

CAAN Recruitment Plan



Civil Aviation Authority of Nepal
Babarmahal, Kathamndu

Second Edition
March 2022 (2078)

Amendments

Amendments and Corrigenda to these "CAAN Recruitment Plan" are issued by Director General of CAA, Nepal. The space below is provided to keep a record of such amendments.

Records of Amendments and Corrigenda

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Foreword

This Recruitment Plan has been prepared pursuant to clause -35 of Civil Aviation Authority of Act, 2053 (1996) and Rule- 82 of Civil Aviation Regulation, 2058 (2002) to develop and improve the recruitment plan in Civil Aviation Authority of Nepal (CAAN). It is prepared for the use and guidance of all the employees of CAAN in performing their duties.

It is emphasized that all matters pertaining to recruitment of necessary human resource may not be completely covered in this plan. This edition includes the modifications in recruitment plan as per the international practices as well as the ICAO guidelines.

This is a controlled document and is subject to periodic review. Administration Department will maintain this document as complete, accurate and updated as possible. Comments and recommendations for revision/amendment action to this publication should be forwarded to the director of Administration Department.

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Civil Aviation Authority of Nepal
Recruitment Plan: 2022-26

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 1122, 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. 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. 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 2026. 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 equipment, 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 Employees Facilities and Services Condition 2056 B.S (Including amendment).

3. Present Organization Structure;

A total of 1122 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>Number of Position</u>	<u>Percentage</u>
Officer Level	786	70%
Assistant level	336	30%
	Total 1122	
<u>Level wise Division (in %)</u>		
Director General	1	
Higher Management (10 th /11 th /12 th level)	97	9%
Middle level Management (8 th and 9 th level)	298	27%
Officer Level (6 th and 7 th Level)	390	34%
Assistant level (4 th and 5 th)	336	27%

4. Weighted division (%) 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 Regulation on Employees Facilities and Services Condition 2056 B.S (Including amendment). The total number of workforce under this category stands at about 502.

5. Breakdown of Services and Groups

Technical Services	Number of Position	Percentage
Air Traffic (AT)	301	26.8%
Aviation Fire (AF)	220	19.6%
Electronics and Telecommunication (ET)	101	9.0%
Technical Open (TO)	10	0.9%
Civil Engineering (CE)	73	6.5%
Mechanical Engineering (ME)	68	6.1%
Electrical Engineering (EE)	61	5.4%
Aeronautical Engineering (AE)	12	1.1%
Flight Operation (FO)	10	0.9%
Miscellaneous	8	0.7%
Technical Mix Category	13	1.3%
Information Technology (IT)	11	1%
All Open Category Service	10	1%

Administration Services	Number of Position	Percentage
Administration	106	9.4%
Financial Administration	96	8.5%
Administration Law	5	0.4%
Administration Library	5	0.4%
Administration Business Admin.	15	1.3%

6. Present Status of Human Resources

Total Number of Positions: 1122

Number of Positions filled: 815 (Data as of end of month Ashad 2078)

Number of Positions Vacant: 307 (Data as of end of month Ashad 2078)

Number of Persons supplied by Service Contract Agencies: 502 (equivalent to 44.74% of permanent position)

Retirement Rate: 3% annually, on average.

About 14.6% of total workforce will retire by 2081/82.

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 underperiodic plans.

8 Recruitment Method:

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

Administration

Technical

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 man powers 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, 2078 B.S)

	Level	Open Competition (%)	Internal Competition (%)	Performance Evaluation (%)	Remarks
Assistant Level	Fourth	100			100% performance evaluation in mixed groups.
	Fifth	70		30	
Officer, Level	Sixth	70	10	20	
	Seventh	-	30	70	
	Eighth	10	20	70	
	Ninth	10	20	70	
	Tenth & Eleventh	-	20	80	
	Twelfth	-	-	100	

	Level	Open Competition (%)	Internal Competition (%)	Performance Evaluation (%)	Remarks
Assistant Level	Fourth	90	-	10	100% performance evaluation in mixed groups.
	Fifth	70	-	30	
Officer, Level	Sixth	-	30	70	
	Seventh	70	10	20	
	Eighth	10	20	70	
	Ninth	10	20	70	
	Tenth & Eleventh	-	20	80	
	Twelfth	-	-	100	

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

Level	Position	Occupied	Vacant
6 th	145	101	44
7 th	245	165	80

Vacant Positions (Tech. Service)	ATS	RFF	FO	ET	EE	ME	CE	AE	Total
6 th Level	0	7	0	4	2	5	0	0	28
7 th Level	34	6	0	8	9	4	4	0	65

Vacant Positions (Admin. Service)	AA	AL	ABA	Alib	ACA	A. Acc	Rev	Total
6 th Level	10	1	2	3	2	5	3	26
7 th Level	5	1	2	1	1	4	1	15

