

Optimal organizational structure



CE-3 State system & functions

Annex 19 Appendix 1



3.1 The State shall establish relevant authorities or agencies, as appropriate, supported by sufficient and qualified personnel and provided with adequate financial resources. Each State authority or agency shall have stated safety functions and objectives to fulfil its safety management responsibilities.



**CAAI
organizational
structure
2005
~60 positions**

Director general

LEG

HR

REG.
manager

Eco.A.
manager

Airworthiness
division

Operations
division

International
Relations
division

Initial AW
(TC + Production)

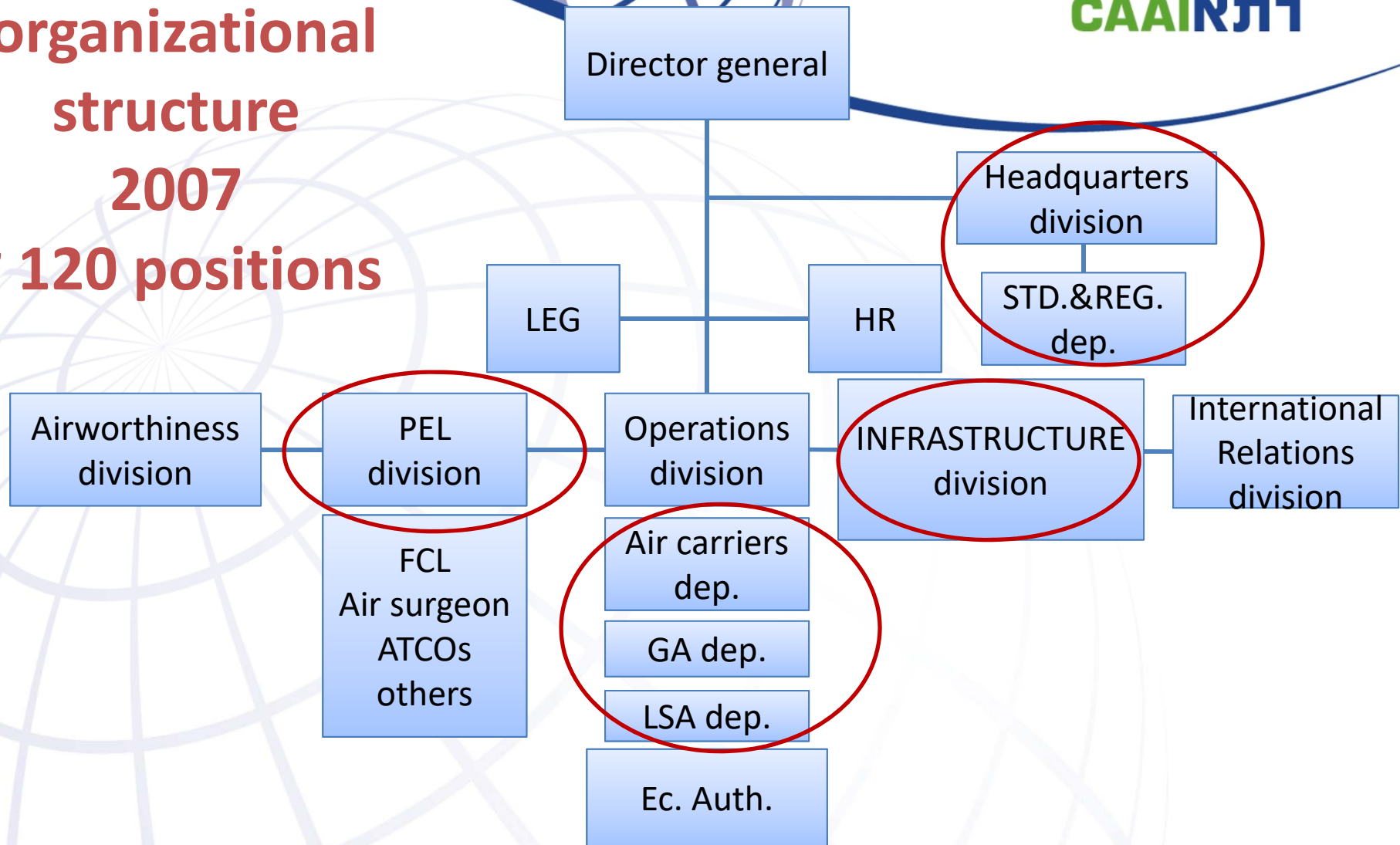
continuous AW
(AMO + CofA + AMT)
Dangerous goods

