

# Report of Team D

## Focus Area 11 Insufficient number of qualified personnel

### Focus Area 11 – Operators Best Practice Implementation

Best Practices	Metrics	Implementation
<p><b>BP 11a-1 – Stakeholders, collectively and individually, assess human resources requirements for the recruitment and training of personnel that includes growth projections, target levels and training standards.</b></p> <p>a. The assessment projects the needs, expected shortfalls and required training based on:</p> <ul style="list-style-type: none"> <li>• Sound market-based assessment of operational projections across all operators;</li> <li>• Expected development of flight operations and related support requirements for all sectors of the industry;</li> <li>• Anticipated retirements and replacements.</li> </ul>	<p>a. Assessment exists for all industry sectors</p>	<p><input type="checkbox"/> Complete  <input checked="" type="checkbox"/> Somewhat  <input type="checkbox"/> Little/None  <input type="checkbox"/> Not Applicable</p> <p>Discussion:            Helicopter operators have HR plan            No systematic plan            Aviation College retirement assessment of pilot needs done.            Gap in the area of instructors identified for college.            No database to manage situation</p>

## Focus Area 11 – ANSPs Best Practice Implementation

Best Practices	Metrics	Implementation
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## Focus Area 11 – Regulators Best Practice Implementation

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## Focus Area 11 – Airports Best Practice Implementation

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## Focus Area 11 – Operators Best Practice Implementation

Best Practices	Metrics	Implementation
<p>BP 11b-1 – <u>Stakeholders identify potential sources of appropriately qualified personnel and actively encourage a sufficient number of people to enter accredited training institutions.</u></p> <p>a. Promotion of the acceptance of licenses and qualifications issued by other regulatory authorities/civil aviation authorities.</p> <p>b. Development of incentives to attract potential candidates into the industry.</p> <p>c. Development of incentives to reduce the migration of professional staff from one region to another.</p>	<p>a. Source of qualified personnel identified, along with a recruitment strategy.</p>	<p><input type="checkbox"/> Complete  <input type="checkbox"/> Somewhat  <input checked="" type="checkbox"/> Little/None  <input type="checkbox"/> Not Applicable</p> <p>Discussion:            Nigerian government scholarship program through college (limited)            Licenses recognized            Operators recruiting and paying for training            Nigerian content policy working but limited to Nigeria            Difficulty in recruiting for helicopters operators</p> <p><b>More airline input required</b></p>

## Focus Area 11 – ANSPs Best Practice Implementation

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## Focus Area 11 – Regulators Best Practice Implementation

Best Practices	Metrics	Implementation
<p>BP 11b-1 – <u>Stakeholders identify potential sources of appropriately qualified personnel and actively encourage a sufficient number of people to enter accredited training institutions.</u></p> <p>a. Promotion of the acceptance of licenses and qualifications issued by other regulatory authorities/civil aviation authorities.</p> <p>b. Development of incentives to attract potential candidates into the industry.</p> <p>c. Development of incentives to reduce the migration of professional staff from one region to another.</p>	<p>a. Source of qualified personnel identified, along with a recruitment strategy.</p>	<p><input type="checkbox"/> Complete  <input checked="" type="checkbox"/> Somewhat  <input type="checkbox"/> Little/None  <input type="checkbox"/> Not Applicable</p> <p>Discussion:            Licenses of other States accepted            Incentives exist to recruit            Limited resources to retain</p>

## Focus Area 11 – Airports Best Practice Implementation

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## Focus Area 11 – Operators Best Practice Implementation

Best Practices	Metrics	Implementation
<p>BP 11b-2 – <u>Organizations develop and implement a rolling multi-year human resources plan that is regularly reviewed and updated.</u></p> <p>a. A flexible human resource plan is implemented as an integral part of the organization's business plan.</p> <p>b. The plan provides a basis upon which to make adjustments to reflect unanticipated changes in the industry and includes specific strategies for the retention of qualified staff.</p>	<p>a. Number of qualified personnel to meet the plan.</p>	<p><input type="checkbox"/> Complete</p> <p><input type="checkbox"/> Somewhat</p> <p><input checked="" type="checkbox"/> Little/None</p> <p><input type="checkbox"/> Not Applicable</p> <p>Discussion:</p> <p>Reactive recruiting (poaching) typical</p> <p>Shortfalls of personnel exist</p> <p><b>Airline input required</b></p>

