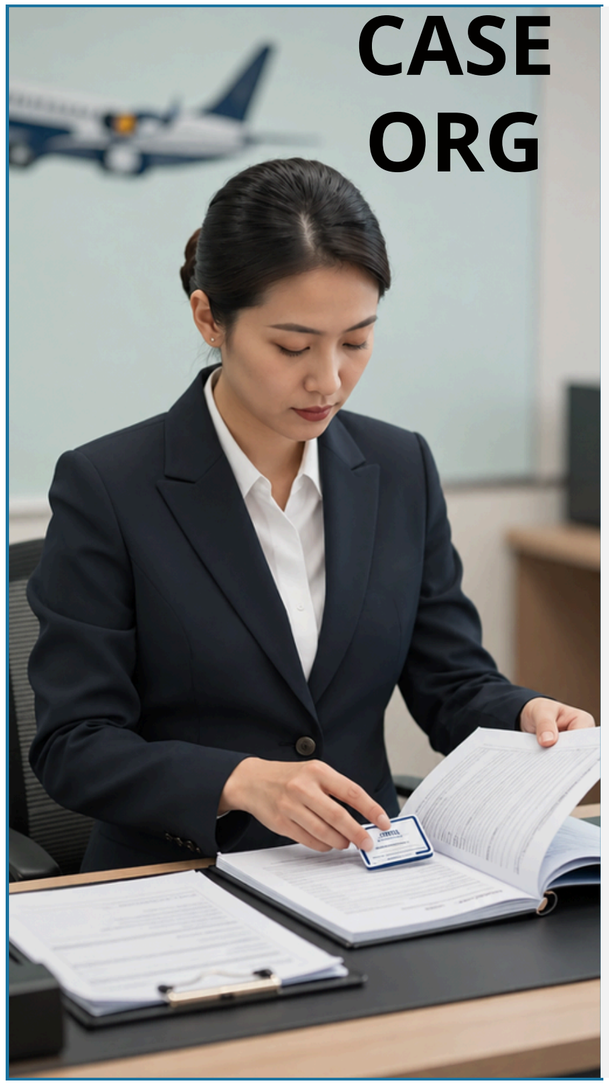

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Item 4: Group exercise
PQs involving HR

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

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?
2.010 – State organizational structure	Consolidate the organizational information within its responsibility and support preparation of the State-level organizational chart showing the authorities and their reporting lines.	With Management and the unit responsible for organization or planning, to consolidate the State-level structure. With Legal Affairs and the other authorities, to validate institutional mandates and process the appropriate approval. Include PEL, OPS, AIR, AIG, ANS and AGA.
2.011 – Functions of the authorities	Keep the instruments defining functions under its administration up to date and support consolidation of each authority's institutional functions and responsibilities.	With each authority and the organization or planning and Legal Affairs units, to define and validate functions. The competent body approves the instruments. Distinguish State-level functions from departmental functions or individual job duties.
2.013 – Regional offices	Document regional reporting lines, posts and responsibilities. Process updates to the relevant instruments.	With regional managers, technical departments and Legal Affairs, to define and validate functions and levels of authority.
2.017 – Delegated or transferred tasks	Provide relevant personnel and competency records within its remit. Process the agreed administrative support measures.	With the technical department, Legal Affairs and the receiving entity. The technical department defines and applies the performance review mechanism.

OPS PQ	What must HR do?	Which area should HR coordinate with, and why?
2.019 – Coordination between authorities	Review the instruments defining functions under its administration and report any gaps or duplication identified.	With the authority coordinating ICAO matters, the other authorities and Legal Affairs, to formalize the necessary adjustments.
2.023 – Conflicts of interest	Maintain declarations and employment records. Apply administrative restrictions and communicate cases to the person responsible for assigning inspectors.	With technical managers and Legal Affairs, to exclude incompatible assignments or apply effective, verifiable mitigation measures.
2.051 – Sufficient financial resources	Substantiate staffing and training costs and communicate gaps affecting safety oversight functions.	With technical departments, Training, Finance and Management, to consolidate needs and ensure the availability of resources.
2.053 – Staffing mechanism	Manage the establishment and filling of posts based on technical needs. Maintain staffing and vacancy records and monitor the filling of posts.	With the technical departments, to define and apply the methodology for determining staffing needs by specialty. With Finance and Management, to establish and fill posts initially and on an ongoing basis and maintain the capacity to perform all functions.

OPS PQ	What must HR do?	Which area should HR coordinate with, and why?
2.101 – Selection and recruitment	Organize the process and verify applicants' backgrounds. Incorporate competency requirements defined by each entity and document its technical participation.	With technical and managerial personnel, who define competencies and assess candidates. HR administers the selection process.
2.103 – Attraction and retention	Analyse vacancies and staff turnover. Propose terms of employment and compensation that enable the authority to attract and retain competent personnel.	With technical managers, Finance and Management, to substantiate, approve and assess measures within the State framework.
2.105 – Training policy	Manage or support the documented policy and its approval. Ensure consistency between positions, needs and training planning.	With Training, technical departments and Management. Each entity establishes its policy, which is signed by the authority's management.
2.205 – Facilities	Communicate space requirements arising from staffing levels and personnel duties. Process requests within its remit.	With technical departments, Administration and Finance, to assess and address the adequacy of facilities.
2.207 – Equipment and transportation	Communicate requirements associated with bringing personnel on board and their transportation needs, and facilitate arrangements within its remit.	With technical departments, IT, Logistics and Finance, to ensure the availability of appropriate equipment, connectivity and transportation.

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

Thank you



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