PEL
AOC
AGA
ANS
Building limitations
AIG

ASA
Flight authorization



**CAAI
organizational
structure
2007
~ 120 positions**



2008 FAA IASA findings



- The DG reports to an associate rather than a superior – the Minister of Transport
- Due to lack of control of the DG, insufficient resources, insufficient personnel staffing, the DG's structure is not adequate for Israel to fulfill its safety obligations in accordance with ICAO

Does not meet international standards

**Is there optimal organizational structure?
If yes – what is it?
What are the main difficulties in achieving it?**

“OPTIMAL” Organizational structure









- Organizational structure reflects areas of expertise and responsibility, and the chain of accountability
 - All CAA missions are reflected
 - Allocation of responsibilities based on main expertise
 - Each sub-unit should possess adequate resources
 - Maximum efficacy of limited resources
- Continuous evolution –
 - Improvements learned from difficulties in performing CAA duties
 - New missions / responsibilities

Importance of the CAA HR unit

- ❑ CAA HR capacity/independence to establish/change the Organizational structure -
 - ❑ expertise and understanding of CAAI needs
 - ❑ expertise and understanding in aviation – ICAO guidelines as reflected in ICAO relevant Docs (8335, 9734, 9760, 9379, 10070)
 - ❑ Promoting CAAI position in the "government que"
- ❑ Government entities are always limited in budget and human resources - Direct working relations with government bodies responsible for budget & human resources (Ministry of Finance, Civil Servants Commission)

Major changes to CAA organizational structure



- Creation of the Aviation Infrastructure Division 
- Transfer of AMT licensing Dep. under PEL Div. 
- Expanding Legal Dep. 
- Creation of Flight Standards Division 
- 2-phase incorporation of RPA regulation mission 
- Transfer the PEL Div. as a Dep. under the Flight Standards Div.
- Transfer of ATCOs licensing to the responsibility of Aviation Infrastructure Div. 

Managing internal organizational changes



- The optimal organizational structure is a “living” concept
- Change is painful
- “Marketing” change as -
 - System-driven, not personal-driven
 - an opportunity for improvement
- Transparency & Involvement of relevant personnel (at all levels) in the process –
 - Presenting the need for change and its goals
 - Provide opportunity to present their views and concerns
- Promotion of early retirement programs
- Termination of employment processes as last option

