



INTERNATIONAL CIVIL AVIATION ORGANIZATION

**AFI PLANNING AND IMPLEMENTATION REGIONAL GROUP
FOURTEENTH MEETING (APIRG/14)**

(Yaoundé, Cameroon, 23-27 June 2003)

Agenda Item : 6. HUMAN FACTORS AND MANPOWER PLANNING

**The Human Factor, the Cornerstone for the Provision of Quality ATS Services
in the AFI Region**

(Presented by ASECNA)

SUMMARY

The purpose of this paper is to suggest axes for thought with a view to training and retaining competent, dedicated and motivated staff for the provision of quality ATS services in the AFI Region.

It also highlights the six basic qualities expected from managers of recent times.

I – INTRODUCTION :

Nowadays, the quality of service has become a must for the prosperity and viability (to adapt one's self or disappear) of any human activity, notably that of service providers. It could be represented by the following diagram 1:

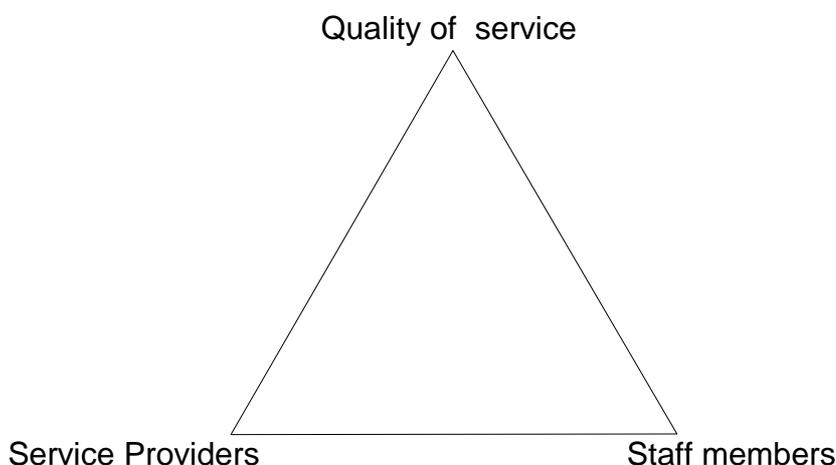


DIAGRAM 1 :

But the quality of service implies the involvement of all stakeholders concerned in a harmonious and dynamic relationship as illustrated by diagram 2 below:

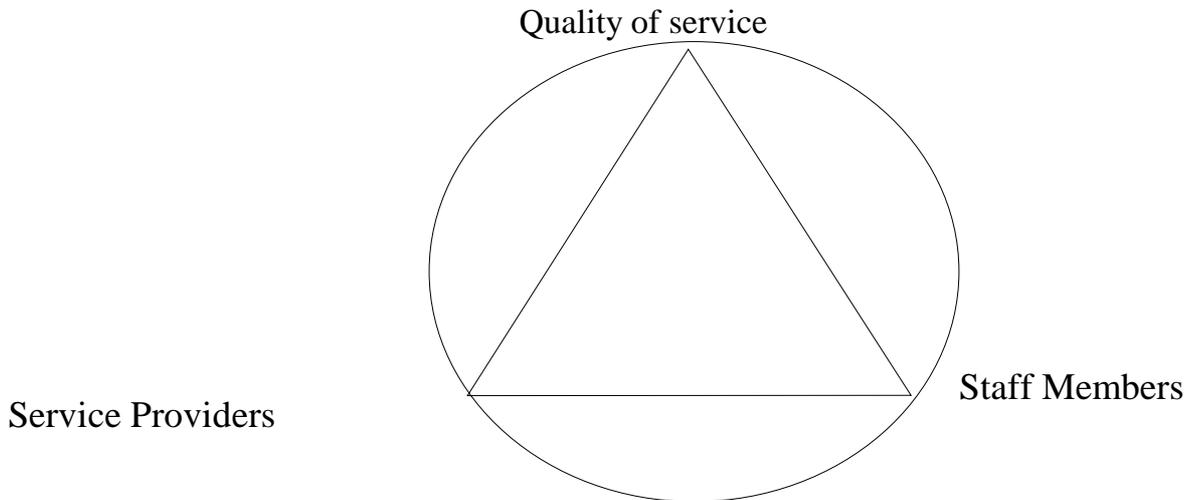


DIAGRAM 2

If the quality of service is dependent upon the interaction of all stakeholders, it is worth underscoring that the quality of manpower is of paramount importance. It is therefore necessary to analyse manpower management aspects.

