

Sustainability of the aviation industry: The Key to Success in the Aviation Industry

(Presented by ALTA)

BACKGROUND

The Latin American and Caribbean Air Transport Association (ALTA) acknowledges the need to develop joint solutions within all stakeholders in the industry to overcome the challenges of technical personnel shortages worldwide. Airlines have experienced these shortages over the years, due to economic cycles, new markets opening in other parts of the world and specific political, labor and economic situations on a per-country basis.

ALTA is engaged in different initiatives that will help attract, retain and advance more talent in the region. These are discussed as part of the responses below.

ANSWERS TO HERMES AIR TRANSPORT ORGANIZATION PAPER QUESTIONS

1. How can the aviation industry attract new employees? What advice can you provide to your constituent firms and organizations for successfully attracting talent, given stiff competition from many other industries?

To successfully attract talent in a competitive job market, the industry and constituent firms and organizations can consider the following:

- **Build a strong employer brand:** Creating a strong employer brand can help differentiate organizations from competitors and attract top talent. This can include highlighting the company culture, values, and mission. Many individuals are looking for a workplace that aligns with their personal values and beliefs.
- **Offering competitive salaries and benefits:** One of the most effective ways to attract new employees is by offering competitive salaries and benefits packages and it can become crucial when competing with other companies or industries. This includes offering health insurance, retirement plans, paid time off and other benefits.
- **Creating a diverse and inclusive workplace:** Creating a diverse and inclusive workplace can attract a wider pool of talent and help differentiate your organization from competitors. This includes creating an environment that values and respects individuals from all backgrounds and cultures.
- **Creating a positive work culture:** The aviation industry can attract new employees by creating a positive work culture that values teamwork, communication, and collaboration. This can include offering flexible schedules, promoting work-life balance, and creating a supportive work environment.

- **Providing career development opportunities:** The aviation industry can attract new employees by providing clear career paths and opportunities for advancement. This can include training programs, apprenticeships, internships and mentoring programs.
- **Emphasizing the importance of safety:** Safety is paramount in the aviation industry. By emphasizing this, the industry can attract individuals who are passionate about safety and committed to ensuring the safety of passengers and crew.
- **Leveraging technology and innovation:** The aviation industry is constantly evolving and incorporating new technology and innovations. By showcasing these advancements, the industry can attract individuals who are interested in working with cutting-edge technology and support the development of new advancements in their fields.
- **Partnering with educational institutions:** The aviation industry can partner with educational institutions to create programs that educate and train students for careers in the industry. This can include partnerships with universities, trade schools, and vocational programs.
- **Partnering with industry associations:** The aviation industry can partner with associations such as ALTA, IAWA, and others to create programs to attract a wider pool of candidates to the industry, creating scholarship programs, job fairs and other initiatives. ALTA has partnered with the International Aviation Womens Association (IAWA) in promoting the advancement of women in the industry. ALTA has hosted IAWA Connects and Workshops at different Conferences and locations in the region and has a joint scholarship program to support women studying technical careers in the industry with the Technological University of Panama (UTP).

2. How can the aviation industry retain its current employees?

The aviation industry can retain its current employees by implementing the following strategies:

- **Competitive Compensation and Benefits:** One of the most effective ways to retain employees is to offer competitive compensation and benefits packages that are at par with or better than the industry standard.
- **Training and Development:** Providing regular training and development opportunities for employees helps to improve their skills and expertise, which can lead to job satisfaction and loyalty.
- **Flexible Work Arrangements:** Offering flexible work arrangements, such as telecommuting, flexible schedules, and job sharing, can help employees balance their work and personal life.
- **Recognition and Rewards:** Providing recognition and rewards for employees who perform well, such as bonuses or public acknowledgement, can help boost morale and increase employee loyalty.
- **Employee Engagement:** Engaging employees in decision-making, providing opportunities for feedback and input, and creating a positive work environment can help employees feel valued and invested in the company.

- **Career Advancement:** Providing opportunities for career advancement, such as promotions, additional responsibilities, and job rotations, can help employees grow and develop within the company.
- **Work-Life Balance and Well-being programs:** Providing a healthy work-life balance is important for retaining employees. This can be achieved by offering paid time off, vacation days, and other employee benefits that support a healthy work-life balance. In addition, well-being programs should be the base platform to support employees to build resilience in the workplace, support mental health and create a better work environment. At ALTA we are committed to supporting members in achieving this and we partnered with renowned psychiatrist Augusto Cury, to develop a mental health program for aviation professionals. The program was released in September 2022, and it can support corporations or individuals in the analysis of the process of building thoughts, the functioning of the human mind and strategies to have a free and healthy mind.

