

Civil Aviation Authority of Nepal Recruitment Plan

1. Background

Taking into account the functional separation of Authority's role as Regulator and Service Provider in line with ICAO recommendation, increasing aviation activities within and outside the country, high degree of technological advancement and continued changes taking place in aviation domain together with the high rate of retiring personnel within the organization, CAAN has adopted the following Recruitment Plan remaining within the pre-determined upper ceiling of aggregate number of positions to 1065, so as to ensure highest level of flight safety, standardization and effectiveness in service delivery.

In order to address the need for skilled HR arising from expansion of CAAN'S role as regulator and also to strengthen its safety oversight capability, it has been very urgent for CAAN to recruit number of adequately qualified manpower to execute its duty effectively. Infact, INECO, Spanish Consultant Company, hired under the ADB funded Capacity Development Project of CAAN is undertaking the task of restructuring of organizational structure based on bifurcation of CAAN into regulatory and service provider entities along with HR plan by 2016 A.D. This 5 year plan, therefore, has been formulated providing clear picture of HR for next 5 years on the assumption of 5 years of projection period ending in 2018. Moreover, this plan has been formulated with the objective of ensuring continuous availability of required adequately qualified HR in CAAN in the context of regular retirement and also in the context of CAAN's policy to attract and retain adequately qualified manpower, introduction of ever changing new technology in aviation equipments, binding obligations under International Convention on Civil Aviation, and also to address effectively the diverse activities and increasing workload of CAAN.

2. Objectives

To fulfill, in a timely manner, the demand of adequately qualified HR pertaining to different Services/Groups/Sub-groups categories in accordance with approved organization structure, number of positions and other requirements pursuant to CAAN Regulation on Employment Facilities and Services Condition 2056 B.S (Including amendment).

3. Present Organization Structure;

A total of 1065 positions have been created within various Grades, Groups and Subgroups under the present organization structure of CAAN.

<u>Division of Rank, Number of Position and Percentage</u>		
<u>Rank</u>	<u>Percentage</u>	<u>Number of Position</u>
Officer Level	70%	743
Assistant level	30%	322
		Total:1065
<u>Levelwise Weighted Division (in %)</u>		
Officer Level :	Director General	1
	9% Post of 10 th 11 th 12 th level (Higher Management)	94
	27% post of 8 th and 9 th level (Middle level Management)	291
	34% post of 6 th and 7 th Level (Officer Level)	357
Assistant level	27% post of 4 th and 5 th (Assistant Level)	292
	3% post of (2 nd and 3 rd Level)	30

4. Weighted division (In %) of Services and Groups;

Recruitment in positions like Drivers, Clerical staff in Miscellaneous Group under Technical Service is done through out-sourcing as specified in CAAN's Personnel Regulation-2056 B.S. The total number of workforce under this category stands at about 700.

5. Percentage Break-down by Service Group

- 1) 28% Positions in ATS Service
- 2) 17% Positions in Aviation Fire Service(AFS)
- 3) 11% Positions in Administration Service(Admin)
- 4) 9% Positions in Electronics and Telecom Engineering Service(ET)
- 5) 8% Positions in Financial Administration Service(ACC)
- 6) 7% Positions in Technical Open Service(T/Open)
- 7) 6% Positions in Civil Engineering Service(CE)
- 8) 5% Positions in Mechanical Engineering Service(ME)
- 9) 4 % Positions in Electrical Engineering Service(Ee)
- 10) 2 % Positions in Miscellaneous Service(Misc)
- 11) 1% Positions in Aeronautical Engineering Service(AE)
- 12) 1% Positions in Flight Operation Service(FO)
- 13) 1% Positions in All Open Category Service(Open)

6. Present Status of Human Resources

Total Number of Positions : 1065
 Number of Positions filled : 509 (Data as of end of month Ashad 2069)
 Number of Positions Vacant : 556 (Data as of end of month Ashad 2069)
 Number of Persons engaged in specially Created Positions : 265
 Number of Persons supplied by Service Contract Agencies : 700 (equivalent to 65.72% of permanent position)
 Retirement Rate : 8% Annually, on average.

About 20% of total workforce will retire by 2015.

7. Shortfall of HR(Vacancies) and Need Identification

- a. Number of existing vacancies within different Service/Group/Sub-group categories as per current CAAN's Organization Structure.
- b. Possible vacancies due to retirement, exit from service of workforce
- c. New requirement created due to diverse aviation activities and increasing workload of CAAN.
- d. Recommendations made by ICAO & other Safety, Security and Financial Audits.
- e. Non availability of adequately qualified manpower pertaining to different specialized areas of aviation in the local market.
- f. Required manpower and services to execute works of permanent nature or under periodic plans.

