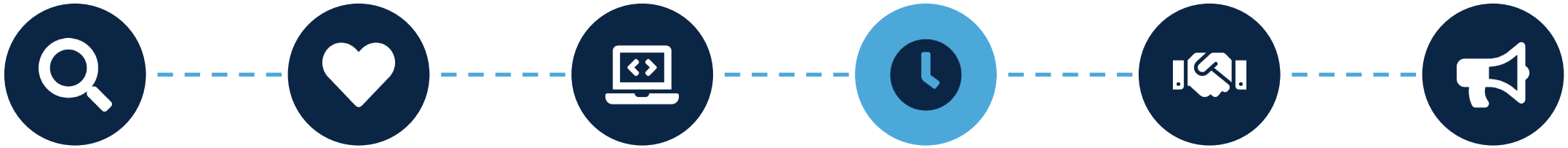
**Keep Guyana flying: join our engineering team**

- We fund your next licence and type rating
- Mentored by senior engineers from day one
- Published salary band and career ladder
- Apply in 5 minutes on your phone

*Speaks to: Millennials and Gen Z we need*

*Illustrative example built from thesis findings (career growth, mentorship, digital channels) and SHRM data on pay transparency and stability.*

# Every touchpoint either attracts or repels



**Discover**

Social media, school visits, air shows

**Consider**

Careers page, real employee stories

**Apply**

Mobile-friendly, 5 minutes or less

**Offer**

Decide in days, not months

**Onboard**

Buddy, mentor and a 90-day plan

**Advocate**

Referral rewards for staff

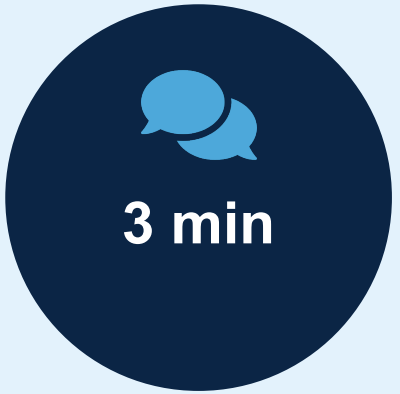
**41%** of employers say candidates have ghosted them during hiring

**51%** report too few applicants

**55%** already recruit through social media

*Source: SHRM 2025 Talent Trends (press release, 25 Jul 2025)*

# Write your EVP in one sentence a 22-year-old would share




TEMPLATE

"Join us to **[purpose]**, where we **[growth promise]** and **[how we treat people]**."

**Check it:** Is it true? Would your staff agree? Could an oil company say the same?

EXAMPLE

*"Join us to connect Guyana's communities, where we fund your wings and every voice in the hangar counts."*

PART 1D | ABOUT 8 MINUTES

# Recruitment channels and strategies that work

Grow your own, reach the diaspora and recruit through your people

# Grow your own: build the pipeline before you need it

**Inspire** → **Train** → **Sponsor** → **Retain and return**

### Ages 12 to 18

- School and STEM visits
- Air Cadets of Guyana
- Open days, girls in aviation events

### School leavers

- ICAO NGAP+ programme (launched Dec 2025)
- Civil Aviation Training School (ICAO TRAINAIR Plus)
- Art Williams and Harry Wendt engineering school

### Cadets and apprentices

- Bonded scholarships and cadetships
- Ab initio pilot schemes (OMNI model)
- Paid apprenticeships

### Experienced staff

- Diaspora return campaigns
- Senior staff as instructors
- Phased retirement for mentors

*Sources: DPI (9 Dec 2025) on NGAP+; Guyana High Commission/DPI (9 Feb 2025) on CATS TRAINAIR Plus; Vertical Mag (28 Aug 2025) on OMNI ab initio pilots*

