



Recruiting and Retaining Technical Personnel



CE-3 State system & functions

Annex 19 Appendix 1



3.1 The State shall establish relevant authorities or agencies, as appropriate, supported by sufficient and qualified personnel and provided with adequate financial resources. Each State authority or agency shall have stated safety functions and objectives to fulfil its safety management responsibilities.

3.2 Recommendation.— The State should take necessary measures, such as remuneration and conditions of service, to ensure that qualified personnel performing safety oversight functions are recruited and retained.

2008 FAA IASA findings



- Staffing is only 50% of that required to meet ICAO standards
- Inspectors' salaries higher than most other countries
50% lower than private sector
full time employees
- Due to lack of resources, insufficient
recruitment of qualified personnel, the
resources are inadequate to fulfill Israel's safety
requirements in accordance with ICAO standards

Does not meet international standards

Principals for creation of job description



❑ The Basic principle: CAA core business is regulatory system for **Aviation**

Doc. 8335 : “To adequately perform their duties, it is important that the CAA inspectorate staff have the **qualifications, operational or technical work experience, and training compatible with the operations that they are required to certificate or inspect** and compare favourably with those of operator personnel encountered in their inspections. “

❑ Employment conditions –

Doc. 8335: “the CAA inspectorate staff should service and remuneration consistent with their knowledge and experience and comparable to operator whose activities they will inspect and supervise.”

	Industry v. CAAI
ATCOs	X2
PILOTS	X2
MNF	X2
AMTs	competitive

Principals for creation of job description




- Starting point for job description –
 - Ideal profile of prospective inspector –
 - licenses
 - qualifications
 - experience
 - personal attributes

Availability in the work market



The Evolution of CASI Recruitment



- ❑ 2003 – new CAA Law
- ❑ 2007 – new organizational structure approved by the CSC , increasing no. of CAA positions from 60 to 120
- ❑ 2007 - 26 Tenders – not a single candidate
- ❑ 2008 – new governmental remuneration scale for aviation technical personnel introduced 
- ❑ 2008 – flexible employment contract enables work out of office hours, and on SHABAT and holy days
- ❑ 2009 – dividing full time positions into part-time positions

Techniques for expanding the CASI's candidate pool



- ❑ “Lowering” prerequisites of licenses, qualifications, experience while -
 - ❑ complementing the gap with instruction, courses, licenses and /or 
 - ❑ limiting the capabilities of the lowered position
- ❑ Employment after legal retirement age
- ❑ Diversify qualification requirements when applicable (RAMP+DG)
- ❑ Dividing full time position of CASI (OPS) into 2 half time positions 

Utilizing the workforce - make more with less



Purchasing courses , licenses / ratings for existing CASIs



Training CASI (AW)(air carriers) to oversee

Cabin Safety



Station Inspection in certain areas

Base Inspection in certain areas

Ramp inspection



Utilizing the workforce - make more with less



- “Extra duty” – 
- Instructors & OJT trainers
- Librarian
- Enforcement actions coordinator
- Building restrictions
- SMEs 

Retention



- Compensation based - Promotion mechanism for CASIs 
- Motivation based –
 - Branding the CAA as a highly professional organization
 - Mission oriented atmosphere
 - CASI status: appointment ceremony headed by the DG; credentials and formal “wall certificates” 
 - annual aviation conference in collaboration with local and foreign industry
 - Logo and Accessories

The CAAI is an attractive alternative for highly experienced professionals (5 candidates in the last tender for CASI (OPS) (AIR CARRIERS) 

Culture and Regulatory System



- Dominant and strong air force
- High level of familiarity within a small industry
- “The Israeli Character” -
 - Knows everything
 - Improvising and shortcut oriented mentality
 - Entrepreneuring
 - Disrespect for bureaucracy
- CASIs personal characteristics:
 - Integrity, Impartiality , Tact
 - Ability to withstand pressure