8 Recruitment Method:

8.1. Within the framework of regulation pertaining to Employees conditions for Services and Facilities 2056.

Level	% of Recruitment Through Open Competition	% of Recruitment Through Internal Competition	% of Recruitment Through Performance Evaluation	Remarks
Assistant, level 1 st (Admin)	100			
Assistant, level 2 nd (Admin)	By Special Promotion			Special Promotion
Assistant, level 3 rd (Admin)		100		1. Those who possess minimum qualification required for promotion by
Assistant, level 3 rd (Technical)	100			
Assistant, level 4 th (Admin/Tech)	60		40	

Assistant, level 5 th (Admin/Tech)	60		40	one level up & have been in service for last 10 years without any break.
Officer, Level 6 th (Admin)	75	10	15	
Officer, Level 6 th (Tech)		20	80	2. Those who does not possess minimum qualification required for promotion by one level up but have been in service for last 24 years without any break.
Officer, Level 7 th (Admin)		20	80	
Officer, Level 7 th (Tech)	75	10	15	
Officer, Level 8 th	10	10	80	
Officer, Level 9 th	10	10	80	
Officer, Level 10 th	10	10	80	
Officer, Level 11 th		20	80	
Officer, Level 12 th			100	

8.2 Outside the framework of regulation pertaining to Employees conditions for Services and Facilities 2056.

Essential skilled manpower/experts, if not adequately available within the organization, then CAAN shall hire such adequately qualified manpowers and professional experts through outsourcing. Special remuneration package will be provided for such manpower as per the approved procedure. Until the availability of such approved procedure, hiring and remuneration package of experts shall be as approved by the CAAN Board.

9. Break down of total vacant positions by Service, Group, Subgroup categories as per present CAAN's Organization Structure (As of end of Ashad, 2069 B.S)

Officer Rank : Service Entry at 6th and 7th Levels

	Positi on	Occupi ed	Vac ant	Specially Created Positions					
6 th Level	129	65	64	12 (2 from ATS Subgroup could not be promoted due to lack of Qualification.					
7 th Level	228	91	137	52					
Vacant Positions (Tech. Service)	ATS	RFF	FO	ET	EE	ME	CE	AE	Mis
6 th Leve	0	11	0	7	6	3	1	0	2 (Cartographer - 1+Announcer-1)

7 th Level	81	8	2	9	4	4	16	1	1	
Vacant Positions (Admin. Service)	AA	AL	ABA	Alib	AStat	AOp	ACA	AAcc	ARev	FOpe
6 th Level	17	1	4	1	1	0	0	8	2	0
7 th Level	3	0	3	0	0	0	0	3	2	0

Present situation of HR and Recruitment Strategies:

1. Recruitment process shall be initiated whereby vacancies in ARF Sub-group at 6th level may be filled. Out of 11 total vacancies, 2 will be filled through internal competition and rest 9 through performance evaluation from among 33 personnel currently employed at 5th level within the same Sub-group due to the mandatory provision of CAAN Personnel Regulation-2056 B.S according to which only those personnel within same Group/Sub-group having attained a pre-specified period of service experience are taken to be eligible for vertical promotion.
2. Recruitment process shall be initiated whereby 12 vacancies out of 17 in Administration Service at 6th level shall be recruited through open competition, 2 through internal competition and rest 3 through performance evaluation.
3. There is a situation whereby CAAN has to depend on the HR production capacity of Civil Aviation Academy in order to fill 81 vacancies at 7th level within ATS Sub-group under Technical Service category. Since there is no one at 6th level within ATS Sub-group it is not possible to fill the vacancies by promotion through performance evaluation and internal competition. Therefore, those vacancies allocated under the provisions of Personnel Regulation, to be filled through internal competition and performance evaluation instead shall be filled through open competition.
4. It is observed that there are some gray areas in the existing Personnel Regulation with regard to recruitment process pertaining to Flight Operation (FO)/Aeronautical Engineering (AE) Group whereby entry into service is allowed only at 7th level. This kind of anomaly shall be addressed.
5. Out of 16 vacancies in Civil Engineering Service at 7th level 12 shall be filled through open competition, 4 through internal competition and performance evaluation. CAAN has to fill these 4 vacancies from among those working at 6th level where, currently, there are only 10 persons. However, it is not sure that these 10 people possess minimum qualification and period of service to become eligible for promotion. There are 17 vacancies at 5th level in Civil Engineering Group. Therefore, it is advisable to fill these vacancies as well as others at 6th and 7th from among those who are presently at 5th level and meet eligibility criteria for promotion.
6. According to the provisions of Personnel Regulation, CAAN has to rely on number, service period and qualification of staff in order to fill the vacancies at 7th level, and there are 17 vacancies in Administration, 8 in Account and 2 in Revenue at 6th level. These vacancies shall be filled urgently through open competition.

8th and 9th Level (Middle Level Management)

Level	Position	Occupied	Vacant	Specially Created	Remarks
8 th Level	166	100	66		
9 th Level	125	59	66	40	

Vacancies under Technical Service

Vacant	AT	RF	FO	ET	EE	ME	CE	AE	Mis	TMIX	T/Ope
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Position	S	F									n
8 th Level	26	2	3	15	1	4	1	2	0	0	5
9 th Level	27	3	2	5	2	1	3	3	0	3	2

Vacancies under Administration Service M

Vacant Position	AA	AL	ABA	ALib	AStat	AOpe	ACA	AAcc	ARev	FOpe
8 th Level	3	0	2	0	1	0	0	1	0	0
9 th Level	1	0	1	0	0	1	2	2	1	0

