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INTERNATIONAL
CIVIL AVIATION
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Ms. Verónica Chávez

Regional Officer, Safety Management – ICAO

Human Resources Program SAM Region (2026-2028)

People First SAM: Transforming Human Capital for Aviation Excellence

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OACI

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Work Agenda



Day 1: Tuesday, October 27, 2026	
Time	**Content**
08:30 – 08:45	Participant registration
08:45 – 09:00	Opening
09:00 – 09:15	Introduction and Regional Human Resources Program
09:15 – 10:00	Safety and Human Resources
10:00 – 10:30	Coffee Break
10:30 – 12:00	Issue 1: Talent Attraction •Case Study 1 - Guyana
12:00 – 13:30	Lunch break
13:30 – 15:00	Issue 1: Talent Attraction •Case Study 2 - France

Day 2: Wednesday, October 28, 2026	
Time	**Content**
09:00 – 10:30	Issue 2: Development and retention •Panel – Retention strategy and operational efficiency - Brazil
10:30 – 11:00	Coffee Break
11:00 – 12:00	Issue 2: Development and retention •Panel – Technical training and personnel career path - Brazil
12:00 – 13:30	Lunch break
13:30 – 15:00	Issue 2: Development and retention •Working session

Day 3: Thursday, October 29, 2026	
Time	**Content**
09:00 – 10:30	Issue 3: Cooperation and sustainability •Efficiency of Civil Aviation Authorities and integration of UAS/RPAS activities – France
10:30 – 11:00	Coffee Break
11:00 – 12:00	Issue 3: Cooperation and sustainability •Regional Initiative: Regional Gender Equality Observatory - Chile •SRVSOP and multinational agreements
12:00 – 13:30	Lunch break
13:30 – 15:00	Issue 4: Working session •PQs involving HR.

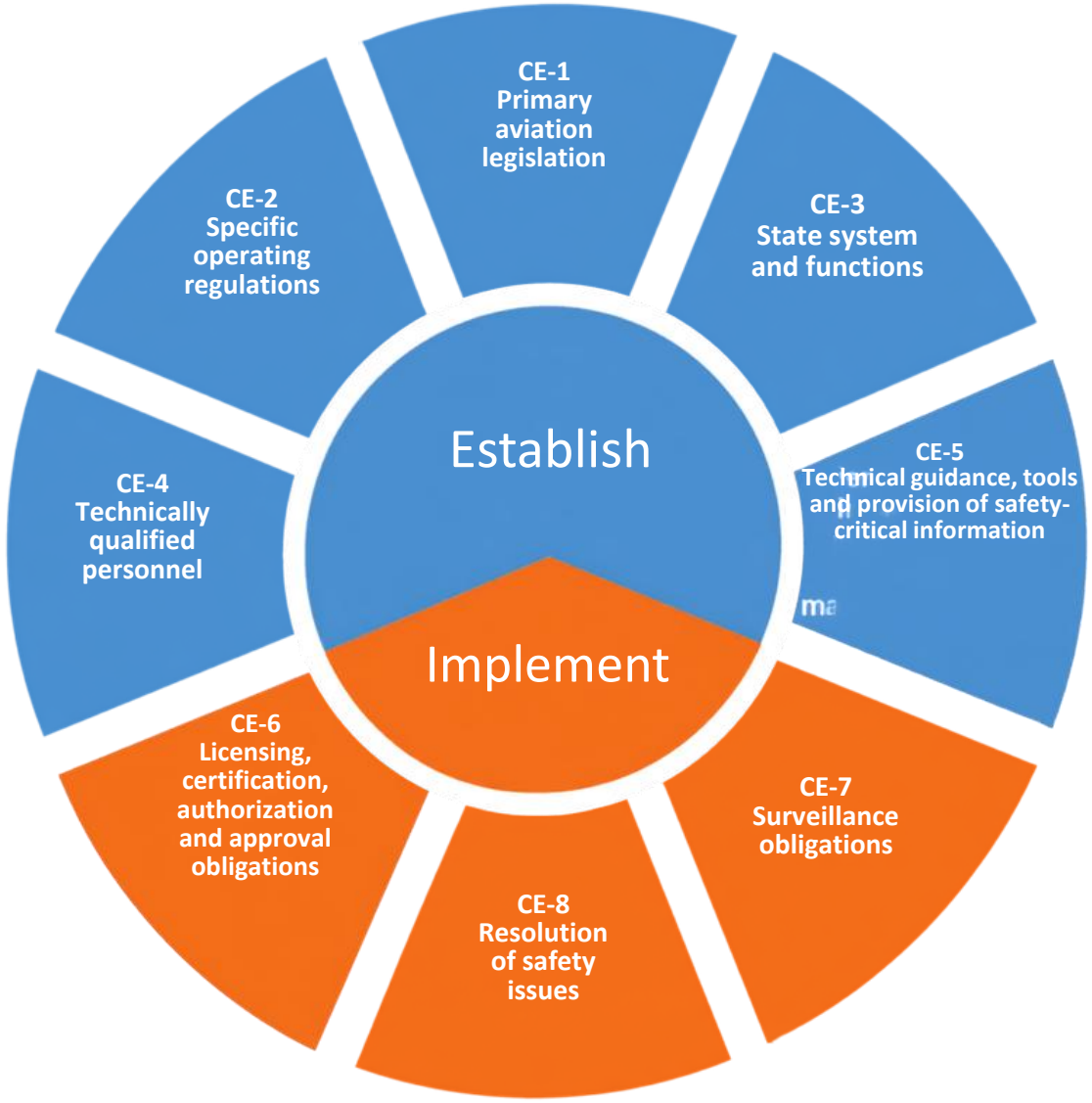
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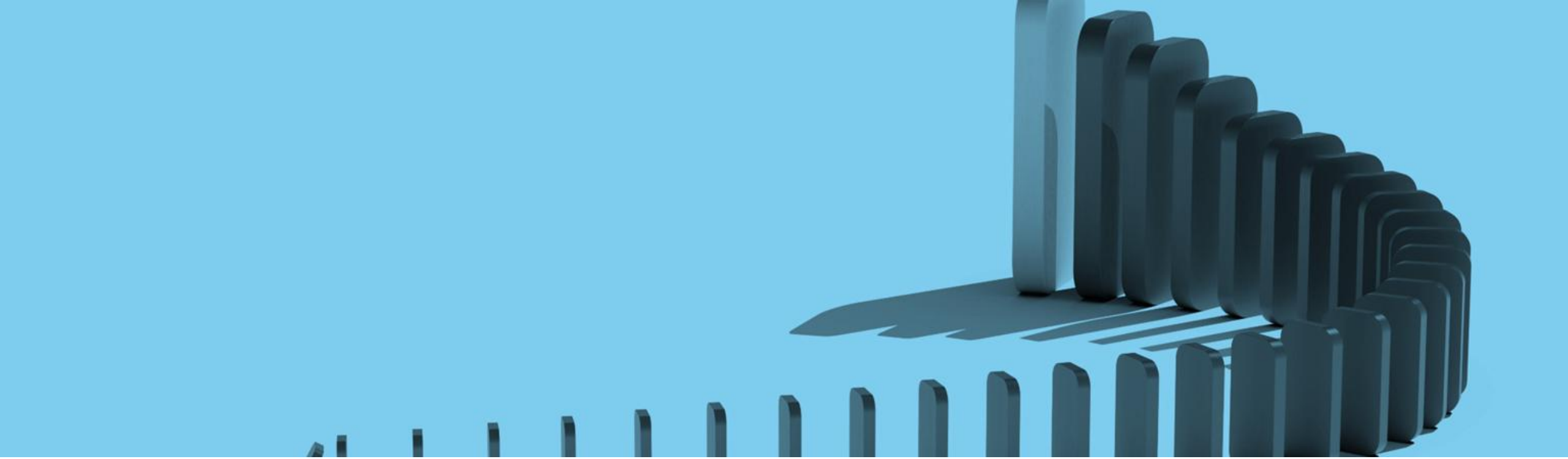
Background and Regional Context