End



Unique Aviation Remuneration Scale



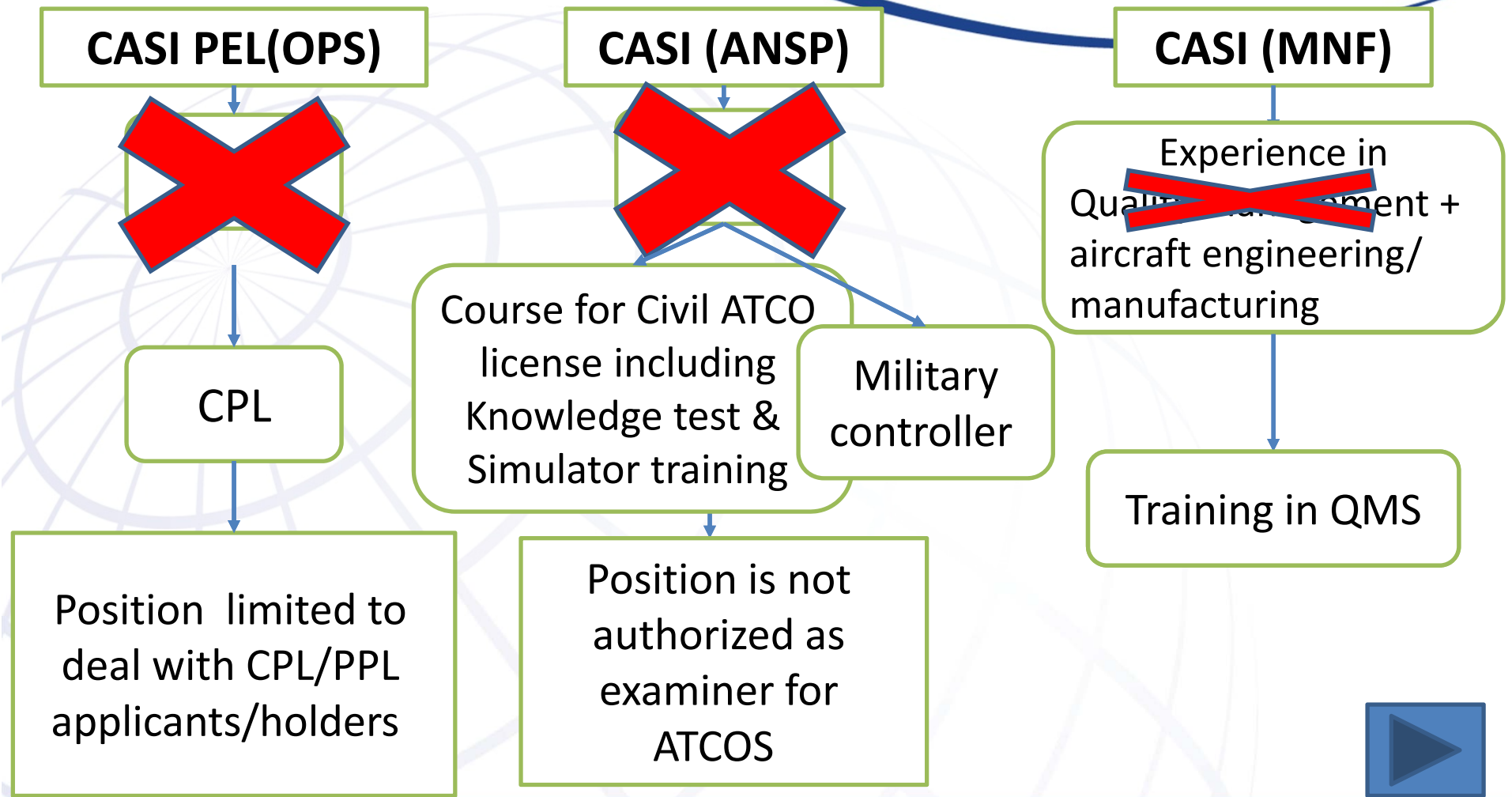
New scale criteria -

- License / certificate type: ATPL, ATCO, CPL, military controller, AMT, aeronautically related engineer
- seniority of the position in the CAA
- Availability in the job market
- Management position Y/N



Lowering prerequisite levels while

- limiting job description
- providing supplementary training



Purchasing courses, licenses & ratings



CASI (OPS) – balloons

- Scope of work does not justify full time position
- CASI (OPS/AW) (air taxi and general aviation) – balloon pilot course and license in the UK

CASI (OPS)- 737

CASI (AW/OPS)(Air Carriers)-

When a new type of aircraft is registered in Israel – the operator is obliged (according to the ANR.FEES) to pay for 3 CASIs rating



PROS & CONS
Recruiting active pilots in part-time
positions

Recruiting active pilots in part-time positions pros and cons

PROs	CONS	
<p>Open opportunity for prestigious and interesting employment in aviation, while also employed as flight crew member in commercial air transport</p>	<p>Requires:</p> <ul style="list-style-type: none"> - Juggling a busy schedule and divided attention - Conduct under scrutiny: Constantly Setting example to colleagues for adequate behavior - Restrained views on some subjects 	<p>Pilot point of view</p>
<p>Longer employment potential</p> <p>Option to participate in long term projects (rule making process, instruction & OJT)</p> <p>Better computer skills</p> <p>Better ability to adapt to a “regulatory state of mind”</p> <p>Up-to-date experience in current daily aviation operations</p>	<p>Interrupted presence at work</p> <p>Extra workload as pilots during the summer season</p> <p>Difficulties in fulfilling training obligations</p> <p>Limitation on assignment to duties for COI reasons</p> <p>Appearance - Industry criticism</p> <p>Added complexity when employee is involved in a safety occurrence</p>	<p>CAAI point of view</p>