## Focus Area 11 – Regulators Best Practice Implementation

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## Focus Area 11 – ANSPs Best Practice Implementation

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## Focus Area 11 – Airports Best Practice Implementation

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## Focus Area 11 – Operators Best Practice Implementation

Best Practices	Metrics	Implementation
<p><b>BP 11c-1 – <u>Stakeholders establish internal and independent audit processes and reviews.</u></b></p> <p>a. Internal audits are conducted as an integral part of the organization’s business plan review.</p> <p>b. External independent auditing is conducted through the use of recognized and accepted audit processes such as USOAP and IOSA.</p>	<p>a. The audit process is integral to the organization’s business plan.</p>	<p><input type="checkbox"/> Complete  <input checked="" type="checkbox"/> <b>Somewhat -</b>  <input type="checkbox"/> Little/None  <input type="checkbox"/> Not Applicable</p> <p>Discussion:            Audits of personnel plans part of internal quality system            Completed as part of IOSA or code share audits            Internal audits are done, may not include personnel.</p>

## Focus Area 11 – Regulators Best Practice Implementation

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## Focus Area 11 – ANSPs Best Practice Implementation

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## Focus Area 11 – Airports Best Practice Implementation

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## Focus Area 11 – Other Best Practices (1)

Best Practices	Metrics	Implementation
<p><input type="radio"/> Planned use of retired personnel, as supplemental workforce, mentors, and instructors where applicable</p>	<p>a. Use of Retirees included in plans</p>	<p><input type="checkbox"/> Complete</p> <p><input checked="" type="checkbox"/> <b>Somewhat</b></p> <p><input type="checkbox"/> Little/None</p> <p><input type="checkbox"/> Not Applicable</p> <p>Discussion:</p> <p>In place in Nigeria for Regulator</p> <p>In place for ANSPs and College</p> <p>In place in operators – airlines recruiting retired personnel including Air Force</p> <p>Retirees must be trained and current as required by job function</p> <p><b>Need to know more about other States</b></p>

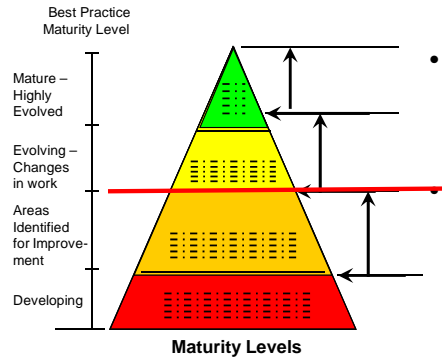
## Focus Area 11 – Other Best Practices (2)

Best Practices	Metrics	Implementation
<p>O Career Development includes secondment between Agencies and between States</p>	<p>a. Included in plans. All disciplines. Across States</p>	<p><input type="checkbox"/> Complete  <input checked="" type="checkbox"/> <b>Somewhat</b>  <input type="checkbox"/> Little/None  <input type="checkbox"/> Not Applicable</p> <p>Discussion:            Database is being developed within BAG for secondment of inspectors            Database in Nigeria for resources persons for the College            Practiced among government agencies            Operators provide instructors            Mostly ad hoc not between States yet</p>

## Focus Area 11 – Other Best Practices (3)

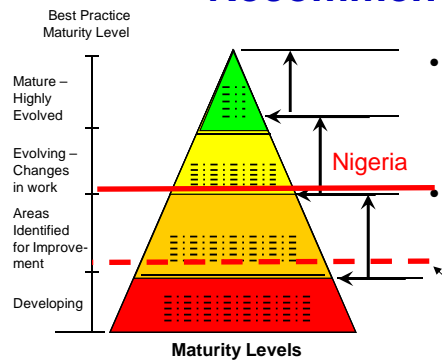
Best Practices	Metrics	Implementation
<p>O In-house mentoring program</p>	<p>a. Defined program in place in all sectors</p>	<p><input type="checkbox"/> Complete  <input checked="" type="checkbox"/> <b>Somewhat</b>  <input type="checkbox"/> Little/None  <input type="checkbox"/> Not Applicable</p> <p>Discussion:  <b>Operators TBD</b>            Regulators serve as instructors for operators in SMS            Mentoring present in ANSPs            Rotation program part of training in Airports</p>