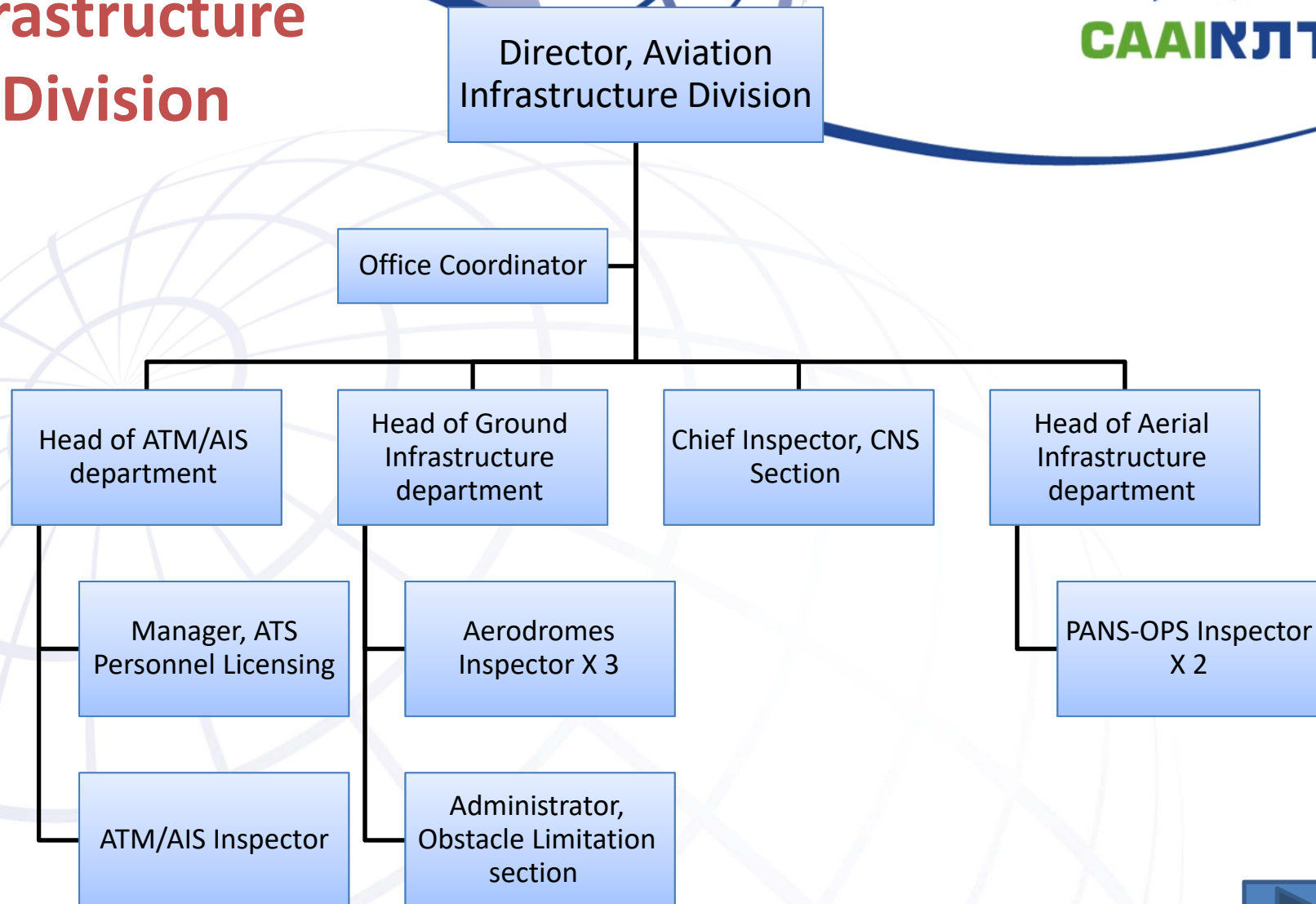




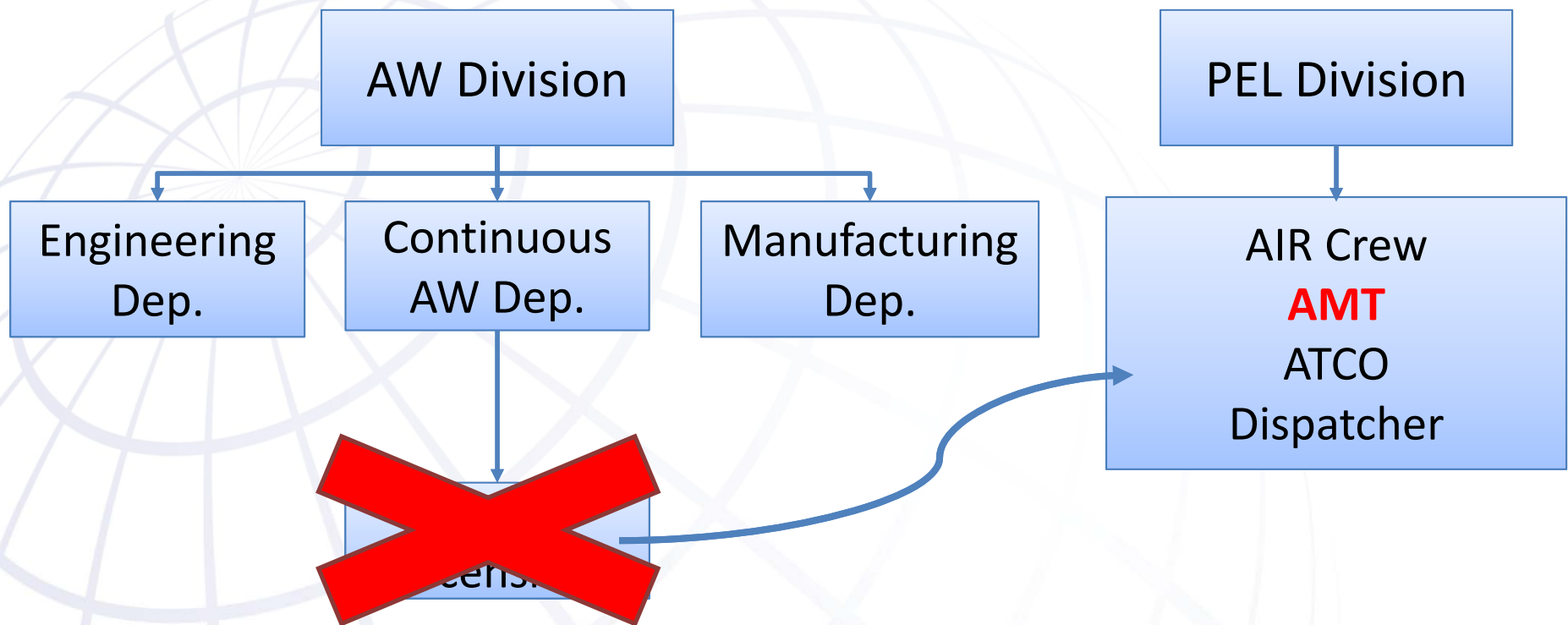
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Creation of Infrastructure Division