What advice can you provide to firms and organizations to ensure that personnel have the necessary skills to advance the industry in the 21st century?

- **Invest in employee training and development:** Companies should invest in training and development programs to help employees develop new skills, stay up to date with industry trends, and adapt to changing technology and work culture. This could include on-the-job training, workshops, seminars, online courses, and other forms of learning opportunities.
- **Foster a culture of continuous learning:** Encourage employees to take ownership of their own learning and development by creating a culture of continuous learning. This could include offering incentives for employees who complete courses or acquire new skills or creating opportunities for employees to share their knowledge and expertise with others in the organization.
- **Emphasize soft skills:** In addition to technical skills, organizations should also focus on developing soft skills such as communication, problem-solving, teamwork, and leadership. These skills are increasingly important in the 21st century workplace and can help employees be more effective and adaptable.
- **Partner with educational institutions:** Partnering with educational institutions such as universities, community colleges, and vocational schools can help companies stay up to date with industry trends and provide employees with access to the latest knowledge and skills.
- **Encourage diversity and inclusivity:** Encourage diversity and inclusivity within the workplace by promoting an environment where people from different backgrounds, cultures, and experiences can learn from each other. This can help foster innovation and creativity, as well as ensure that the organization is representative of the communities it serves.

By implementing these strategies, firms and organizations can ensure that their personnel have the necessary skills to advance the industry in the 21st century. ALTA is fully committed to education and in 2022 released the following initiatives:

- A) ALTA's Aviation Training Committee. It was initiated in September 2022 and gathers Training Directors from its members and partners, and it has already become the discussion forum for training matters in the region. The Committee has started with the Pilot Training sub-group, and we are working with the members in initiatives as the implementation of Evidence-based training (EBT), regulations harmonization related to pilot training aspects, the incorporation of AI in training among others. The objective is to create sub-groups for other technical personnel training in the industry.
- B) ALTA's Educational Hub, released in September 2022 and aimed for professionals in the industry to find different types of courses and academic programs in a single place. The Educational Hub includes courses as a virtual 2-hour ground handling course, to an on-site Master in Sustainability program. ALTA has partnered with highly recognized academic institutions that offer high quality programs to the industry. Over 100 programs are already available in Spanish, English and Portuguese. More can be found at www.alta.aero/education.

3. How can industry associations work together with aviation firms and other stakeholders to ensure

that the industry attracts and retains talent from a diverse employment pool?

Industry associations and aviation firms can work together with other stakeholders to ensure that the industry attracts and retains talent from a diverse employment pool by implementing the following strategies:

- **Promote Diversity and Inclusion:** Industry associations and aviation firms can work together to create awareness of the importance of diversity and inclusion. This can be achieved by organizing seminars, workshops, and conferences that discuss the benefits of having a diverse workforce.
- **Offer Diversity Training:** Offering diversity training to employees can help to eliminate bias and promote diversity and inclusion. Industry associations and aviation firms can work together to develop training programs that help employees to understand and appreciate diversity.
- **Recruitment:** Industry associations and aviation firms can work together to identify and recruit candidates from diverse backgrounds. This can be achieved by attending job fairs and reaching out to universities and colleges that have a diverse student body.

- **Mentorship Programs:** Mentorship programs can help to attract and retain talent from a diverse employment pool. Industry associations and aviation firms can work together to develop mentorship programs that connect employees from diverse backgrounds with experienced professionals in the industry.
- **Support Career Development:** Industry associations and aviation firms can work together to support the career development of employees from diverse backgrounds. This can be achieved by offering training and development programs, as well as opportunities for promotion and advancement.
- **Employee Resource Groups:** Employee resource groups can provide a sense of community and support for employees from diverse backgrounds. Industry associations and aviation firms can work together to establish and support these groups, which can help to attract and retain diverse talent.
- **Collaboration with Community Organizations:** Industry associations and aviation firms can collaborate with community organizations to identify and attract talent from diverse backgrounds. This can be achieved by participating in community events and establishing partnerships with organizations that serve diverse populations.

ALTA wishes to collaborate with the Hermes Organization in initiatives that can contribute to these topics, and we remain at your disposal for any follow-up questions or comments.

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