## Operators Identify Potential Recommended Actions



- Using the identified maturity level and the identified gaps, list the Recommended Actions necessary to move to the next level of maturity
- Using the group knowledge and consensus, identify other potential safety actions that should be considered.

## Regulators Identify Potential Recommended Actions



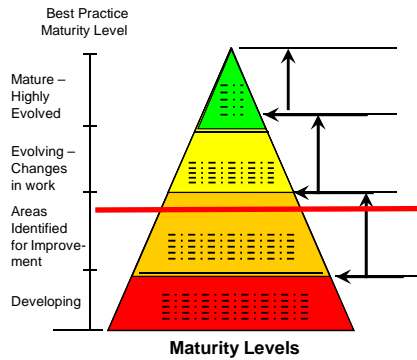
- Using the identified maturity level and the identified gaps, list the Recommended Actions necessary to move to the next level of maturity
- Using the group knowledge and consensus, identify other potential safety actions that should be considered.

**BAG States**

*Note:*

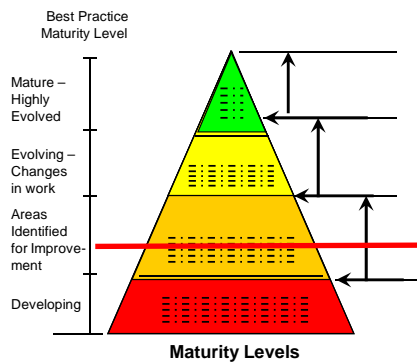
- Level should be verified by all BAG States.
- NCAA has improved substantially in last 2 years but are still budget constrained.
- Cape Verde and Ghana have improved substantially and achieved Cat 1.
- Some BAG States have significant shortfall.

## ANSPs Identify Potential Recommended Actions



- Using the identified maturity level and the identified gaps, list the Recommended Actions necessary to move to the next level of maturity
- Using the group knowledge and consensus, identify other potential safety actions that should be considered.

## Airports Identify Potential Recommended Actions



- Using the identified maturity level and the identified gaps, list the Recommended Actions necessary to move to the next level of maturity
- Using the group knowledge and consensus, identify other potential safety actions that should be considered.

## Identify Potential Recommended Actions

### Recommended Actions

- Develop data base reflecting manpower and training needs for the sub-region building on existing data and projections.
- Develop a plan for the sub-region that will retain industry personnel and provide instructors for training institutions
- Develop programs where donor organizations and governments can subsidize aviation industry training (consider Industrial Training Fund and scholarships).
- Establish internship programs across government and industry to attract new personnel and motivate and retain existing personnel.
- Develop exchange programs between sub-region and advanced aviation countries.
- Work with operators to develop valid long term human resource plans that match resources to proposed operations. (Should address development and recruitment of young personnel, and aviation qualifications of senior management)

## Identify Potential Recommended Actions

### Recommended Actions

- The safety team should review policies that impact entry qualifications and career progression for safety-related professions.
  - Address use of vocational training in lieu of degrees.
  - Address aviation qualifications of management and safety personnel.
- Keep training plans and infrastructure plans synchronized. All program plans should include training and staffing plans.
- Safety team should identify appropriate level of training investment required to support safety along with source of funds. (note: best practice is at least 5% of personnel cost). Governments should be encouraged to identify and protect this portion of the budget. Direct use of charges should be considered.
- Develop training infrastructure (for airports, ANSPs, etc) and share these resources across the BAG States
- Team should develop incentives for retention of government inspectors and identify compensation gaps