1. If 24 vacancies out of total 26 at 8th level in ATS be filled by promoting from among 31 personnel currently working at 7th level then the number of staff working at 7th level will subsequently be reduced to 7 if vacancies at this level is not filled in time. There will be total 112 positions at 7th level in ATS.
2. Only one staff will be at 7th level in ET Group if 15 vacancies at 8th level be filled by way of promoting 13 persons out of total 14 currently at 7th level as per the provisions of Personnel Regulation. There are total 24 positions at 7th level.
3. All 4 positions at 8th level in ME are vacant. Only 3 out of total 7 positions are filled. A situation of huge shortfall will arise if vacancies at 7th level are not filled in time.
4. There are 7 vacancies at 8th level in Administration Group. All of them should be filled by way of promoting staff at 7th level as per the provisions of Personnel Regulation. Currently there are 15 staff in Admin and 7 staff in Account at 7th level whereas there is not anyone in Business Administration and Statistics Groups at 7th level. These vacancies should be filled as early as possible.
5. Out of 27 vacancies, 3 vacancies shall be filled through open competition and 24 through Internal Promotion at 9th level in ATS. There does not seem to be any problem in filling vacancies at 9th level since there are 59 persons at 8th level. However, the number of vacancies at 8th level will rise significantly as there are already 26 vacancies at this level out of total 85 positions.
6. Difficulty in filling 4 vacancies in ET Group at 9th level because there are only 2 persons at 8th level. This problem will be solved with an appropriate management decision.
7. There is no difficulty in filling 3 vacancies at 9th level in CE Group as there are 8 persons at 8th level. However, 2 vacancies at 9th level out of 3 seem to remain vacant as there is only one person currently at 8th level.
8. There is a need to rely on staff at 8th level in Admin Group, except for Chartered Accountant Group, to fill the vacancies at 9th level. Although there is no problem in Admin, Account & Revenue Groups yet there is some problem in filling vacancies in Business Administration (Chartered Accountant) Group. Therefore, recruitment process shall be initiated by designating CA as an expert position.

10th & 11th levels (Higher Management)

	position	occupied	vacant	specialty crated positions	remarks
10 th level	63	38	25	0	
11 th level	25	13	12	0	

Vacancies under Technical Service

vacancies	ATS	RFF	FO	ET	EE	ME	CE	AE	T-Mix	T-Open
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10 th level	7	2	1	1	2	2	0	0	1	2
11 th level	3	0	0	0	0	0	1	0	3	1

Vacancies under Administration Service

vacancies	AA	AL	ABA	ALib	AStat	ACA	AOpe	AAcc	ARev	FOpe
10 th level	1	0	1	0	0	0	2	0	0	2
11 th level	1	0	1	0	0	0	0	0	0	2

1. There are 38 vacancies at 10th level out of total 63. No problem in filling 7 vacancies in ATS Sub-group as there are enough number of staff at 9th level. However, there is not a single position created in EE Group at 9th level & there is only one position at this level in ME Group. Therefore, it is not possible to recruit anyone in EE Group unless some special provisions are made. The problem will be addressed through some administrative decision.
2. Possibility of filling, in the short run, vacancies at 10th level in Business & Financial Admin Groups is slim because there is no one at 9th level. However, vacancies at 10th level in General Admin can be filled from among personnel at 9th level.

Vacancies in Assistant Level (4th & 5th)

	position	occupied	vacant	pecially created positions	remarks
4 th level	138	51	87	136	
5 th level	154	82	72		

Vacancies under Technical Service

vacancies	ATS	RFF	FO	ET	EE	ME	CE	AE	Misc	T-Ope
4 th level	0	54	0	0	5	3	0	0	1	6
5 th level	0	13	0	8	7	6	17	0	13	0

Vacancies under Administration Service

vacancies	A	A	ABA	ALib	ASta	AC	AOp	AAc	ARe	FOp
	A	L			t	A	e	c	v	e
4 th level	11	0	0	0	0	0	0	4	1	0
5 th level	0	0	0	1	0	0	0	6	1	0

1. There are 87 vacancies at 4th level out of total 138 & there are 136 persons in specially created positions outside permanent position.
2. There are 69 vacancies at 4th level under Technical Service category out of total 87 vacancies and 54 of them belong to AFS Sub-group. CAAN has to depend solely on production capacity of CAA for the recruitment of new candidates in this Sub-group. Therefore, it is necessary that CAA's HR production capacity be strengthened by equipping it with all required resources.
3. 6 out of 17 vacancies at 4th level in Admin Service will be recruited through open competition & CAAN has to promote those at 3rd level who are able to meet minimum eligibility criteria as per the provisions of Personnel Regulation for filling rest 5 vacancies. However, it is not possible to fill these 5 vacancies since there is no one at 3rd level. Therefore, these vacancies will be recruited through open competition by amending the existing Personnel Regulation.
4. Only 2 out of 4 vacancies at 4th level in Account Group will be filled through internal open competition. Rest of the vacancies can not be filled because there is no one at 3rd level in this Group.

5. 10 out of 17 vacancies at 5th level in CE will be filled through open competition and the rest 7 vacancies, which are supposed to be filled through performance evaluation as per the provision of Regulation, can not be filled this way because there is no position created at 4th level in this Group. Therefore, all vacancies in this Group will be filled through open competition.
6. Vacancies at 5th level in Miscellaneous Group will not be filled because there is no one at 4th level (i.e. all seats at 4th level are vacant).
7. Therefore, considering in this angle, all positions in Technical Service at 5th and 7th levels will be filled through open competition and the promotion through performance evaluation system will be cancelled.