II – MANPOWER MANAGEMENT : AN ASSET

Civil aviation as an air navigation safety-oriented activity has a major concern for all aspects linked to the quality of service. This concern which is indispensable to the economic expansion of the AFI Region is closely linked to the quality of men and women working in this sector of advanced technology.

In the light of Conclusion 13/97 and 13/98 of APIRG/13 Meeting, the provision of quality ATS services in the AFI Region calls for the promotion and retention within all concerned structures of competent, motivated and dedicated staff members.

My comments would therefore focus on the training and retention within ATS service providers structures (FOSATS), of performing staff members (see diagram 3 below).

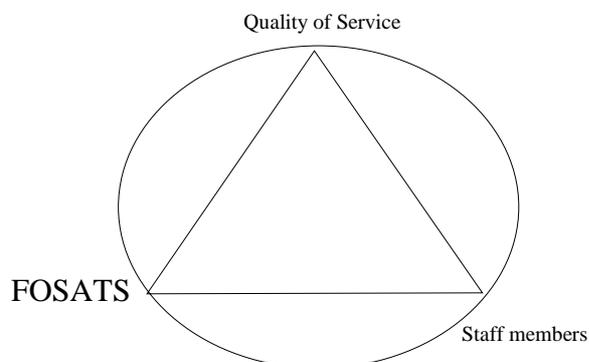


DIAGRAM 3

In this connexion, this paper will dwell on the actions that should be taken by ATS service providers to select, motivate, reward, retain and unify competent staff members.

This implies 3 essential measures:

- breathing commitment into the staff
- Rewarding performance
- Remaining coherent at all times (perpetuate culture by attracting and retaining competent staff members).

In that context, manpower management is one of the few management processes which impacts with the desired efficiency on the behaviour of human beings and company performances.

Diagram 4 below illustrates the four generic functions of human resources which have an impact on the company results, i.e., selection, performance appraisal, reward and development :

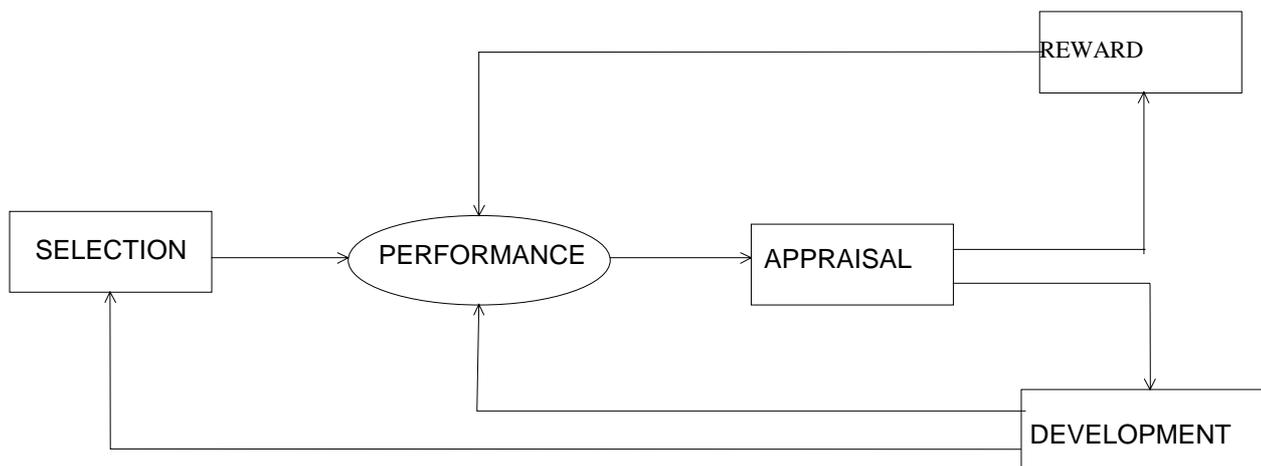


DIAGRAM 4: Human Resources cycle

Our intention is not to give in details, each of these four tasks which seem relatively simple to explain and understand. However, they are not easy to put into practice, because no human behaviour can be predicted.