Doc. 8335, part I, ch.5

5.3.3 A State that is unable to provide sufficient staff for its operations inspectorate could arrange for experienced personnel of an operator to be seconded to the CAA to act as CAA inspectors. In this case, a strategy to mitigate potential conflict of interest issues should be established and documented



Extra duties





הטלת תפקיד שולו לוי

מרכזת תיקי אכיפה

בתוקף סמכותי עפ"י סעיף 42.251 לתקשי"ר,
יזל עליך למלא תפקיד זמני של מרכזת תיקי אכיפה,
מקביל לתפקידך כראש ענף מבילים אוזיריים.

הטלת התפקיד מיום 1.1.2018 ועד 31.12.2018

יואל פלדשו
מנהל רשות התעופה האזרחית



תפקיד יוכה גיל

תיך פנים ארגוני

עפ"י סעיף 42.251 לתקשי"ר,
תפקיד זמני של מדריך פנים ארגוני,
מנהל תחום בכיר מבילים אוזיריים.

ד מיום 1.1.2018 ועד 31.12.2018

יואל פלדשו
מנהל רשות התעופה האזרחית





SMEs

Dangerous Goods

Cabin Safety

RFFS

Heliports

Obstacle Limitation Surface

Wild life hazard

Environmental planning

Human Factors for ATCO

Avionics Software QA

Special Manufacturing Processes

Cabin Safety

SMS



Promotion mechanism for CASIs



- ❑ CSC acknowledged that the CAAI needs to base its CASI recruitment on aviation personnel from the aviation industry, and recognized the difficulties to recruit and retain those unique professionals
- ❑ Qualifications for promotion:
 - ❑ Position requires specific expertise in aviation (pilots, AMTs, aviation engineers/ practical engineers, ATCOs (military controllers))
 - ❑ Not division managers
 - ❑ 3 years seniority in position (+ 3)
 - ❑ Completion of all formal core training + all OJT tasks related to that training (2nd promotion – completion of all recurrent training)
 - ❑ Positive employee evaluation (within the annual governmental evaluation program and scale) + recognition of direct and indirect superior of positive contribution to CAAI



CASI nominations



הודעה על מינוי מפקחים

לפי חוק הטיס, התשע"א-2011

בתוקף סמכותי לפי סעיפים 94(א) ו-94(ב) לחוק הטיס, התשע"א-2011 (להלן – חוק הטיס), אני מודיע כי מיניתי את עובדי רשות התעופה האזרחית האלה למפקחים על ביצוע ההוראות לפי חוק הטיס, למעט לפי פרק 1 לחוק האמור:




וזאת לתעודה
כ"י

לירון שטרן

מונתה למפקחת במיחות בתעופה
בהתאם לסעיף 94(א) לחוק הטיס, התשע"א-2011
מיום 11/03/2018

יואל פלדשו
מנהל רשות התעופה האזרחית

רון חובב
אורי שטרנברג
משה אנקוה
אינור צ'רנובסקי
לירן כהן
אנטולי בקשטיין
משה בינר
לירון שטרן
זיירו לישיביץ
ערן זלצברג
אבנר שמעוני
און מינץ
יבגני בריינין

מרדכי שטופר
מיכאל גיל
נחמיה שלם
סרגיי גנדלמן
רומן דיונגוף
שלמה רוזן
שמואל ארו
נדב קידר
אופיר בביש
אורי ליפשיץ
דרור בבלי
זאב גאליס
חיים טוויג
יהודה קרוש

מאיר ניסים
קובי קרן
רן קליין
שמגר אלכסנדר
תאופיק חטיב
ארו פלס
אלעד אהרון
ליאור אפרים
ליאור מילשטיין
שגיא דוד
מרדכי שמואלי
אור זקן עמית
אוריאל היינס
יוסף שפיצר
פנחס ברגר
אילן וולף
אריאל וייס
ליבי בהט
אדם מנור

בנימין דוידור
כרמית שקד
נועם מילשטיין
אברהם ליבלינג
ליאור שטופר
אייל גולן
ישי דון יחיא
אברהם תירוש
אולג מולין
אורן רימוק
אלון בירנבוים
אלי קסוטו
דוד גרוס
ויטלי יורבסקי
זיו ריש
יוסף קליין
יורם שילוח
ירון שמעוני
ישראל אקריש

מינויים אלה בתוקף כל עוד המתמנה הוא עובד רשות התעופה האזרחית.