2nd and 3rd levels

	Position	occupied	vacant	pecially created positions	remarks
2 nd level	22	0	22		
3 rd level	8	3	5		

1. All 22 positions at 2nd level are vacant.
2. 5 out of 8 positions at 3rd level are vacant.

CAAN has never been able to fill all of the positions (1065) created at the beginning of its establishment. On the one hand, the number of staff recruited in permanent positions are being going down and, on the other, the number of HR required to perform multifarious tasks supplied by Service Contract Agencies is going up day by day. The rationality of 1065 positions has never been challenged. Therefore, CAAN will make a comprehensive review of its volume of work, gravity of its responsibility, scope of activities, changes that have occurred in the operating environment since its establishment. CAAN, at the same time, analyse the supply situation of workforce at the time of defining new Organization Structure and to incorporate appropriate provisions in the Personnel Regulation to that end.

CAAN has made re-assessment of its Organization Structure in 2069 B.S whereby it was decided not to make any changes to pre-specified ceiling as to the total number of permanent positions (i.e. 1065) with view to making performance of 17 different Services/Groups standard and effective in keeping pace with changes taking place at the time.

One major output of the re-structuring initiative was the adoption of a policy whereby recruitment into some lower levels positions is to be done through outsourcing the supply thereof to Service Contract Agencies. Under the same policy, a number of positions at assistant levels were cut down and added to higher officer levels with an aim to provide equal opportunity to all Services/Groups for carrier progression which was one of the major demands at the time. However, it is disappointing to note that environment of equal opportunity in carrier progression has still not been guaranteed. In some Service groups the ratio of positions between two levels is 50 to 75% whereas in others it is 40 to 50%. There is, therefore, marked inter-group disparity in carrier progression opportunity. It is necessary to attend to this disparity and to ensure appropriate hierarchical ratio in the number of positions that is fair to all Groups.

10. ICAO& Different Audits and Positions Required to Discharge Service Provision and Regulation Functions more Effectively

- a) Number of Inspector positions shall be increased in order to discharge the audit, follow-up audit and oversight functions on a regular basis in Flight Safety, ANS & Aerodrome sectors as per the ICAO recommendation.
- b) Workforce required to perform duties in Airport Operation discipline under Service Provider function as recommended by agencies having direct stake in safety and security such as ICAO/ACI/European Commission, for example:
 - 1. TIA Airport Operations Department (AOD) will be extended to 3 shifts as per ICAO/ACI Manual. There are only 2 positions, one 10th level & one 8th level, have been established for operation of the Department despite the fact that operation hour has been extended to 3 shifts under the new organization structure. 4 units/sectors are required to operate AOD as per the ICAO/ACI requirement:
 - 1. Development and maintenance
 - 2. Mechanical and Electrical
 - 3. Wild life Management
 - 4. Operation and Safety Management

Total 24 positions- 2 positions per unit in 3 shifts equals to 8 positions per shift which becomes 24 in total 3 shifts- are required to operate the AMD.

- c) There are one 10th level and one 8th level positions in Aerodrome Safety and ATS Safety Offices under new organization structure. Whereas minimum 6 (2 per shift) positions are required because these offices have to be operated in 3 shifts in parallel with other operational units as per SMS Manual Requirement.
- d) There shall be minimum one dedicated staff in TIA, EOC as per Airport Emergency Plan. However, there is no position under approved structure. There is no provision of EOC under other agencies. Hence, necessary arrangement for EOC shall be made.
- e) RCC shall be open for 24 hours to operate SAR under ATS/SAR Division. However, arrangement of 2 positions in approved structure does not seem to be enough.

11. Plan Relating to Supply of skilled HR in Different Specialized Areas

- a) Supply of trained and skilled HR that meets the competency criteria such as minimum qualification, training, efficiency and experience needed for recruitment into CAAN's different Categories of Services/Groups be made, when possible, through local market.
- b) It is advisable that necessary arrangement be made for the production of as many HR as practicable from CAA whenever the supply of workforce pertaining to some disciplines/Groups/Sub-groups can not be made by locally. It is recommended that necessary homework in this regard be done by HRD & Admin Department in coordination with CAA.

12. Career Progression Plan for HR Engaged in Technical Services

Dominant position of technical manpower in a multi-disciplinary organization like CAAN is quite natural. Proper management of them is not a less daunting task. An organization structure should be forward looking enough to anticipate a situation whereby certain number of technical HR may, at some stage of their career, due to some reasons, be absorbed into non-specialized area. Therefore, it is necessary that appropriate training be imparted and the some positions thereof secured to remove career progression obstacles to them. From this perspective following points shall be considered for retaining the adequately qualified manpower:

Provide attractive package of remuneration to technical personnel & separate them from service on the completion of term of certain tenure. Do not completely terminate them from service, or, as an alternative, switch them over to some management functions after certain tenure of service in technical area. Or, alternatively, make adjustment to Organization Structure to provide equal career progression opportunity on proportionate basis.

13. Plan Concerning Supply of HR by Service Contract Agencies

72.26% out of total 1065 positions under CAAN's Organizational Structure have been recruited till date, whereas the share of HR recruited through Service Contract Agencies (SCA) currently stands at 65.72% of 1065. Hence, necessary action will be taken to carry out study on whether this ceiling (1065) is appropriate or not. Management of HR supplied by Service Contract Agencies should strictly be rational and based on actual demand of CAAN. Following actions shall be taken in order to manage the supply of manpower through outsourcing.