It has been noted that :

- each staff member joins the company with a different level of training;
- each staff member could more or less master new competences;
- each staff member has a broad experience which determines how he/she receives the information and his/her feedback of such information.

The company has therefore a challenge to take up : offer to its staff members an environment which stimulates their positive attitudes and reinforces the adequacy between their personal aspirations and their own objectives .

In so doing, it would be necessary to define briefly the instruments of such management :

1. **The Selection** does not concern only the hiring of staff; it also deals with personnel actions within the company. The time and resources allocated to this task are an indication of the importance given by the company to the human factor as its major asset .

In any event, successful companies not only hire the best staff members, but also create a culture within which a large variety of opinions could be expressed.

2. **The Performance Appraisal** is considered within the company as the most despised and neglected managerial task .
If well understood and accepted by all stakeholders involved, the performance appraisal exercise enables to draw staff's attention to what is really important .

That is why with a precise vision of the expected results, those who are more concerned by the problem have the liberty to experiment any possible solution until they find the good one.

3. **The rewards** as often envisaged in the form of the two following questions :

Primo, what is going to be rewarded ? the performances or the fact that a staff member belongs to a company?

Secundo, what is the complete set of the company rewards to motivate its staff members?

However, surveys conducted on the subject have indicated that the following rewards are those which staff members value most:

- Career appointment in the long-term.
- Opportunities to learn , master new competences.
- Promotion, including upwards mobility and lateral transfers to positions that make possible the desired development .
- Remuneration in different forms : salaries, bonus, fringe benefits plans and other benefits.
- Responsibility.
- Autonomy.
- To feel comfortable at work.
- To be well appreciated by one's supervisors.
- Job security; this is particularly important at times of economic recession and for low level positions.
- Positive feed-back from clients.
- To be respected by colleagues.

4. **Development** consists essentially in most cases in on-the-job training, followed by an informal follow-up.

However, this development vision does not allow the company to take up the present challenge which is “how to prepare a new generation of leaders whose qualities are different from those of their predecessors”.

An efficient planning of manpower training is indispensable to cope with the situation. Such training could be illustrated by diagram 5 below.

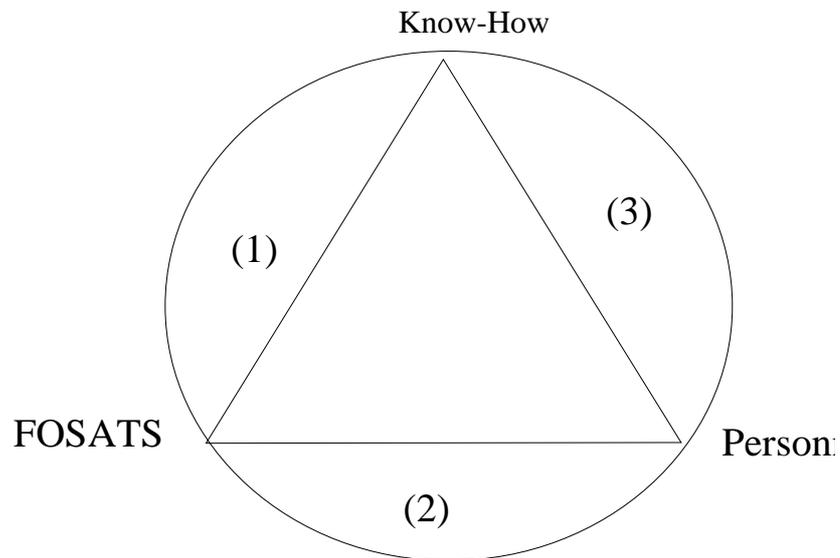


DIAGRAM 5

In any event, the consideration of these four basic task by a specialized APIRG Task Force should enable to define a concerted regional policy on a cooperative manpower management.