Transferring AMT licensing unit to the responsibility of PEL D.



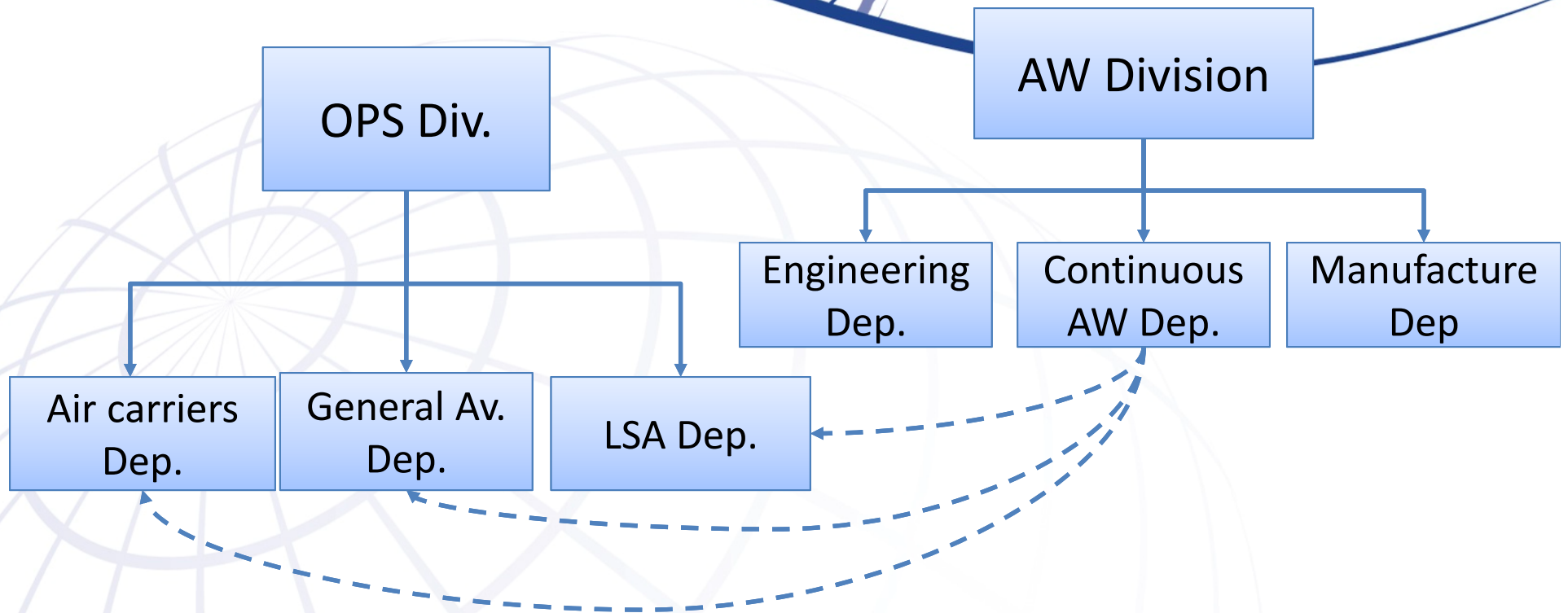
Expanding the Legal Dep.