- a) Determine the total number of essentially required HR to be supplied by SCA
- b) Make annual announcement of vacancies to be filled by SCA on the basis of competitive bidding process.
- c) SCA shall make supply of the required number of HR as determined by CAAN.
- d) Duty assignment to HR supplied by SCA shall not be arranged in such a way to create any obstruction to the operation of CAAN's sensitive services.
- e) Supply contract to SCA shall be awarded in package based on the description of job (measurement-wise) to be performed by their HR. Selection of HR by SCA to undertake the mandated tasks should be made on the basis of prescribed criteria of performance standard.
- f) CAAN will not engage in any agreement or understanding whatsoever with objective of providing additional remunerations to the HR supplied by SCA.
- g) Any or all types of remuneration, privileges or entitlement to be provided to the HR supplied by SCA is the sole responsibility of SCA itself.
- h) Action shall be taken on SCA if any member of HR supplied by them engage in any kind of improper acts such as exerting undue pressure, strike of any kind or other act of protest etc.
- i) All necessary management of records with regard to attendance, salary payment etc. of the HR supplied by SCA is its own responsibility.

14. Some Important facts that will be adopted with regard to HR Plan

Following are some of the suggestions that help to keep the HR up to date with the changing pace of time and enhance their competitive capacity:

1. Fill the vacancies which have remained vacant for a long time by way of Service/Group/Sub-group Conversion process whereby staff recruited under one Service/Group/Sub-group shall laterally be moved from one professional domain to other if it is not possible to fill these vacancies by promoting staff from within the same Service/Group/Sub-group vertically upward, provided that this is strictly practiced only for one time.
2. CAAN shall fill the vacancies in T Open/ A Open & All Open categories by following the due process contained in Examination Directive after the task of preparing syllabus thereof has been finished. There should not be any position under All Open category below 10th level.
3. CAAN shall make correction on the existing situation whereby the number of positions at higher levels is disproportionately high compared to lower levels.
4. CAAN shall adopt a model of organization structure whereby all Service, Group and Sub-group categories whose respective positions are structured into hierarchical ladder are based on equal opportunity in their carrier progression by adopting a generally accepted ratio of 4:1 or 6:2.
5. CAAN shall manage the staff who have been promoted under special promotion criteria(i.e. automatic promotion) by integrating them into permanent structure provided that such provision does not impact negatively on the carrier progression opportunity of all other services.
6. CAAN shall gradually strengthen, in line with general practice, the capacity of HR Department by making it a responsible unit for managing all aspects of HR like recruitment, transfer, promotion, training etc.
7. CAAN shall make a provision whereby one position under Account and one under Administration is mandatorily provided for under independently operating Office, Department or Project with budgetary authority.
8. CAAN shall make arrangement whereby newly recruited staff are initially, as required, placed in peripheral districts and transfer only after completion of certain minimum period of service therein, on rotation basis, to other Hub-airport and thereafter to center.
9. CAAN shall strengthen the capacity of Hub-airports by equipping them with necessary resources so that they can conduct project operation, maintenance, installation functions independently on their own.
10. CAAN shall make arrangement whereby chief of concerned office are responsible for the projects implemented at the respective airport level.
11. CAAN shall make arrangement for decentralization of projects so that they may be implemented by Hub Airports.
12. CAAN shall discourage the current practice of assigning duty to staff on Cross Posting basis. It should rather assign them on the position of their placement only.
13. CAAN shall prepare job description(JD) of all officer level positions mentioning therein clearly the duties and authority and should make system of performance evaluation on the basis of these criteria.
14. CAAN shall make amendment in rule 3.2 of its Personnel Regulation so that 100% of recruitment into positions at initial entry level can be done through open competition. Likewise, it should ensure the effective implementation of Volunteer Retirement System(VRS) provided for in rule 10.2.

15 Compulsory retirement & management of CAAN HR in next 5 years:

There will be a regular supply of HR under each and every Service Group in order to balance demand and supply of HR to permanent positions for next five years. There is a huge gap of HR at lower levels under ATS Sub-group and the same situation prevails at executive level. Demand of HR under this category can not be met through local market. Therefore, existing HR production

capacity of Civil Aviation Academy(CAA) will be utilized to its fullest possible extent in order to produce required number of HR under this category. Similarly, the same situation prevails with Aviation Fire Service. CAA is currently able to produce little bit more HR under Aviation Fire stream compared to ATS. Positions under Account and Administration category which have been vacant for inordinately long period of time has to be filled by selecting appropriate candidates through Service/Group/Sub-group Conversion method, provided that this method has been applied only for one time. Problem currently faced by a significant chunk of employees placed in automatically created positions as a result of cancellation of positions under organization restructuring appears to be temporary one, which will be resolved after their retirement. This kind of problem will automatically be solved in the due course of time as the organization structure takes its solid form. Details of CAAN Personnel under different service/group categories who are retiring in next five years is illustrated in the diagram given below.

Assumptions of diagrammatic formulation:

1. Other conditions remain unchanged or normal except the situation of compulsory retirement.
2. Projection of retirement in next five years relates to staff working at the current levels.