Present situation of HR and Recruitment Strategies:

1. Out of 7 total vacancies in RFF Sub-group at 6th level, 2 will be filled through internal competition and rest 5 through performance evaluation. Out of 6 total vacancies at 7th level, 1 will be filled through internal competition and rest 5 through open competition.
2. There are altogether 26 vacant posts in 6th level under Administrative Service out of which 10 in Administration, 1 in Law, 2 in Business administration, 3 in Library, 2 in CA, 5 in Account and 3 in Revenue. These posts are to be filled through open competition, internal competition and promotion of those who are presently at 5th level and meet eligibility criteria for promotion. 7 posts out of 10 in Administration Service shall be recruited through open competition, 1 through internal competition and rest 2 through performance evaluation. One post each of Library, Account and Revenue will be filled through internal competition while rest will be recruited through open competition.
3. CAAN has to depend on the HR production capacity of Civil Aviation Academy in order to fill 34 vacancies at 7th level within ATS Sub-group.
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 4 vacancies in Civil Engineering Service at 7th level 3 shall be filled through open competition and remaining 1 through internal competition of staffs at 6th level.
6. As per the provisions of Personnel Regulation, CAAN has to rely on number, service period and qualification of staffs in order to fill the vacancies at 7th level. There are altogether 15 vacant posts in administrative service out of which 5 in Administration, 1 in Law, 2 in business administration, 1 in Library, 1 in CA, 4 in Account and 1 in Revenue. These posts are to be filled through internal competition and promotion of those who are presently at 6th level and meet eligibility criteria for promotion.

8th and 9th Level (Middle Level Management)

Level	Position	Occupied	Vacant
8 th Level	171	129	42
9 th Level	127	95	32

Vacancies under Technical Service:

Vacant Position	AT S	RF F	FO	ET	EE	ME	CE	AE	Mis	Total
8 th Level	18	3	2	4	2	0	1	0	2	32
9 th Level	2	4	0	7	2	1	2	2	2	22

Vacancies under Administration Service:

Vacant Position	AA	AL	ABA	ACA	AAcc	ARev	Total
8 th Level	3	0	1	1	3	2	10
9 th Level	5	1			2	2	10

1. Out of 32 vacancies in 9th level, 2 will be filled through open competition, 7 through internal competition and 23 through promotion of staffs at 8th level. Similarly, out of 42 vacancies in 8th level, 4 vacancies shall be filled through open competition, 6 through internal competition and 32 by promotion of staffs at 7th level. These positions can be filled easily as there sufficient personals at 7th level. However, the number of vacancies at 7th level will rise significantly as there are already 80 vacancies at this level.
2. 2 vacancies at 9th level in ATS group shall be filled through internal promotion. There are 18 vacancies in 8th level which will be filled by 13 promotion, 3 internal competition and one open competition. The vacant positions created due to promotion of staffs will be filled in subsequent years to come.
3. Out of 7 vacancies at 9th level of ET, 1 shall be filled through internal competition and 5 by promotion of staffs at 8th level. Thus, the number of vacancies at 8th level will rise by 5 in subsequent years. Similarly, out of 4 vacancies at 8th level, 1 shall be filled through internal competition and 4 by promotion of staffs at 7th level. These positions can be filled easily as there are sufficient personals at 7th level.
4. All 2 positions at 9th level in EE are vacant. These positions shall be filled through promotion and internal competition among staffs at 8th level.
5. Out of 2 vacancies at 9th level in Account, 1 will be filled through promotion and one through internal competition. 2 positions at 8th level will be filled through one promotion and one internal competition. 2 vacancies in revenue at 9th and 8th level can be filled through promotion.
6. One vacant position at 8th level CA can be filled through open competition.

10th & 11th levels (Higher Management)

Level	Position	Occupied	Vacant
10 th	66	56	10
11 th	25	16	9

Vacancies under Technical Services

Vacancies	ATS	RFF	ET	CE	T-Mix	T-Open	Total
10 th level	3	1	0	2	2	1	9
11 th level	5	1	1	0	2	0	9

Vacancies under Administration Service

vacancies	A/A/O	AB A	AOpe	AAcc	FOpe
10 th level	0	0	1	0	1
11 th level	0	0	0	0	0

1. There are 10 vacant posts at 10th level and 9 vacant posts at 11th level. These positions can be filled by internal competition and promotion.