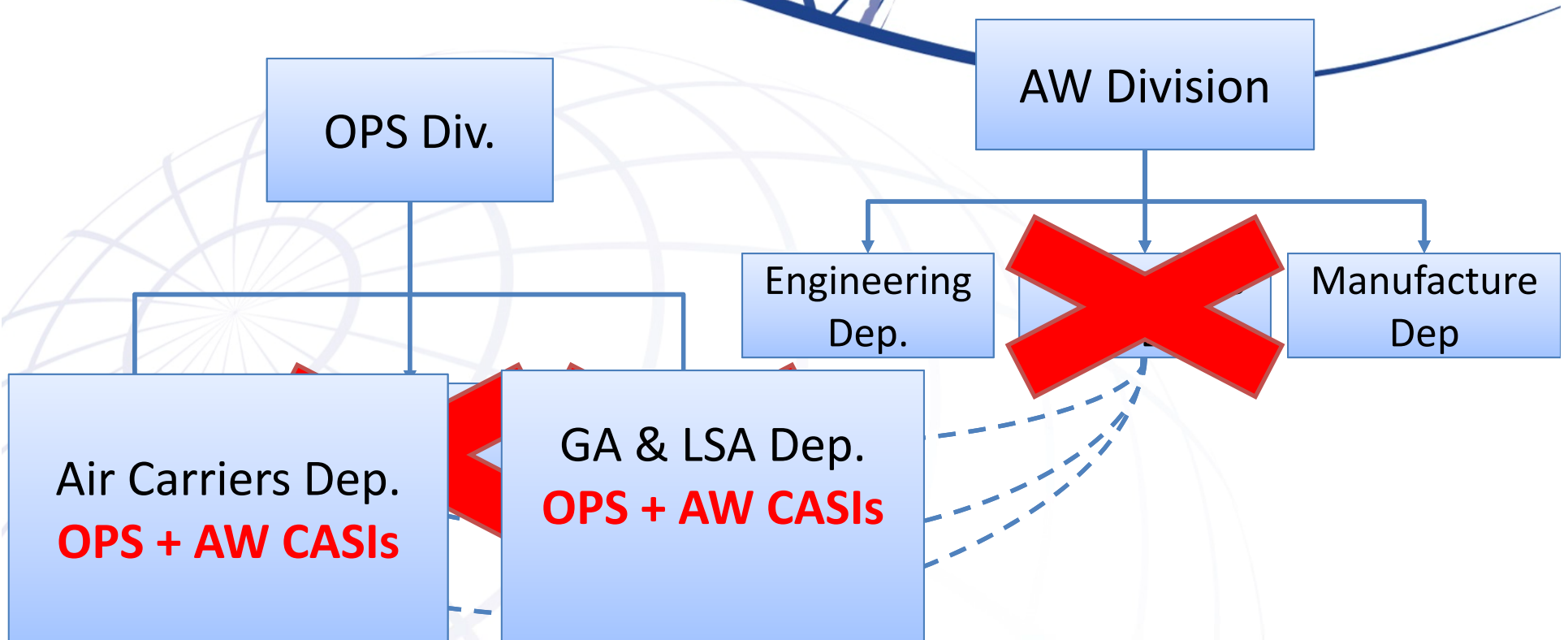
- Starting point:
 - 2 lawyers
 - Subordinated to the Legal Advisor of the Ministry of Transportation
 - Not engaged in rulemaking process at all
- 2009 - CAAI authorization for legal independence (in legal matters - reports directly to the Ministry of Justice)
- sole responsibility for:
 - rulemaking in Aviation fields under the responsibility of CAAI
 - Routine advice to CAAI personnel in all levels (management, AASIs) regarding powers of authority and interpretation of the ANL & ANRs
- 5 lawyers



