

# ORGANIZATIONAL EFFICIENCY – HUMAN RESOURCES RESIZING PRACTICES

16th – 18th September 2025

ICAO SAM Office, Lima, Peru

## EU LAC APP II

### European Union Latin America and Caribbean Aviation Partnership Project

*Enhancing the aviation partnership between the EU and  
Latin America and the Caribbean*

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EASA, International Cooperation Department - An Agency of the European Union



# ORGANIZATIONAL EFFICIENCY - HUMAN RESOURCES RESIZING PRACTICES

## Day 01

EU LAC APP II

European Union Latin America and  
Caribbean Aviation Partnership Project



# Agenda day 01

09:00 H – 09:15 H	<b>CHECK-IN</b>	09:00 H – 09:15 H
09:15 H – 10:00 H	<b>Kick off - Get to know people and expectations</b> Who are we, what do we want to achieve in this training session	09:15 H – 10:00 H
10:00 H – 10:30 H	<b>Methodology</b> How to put together a HR resizing exercise	10:00 H – 10:30 H
10:30 H – 12:15 H	<b>Trouble identification - main organizational painpoints</b> Brainstorming	10:30 H – 12:15 H
12:15 H – 12:30 H	<b>Conclusions of the pain point diagnosis</b>	12:15 H – 12:30 H
12:30 – 13:30 H	<b>LUNCH BREAK</b>	12:30 – 13:30 H
13:30 H – 14:30 H	<b>Organizational variables</b> Strategy, business development and priorities	13:30 H – 14:30 H
14:30 H – 17:00 H	<b>Strategic Exercise</b> Areas to invest, to stabilise and to discontinue	14:30 H – 17:00 H
17:00 H – 17:15 H	<b>Conclusions of the organizational map</b>	17:00 H – 17:15 H
17:00 H – 17:30 H	<b>WRAP UP OF DAY 1</b>	17:00 H – 17:30 H

# Agenda day 01

09:15 H – 10:00 H

**Kick off - Get to know people and expectations**  
**Who are we, what do we want to achieve in this training session**

09:15 H – 10:00 H



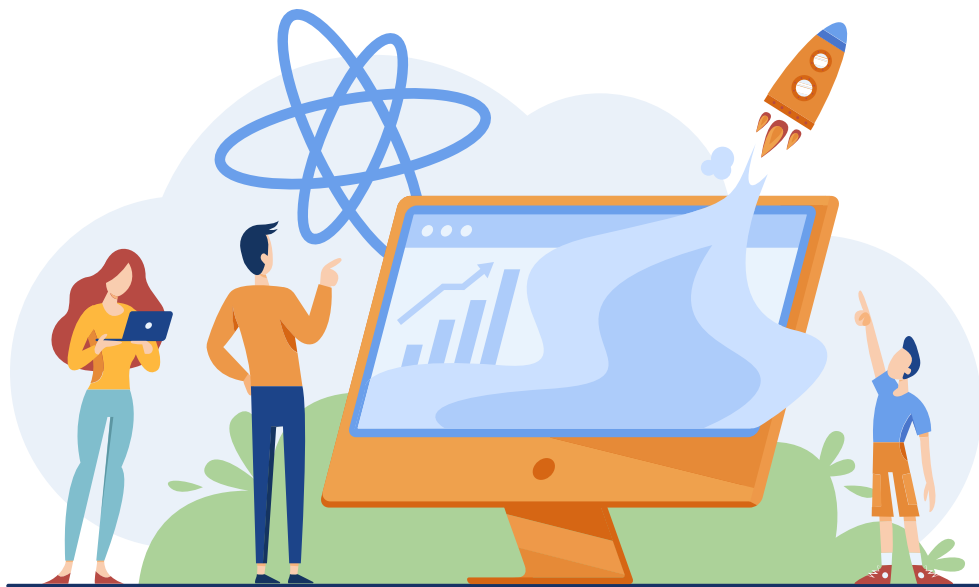
# Agenda day 01

10:00 H – 10:30 H

**Methodology**

**How to put together a HR resizing exercise**

10:00 H – 10:30 H

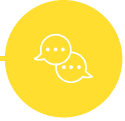


# HR resizing Methodology



## Strategy of the organization

How the HR resizing will serve the organization mission and strategy at a medium/long term?