# Match the channel to the role

| Role | Best channels | Attraction lever |
|---|---|---|
| **Pilots** | Cadet sponsorship, diaspora outreach, staff referrals | Funded type rating, path to captain |
| **Engineers and technicians** | Apprenticeships, engineering school partnerships, job rotation | Licence funding, mentoring |
| **Air traffic controllers** | School-leaver STEM outreach, aptitude testing, CATS training | Stability, prestige, retention bonus |
| **Cabin crew and ground** | Social media campaigns, open days, internal mobility | Travel benefits, progression |

**55%**

of organisations use social media recruiting

**38%**

train existing staff for critical roles

**92%**

success rate reported for job rotations in easing shortages

*Sources: SHRM 2025 Talent Trends (25 Jul 2025); FAA incentive model reported by AP (May 2025). Channel matrix is the presenter's synthesis.*

# Which ONE channel will you test in the next 90 days?




- **A** Bonded cadet or apprentice sponsorship
- **B** Diaspora "come home" campaign
- **C** Staff referral rewards
- **D** School and training school partnerships
- **E** Social media with real employee stories

**Up next**

**Group work: what can we learn from the world's five best employers?**

PART 2 | 30 MINUTES

# Case study: learning from the world's best employers

Forbes World's Best Employers 2025: the top five

THE RANKING

# Forbes World's Best Employers 2025: the top five

| | | |
|---|---|---|
| 1 | Microsoft | United States \| Technology |
| 2 | Delta Air Lines | United States \| Airline: our industry peer |
| 3 | Alphabet (Google) | United States \| Technology |
| 4 | Adobe | United States \| Technology |
| 5 | BMW Group | Germany \| Automotive |

## HOW THE RANKING WORKS

**300,000+** employees surveyed

**50+** countries

**900** employers ranked

Employees rate whether they would recommend their employer, plus pay, development, work-life balance, career advancement and reputation.

*Source: Forbes and Statista, World's Best Employers 2025 (published Oct 2025); forbes.com/lists/worlds-best-employers*

GROUP INSTRUCTIONS

# Your task: 26 minutes in four groups

## 6 min

### Read

Each person reads one or two company profiles and briefs the group

## 12 min

### Analyse

Use the four-question framework and fill in the worksheet

## 6 min

### Decide

Agree your top recommendation for Guyana aviation

## 2 min

### Prepare

Brief your reporter for a 3-minute report-back

ASSIGN FOUR ROLES

**Facilitator**

Keeps everyone contributing

**Timekeeper**

Calls each time block

**Scribe**

Completes the worksheet

**Reporter**

Presents for 3 minutes

**Materials:** five company profiles, the analysis framework and one printed worksheet per group

COMPANY PROFILE | RANK 1 OF 5

# Microsoft

#1

Technology | United States
No. 1 for the second year running

CAA LENS

*Could funded licences and type ratings be our version of a learning platform?*

WHY TALENT CHOOSES THEM

## A learn-it-all culture

Growth mindset culture, with learning through Microsoft Learn and LinkedIn Learning

## Visible career moves

Stretch assignments, frequent promotion opportunities and ongoing manager coaching on careers

## Balance and flexibility

Reported as rated highest on work-life balance and career advancement

*Sources: Forbes (8 Oct 2025); Microsoft, "Empowering our employees" (microsoft.com); Business Chief (13 Oct 2025)*

COMPANY PROFILE | RANK 2 OF 5

# Delta Air Lines

#2

Airline | United States
Up from No. 6 in 2024
Only transport company in the top 50

CAA LENS

*What would "shared success" look like for an operator or regulator?*

WHY TALENT CHOOSES THEM

### Shared success

About $1.3 billion in profit sharing paid in February 2026, roughly 9% of eligible pay; over $11 billion since 2015

### Leaders who listen and act

Senior leaders visit every corporate market; pass travel was expanded after staff asked for it

### Financial wellbeing

Emergency Savings Program: training plus $1,000 seed money, used by more than 40,000 employees

*Sources: Forbes (8 Oct 2025); Delta News Hub; AirlineGeeks (16 Feb 2026)*

COMPANY PROFILE | RANK 3 OF 5

# Alphabet (Google)

#3

Technology | United States
No. 3 in 2025 (No. 2 in 2024)