Creation of the Flight Standards Div.



Creation of the Flight Standards Div.



incorporation of RPA Regulation mission



Phase 1

Headquarters
Div.

Phase 2

Design Dep.
(AW Div.)

MNF. Dep.
(AW Div.)

GA & LSA. Dep.
(FS. Div.)

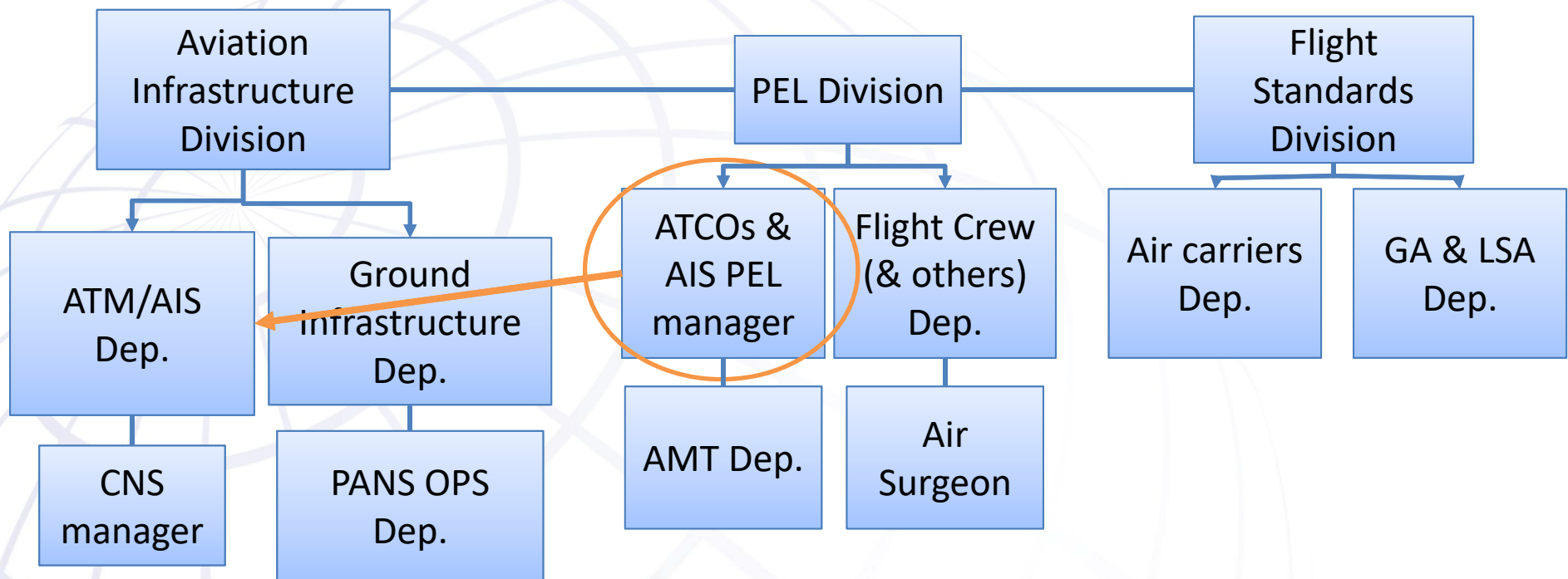
PEL. Dep.
(FS Div.)

