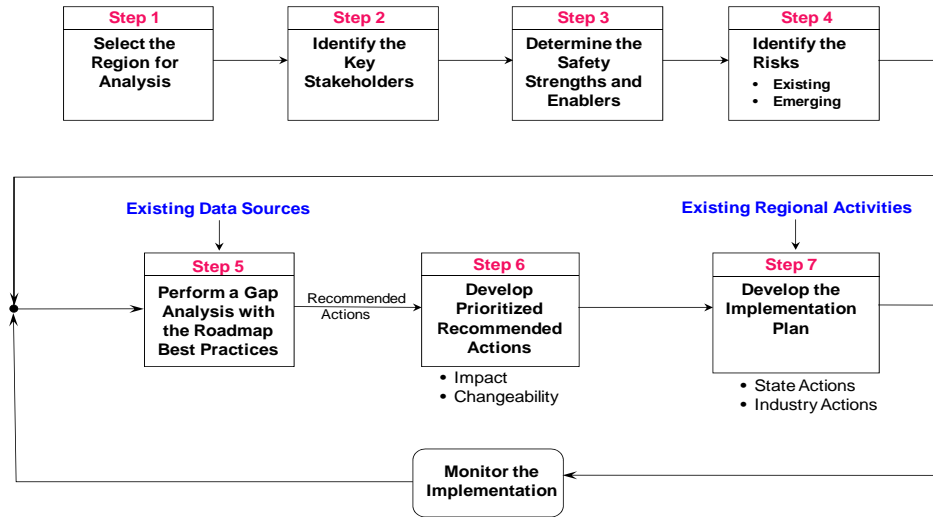


Step 5 – Perform a Gap Analysis



Focus Area 11 – Best Practice Implementation

Best Practices	Metrics	Implementation
<p>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.</p> <p>a. The assessment projects the needs, expected shortfalls and required training based on:</p> <ul style="list-style-type: none"> • Sound market-based assessment of operational projections across all operators; • Expected development of flight operations and related support requirements for all sectors of the industry; • Anticipated retirements and replacements. 	<p>a. Assessment exists for all industry sectors</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Highly Evolved <input checked="" type="checkbox"/> Evolving (Industry) <input checked="" type="checkbox"/> Areas identified for improvement (CAA) <input type="checkbox"/> Developing <p>Discussion: Projection period 5 years.</p> <p>Projections generally absent at a number of CAA's, but industry appear to be further advanced. Skills shortage at CAA's... mainly due finances.</p> <p>Health related scarcities.</p> <p>Transitional difficulties.</p>

Focus Area 11 – 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"/> Highly Evolved</p> <p><input type="checkbox"/> Evolving</p> <p><input type="checkbox"/> Areas identified for improvement</p> <p>X Developing</p> <p>Discussion: Currently no incentive systems exist in some areas.</p>

Focus Area 11 – 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"/> Highly Evolved</p> <p><input type="checkbox"/> Evolving</p> <p><input type="checkbox"/> Areas identified for improvement</p> <p>X Developing</p> <p>Discussion: Inexistent</p>

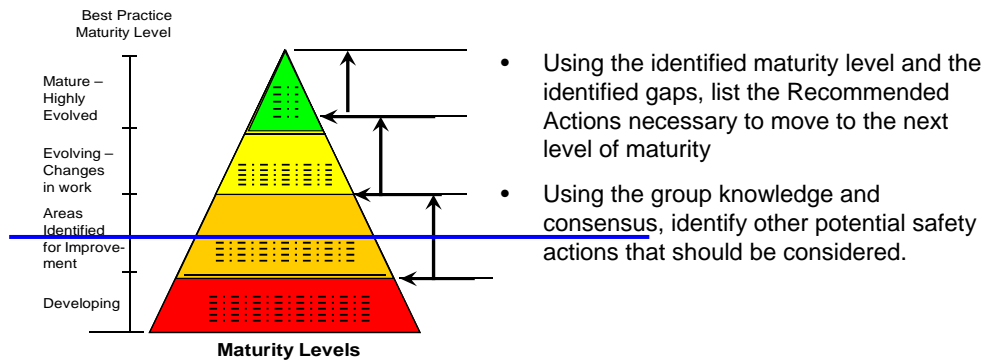
Focus Area 11 – Best Practice Implementation