ATS Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74	2074/75
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring	Retiring
11	10	3	7	3			1		
10	25	2	18	7	1	8			
9	63	5	36	27	2	4	6	2	4
8	85		59	26					
7	112		31	81					
6									
5									
4									
3									
2									
1									
Total	295	10	151	144	3	12	7	2	4

1. There are 144 vacancies under ATS Group out of total 295 positions. There are 3 vacancies at 11th level, 7 at 10th level, 27 at 9th level, 26 at 8th level, and 81 at 7th level, out of total 144 vacancies.
2. Problem has been faced in filling vacancies at 7th level as filling the vacancies at higher levels (i.e. 11th, 10th, and 9th) is done only once in a year under the existing Personnel Regulation's provisions.
3. 7th is the current service entry level for ATS Sub-group. CAA is the only institute that produces HR in ATS. It takes one full year to produce one batch of ATS. It takes almost five years to fill

all vacancies in ATS at 7th level according to the new sequential training system whereby it takes minimum six months to complete one cycle of ATS training.

4. Hence, all vacancies in ATS may filled in a period of 3 years if training capacity of CAA is fully utilized so that two batches consisting of 32 persons can be produced in a year.
5. 3 personnel in 070/71, 12 in 071/72, 7 in 072/73, 2 in 073/74 & 4 in 074/75 FY shall retire from service if present situation prevails. Study about the impact on CAAN's functioning caused by the continuous loss of the trained manpower should be done and Second and Third Generation Succession Plan should be prepared accordingly.

RFF Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74	2074/75
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring	Retiring
11	1		1	0					
10	3	1	1	2					
9	6		3	3				1	
8	7	1	5	2					
7	14	3	6	8			2	3	1
6	22	5	11	11			3	4	2
5	46	4	33	13		2	7	2	4
4	90		37	53					
3									
2									
1									
Total	189	14	97	92	0	2	12	10	7

1. There are 92 vacancies in RFF Service Group out of total 189 positions. According to which there are 2 vacancies at 10th, 3 at 9th, 2 at 8th, 8 at 7th, 11 at 6th, 13 at 5th and 53 at 4th level.
2. Initial service entry into RFF is made at 4th level and CAA is the only institute that produces HR in this stream. Therefore, training capacity of CAA be fully utilized to produce 2 batches of graduates per year.
3. Vacancies at 4th and 5th levels of this group should urgently be filled since the personnel who undertake to perform the core functions of the group come from these two levels. If the present situation of huge shortfall in HR in this group is not addressed as a matter of high priority, then question will be raised on credibility of the whole organization.
4. Retirement rate is faster at lower levels in this group which is causing a big gap between demand and supply. This situation should be addressed by making necessary amendment in the existing Personnel Regulation to make the room for filling vacancies two times a year instead of existing one time.
5. 2 in 071/72 Fiscal Year, 12 in 072/73, 10 in 073/74 and 7 persons in 074/75 are retiring from this group.

Flight Operations(FSSD)

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	0		0	0				
10	1		0	1				
9	3		1	2				
8	3		0	3				
7	4		2	2				
6	0		0	0				
5								
4								
3								
2								
1								
Total	11	0	3	8	0	0	0	0

1. There are 8 vacancies in Flight Operations Group out of total 11 seats. How the service of a functional group is being conducted in a situation when such a huge number of seats lay vacant? The rationality of creating the 11 seats should be assessed if the given function is being smoothly conducted even without filling these seats or the function can be discharged by personnel from other service groups.
2. Process of filling the vacant seats should be started since the required HR in this group can easily be supplied by the labor market.

3. ET Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74	2074/75
Level	Total Post	Retiring	existing	Vacant	Retiring	Retiring	Retiring	Retiring	Retiring
11	2		2	0	1		1		
10	7		6	1	2				
9	14		9	5	3	4			1
8	17	1	2	15				1	
7	24	1	15	9		1		1	
6	15		8	7					
5	18		10	8					
4									
3									
2									
1									
Total	97	2	52	45	6	5	1	2	1

1. There are 45 vacancies in ET Group out of total 97 positions. These vacancies should be filled as early as possible otherwise it may severely impair the service delivery capacity of this group since almost half of the positions lay vacant.
2. There does not appear any problem in filling these vacancies through recruitment of fresh university graduates.
3. 6 in 070/71 Fiscal Year, 5 in 071/72, 2 in 072/73, 1 person in 074/75 shall retire if present situation prevails in future. Therefore, vacancies should gradually be filled in order to prevent further deterioration to service delivery capacity caused by lack of skilled HR.

EE Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	0		0	0				
10	2		0	2				
9	2		0	2			1	
8	3		2	1				
7	5	1	1	4		3		
6	13		7	6				
5	14		7	7			1	
4	6		1	5				
3								
2								
1								
Total	45	1	18	27	0	3	2	0

1. There are 27 vacancies in EE Group out of total 45 positions. These vacancies should urgently be filled in order to remedy the difficulty faced in service delivery function since almost half of the positions lay vacant.
2. 3 in 071/72Fiscal Year, 2 persons in 072/73 shall retire if present situation continues to prevail in future. Therefore, vacancies should be filled in time otherwise 5 more seats will be added to the present vacancy.

ME Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74	2074/75
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring	Existing
11	0		0	0					
10	2		0	2					
9	2		1	1					
8	4		0	4					
7	7	1	3	4		1	1	1	
6	13	1	10	3		1	1		

5	16	1	10	6	3	3	2		
4	3	2	0	3					2
3	6	1	3	3	1		1		1
2									
1									
Total	53	6	27	26	4	5	5	1	3

1. There are 27 vacancies in ME Group out of total 53 positions. These vacancies should be filled as early as possible otherwise it may severely impair the service delivery capacity of this group since almost half of the positions lay vacant.
2. The situation of large number of personnel being retired does not seem to create acute shortage of HR because the pre-existing positions of drivers are also included in this group. However, process of gradually filling all vacancies at or above 7th level should be initiated. There does not appear any problem in filling these vacancies through recruitment of fresh university graduates.
3. 4 in 070/71 Fiscal Year, 5 in 071/72, 5 in 072/73, 1 in 073/74 and 3 persons in 074/75 Fiscal Years shall retire if present situation prevails in future. Therefore, vacancies should gradually be filled in order to prevent further deterioration to service delivery capacity caused by lack of skilled HR.

