



**Agenda Item 4A: Human resources**

**HUMAN RESOURCE MANAGEMENT**

(Presented by the Secretariat)

<b>SUMMARY</b>	
<p>This working paper presents an initial analysis of the situation of human resources management in civil aviation administrations based on the latest information collected from assistance activities and the continuous improvement program, in order to identify areas and activities to improve resource management in the CAAs of the Region.</p>	
<p><b>References:</b></p> <ul style="list-style-type: none"><li>- Report of the Seventeenth Meeting of Civil Aviation Authorities of the SAM Region (RAAC/17)</li><li>- Report of the Twenty-second Meeting of SRVSOP Focal Points (RCPF/22), Nov. 2024</li></ul>	
<p><b>ICAO Objectives:</b></p>	<p><i>Strategic</i></p> <p><i>Safety</i></p>

**1. Introduction**

1.1 The Objective 2 of the Global Plan for Aviation Safety (GASP), and the SAM Region Safety Plan (SAMSP), 2023-2025 Editions, urges States to strengthen their safety oversight capacities, reaching Effective Implementation (EI) milestones of 75% by 2024, 85% by 2026 and 95% by 2030.

1.2 Despite an initial increase in the EI SAM Region from 78.62% to 82% between 2019 and 2021, a decline to 79.56% was observed in 2022, and a concerning reduction to 74.95% by late 2024 suggests a negative trend.

1.3 This situation was addressed during RAAC/17, where the need to identify the situation and needs of States to improve their EI was recognized. In response, the SAM Office proposed a *Continuous Improvement Program for the strengthening of the civil aviation systems of SAM States*, which was approved with the conclusion RAAC 17/02.

1.4 This program aims to provide individual guidance to States, strengthening their safety oversight capacities and emphasizing the implementation of the eight Critical Elements (CEs). The goal is

for States to advance in this process and address the institutional challenges they face when implementing a safety oversight system.

1.5 In this context, to achieve the SAMSP goal by 2030, a positive trend of all Critical Elements and areas is necessary. The continuous improvement program shows that even though the average of the EI of CE 4 in SAM is 69.29%, it is among the most affected due to policy, economic, and management challenges, some stemming from the COVID-19 pandemic. These issues are significantly impacting the proper implementation of State safety oversight systems.

## 2. Discussion

2.1 The continuous improvement program began in 2023 and to date it has been possible to visit 7 States, in addition the region has received CMA and IASA audits in this period. The results of all these activities reveal a deterioration in the CE-4, evidencing a worrying panorama in relation to human resources in the Civil Aviation Authorities (CAA), characterized by:

- ✓ **Decrease in the Effectiveness Index (EI):** Despite the efforts in the Region, the assistance projects and the SRVSOP, the EI of the EC-4 continues a negative trend, contrary to the established goals.
- ✓ **Increasing Demand for Training:** States are increasingly requesting courses and trainings, the SRVSOP has experienced a 67% increase in demand for courses in the last 3 years. This has implied a reorientation of resources, affecting annual plans.
- ✓ **Non-Customized Training:** Although the demand for courses increases, they need some final adaptation to the specific regulations and procedures of each State, to meet audit requirements. It is observed that, despite receiving courses from various sources, the authorities do not develop customized courses internally, which is fundamental.
- ✓ **Deficit in Human Resource Planning:** CAAs face difficulties in planning, developing, retaining and replenishing their technical staff, negatively impacting their ability to guarantee operational safety.
- ✓ **Lack of Sensitivity in HR Management:** Within the authorities, HR personnel, due to the high turnover of middle management, lack sensitivity about the impact of talent loss and the degradation of the competence of inspection personnel on the objectives of the authorities and operational safety. This lack of understanding is due to the absence of specific training on the impact of their actions.
- ✓ **Impact of State Reduction Decisions:** Decisions to reduce the state apparatus impact the CAAs, limiting their ability to renew technical staff.
- ✓ **Difficulties in Building Internal Capacities:** CAAs face difficulties in building internal capacities for the training of inspectors and the transmission of experience among them.
- ✓ **Negative Consequences:** The lack of human resource planning generates a vicious cycle of external dependence, inefficiency in the use of resources and an increased risk to operational security.