CAA LENS

*Could a small improvement-project budget give our engineers a voice and a reason to stay?*

WHY TALENT CHOOSES THEM

## Room to innovate

The "20 percent" idea: time for projects staff believe will help the company, credited with products such as Google News

## A mission and hard problems

Talent is drawn by the chance to work on problems at global scale

## Flexibility and communication

Its sector is credited with embracing flexibility, career development and strong internal communication

*Sources: Forbes (8 Oct 2025); ATD on Google's 20 percent rule (td.org); databoks/Statista 2024 ranking*

# Adobe

#4

Technology | United States
No. 4 in 2025

CAA LENS

*Could a personal learning budget let staff choose their own development?*

WHY TALENT CHOOSES THEM

### A spirit of innovation

Leaders credit an innovative, forward-looking culture with keeping people and helping them grow

### Learning Fund

Reimbursement for education and for professional development

### Time and wellbeing

Sabbatical programme and a wellbeing reimbursement programme

*Sources: Forbes (8 Oct 2025); Adobe Benefits (benefits.adobe.com)*

# BMW Group

#5

Automotive | Germany
No. 5 and the top-ranked automotive company

**CAA LENS**

*BMW builds technicians; we need aircraft engineers. Could an apprenticeship model work here?*

**WHY TALENT CHOOSES THEM**

### Proud people

87% of employees would recommend BMW as an employer; 92% are proud to work there

### Apprenticeships at scale

About 5,000 apprentices; exchanges between plants in eight countries; apprentices teach generative AI

### Strong total offer

Above-average pay, benefits, health offers and development; first in a German skilled-labour survey

*Sources: BMW Group press release (29 Dec 2025); European Commission EAfA spotlight (15 Oct 2025)*

ANALYSIS FRAMEWORK

# Four questions for every practice

### 1. What do they do well?

Name the specific practice and why it attracts talent

### 2. What can we adopt?

Use as is, at low cost, within current rules

### 3. What must we adapt for our CAA?

Change for our scale, budget, regulation or culture

### 4. What is not feasible for us?

Be honest, and say why: cost, law, scale or market

TEST EVERY IDEA AGAINST

- Cost and budget
- CAA and ICAO rules
- Our size and scale
- Your culture and labour market
- Appeal to all four generations

*Use with the printable worksheet on the next slide*

# Group worksheet: the world's best employers



Group: _____ Reporter: _____

| Company | 1. What do they do well? | 2. What can we adopt? | 3. What must we adapt for our CAA? | 4. What is not feasible, and why? |
|---|---|---|---|---|
| **1 Microsoft** | | | | |
| **2 Delta Air Lines** | | | | |
| **3 Alphabet** | | | | |
| **4 Adobe** | | | | |
| **5 BMW Group** | | | | |

**Our No. 1 recommendation for your CAA HR:**

**Which generation will it attract most? (circle)**

Baby Boomers Gen X Millennials Gen Z

**First step and owner:**

GROUP TASK 2 | 12 MINUTES

# Learning from two leading aviation regulators

GROUPS 1 AND 2

## Civil Aviation Authority of Singapore (CAAS)

Regulator and air navigation service provider, like most CAA

GROUPS 3 AND 4

## Civil Aviation Authority of New Zealand (CAA NZ)

Regulator with a strong career and rewards framework

TIMING

| | |
|---|---|
| **3 min** | Read your regulator's profile |
| **6 min** | Answer the four questions on worksheet 2 |
| **3 min** | Agree on one lesson for the CAA |

ANSWER TOGETHER

**1. What have they done to attract talent?**

**2. What fits a small regulator and service provider?**

**3. What is our one lesson for the CAA?**

*Profiles on the next two slides; record answers on worksheet 2*

# Civil Aviation Authority of Singapore (CAAS)



Regulator and air navigation provider
374,000 Changi movements (2025)