## Human Resources policies

How to ensure that the HR resizing be in line with the human resources technical guidelines and good practices?



## Staff development

How the HR resizing will ensure staff wellbeing and development?

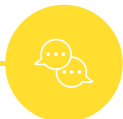
- ❖ To create a method that makes sense to you as a HR manager (technically) to the CEO (strategically) and to the staff (operationally)





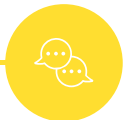
## Involving the right focal points

Top management + focal points per unit + staff representatives



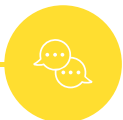
## Communication is key

Open a channel of communication available to all staff that can be updated easily (virtual community/mail per month/lunchtime workshops...)



## Time management

Your methodology should respect a previous agreed calendar with clear steps/milestones/dates/people responsible

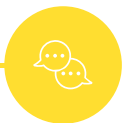


## Means management

You will have to anticipate and negotiate with top management the means you will need to put the method in practice

- ❖ To create a method that involves the people, that is clear, communicate and it's doable





## People's management

Human Resources resizing is highly sensitive to the staff

Considerations on all areas of Human Resources management  
(repositioning, redefinition, extinguishing, creation, reconversion of posts with all consequent impacts on all Human Resources areas)

Be ready to deal with problematic situation  
(keeping the positive spirit, finding the advantages in change, put yourself in the shoes of your interlocutors)

The method should protect the staff not a threat to staff

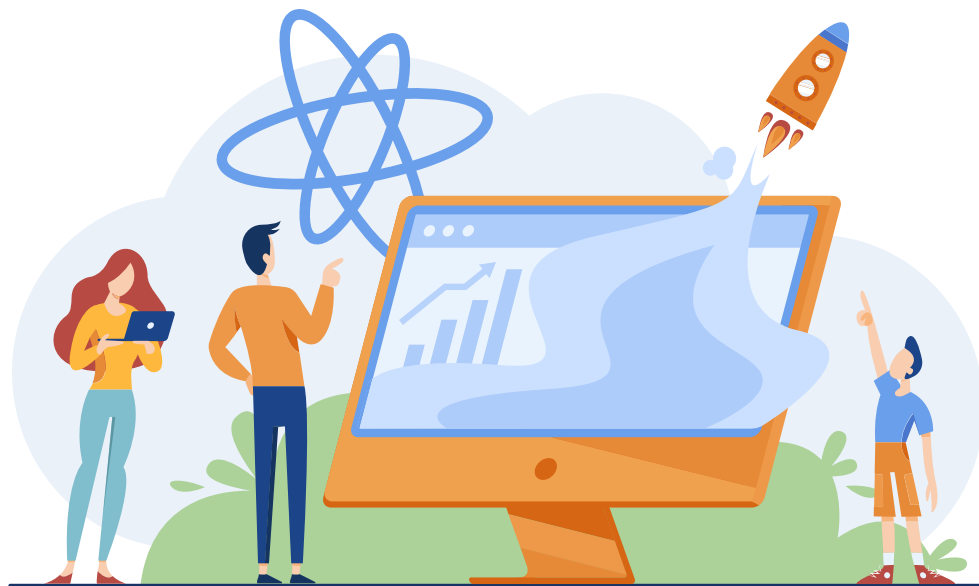
❖ Trust is  
kye



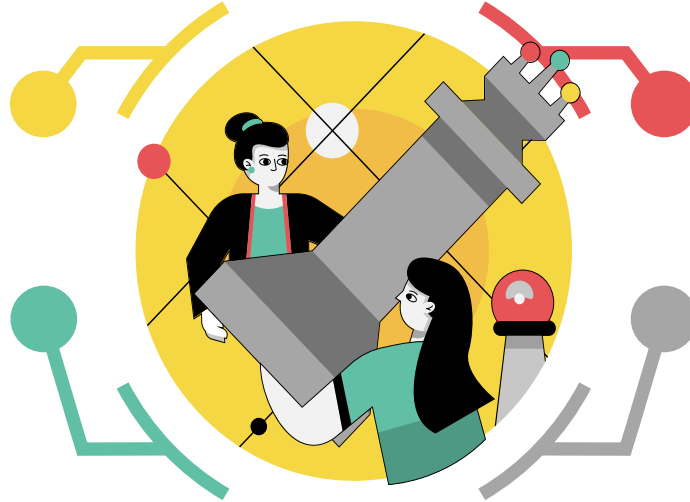
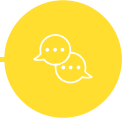
10:30 H – 12:15 H

**Trouble identification - main organizational pain points**  
**Brainstorming**

10:30 H – 12:15 H



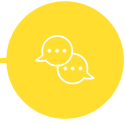
## Why are we doing a organizational resizing of human resources?