State Safety Oversight System (SSO).

- To establish and implement an effective and sustainable SSO system, ICAO Member States must implement eight CEs.





Status of Regional Effective Implementation (EI)

- ICAO Global Target (GASP Doc 10004): States must consolidate their systems and exceed the minimum threshold of 75% EI in civil aviation.
- Declining Regional Trend: Regional EI fell from 82% in 2021 to 76.56% in 2026; and CE04 69.29%.
- Collective Response (RAAC/17): Approval of Conclusion 17/02, which created the Continuous Improvement Program (PMC) to strengthen oversight and the 8 Critical Elements (CE).
- New SAMSP 2026-2028 Approach: A flexible, pragmatic model based on each State's capabilities.
- RAAC/18: Human Resources and outlines tasks for the program.

Core HR Challenges in the CAAs

Planning Deficit

- Structural difficulties in planning, developing, retaining and replacing technical inspectors, affecting continuous oversight.

High Turnover

- Continuous loss of knowledge. Although training demand rose 67% (SRVSOP), it is not formally absorbed.

Internal Capabilities

- Few internal training centers or areas for initial training and the transmission of practical experience.

Innovation Needs

- Urgent need to adopt measures that enable greater efficiency in the use of resources. Example: Risk-Based Surveillance (RBS) and Artificial Intelligence to optimize scarce resources.

SAM 2035 Strategy and Pillar 3

Pillar 3 - Human Factors (HR)	STRATEGIC GUIDELINE 3.1: Attract and develop human talent and qualified personnel for the aviation sector. STRATEGIC GUIDELINE 3.2: Adopt best practices in human talent management within the CAAs.
Synergy with Pillars 5 and 6	Pillar 5 - Governance. Pillar 6 - Innovation.