Consequently, the objective of a successful management of the human resources cycles is as follows :

The managers of excellence whose qualities are kept abreast with recent times requirements. These are:

- **foresightedness;**
- **sensitivity**
- **vision**
- **open-mindedness**
- **concentration**
- **patience**

However, this could be achieved only if all the actions undertaken by the company are well perceived by staff members.

III – The staff member and his/her responsibilities :

In any company, a staff member has rights and obligations. Sides (1) and (2) of diagram 5 illustrate broadly the company obligations (hence the staff member's

rights). Side (3) relates to the staff members efforts to acquire knowledge. It would therefore be necessary to let a staff member be confronted with the knowledge reality through situations and experiences which will require adaptation based on that staff member's potential.

In this context, the staff member should inter alia:

- cultivate self-mastery (organize and develop one's capacities after identifying them).

Self-mastery implies a permanent commitment/dedication personally and professionally.

The three major aspects of self-mastery are as follows : :

1. self-confidence
2. micro/macro vision
3. mental repetition

- remain life student :

The above expression implies a will to overcome gradually ignorance and acknowledge that the diploma or any other title does not mean that all has been achieved.

However, to achieve high performance and perpetuate it, each staff member should find his/her leaning point (high performance area) as illustrated in diagram 6.

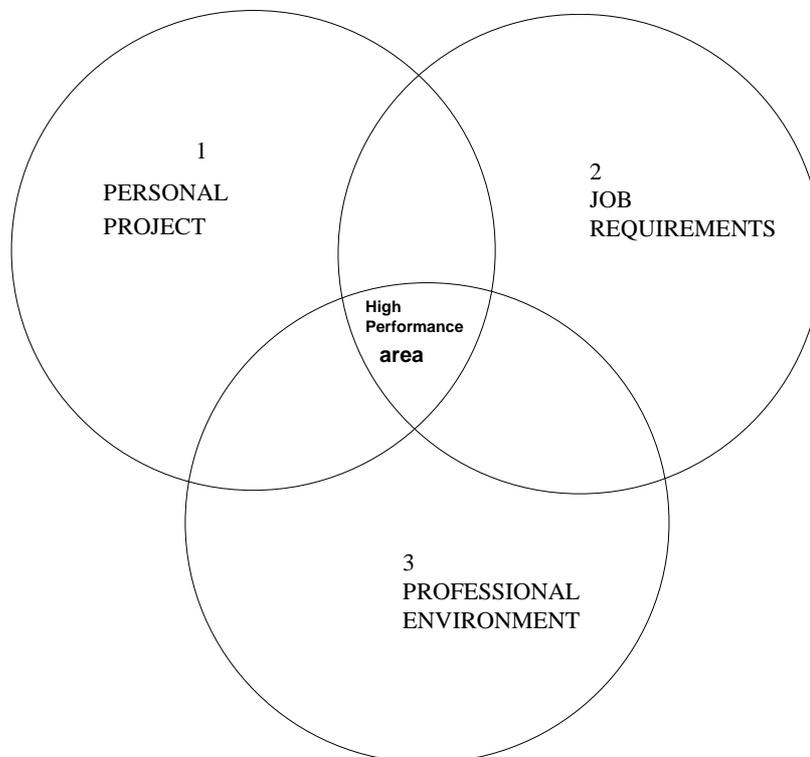


DIAGRAM 6 :

IV -CONCLUSION

The meeting is invited to :

- Note the information supplied in this paper.
- Establish an APIRG specialized Task Force responsible for human factors matters.
- To gradually implement the overall quality approach in the AFI Region.
- Develop and adopt an inter and intra-regional plan of exchange of personnel;
- To develop recommendations on the harmonization of procedures for manpower management in the AFI Region;
- Define an appropriate strategy in the field of retirement and competitive remunerations in the AFI Region;
- Harmonize training syllabi in regional aviation training schools;
- Promote close cooperation between ATS service providers and equipment providers.