2.2 Given this scenario, strengthening human resource management within civil aviation authorities is crucial. This pillar is fundamental for implementing and complying with the regional safety plan and each State's safety oversight functions.

2.3 Based on this, a work plan is proposed to help the authorities improve their human resources management, which includes the following activities:

- **Awareness of HR Management and its Impact on Operational Safety:**
  - ✓ Seminars aimed at DGACs and directors of the CAAs. (\*)
  - ✓ Short videos on the subject.
- **Training for HR Managers:**
  - ✓ Training in planning, HR management, maintenance of competence and training of the legal-technical staff of the administrations. (\*\*)
- **Development of a Guide on HR Management in CAAs: (\*\*)**
  - ✓ Methodology for determining the number of technical staff and good practices.
  - ✓ Development and maintenance of the competence of CAA personnel, including a guide on job descriptions for safety personnel.
  - ✓ Personnel planning, including a succession management policy and mentoring to ensure knowledge transfer.
  - ✓ Guide for the model instruction manual with the corresponding instruction programs, transversal to the audit areas; that includes accompaniment with the appropriate system to keep the training for personnel updated according to a defined periodicity and the OJT tasks identified. This guide should emphasize that authorities must have their own instruction area to customize the courses with their regulations and procedures.
- **Implementation of an On-the-Job Training Program:** A program of training with specialists from other states in those that have standardized instructional programs.

(\*) Activities under consideration for SRVSOP support.

(\*\*) Activity under consideration for partial SRVSOP support.

2.4 Several of these activities have been discussed within the SRVSOP Strategic Plan and it is expected that funds will be available to advance some of them at the next General Board. SRVSOP is also coordinating with EASA to ensure that the EULAC project supports initial awareness-raising activities.

2.5 While the SRVSOP can support some of these activities, more support will be required so that all activities can be carried out in English and Spanish, adjusting to the needs of all States in the region, including those States that do not belong to the SRVSOP.

2.6 On the other hand, the activities listed above must be sustained over time. Specifically, the training and awareness activities should be conducted every three years, and the HR Management Guide must be regularly updated to reflect best practices. To achieve this, the maintenance of the program would have to be entrusted either to a regional RSOO or to the Regional Office incorporating it as a regional program.

2.7 In addition to all the above, the Region also faces the challenge of incorporating new technologies into the market, such as UAS/RPAS operations, which will also require competent personnel in the CAAs, this implies that the increase in technical personnel will have to be considered or identify efficiencies in all the processes of the authorities including those of surveillance.

2.8 Human resource management in Civil Aviation Authorities (CAAs) must evolve, adopting innovative methodologies to optimize efficiency. Risk-Based Surveillance (RBS) is a key example, enabling an efficient allocation of resources by prioritizing areas of higher risk, in line with ICAO guidelines. Although the SRVSOP has developed tools to support this implementation and has trained more

than 250 people in various areas for the implementation of the RBS, its application in the region has not yet achieved the desired impact.

2.9 It is recommended that CAAs integrate RBS into their human resource planning, using data analytics to optimize the allocation of technical staff and improve supervisory efficiency. In addition, it is proposed that they strengthen their technological systems to facilitate the collection and processing of safety data, allowing a better identification of emerging trends and risks. The effective implementation of RBS in human resources management will contribute to more efficient more efficient oversight, ensuring the continuous improvement of operational safety in the region. Details can be found in IP/09.

### 3. **Suggested action**

3.1 The Meeting is invited to:

- a) Take note of the information presented in this WP.
- b) Analyze the proposal from points 2.3 to 2.8 and suggest any changes or clarifications, express support and indicate interest in the implementation of this program.
- c) Analyze the recommendation from points 2.8 to 2.9 and provide comments if deemed necessary.

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