### Exercise 01:

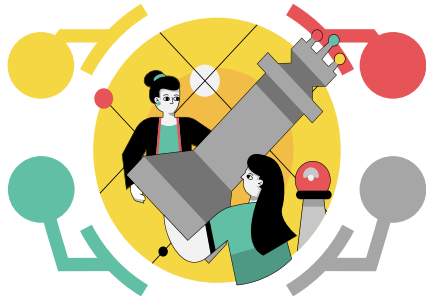
Think about your organization, what problems can you identify that justifies a resizing of HR and why?

## Why are we doing a organizational resizing of human resources?



- Because management decided it
- Because we can't manage the work we have
- Because there were several critical errors
- Because we have budget constraints
- Because people are leaving and turnover is a problem
- Because we have new organizational competences
- Because we are joining another organization
- Because we need to innovate

❖ By drafting the pain points we will understand what type of changes HR will face.



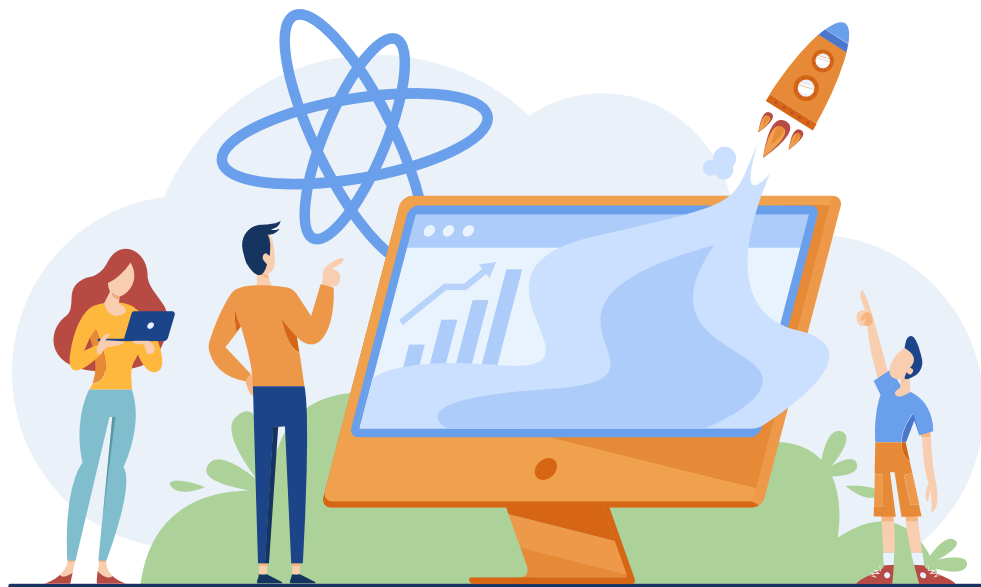
Exercise 01:  
Think about your organization what problems can you identify and why?



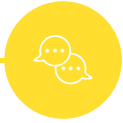
12:15 H – 12:30 H

**Conclusions of the pain point diagnosis**

12:15 H – 12:30 H



## Why are we doing a organizational resizing of human resources?



- Because:  
(conclusions from the group)