CE Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	1	1	0	1				
10	3		3	0	1			
9	5		2	3				
8	9		8	1				
7	18	1	2	16	1	1		2
6	11		10	1				
5	19		2	17				
4								
3								
2								
1								
Total	66	2	27	39	2	1	0	2

1. There are 39 vacancies in CE Group out of total 66 positions. Number on vacancies at 5th and 7th levels is proportionately high in this group which stands at 17 and 16 respectively. There is not any hurdle in filling these vacancies because both of these are entry levels and easily be recruited through labor market.

2. 2 in 070/71 Fiscal Year, 1 in 071/72 & 2 persons in 073/74 shall retire if present situation prevails in future. Therefore, vacancies should gradually be filled in order to prevent further deterioration to service delivery capacity caused by lack of skilled HR.

AE Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	0		0	0				
10	1		1	0				
9	3		0	3				
8	3		1	2				
7	4		3	1				
6	0		0	0				
5								
4								
3								
2								
1								
Total	11	0	5	6	0	0	0	0

There are 6 vacancies in AE Group out of total 11 positions. There seems to be some hurdle in filling vacancies at higher levels even though there is not any problem in recruiting fresh graduates. Hence, the hurdle should be removed by application of rule 4.13.a of CAAN's Personnel Regulation. There is not anyone retiring in next 5 years from this group.

TMIX Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	5		2	3				
10	6		5	1				
9	0		0	0				
8	1		1	0				
7	0		0	0				
6	0		0	0				
5								
4								
3								
2								
1								
Total	12	0	8	4	0	0	0	0

1. There are 4 vacancies in Technical Mix faculty out of total 12 positions. There are 3 vacancies at 11th level and 1 in 10th level. These vacancies should urgently be filled and all personnel mandatorily assigned to duties as per the placement done under organizational structure.
2. There is growing trend among personnel to get promoted under Technical Mix group but to remain engaged in previous job position. This kind of attitude is obviously having negative impact on efficiency of the organization.
3. There is not anyone retiring from this group within next five years.

T open Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	1		0	1				
10	5		3	2				
9	3		1	2				
8	6		1	5				
7	0		0	0				
6	0		0	0				
5								
4	6		0	6				
3								
2	20		0	20				
1								
Total	41	0	5	36	0	0	0	0

1. There are 36 vacancies in Technical Open faculty out of total 41 positions. The number of vacancies is proportionately high at lower levels. Therefore, these vacancies should be filled as and when needed.
2. As number of vacancies is large at 8th level, they should urgently be filled by following due process contained in Personnel Regulation.
3. There is not anyone retiring from this group within next five years.

AA Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74	2074/75
Level	Total Post	Retiring	existing	Vacant	Retiring	Retiring	Retiring	Retiring	Retiring
11	1	0	0	1	0	0			
10	1	0	0	1	0	0			
9	5	0	4	1	0	0		1	1
8	12	1	9	3	1	2			1
7	18	0	15	3	2	0	4		3
6	21	1	4	17	0	2			2
5	11	0	11	0	0	3			

4	17	0	6	11	0	0			
3	2	4*	SA	2	3	3	3	6	1
2	2	1*	0	2	1	4	3	6	12
1	0	1*	0	0	3	0			
Total									
1	90	2	49	41	10	14	10	13	20

1. There are 41 vacancies in AA faculty out of total 90 seats. Among them, vacancies below 6th level is going to be filled soon in the future as the process to this end has already been started.
2. Filling of vacancy at 11th level under AA group has to be done in accordance with the provision of rule 4.13(a) of Personnel Regulation provided that there is no obstruction on carrier progression of personnel working under this faculty.
3. 10 in 070/71 Fiscal Year, 14 in 071/72, 10 in 072/73, 13 in 073/74 and 20 persons in 074/75 shall retire if present situation prevails in future. Therefore, action shall be taken to formulate recruitment plan to fill the vacancies.

AL Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	0		0	0				
10	0		0	0				
9	0		0	0				
8	1		1	0	1			
7	1		1	0				
6	1		0	1				
5								
4								
3								
2								
1								
Total	3	0	2	1	1	0	0	0

Two positions under this(AL) faculty out of three has already been filled and the remaining one shall be filled in the FY 070/71. Hence, this way all positions shall be filled.

ABA Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	1		0	1				
10	1		0	1				
9	2		0	1				
8	2		0	2				

7	3		0	3				
6	4		0	4				
5								
4								
3								
2								
1								
Total								
1	13	0	0	12	0	0	0	0

All 13 positions are vacant under this faculty. Capacity of whole organization has impaired because it has not succeeded in achieving the objective of establishing this group. It becomes difficult to meet the goal of the organization if recruitment to vacancies under the newly created Business Management Sub-group can not be filled for a long time. Therefore, these vacancies should urgently be filled through open competition, while, at the same time, use of in-house HR able to meet prescribed qualification criteria should be made as an interim solution.