Vacancies in Assistant Level (4th & 5th)

	Position	Occupied	Vacant
4 th level	155	117	38
5 th level	181	129	52

Vacancies under Technical Service

Vacancies	RFF	ET	EE	ME	CE	IT	Total
4 th level	18	0	4	5	0	0	27
5 th level	9	7	5	9	6	4	40

Vacancies under Administration Service

Vacancies	A/A	A/Acc	A/Rev	Total
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4 th level	7	2	2	11
5 th level	7	3	2	12

1. There are 38 vacant posts at 4th level and 52 vacant posts at 5th level.
2. CAAN has to depend solely on production capacity of CAA for the recruitment of new candidates in 18 vacant posts of RFF Sub-group. Therefore, it is necessary that CAA's HR production capacity should be strengthened by equipping it with all required resources. Other vacant positions at level 4 can be recruited through open competition.
3. 5th level vacancies in CE, EE and IT will be filled through open competition.
4. Out of 9 vacancies at 5th level RFF, 3 shall be filled through internal competition and remaining 6 through internal competition of staffs at 4th level.

CAAN has never been able to fill all of the positions (1065) created at the beginning of its establishment. On the one hand, the numbers of staff recruited in permanent positions are going to retire and, on the other, the number of HR required to perform multifarious tasks supplied by Service Contract Agencies is going up day by day. Although, 1065 positions has been changed to 1122, CAAN is on the way to 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, is analyzing 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.

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 initiate 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 under Service Provider function as recommended by agencies having direct stake in safety and security such as ICAO/ACI/European Commission. For example:
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:
 - Development and maintenance
 - Mechanical and Electrical
 - Wild life Management
 - 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 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 cannot 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. 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

72.6% out of total 1122 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 44.7% of 1122. Hence, necessary action will be taken to carry out study on whether this ceiling (1122) 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
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by SCA is the sole responsibility of SCA itself.

- h) Action shall be taken on SCA if any member of HR supplied by them engages 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 career 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 career 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 must 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 and AFS sub-group and the same situation prevails at executive level. Demand of HR under this category cannot 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. Positions under Account and Administration category which has 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 Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82	2082/83
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring	Retiring
11	10	3	5	5				2	
10	25	3	22	3	1		2	4	2
9	65	1	63	2		2			1
8	85		67	18					
7	116		82	34					
Total	301	7	157	62	1	2	2	6	3

1. There are 62 vacancies under ATS Group out of total 301 positions. There are 5 vacancies at 11th level, 3 at 10th level, 2 at 9th level, 18 at 8th level, and 34 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 three 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. 7 personnel in 077/78, 1 in 078/79, 2 in 079/80, 2 in 080/81 & 6 in 081/82 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 Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82	2082/83
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring	Retiring
11	1		0	1	1				
10	3		2	1		1			
9	9		5	4					
8	9		6	3					
7	16		10	6	1				
6	27	1	20	7			1		
5	54	1	45	9		1	1		1
4	101		83	18					
Total	220	2	171	49	2	2	2		1

1. There are 49 vacancies in RFF Service Group out of total 220 positions. There is 1 vacancy at 11th, 1 at 10th, 4 at 9th, 3 at 8th, 6 at 7th, 7 at 6th, 9 at 5th and 18 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 personnel in 077/78, 2 in 078/79, 2 in 079/80, 2 in 080/81 & 2 in 081/82 FY will retire from this group.

Flight Operations (FO) Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
10	1		1	0	1			
9	2		2	0				
8	3		1	2				
7	4		4	0				
Total	10		8	2	1	0	0	0

1. There are 2 vacancies in Flight Operations Group out of total 10 seats.
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. Only one personnel of level 10 will retire by next 5 years.

4. Electronics and Telecommunication Engineering Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	2	1	1	1				
10	6		6	0		1	1	
9	15		8	7				
8	16		12	4				
7	25		17	8		2	1	
6	16	1	12	4				
5	21	1	14	7				
Total	101	3	70	31		3	2	

1. There are 31 vacancies in ET Group out of total 101 positions. These vacancies should be filled as early as possible otherwise it may severely impair the service delivery capacity of the group.
2. There is no problem in filling vacancies through recruitment of fresh university graduates.
3. 3 in 077/78, 3 in 079/80 and 2 in 080/81 FY 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.

5. EE Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring

10	2		2	0				
9	2		0	2				
8	4		2	2				
7	12		3	9				
6	13		11	2				
5	17		12	5				
4	11		7	4				
Total	61		37	24				

1. There are 24 vacancies in EE Group out of total 61 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. There is no one retiring within coming 5 years.

6. ME Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82	2082/83
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring	Existing
11									
10	2		2	0					
9	2		1	1					
8	5	1	5	0	1				
7	9		5	4		1			
6	17	1	12	5					
5	24		15	9		1	1		2
4	9		4	5			1		2
Total	68	2	44	24	1	2	2		4

1. There are 24 vacancies in ME Group out of total 68 positions. These vacancies should be filled as early as possible.
3. 2 personnel in 077/78, 1 in 078/79, 2 in 079/80, 2 in 080/81 & 4 in 081/82 FY will retire from this group.

