



International Civil Aviation Organization

Aviation Security and Facilitation Plan Development Group

Third Meeting (SECFAL PDG/3)  
(Kuwait, 8 – 10 May 2018)

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**Agenda Item 3: Draft ACAC/MID SECFAL Plan**

HUMAN RESOURCES FACTORS

(Presented by the Secretariat)

**SUMMARY**

This paper highlights the importance of CAA to maintain an efficient and attractive AVSEC/FAL human resources policy focusing on the career path development and succession planning.

Action by the meeting is at paragraph 3.

**REFERENCES**

- Annex 17 – *Security*
- Global Aviation Security Plan (GASeP)
- Security Manual Doc. 8973, 10<sup>th</sup> Edition

**1. INTRODUCTION**

1.1 The primary objective of Member States with regard to international civil aviation security is to assure the protection and safety of passengers, crew, ground personnel, the general public, aircraft and facilities of an airport serving civil aviation, against acts of unlawful interference perpetrated on the ground or in flight. This is carried out through a combination of measures and the marshaling of various human and material resources at international, national and airport levels.

**2. DISCUSSION**

2.1 The second key priority in the GASeP is: *Develop security culture and human capability*, where the related priority actions identified are: Professionalize work force and ensure continuous performance and develop baseline requirements/ minimum qualification for personnel involved in security. Implementing those priority actions would result in attracting human resources.

2.2 The National Civil Aviation Security Quality Control Programme has to include provisions for human and material resources along with other requirements where each State should ensure that human resources are provided for the development, implementation and updating of the programmes, including sufficient resources for its management and administration, and the implementation of monitoring activities consistent with the current civil aviation operations.

2.3 ICAO encourages States to intensify their efforts to enhance the management of their human resources and to align themselves with best practices in key strategic aspects of human resources management, notably in the areas relating to ethics, contractual arrangements and recruitment, staff mobility, learning and development, performance management and succession planning. The aim of these reforms is to assist the States in attracting, retaining and motivating a competent, mobile and diverse workforce in Aviation Security, whilst promoting ethics and integrity, efficiency, effectiveness, transparency and consistency throughout the various entities.

2.4 Motivation is also significant to career development and critical to job security and satisfaction. It has been noticed that in the ICAO MID Region, many of the Aviation Security Staff who work at the CAA are not active comparatively to those who work in the airports within the same State. This has been concluded due to the fluctuating participation in regional and international forums (Conferences, Seminars, Workshops, Symposiums and Courses). The reason could be due to either lack of talent, or lack of budget, which are both highlighted by ICAO through Annex 17 SARPs. This is one of the factors that is why the trend of shifting and moving from the CAA to private sector and airport especially nowadays airports are more and more privatized. One of the factors that attracts security personnel to airports and other stakeholders rather than CAA, is that, budget is available for human resources development and training is mandated in their yearly planning, so more opportunities are available to strengthen and have a better career path. Alongside, in most States, the privatization of the airports has significantly increased the average wage comparatively to government sector in CAA within the same State, though job security factor is higher in the governmental sector, but the attraction of a good salary is higher due to the heightened standard of living.

### **3. ACTION BY THE MEETING**

3.1 The meeting is invited to:

- a) note the importance of human resource factors;
- b) encourage States to attract personnel, maintain the professional staff they have and encourage talent retention and succession planning; and
- c) ensure that the MID SEC/FAL Plan contain provisions related to human resources/factors.