ALIB Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	0		0	0				
10	0		0	0				
9	0		0	0				
8	1		1	0				
7	1		1	0				
6	1		0	1				
5	1		0	1				
4								
3								
2								
1								
Total	4	0	2	2	0	0	0	0

There are 2 vacancies out of 4 positions in ALIB at 5th and 6th levels. As the HR under this category is available in the labour market process of filling the vacancies should be initiated.

ASTAT Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	0		0	0				
10	0		0	0				

9	0		0	0				
8	1		0	1				
7	1		1	0				
6	1		0	1				
5								
4								
3								
2								
1								
Total	3	0	1	2	0	0	0	0

2 vacancies under ASTAT Faculty out of 3 positions should be filled through creation of new Informaiton Technology Group & 7th level Computer Engineering positions under Technical Service provided that it does not pose any obstruction to the career progression of staff currently in service.

ACA Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	0		0	0				
10	0		0	0				
9	2		0	2				
8	0		0	0				
7	0		0	0				
6	0		0	0				
5								
4								
3								
2								
1								
Total	2	0	0	2	0	0	0	0

1. There are 2 vacancies under this Group. The HR belonging to this Group is easily available in the labor market. However, they could not be recruited to CAAN service despite vacancy announcement in past because of lack of attraction to CAAN's job. It is possible to recruit them into CAAN service if remuneration is increased thereby converting CA positions into Expert position as provided for by Personnel Regulation.
2. Alternatively, CA positions can be filled from staff currently in service by providing them with opportunity of obtaining appropriate academic degree.

AOpen Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring

11	0		0	0				
10	2		0	2				
9	1		0	1				
8	1		1	0				
7	0		0	0				
6	0		0	0				
5								
4								
3								
2								
1								
Total	4	0	1	3	0	0	0	0

Only 1 position has been filled out of available vacancies at 8th, 9th and 10th levels under A Open Group. These vacancies should be filled from staff in Admin Group on the basis of their qualification and competency by making necessary adjustment thereof since these vacancies can not be filled through recruitment directly from market.

ACC Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74	2074/75
Level	Total Post	Retiring	existing	Vacant	Retiring	Retiring	Retiring	Retiring	Retiring
11	0		0	0					
10	0		0	0					
9	4		2	2		1		1	
8	7	1	6	1				1	
7	10		7	3	1	1		1	1
6	12		4	8	1	1		1	
5	10		4	6					
4	4		0	4					
3									
2									
1									
Total									
1	47	1	23	24	2	3	0	4	1

1. There are 24 vacancies out of 47 positions under ACC Group. All these vacancies should urgently be filled as the number of vacancies are proportionately high below 6th level.
2. 2 persons in FY 070/71, 3 in FY 071/72, 4 in FY 073/74 and 1 in FY 074/75 are retiring from this Group. Therefore, the vacancies should be filled by formulating Action Plan thereof in time.

A Rev. Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	0		0	0				
10	0		0	0				
9	1		0	1				
8	2		2	0				1
7	5		3	2				
6	9	1	7	2				
5	6		5	1				
4	4		3	1				
3								
2								
1								
Total	27	1	20	7	0	0	0	1

1. There are 7 vacancies out of 27 positions under A Rev. Faculty. All these vacancies should urgently be filled as the numbers of vacancies are proportionately high at lower levels and the vacancies should be filled by formulating Action Plan thereof in time because needed HR under this Group is available in labor market.

F Open Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	2		0	2				
10	2		0	2				
9	0		0	0				
8	0		0	0				
7	0		0	0				
6	0		0	0				
5								
4								
3								
2								
1								
Total	4	0	0	4	0	0	0	0

All 4 positions are vacant under F Open Faculty. Among them 2 are at 10th level and 2 are at 11th level. These vacancies should be filled in accordance to rule 4.13.a. of Personnel Regulation because it is not possible to fill them immediately.

MIS Faculty

Year		2069/70			2070/71	2071/72	2072/73	2073/74
Level	Total Post	Existing	Vacant	Retiring	Retiring	Retiring	Retiring	Retiring
11	0	0	0					
10	0	0	0					
9	0	0	0					
8	1	1	0					
7	1	0	1		1		1	
6	6	4	2				1	3
5	13	0	13	1	1			
4	3	1	2	1				
3								
2								
1								
Total	24			6	18	2	2	0

1. There are 16 vacancies out of total 24 positions under MIS Faculty. Positions like Programmer & Operator, Announcer, Cameraman, Lift Operator etc. are included in this Faculty.
2. Presently the task of lift operator has been assigned to newly promoted Office Assistant.
3. The duty of Computer Operator has been delegated to workforce supplied by SCA.
4. These positions, if their demand is based on genuine requirement, should be filled through recruitment of skilled HR and, if not, they should be filled through SCA supply and, if this is done, these positions from permanent structure should be deleted because it does make any good sense keep them under permanent structure.
5. A career progression path should be provided to these staff who are presently working in Miscellaneous Group under Technical Service by imparting them appropriate kind of training. Similarly, provisions should be made so that they can participate in competitive exam process under T/open Group.

16. Conclusion

This document has been prepared to provide realistic picture of current situation based on the available data. This document is expected to be useful in effective management of CAAN's HR, while acknowledging the fact that there is always some room for improvement in this endeavour to meet the need arising from changing pace of time.