7. CE Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	1		1	0		1		
10	3	1	1	2				
9	8		6	2			1	
8	9		8	1				

7	18		16	4				
6	11		11	0				
5	23		17	6				
Total	73	1	58	15		1	1	

1. There are 15 vacancies in CE Group out of total 77 positions. Number on vacancies at 5th and 7th levels is proportionately high in this group which stands at 6 and 4 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. Altogether 3 personnel will retire by next 5 years.

8. AE Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
10	1		1	0				
9	4		2	2				
8	3		3	0				
7	4		4	0				
Total	12		10	2	0	0	0	0

There are only 2 vacancies at 9th level and no personnel will retire by next 5 years.

9. T/MISC Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
9	6		4	2				
8	2		0	2				
Total	8		4	4	0	0	0	0

1. There are 4 vacancies in Technical Mix faculty out of total 8 positions. There are 2 vacancies at 8th level and 2 in 9th level.
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 no one retiring from this group within next five years.

4.

10. TMIX Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	5	4		2				
10	8	4		1				
Total	13	8		3				

1. There are 3 vacancies in Technical Mix faculty out of total 13 positions. There are 2 vacancies at 11th level of which 1 from Civil/Electrical/Mechanical Engineering group and another from Air traffic/Electronic and telecommunication group. 1 vacancy in 10th level comprises from Aeronautical/Flight Operation. These vacancies could be filled only through promotion.
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. So the personnel promoted under this group should be assigned to duties as per the placement under organizational structure.
3. There is no one retiring from this group within next five years.

11. T open Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
12	2		2	0				
11	1		1	0				
10	7		6	1				
Total	10		9	1	0	0	0	0

1. There is only one vacant position at 10th level.
2. No one will from this group within next five years.

12. AA Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82	2082/83
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring	Retiring
11	1		1	0					
10	1		1	0		1			
9	7	1	2	5		1		1	
8	13	2	10	3		1		1	
7	17	2	12	5		1			2

6	24		14	10			1	1	3
5	17		10	7		1			
4	23		16	7					1
Total	103	5	66	37		5	1	3	6

1. There are 37 vacancies in AA faculty out of total 103 seats.
3. Out of 66 existing staffs, 5 personnel in 077/78, 5 in 079/80, 1 in 080/81, 3 in 081/82 and 6 082/83 will retire if present situation prevails in future.

13. AL Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
9	1		0	1				
8	1		1	0				
7	1		0	1				
6	2		1	1				
Total	5		2	3		0	0	0

Out of 5 positions 3 are vacant and no one will retire within next five years.

14. BA Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	1		1	0				
10	1		1	0				
9	2		2	0		1		
8	3		2	1				
7	3		1	2				
6	5		3	2				
Total	15		10	5				

1. 5 seats are vacant and only one staff will retire within next 5 years.

15. A/BA Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
7	1		0	1				
6	4		1	3				

Total	5	0	1	4				
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1. There are 4 vacancies out of 5 positions in ALIB.
2. It is necessary to recruit new staffs as soon as possible.

16. ACA Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
9	1		0	1				
8	1		0	1				
7	1		0	1				
6	2		0	2				
Total	5		0	5				

1. All posts in this faculty are vacant. It is suggested to provide attractive packages and remuneration to attract fresh manpower from labour market.
2. Alternatively, CA positions can be filled from staff currently in service by providing them opportunity of obtaining appropriate academic degree.

17. A Open/ AA Open Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
10	3		2	1				
Total	3		2	1				

Only 1 position has been remained vacant which can be filled through internal promotion.

18. ACC Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
9	4		2	2				1
8	7		4	3		1	1	1
7	10		6	4	2			
6	13	1	8	5	1	1		1
5	12	1	9	3				

4	5		3	2				
Total	51	2	32	19	3	2	1	3

1. There are 19 vacancies out of 51 positions under ACC Group.
2. 11 personnel's will retire within 5 years.

19. A Revenue Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
9	2		0	2				
8	4		2	2				1
7	6		5	1				
6	10		7	3				
5	8		6	2				
4	6		4	2				
Total	36		24	12				

1. There are 12 vacancies out of 36 positions and only one staff will retire within 5 years.

20. F Open Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Retiring	Existing	Vacant	Retiring	Retiring	Retiring	Retiring
11	2		2	0				
10	2		2	0				
Total	4		4	0				

All positions are filled and no one will retire within 5 years.

21. MIS Group

Year		2077/78			2078/79	2079/80	2080/81	2081/82
Level	Total Post	Existing	Vacant	Retiring	Retiring	Retiring	Retiring	Retiring
9	1	1	0					
8	2	0	0					
7	2	0	0					
6	1	0	0					
5	5		4					
Total	11	5	4					

1. There are 4 vacancies out of total 11 positions under MIS Faculty.

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 endeavor to meet the need arising from changing pace of time.