Dedicated department
dealing with

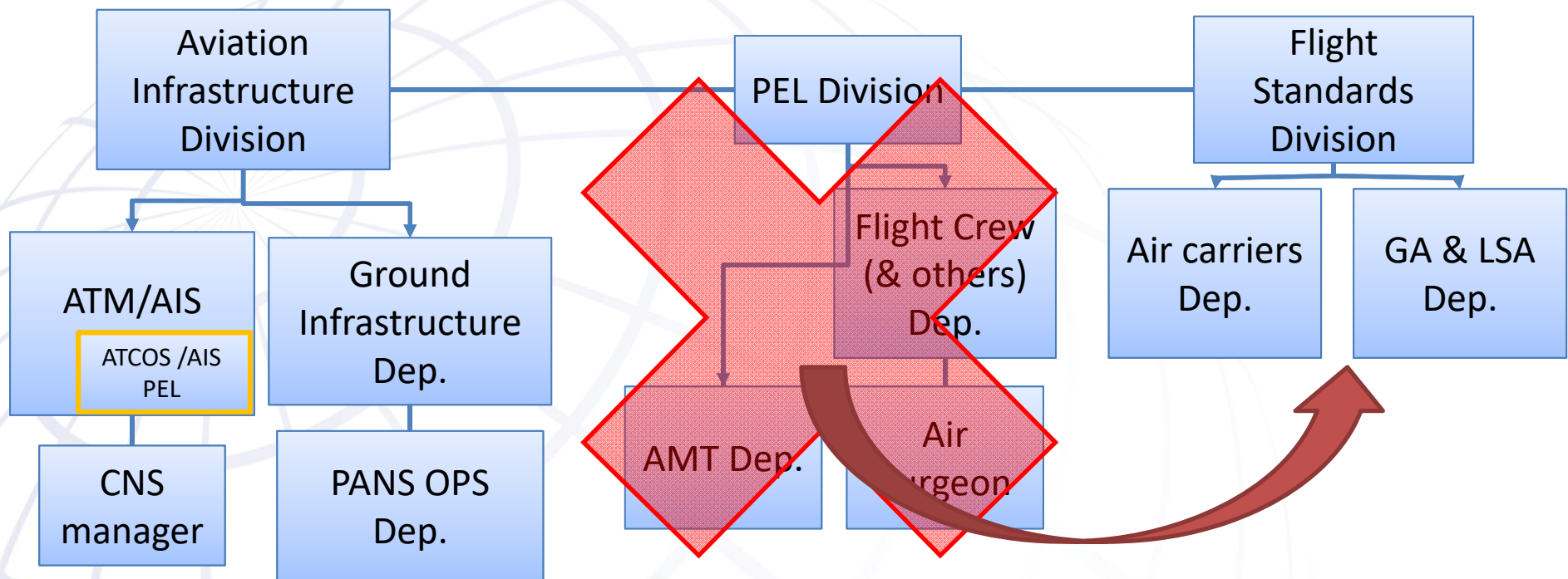
state pilots licen



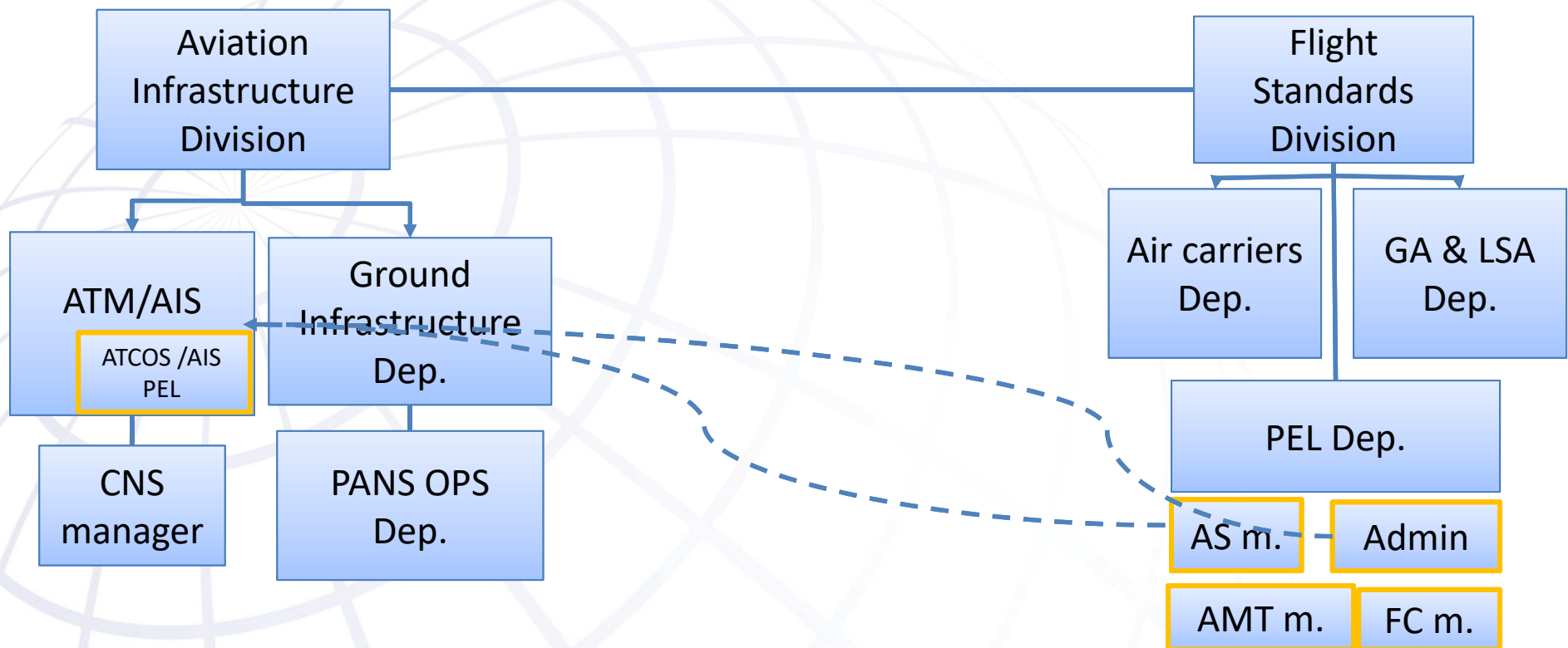
Inclusion of PEL. Div. in FS. Div. & transfer of ATCOs licensing to AV. INF. Div.



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- ❑ Augmentation of resources
- ❑ Concentration of expertise from the same domain in the same organizational unit –
 - ❑ Personnel licensing of pilots is part of the system ensuring the safe operation of aircraft in commercial air transport. Conversion and Upgrade training is conducted within the Air Carriers training program
 - ❑ Personnel licensing of ATCOs is part of the chain ensuring the safe and orderly provision of air navigation services by ATM units. Part of ATCO training is conducted within the ATM units
- ❑ Enhancing the efficiency and level of safety oversight in the relative domain