❖ Not always  
the resizing  
is the  
solution for  
our  
problems



# Agenda day 01

12:30 – 13:30 H

**LUNCH BREAK**

12:30 – 13:30 H

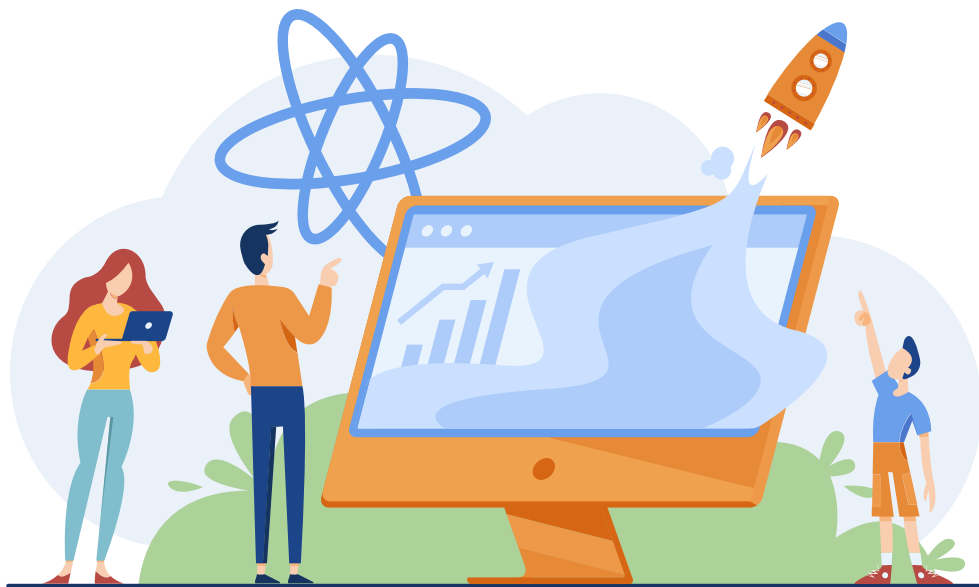


# Agenda day 01

13:30 H – 14:30 H

**Organizational variables**  
**Strategy, business development and priorities**

13:30 H – 14:30 H



# Organizational variables



## Organizational Mission

What is the mission of your organization?



## Organizational values

What are the values of your organization?



## Organizational strategy

How is the mission provided? What are the drivers of the organization? What are the strategic objectives at a medium term?



## Organizational priorities

On what areas are you investing?

