



CIVIL AVIATION
SAFETY AUTHORITY
AUSTRALIA

OFFICE OF THE DIRECTOR

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Ms Sue Morton
Secretary
Australian Senate
Finance and Public Administration
References Committee
Parliament House
CANBERRA ACT 2600



Dear Ms Morton

Thank you for your letter of 7 May 2002 in which you invited CASA to make a submission to the Recruitment and Training in the Public Service (APS) inquiry. I apologise for the delay in my response.

The Civil Aviation Safety Authority's (CASA) primary focus is delivering aviation safety to the Australian public. CASA does this by:

- setting aviation standards and rules;
- licensing aerodromes, pilots and aviation engineers;
- certifying aircraft and operators;
- carrying out safety surveillance;
- enforcing safety standards and rules;
- providing regulatory oversight of the national airways system, air traffic services and rescue and fire fighting services; and
- actively assisting the aviation industry to maintain high safety levels through education, training advice and consultation.

CASA requires a highly skilled and experienced workforce in a range of disciplines related to the Aviation Industry in order to provide these services.

The challenge for CASA, and its predecessors, has been the ability to attract and retain talented technical and professional employees. CASA therefore recruits people with specialist technical skills which can, in the main, only be developed within the Aviation industry itself.

CASA, by virtue of its role as a regulator, requires employees engaged on regulatory activities to have extensive experience in the aviation industry. Accordingly, our employees tend to be relatively experienced. This is reflected in the average age of CASA employees, currently standing at around 47 years.

Like most public sector organisations the number of entry level positions in the traditional areas where young people would be employed has reduced substantially over the last ten to fifteen years. Regarding base grade or entry level recruitment, more routine tasks have been incorporated into all classification levels, as envisaged when the former third and fourth Divisions of the APS were combined in the mid 1980s. In the late 1980s the trend of "task broadening" under the Structural Efficiency Principle wage deals and the introduction and the use of information technology at all levels reduced the need for entry level administrative support positions.

At present CASA does not have a graduate program due to the significant supporting infrastructure needed to sustain even a small intake. It is an initiative that is currently under consideration as part of CASA's People Management Strategy

In summary, CASA has limited scope to employ young people in entry level positions and, by virtue of the business it is in, tends to employ an older workforce.

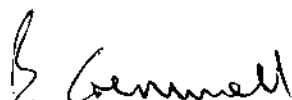
Historically, while CASA commits significant resources to training, this has been based largely on anticipated rather than actual need.

CASA is moving to introduce a Performance Communication (Management) Scheme through which staff will identify, in a structured way, their learning and development needs with their manager. This information will be provided to the Authority's training area and will assist in designing and delivering a more strategically focused training program.

While much of CASA provided training would be accredited, it does not articulate into any industry or nationally recognised training or qualifications framework. A competency framework and program for CASA Airworthiness staff is an example of this.

I appreciate the opportunity for CASA to contribute to the inquiry.

Yours sincerely



Bruce Gemmell
Acting Director of Aviation Safety