

Term of Reference (TOR)- Restructure Civil aviation authority and create strategic road map



MaY 2024

Civil Aviation Authority

### Terms of Reference (TOR)

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1. **Introduction**

The Civil Aviation Authority of Sri Lanka (CAASL) was established under the Civil Aviation Authority of Sri Lanka Act No 34 of 2002 on 27th December 2002. It is deemed a Public Enterprise for the purpose of audit of accounts under Article 154 of the Constitution of the Democratic Socialist Republic of Sri Lanka. The primary function of the CAASL is to regulate civil aviation industry under the legislative provisions in the Civil Aviation Authority of Sri Lanka Act No 34.of 2002 and Civil Aviation Act No.14 of 2010, in conformity with the applicable International Standards and Recommended Practices adopted by the International Civil Aviation Organization (ICAO), as a State Party to the Chicago Convention, aiming at higher performance in safety, security, efficiency, regularity and environmental responsiveness of the aviation industry that contributes to growth of the national economy, for enhancement of quality of life of citizens of the country.

**2. CAASL Requirements**

Currently, CAASL faces issues related to its organizational structure, salary structure, and several other areas. The main requirements for addressing these issues are as follows:

1. **Review existing organizational structure and prepare a sustainable organizational structure for the next ten years with relevant cadre update and expansion**
2. **Define KPIs for the organization and develop an incentive scheme based on achieving the set KPIs**
3. **Review the existing salary structure and prepare a new salary structure to match industry standards to attract and retain qualified professional staff**
4. **Develop a progression plan for each cadre position**
5. **Standardize the Scheme of Recruitment (SOR) to meet organizational needs**

**3. Study Area**

The study requires a thorough analysis of the following aspects:

1. **Existing Organizational Structure**
   * Assess the current framework and hierarchy within CAASL.
   * Identify areas of inefficiency and potential for improvement.
   * Propose a future-proof structure that aligns with the organization's long-term goals.
2. **Existing Salary Structure**
   * Evaluate the current salary scales and compensation packages.
   * Benchmark against industry standards to ensure competitiveness.
   * Develop a new salary structure that attracts and retains top talent.
3. **Approved Scheme of Recruitment (SOR)**
   * Review the current recruitment processes and criteria.
   * Ensure alignment with organizational needs and strategic objectives.
   * Standardize the SOR to maintain consistency and fairness in hiring.
4. **Interviews with Representatives of Each Category**
   * Conduct interviews with a diverse group of employees from different categories and levels within CAASL.
   * Gather insights into their experiences, challenges, and suggestions for improvement.
   * Use these insights to inform the organizational restructuring and other reforms.
5. **Open Path to Get Suggestions from All Employees**
   * Establish channels for all employees to provide feedback and suggestions.
   * Encourage a culture of open communication and inclusive participation.
   * Incorporate valuable employee feedback into the restructuring plans.

**4.Project Area**

* The project area encompasses both the work site and the impact zone.
* The consultant should, after scoping the subject areas of the study, determine the boundaries of the peripheral areas where the impacts will be felt.
* This includes identifying all relevant stakeholders and understanding how the proposed changes will affect them.

By addressing these areas, the study aims to create a more efficient, competitive, and employee-friendly organizational environment at CAASL, ensuring its readiness to meet future challenges and opportunities.

**5. Deliverables**

Final report with all the suggestions three hard copies and soft copy

**6. Consulting team**

The consultant team may consist of a Team Leader who is an Strategic Management Expert, HRM Expert, Engineering Expert, IT Engineering Expert

**7. Duration**

Study will be conducted within a period of three months.

**8. Required qualifications for team members**

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| --- | --- | --- |
| **Expert staff Involved** | **Responsibility** | **Qualification** |
| Strategic Management Expert (Team Leader) | - Lead the development of the strategic plan and performance management system for the  Civil Aviation Authority.  - Conduct a comprehensive environmental and organisational analysis to identify strategic  issues and opportunities.  - Facilitate strategic planning and performance management workshops with senior  management.  - Develop performance metrics and ensure alignment with the organisation's strategic objectives. | Academic Qualifications:  Minimum of a master’s degree in business administration, Strategic Management, or a  Related field.  Relevant Experience:  - At least 20 years of experience in strategic planning and management, preferably within the aviation industry or public sector.  - Proven track record of developing and implementing strategic plans that have led to measurable improvements in organisational performance. |
| HRM Expert | - Develop and implement a comprehensive performance management system aligned with  strategic objectives.  - Advise on HR policies and practices that support strategic goals.  - Train and mentor HR staff to manage and execute performance management processes. | Academic Qualifications:  - Minimum of a master’s degree in human resource management, Organizational  Development, or a related field.  - Professional HR certifications are highly regarded.  Relevant Experience:  - At least 15 years of experience in HR management, with significant exposure to  Performance management systems.  - Experience in the public sector or regulated industries is preferred, as well as a strong  Understanding of compliance and regulatory issues in human resources. |
| Engineering Expert | - Design and implement engineering solutions that support the strategic plan and performance management system.  - Ensure that systems are scalable, secure, and efficient.  - Liaise with engineering stakeholders within the Civil Aviation Authority to ensure technology alignment with business needs. | Academic Qualifications:  - Minimum of a bachelor’s degree in engineering or a related field.an d A Master’s  Degree management is preferred.  Relevant Experience:  - At least ten years of experience in systems development and implementation, preferably with experience in integrating performance management systems.  - Experience in the aviation sector or public administration systems is an advantage. |
| IT Engineering Expert | - Design and implement IT solutions that support the strategic plan and performance management system.  - Ensure that IT systems are scalable, secure, and efficient.  - Liaise with IT stakeholders within the Civil Aviation Authority to ensure technology alignment with business needs. | Academic Qualifications:  - Minimum of a bachelor’s degree in IT, Computer Science, or a related field. A Master’s  degree in Information Systems  Relevant Experience:  - At least 08 years of experience in IT systems development and implementation, preferably with experience in integrating performance management systems.  - Experience in the aviation sector or public administration IT systems is advantageous. |

General Criteria for All Experts:

- Demonstrable ability to work collaboratively in a multidisciplinary team.

- Strong communication and interpersonal skills, with proficiency in English.

- Experience working in multicultural and multilingual environments.

- Willingness to adapt to the specific cultural and regulatory context of Sri Lanka.