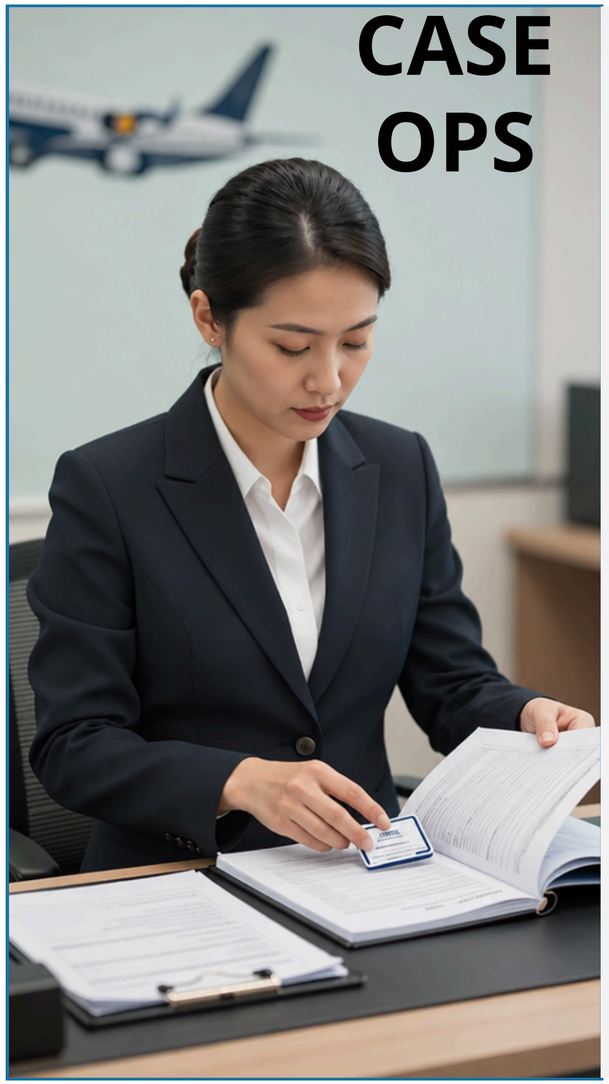

ICAO • OACI • ИКАО
国际民航组织 • ايكاو
INTERNATIONAL CIVIL
AVIATION ORGANIZATION



Item 4: Group exercise
PQs involving HR

OACI



- The CAA is preparing the USOAP self-assessment for aircraft operations (OPS).
- HR must define the actions and evidence it will develop to support OPS.
- The group must determine the actions and deliverables required to support the Operations area.

Scenarios for analysis

Scenario A

HR is responsible for Training.

Scenario B

Training is a separate CAA unit outside HR.



Both scenarios require HR involvement in the PQs.

OPS PQ	What must HR do?	Which area should HR coordinate with, and why?
4.021 Organizational structure	Formalize and update the OPS organizational structure, including lines of responsibility and the dangerous goods function.	With OPS, to define the structure and lines of responsibility. With Planning and Management, to process approval.
4.027 OPS functions	Formalize and keep the document describing OPS functions and responsibilities up to date, based on the content defined by the technical area.	With OPS, to define and validate certification, approval, rulemaking and surveillance functions. With Planning and Management, to formalize them.
4.335 Dangerous goods authority	Support the processing of the instrument identifying the authority responsible for dangerous goods, when this function falls within HR's remit.	With OPS and Legal Affairs, to clarify authority and scope. With Management, to formalize the designation. The competent body notifies ICAO.
4.337 Dangerous goods functions	Formalize the functions of the entities or individuals responsible for dangerous goods and incorporate them into the relevant organizational documents.	With the dangerous goods lead, to define and validate technical functions. With Planning and Management, to approve and keep them up to date.

OPS PQ	What must HR do?	Which area should HR coordinate with, and why?
4.025 Sufficient staffing	Provide staffing, vacancy, availability and turnover data. Address staffing needs and implement retention measures within HR's authority.	With OPS and the dangerous goods lead, to compare staffing with substantiated needs. With Finance and Management, for resources and approvals.
4.031 Job descriptions	Formalize and update job descriptions for technical, managerial and administrative positions, including dangerous goods positions.	With OPS and the dangerous goods lead, to define and validate the duties and responsibilities of each position.
4.033 Competency requirements	Incorporate minimum competency requirements into job profiles and recruitment processes. Verify supporting documentation and forward it to OPS for technical assessment.	With OPS and the dangerous goods lead, to define competency and experience requirements appropriate to the activities to be certified or inspected.
4.035 Credentials	Process the issuance of credentials and maintain issuance and validity records when these functions are assigned to HR.	With OPS, to identify inspectors and access needs. With Legal Affairs and the issuing authority, to validate the legal basis, content and validity.

