



NGAP Strategy and Planning: Identifying Gaps

NGAP Symposium, Montréal 27-28 November 2017

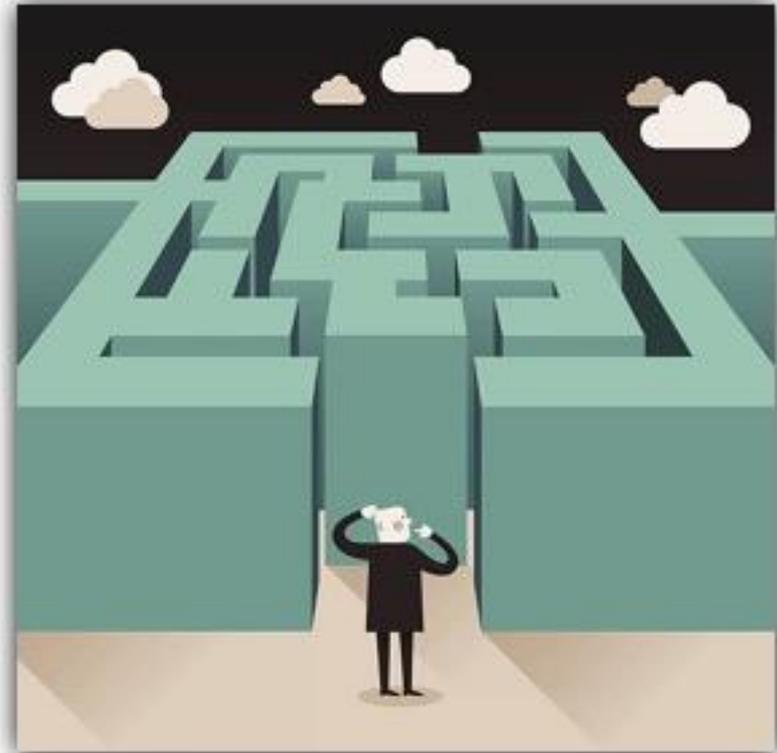
Bastien BERNARD
COO, DSN Services (France)



EXPERTISE AND CONSULTANCY OFFICE OF THE FRENCH CIVIL AVIATION

NGAP: A CHALLENGING INITIATIVE

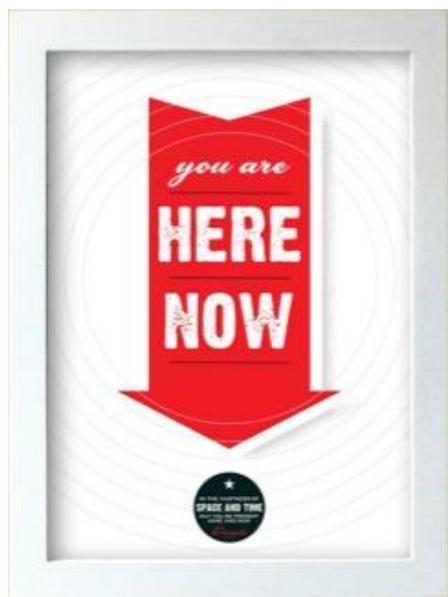
- **Size:** potentially a large scale project as it covers several professions
- **Inertia:** time required to train highly-skilled professionals
- **Sustainability:** a continuing process to maintain over the years (human and financial resources)
- **Local needs:** There's no « one size fit all » programme
- **Integration:** running the programme in parallel of the daily operations



Need of a planning process and methodology

IDENTIFYING THE GAPS

1) What is the Current situation (Attract, Educate and Retain)?



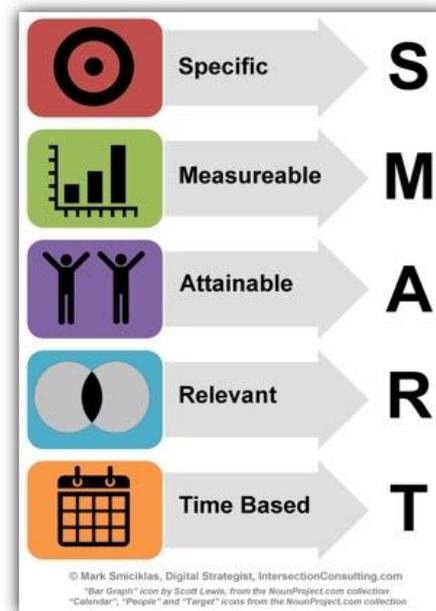
DIAGNOSTIC

3) Bridging the Gaps



ACTION PLAN

2) Where do we want to go to?



OBJECTIVES
and PREREQUISITES

IDENTIFYING THE GAPS: ATTRACT & RETAIN



IDENTIFYING THE GAPS: ATTRACT & RETAIN

Key Q:

Do we need to attract people?

- Do we lack people?
- How many? Which profiles?
- What are our recruiting capabilities?
- Why are we better than the competitors?

Key Q:

Why would people work for our organization on the long term?

- Power of Attraction of the Aviation Industry?
- Working conditions?
- Financial perspectives?
- Career evolution?
- Reputation?

Marketing strategy, career and competency management

IDENTIFYING THE GAPS: EDUCATE

Key Q: How educating efficiently our staff on the long term?

- What are the needs?
- What financial and human resources can we currently and tomorrow allocate to the Programmes?
- What are our Training capacities?
- How to take benefit of the new technologies?
- Do we educate In-house or do we outsource?
- How can we capitalize our experience and our knowledge?

Industry/Academia partnerships, knowledge management, Cost/Benefit oriented- strategy

NGAP: INVOLVING THE STAKEHOLDERS

Taking into account the strong dependencies between the different stakeholders' activities, decision cannot be taken in silos. Based on its purposes and constraint, an NGAP Programme can be seen as a **Collaborative Decision Making initiative** where stakeholders:

- Define high level strategy based on the national needs
- Exchange information as much as possible
- Contribute to meet common objectives





Thank you

bastien.bernard@dsnaservices.com



EXPERTISE AND CONSULTANCY OFFICE OF THE FRENCH CIVIL AVIATION