



Agenda Item 4A: Human resources

**HUMAN RESOURCES FOR AVIATION
STAFF PLANNING AND RESIZING PRACTICES**

(Presented by EASA)

SUMMARY

The Aviation sector concerning human resources is a dynamic one. Due to the sector evolution and resources constrains, having the optimum number of staff aligned with the organizational drivers is a must in order to save costs and focus on efficiency.

The present paper highlights the importance to bring the human resources up to speed considering their competence development and their allocation to the national aviation traffic needs.

**ICAO Strategic
Objectives:**

A: Safety

B: Air navigation capacity and efficiency

C: Aviation security and facilitation

1. Introduction

1.1 In order for the national civil aviation authorities to effectively and competently discharge their obligations to meet the ICAO Standard and Recommended Practices, it is crucial to have a sound management system which includes a process to ensure the availability of sufficient staff.

1.2 This staff shall have the qualifications required to perform their tasks and shall be subject to initial and recurrent training. The national authority should have a process to ensure and monitor the right competences to the right staff.

1.3 The main objective of this paper is to highlight the importance of the national authorities and in particular their Human Resources Departments, to have the necessary tools and knowledge to optimize organizational efficiency through the restructuring of human resources.

2. Discussion

2.1 Knowing exactly the number of staff to run on an efficient basis a National Aviation Authority (NAA) is not always clearly straightforward. The aviation sector is dynamic in terms of market demand and in consequence operators, carriers, traffic volume changes. As the National Aviation Authority is the organisation responsible for the oversight it has also to change in accordance with the market needs.

2.2 One of the most important assets in an NAA is their staff, these human resources should be adjusted in terms of work volume, updated competences and successful performance, for that the NAA shall have in place a system that can monitor and reinforce the number of staff needed in accordance with their country needs.

2.3 Topics such as the analysis of the activities carried out by the national authorities, development of strategies for the efficient planning of human resources for operational safety inspectors, reinforcement of the competence development of Human Resources Management, and having the right approach to find the right size/number of human resources considering the organizational structure of the Civil Aviation Authorities are important to gain efficiency and comply with aviation safety.

2.4 In this sense a first workshop was developed and delivered in 2024 under the title of “Organizational efficiency - Human Resources resizing practices” within the EU LAC APP II Project. This project funded by the European Commission is implemented by EASA.

2.5 The workshop under the request and in coordination with the SRVSOP had as main objectives:

- To get to know a method to have HR rightsized.
- To get to know examples and practices and the impact on the different HR areas.
- To exchange information between the different South American Countries.
- To create networking and build up a channel of communication on Human Resources for the different countries.

This three-day workshop was delivered in Lima, Peru, from 12-14th August. Besides the presentations a set of practical examples and exercises were put in place and a group of discussion was created.

2.6 The workshop was delivered on a face-to-face mode, led by an EASA staff member, delivered in English with simultaneous translation in Spanish to a group of 14 trainees from seven countries: Brazil, Bolivia, El Salvador, Chile, Guyana, Peru and, Suriname. The participants were very active and presented their cases showing attention and intellectual good reasoning.

2.7 The main conclusions of the workshop were:

- The group was highly motivated to attend the workshop as they see this as a unique opportunity to learn about the regional HR practices, usually this capacity building goes to the technical aviation domains.
- The groups had around 80% professionals that were having already a very good understanding of the human resources area.
- The different authorities from the different countries have different organizational setups and are mainly: big organizations from 1500 (Brazil) until 5000 (Chile) staff, medium organizations 150/200 staff most of the rest of the countries, small organization 30 staff in the case of Suriname.
- The representatives from Venezuela despite the fact that they were enrolled on the workshop they couldn't participate due to the political situation of the country.
- The group already put together a small group of discussion as they need to exchange practices and they want to have benchmarks for their activity, for example: “what will be the best number of inspectors considering the number of planes and the number of flights that the country detains?”

2.8 It was stated the need to involve other countries from the Region in order to engage and create the same level of knowledge as the countries that attended the first workshop, it was stated that recurrent training sessions were needed not to lose the momentum and continuously exchange information between countries and keep knowledge up to date.

3. **Conclusion**

To develop and deliver a second workshop, involving all countries of the region for the continuous knowledge development in particular on how to develop a regional benchmark for staff definition and to explore the [iSTARS 4.0 \(icao.int\)](http://iSTARS.4.0(icao.int)) reports as a reference tool.

4. **Action by the Meeting**

4.1 The Meeting is invited to:

- a) Take note of the information contained in this Document; and
- b) take note and eventually express interest in the proposed activity.

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