



**ICAO/SAA SAFETY WORKSHOPS FOR
DIRECTORS GENERAL OF CIVIL AVIATION
(Montréal, 22 and 29 September 2013)**

**ORGANIZATIONAL ISSUES WORKING GROUP
General Consensus on Organizational Issues**

Organizational structure – function and responsibilities

- Structure of CAA - Duties of DG - Aligned with the strategic direction of the State within the context of international obligations
- Key functional areas in the organizational structure; organizational requirements (Sample - Model organizational structure. (Specific TOR for DGCA)
- Introduction to CEs and SSP related to the necessary organization structure required to support State's strategic decisions related to safety oversight obligations
- Relationship with the organization to where the CAA belongs related to the level of Autonomy required to have a healthy organization structure. (accountability)
- Delegation of certain tasks
- Systems approach to analysis of necessary processes for effective implementation. Risk management included
- Include examples of mission and visions that were effectively implemented (i.e. strategic planning)
- Plan for succession for the continuity

Role and relationship of DGCA with the different Stakeholders of the aviation system — (State organizations, industry and international organizations):

- Communication with different stakeholders
- Coordination mechanisms
- Separation between regulatory and service providers
- Best practices when State owns a service provider
- Partnerships of CAA and service providers towards safety improvements of the aviation system in the State
- Delegation/transfer of certain tasks/responsibilities

Funding mechanisms

- Public/private mechanisms to fund CAA activities
- Sources of funding (user charges etc.)
- Implementation of an effective budgetary control and sustainability (autonomy of decision)

Human resources mechanism

- Mechanisms to identify the organization's staffing needs and necessary competencies to meet the level of the approvals required at the State
- Job description, minimum qualification
- Attract, recruit and retain qualified personnel
 - compensation package

Training

- Training policy, programme and plans for CAA personnel
- Identification of training needs
 - Managerial/technical/succession

Regional cooperation

- Political, financial and legal challenges of the regional approach
- Pooling and sharing resources
- Different Regional mechanisms (e.g. COSCAPs, RASGs, full-fledged agencies)
- Best practices in implementing an RSOO
- Exchange of safety related information (regional database)