מינוי זה מבטל כל מינוי קודם.

כ"ח באדר התשע"ח (15 במרס 2018)

יואל פלדשו (חמ 444-3)

מנהל רשות התעופה האזרחית

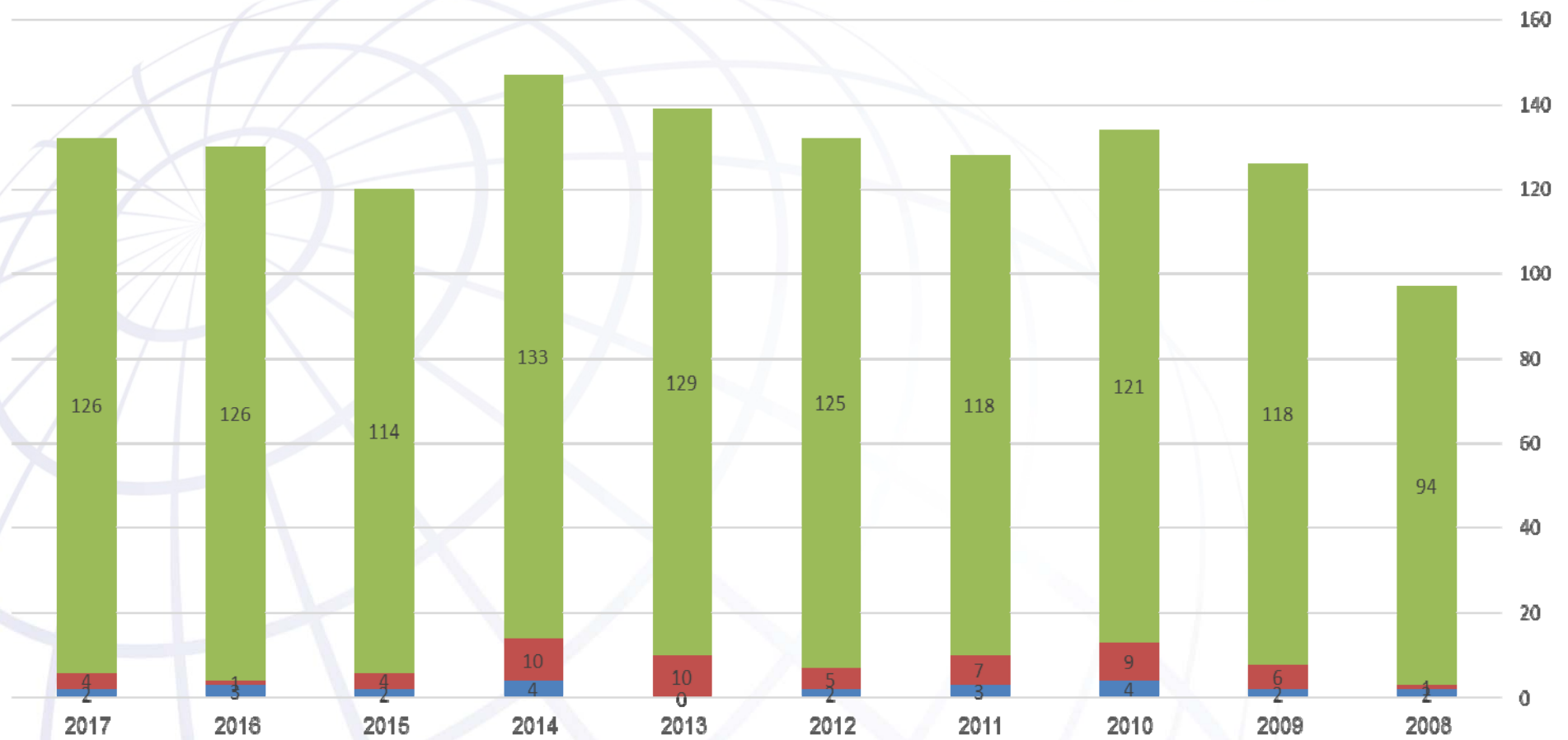
ר"פ התשע"ז, עמ' 8109.



Retention



התפלגות עוזבים



מספרי עוזבים אחר במרו לעזוב