❖ Without doing these steps you will not enter on a sound RH resizing exercise

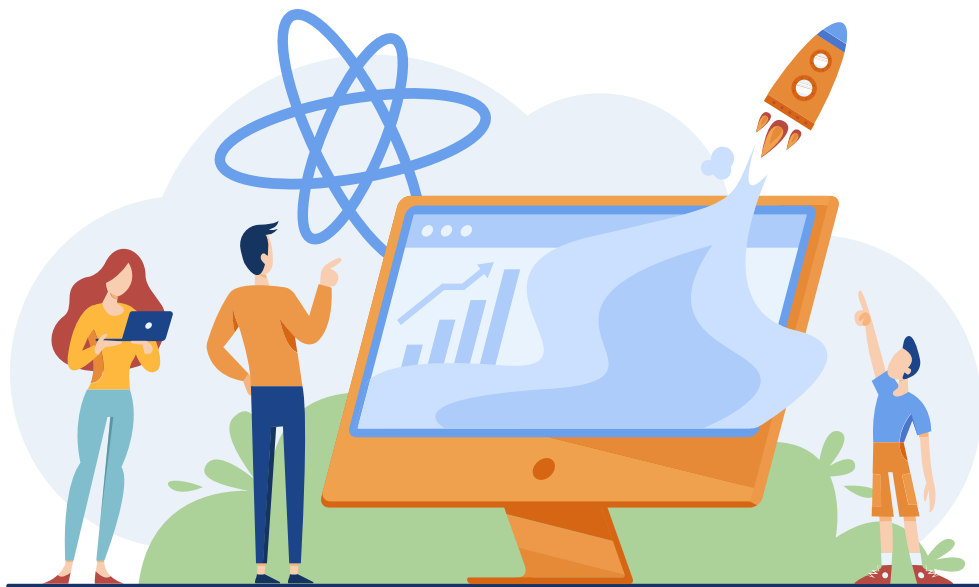


# Agenda day 01

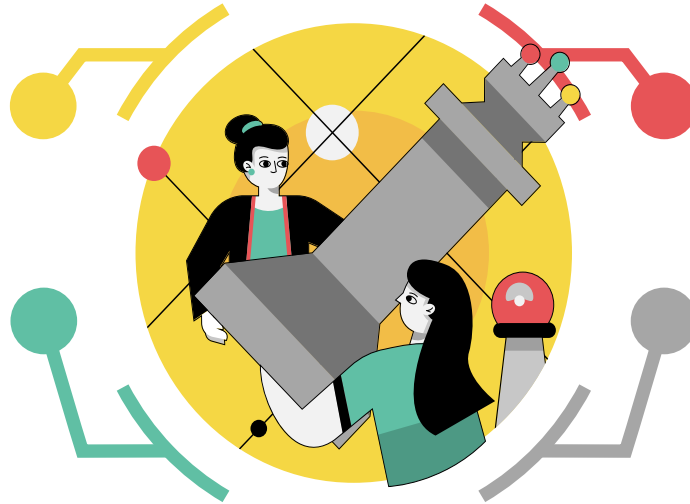
14:30 H – 17:00 H

**Strategic Exercise**  
**Areas to invest, to stabilise and to discontinue**

14:30 H – 17:00 H



## Where to put our effort/where to take away our effort



### Exercise 02:

Think about your organization, what are the areas to invest, to stabilise and to discontinue and why?

### Exercise 03:

Evaluate the outcomes giving priorities (1-3).

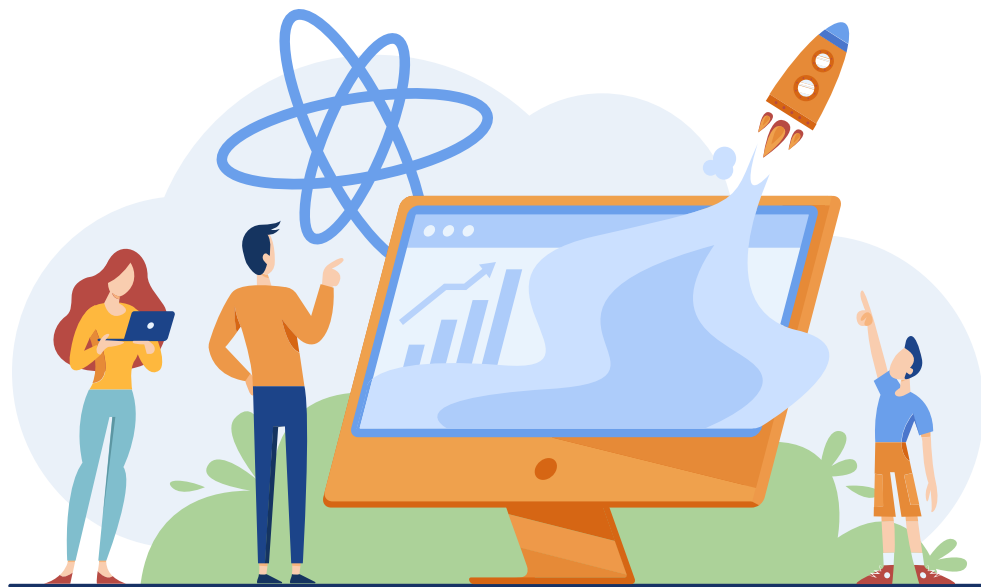
(keep in mind what you wrote in Exercise 01)