Best Practices	Metrics	Implementation
<p>BP 11c-1 – Stakeholders establish internal and independent audit processes and reviews.</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"/> Highly Evolved</p> <p><input type="checkbox"/> Evolving</p> <p><input checked="" type="checkbox"/> Areas identified for improvement</p> <p><input type="checkbox"/> Developing</p> <p>Discussion: Internal audits generally not done. External audits are done through USOAP and IOSA audits for IATA members.</p>

Focus Area 11 – Other Best Practices

Best Practices	Metrics	Implementation
<p>Other Best Practices</p> <p>o None identified</p> <p>o</p> <p>o</p> <p>o</p>		<p><input type="checkbox"/> Highly Evolved</p> <p><input type="checkbox"/> Evolving</p> <p><input type="checkbox"/> Areas identified for improvement</p> <p><input type="checkbox"/> Developing</p> <p>Discussion:</p>

Identify Potential Recommended Actions



Identify Potential Recommended Actions

Recommended Actions

11a-1

- To adopt, where required, at the Ministerial level, an aviation section capable of providing an adequate link with the Civil Aviation Authority as well as producing human resources policy requirements for aviation. This section should also be represented at the SADC level.
- Collect industry best practices in human resource planning for implementation by the CAA and other stakeholders.

Recommended Actions (cont'd)

11b-1

- Perform a full-scale training needs and market analysis.
- Rationalize training capacities in region under the aegis of SADC.
- Attract new entrants to aviation through promotional activities such as “open days”, brochures, school programs, national activities, specific subjects/courses, media activities, bursaries, sponsorships, etc. Under auspices of Ministry?
- Ensure that all licensing requirements are harmonized.
- Ensure that conditions of service remain competitive with world markets.
- Expedite process of regionalization and pooling of resources.

11b-2

- To determine if local university (or technical) level courses are available in human resource management, specializing in human resource planning and establish cooperative arrangements.
- Research available course material in open domain for potential use at local level. (e.g. web based courses)

11c-1

– Stakeholders establish internal and independent audit processes and reviews.

- Encourage non-IATA airlines to undergo IOSA audits
- Encourage formation of formal and independent internal audit sections in CAA's and Airlines with defined periodicity for audits. Direct reporting line to CE of organization. Internal audits have to be extended to all annexes.

Prioritize the Recommended Actions Using the Impact-Changeability Level as a Guide

Recommended Action	Impact	Change-ability	IC Level	Selected Priority
1. Collect industry best practices in human resource planning for implementation by the CAA and other stakeholders.	3	2	P2	3
2. Ensure that all licensing requirements are harmonized (SADC)	3	2	P2	2
3. To adopt, where required, at the Ministerial level, an aviation section capable of providing an adequate link with the Civil Aviation Authority as well as producing human resources policy requirements for aviation. This section should also be represented at the SADC level.	3	1	P3	1
4. Perform a full-scale training needs and market analysis.	3	1	P3	3

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Prioritize the Recommended Actions Using the Impact-Changeability Level as a Guide

Recommended Action	Impact	Change-ability	IC Level	Selected Priority
5. Rationalize training capacities in region under the aegis of SADC.	3	1	P3	5
6. Ensure that conditions of service remain competitive with world markets by expediting process of regionalization and pooling of resources.	3	1	P3	5
7. Encourage non-IATA airlines to undergo IOSA audits	3	1	P3	5
8. Establish formal and independent internal audit sections in CAA's and industry with defined periodicity for audits. Direct reporting line to CE of organization. Internal audits have to be extended to all annexes.	3	1	P3	4

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Prioritize the Recommended Actions Using the Impact-Changeability Level as a Guide

Recommended Action	Impact	Change-ability	IC Level	Selected Priority
9. To determine if local university (or technical) level courses are available in human resource management, specializing in human resource planning and establish cooperative arrangements.	2	3	P4	6
10. Use available course material in open domain for potential use at local level. (e.g. web based courses)	2	3	P4	6
11. Attract new entrants to aviation through promotional activities such as “open days”, brochures, school programs, national activities, specific subjects/courses, media activities, bursaries, sponsorships, etc. Under auspices of Ministry	2	2	P5	6