SAMSP PLAN 2026 – 2028: Objective 2

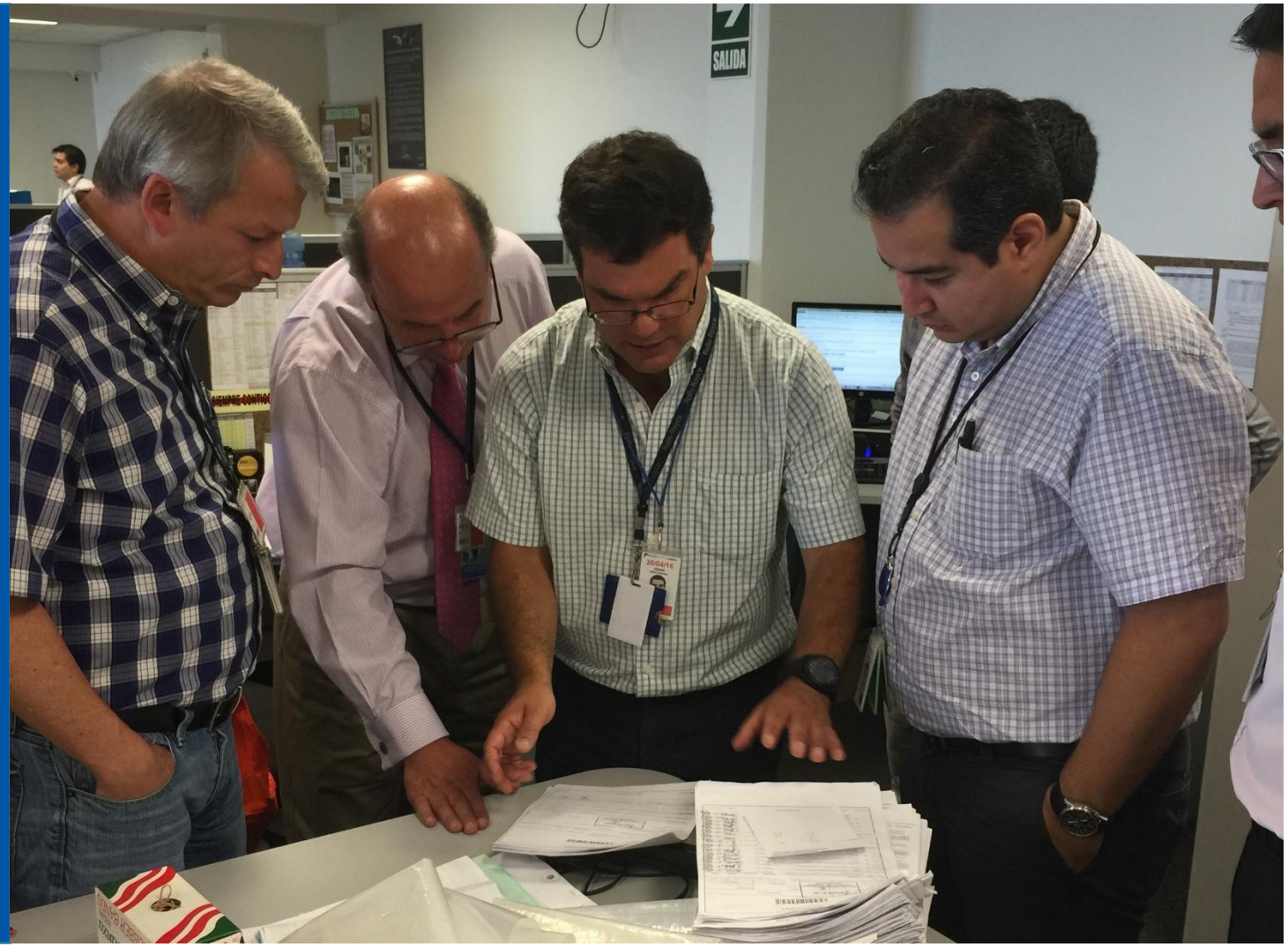
- Objective 2 & Targets for 2028
  - Target 2.1: By 2028, 100% of the States of the SAM Region shall maintain an effective human resources management policy.
  - Target 2.2: By 2028, all States shall establish and implement an effective and efficient continuous oversight system.

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Human Resources Program

Operational structure of the regional hub initiative:

PEOPLE FIRST SAM 26-28: Transforming Human Capital for Aviation Excellence



Structure

Element 1

Strengthening Human Resources Management in the CAAs.

Element 2

Regional Ecosystem to strengthen technical capabilities and the Training System.

- **Sub-objective A:** Excellence in the operational competence of the CAAs.
- **Sub-objective B**: Strengthening and Modernization of the Training System (Industry)

Element 3

Talent 360°: Sustainability and engagement with the sector.

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Regional HR Forum

Regional Forum for Cooperation and Good Practices in Human Resources for Civil Aviation in the SAM Region

Purpose:

- Collaborative and permanent platform
- Share experiences, successful methodologies, lessons learned and practical solutions
- Strengthen the development of aeronautical personnel.

Functions and Responsibilities:

- **Knowledge Exchange:** Facilitate the dissemination of human talent management tools, career plans and competitive retention schemes.
- **Gap Identification:** Jointly analyze the common difficulties in hiring qualified technical personnel and the shortage of local candidates in certain States.
- **Good Practices:** Share methodologies on how to structure internal training policies, compliance with ethical guidelines and conflict-of-interest prevention without compromising independent oversight.

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Activities



Thank you



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