OPS PQ	What must HR do?	Which area should HR coordinate with, and why?
4.051 Training programme	If Training reports to HR, administer the programme. If Training is a separate unit, provide job profiles and changes in duties to be incorporated.	With OPS and Training, to define initial, on-the-job (OJT), recurrent and specialized training, with minimum durations, for ground operations, flight operations, cabin safety and dangerous goods.
4.053 Training plan and implementation	Coordinate staff availability and administrative arrangements. If HR administers Training, schedule and monitor the plan. Otherwise, support the responsible unit.	With OPS, for individual needs, priorities and OJT provided by a senior, experienced inspector. With Training, for dates, delivery and follow-up.
4.059 Training records	Retain and update records where this is HR's responsibility. If Training holds the records, link them to personnel files and ensure they can be located and retrieved.	With OPS, the dangerous goods lead and Training, to establish systematic receipt, updating, custody and retrieval of records.
4.905 SMS competency	Provide job profiles and supporting records for CAA personnel assigned to SMS acceptance and surveillance. Manage or coordinate training and its records under Scenario A or B.	With OPS, to define and validate the required technical competence. With Training, to implement the initial, OJT and recurrent training plan and retain the records.

OPS PQ	What must HR do?	Which area should HR coordinate with, and why?
4.039 Competence of delegates	Support the inclusion of qualification and experience requirements and supporting records in the delegation files under HR's responsibility.	With OPS, to establish and assess the competence of delegated entities or individuals. With Legal Affairs, to ensure consistency with the delegation framework.
4.041 Delegated tasks	Process and retain designation instruments or records within HR's remit, ensuring that they identify the tasks and scope of the delegation.	With OPS, to define the delegated tasks. With Legal Affairs and the competent authority, to formalize the instrument and its legal basis.
4.043 Delegation procedure	Carry out and document the recruitment or selection activities assigned to HR under the delegation procedure. Incorporate technical assessment results into the file.	With OPS, for selection criteria, examinations or tests and technical assessment. With Legal Affairs, to formalize the delegation.
4.045 Renewal of designations	Monitor deadlines and gather supporting records to process designation renewals when this function falls within HR's remit.	With OPS, to verify minimum activities, training and other renewal conditions. With the competent authority, to issue the relevant instrument.

OPS PQ	What must HR do?	Which area should HR coordinate with, and why?
4.023 Coordination in certification and surveillance	Address and document the staffing, availability and training requests assigned to HR in certification and surveillance procedures.	With OPS, to clarify needs and deadlines. With the areas involved, to carry out the actions assigned under the coordination procedure.
4.447 Coordination within the surveillance programme	Support staff availability and training arrangements required by the surveillance programme. Record requests, responses and follow-up actions.	With OPS, for surveillance priorities and scheduling. With Training, Finance and Management, when training, resources or approvals are required.
4.047 Surveillance of delegated tasks	Provide the supporting documents and training or OJT records held by HR that OPS requires for surveillance of designated inspectors or examiners.	With OPS, to provide or allow access to the requested records. OPS conducts surveillance and assesses the performance of delegated tasks.
4.049 Deficiencies in delegated tasks	Implement and document administrative or training measures assigned by the competent authority to address deficiencies in delegated tasks.	With OPS, to clarify the required measures and report their implementation. With Training and Legal Affairs, as appropriate. OPS verifies effective resolution.

Group task:

- For each PQ, develop evidence of the actions HR must perform.



Case Study: Evidence HR Must Present

Suggested format

Duration: 20 to 25 minutes.

Format: Groups of 5 participants.

Activities:

- Case analysis.
- Prepare a brief group presentation (5 min per group).

Evidence HR Must Provide

OPS PQ	Evidence or deliverable to be provided by HR
4.021 - Organizational structure	
4.027 - OPS functions	
4.335 - Dangerous goods authority	
4.337 - Dangerous goods functions	
4.025 - Sufficient staffing	

Thank you



| OACI