# Agenda day 01

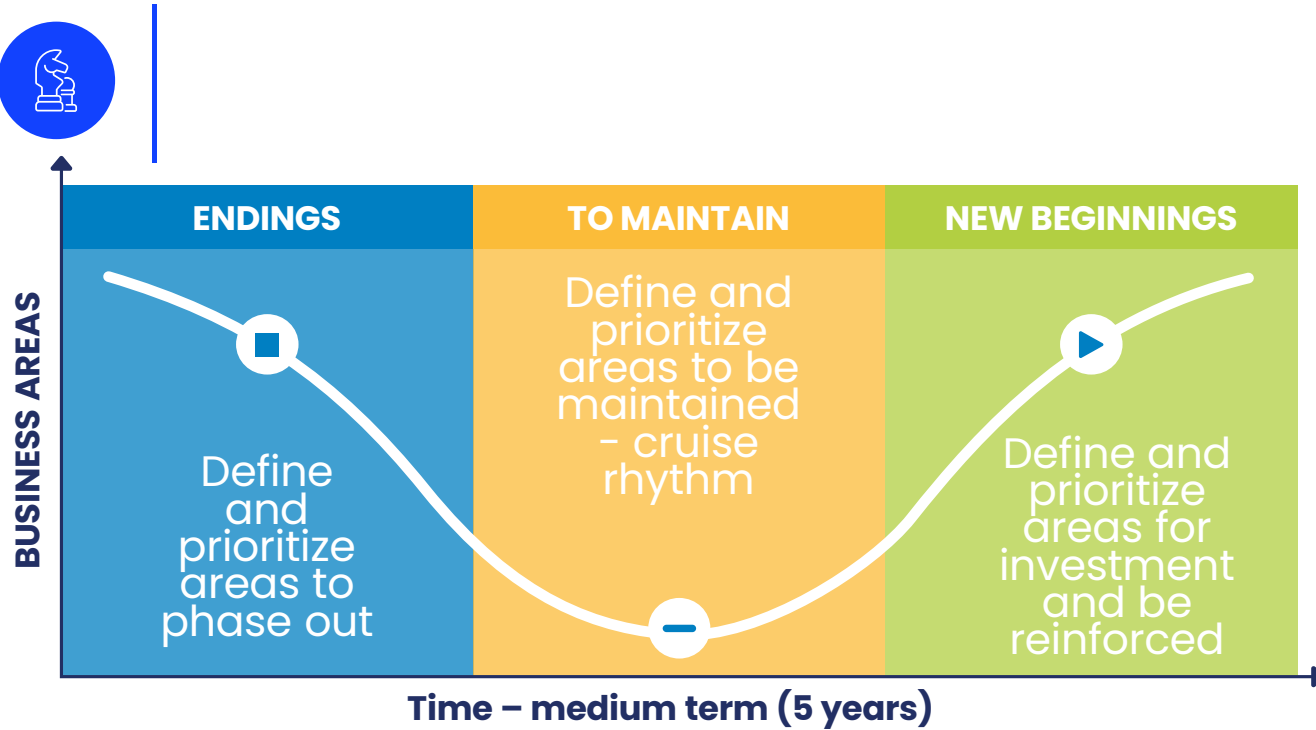
17:00 H – 17:15 H

Conclusions of the organizational map

17:00 H – 17:15 H

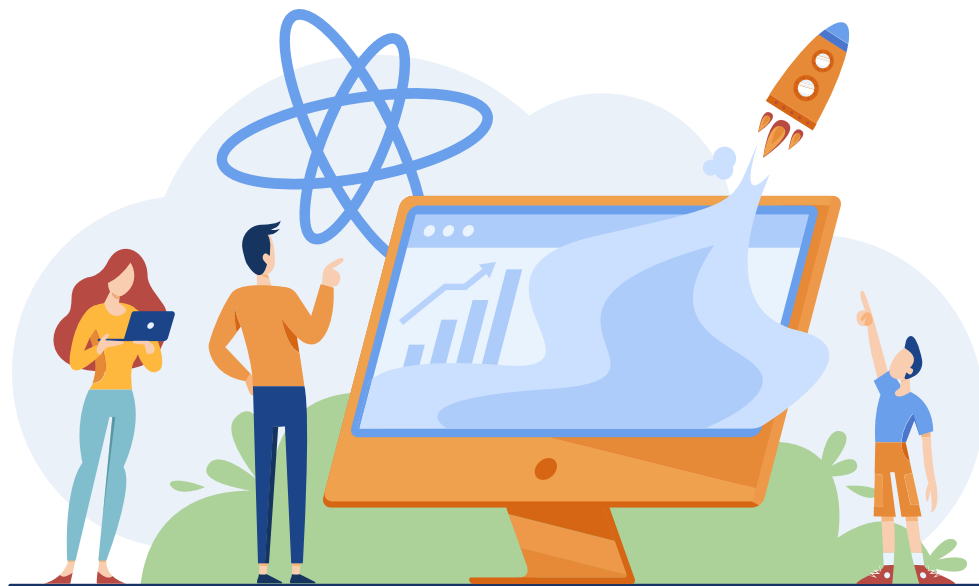


# Organizational map conclusions



- ❖ Showing it clear and get endorsement from top management







A Method should be strategically, technically and operationally driven

B Method should involve the people, should be clear communicated and doable

C Trust is key

D By drafting the pain points we will understand what type of changes the organization will face

E Not always the resizing is the solution for our problems

F Without analysing the organizational variables (mission, values, strategy and priorities) we will not enter on a sound RH resizing exercise

G Defining and prioritizing business areas to invest, to maintain and to discontinue is fundamental

H Showing clear the conclusions and get endorsement from top management is a must