**500 → 700**
air traffic controllers by the mid-2030s

**S$500M**
over 15 years to hire and train about 200 more

**CAA LENS**

*Could a bonded scholarship plus a bonus paid at licensing work for our controllers and inspectors?*

## WHAT THEY DO TO ATTRACT TALENT

### Pay to attract, paid on progress

S$20,000 sign-on bonus for new controllers (from June 2026), paid half after training and half on licensing

### Scholarships and early-career routes

Undergraduate scholarships with a bond, a management associate programme, internships and a university ATC track

### A national talent pipeline

S$200M aviation manpower fund (2025); partnership with nine colleges; youth ambassadors and open houses

### Tap adjacent talent pools

Career transition scheme for retiring air force controllers; international training partnership (2026)

*Sources: CAAS announcement via Tabla! (23 Jul 2026); CAAS careers site; CAAS newsroom (RSAF MoU, 2009; youth initiatives, 2011); Singapore Polytechnic (Jul 2025); Halldale (May 2026)*

# Civil Aviation Authority of New Zealand (CAA NZ)

Regulator and aviation security
Air navigation run by Airways NZ

**3**
published career pathways for regulatory staff

**Band 17**
inspector salary band, published with the role

### CAA LENS

*Could we publish career paths, competencies and salary bands for every technical role?*

### WHAT THEY DO TO ATTRACT TALENT

#### A clear career architecture

A Regulatory Capability Framework: four competencies (Get, Think, Work and Act Smart) and three career pathways

#### Transparency before people apply

Position descriptions published online with salary band, competencies, entry requirements and reporting line

#### Total rewards and wellbeing

Employer retirement contributions up to 4%, discounted insurance, extra leave, assistance programme, social club

#### Wide doors in, shared identity

Hires from flying, engineering, policy, medicine and the military

*Sources: CAA NZ careers site and regulatory careers page; CAA NZ Inspector position description (Jul 2025); NZ Employment (21 Jun 2024)*

# Group worksheet 2: learning from leading regulators



Group: _____ Regulator: CAAS / CAA NZ (circle)

| Practice | 1. What have they done? | 2. Can we adopt it? | 3. What must we adapt for your CAA? | 4. Not feasible, and why? |
|---|---|---|---|---|
| **Pay and incentives** | | | | |
| **Scholarships and early careers** | | | | |
| **Pipeline and partnerships** | | | | |
| **Career paths and transparency** | | | | |
| **Rewards and wellbeing** | | | | |

**Our one lesson for the CAA:**

**Which roles would it help most? (circle)**

Inspectors Air traffic controllers Licensing staff Other

**First step and owner:**

# Group report: 3 minutes each

## 60 sec

**Biggest insight**

What surprised you most about these employers?

## 60 sec

**Adopt and adapt**

One practice to adopt; one to adapt for Guyana

## 30 sec

**Not feasible**

One thing that will not work here, and why

## 30 sec

**Your No. 1**

Recommendation, first step and owner

RUNNING ORDER

| Group 1 | Group 2 | Group 3 | Group 4 |
|---|---|---|---|
| 75:00 | 78:00 | 81:00 | 84:00 |



**87:00 Facilitator draws out common themes**

KEY TAKEAWAYS AND NEXT STEPS

# Win on the whole offer, not on pay alone

1. **The shortage is structural**
   Two thirds of global demand is replacement

2. **Guyana is a hot market**
   International passengers up 410%; GCAA staff up 21%

3. **Speak to the young majority**
   78% Millennials and Gen Z want growth, purpose, stability and a voice

4. **The best employers prove it**
   Listening leaders, shared success and learning cost less than you think

## YOUR NEXT STEPS

| | |
|---|---|
| **30 days** | Ask your staff: why did you join, and why do you stay? Draft your EVP. |
| **60 days** | Rewrite one job advert and test the channel you chose today. |
| **90 days** | Launch one mentoring or cadet pathway with a clear owner. |

**Thank you | Questions and discussion**

# THANK YOU