

THE ROLE OF COMPETENCE BASED RECRUITMENT, PROMOTION AND APPOINTMENT (RPA) IN IMPROVING THE PERFORMANCE OF CIVIL AVIATION IN CHINA

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ABSTRACT

Recruitment, promotion and appointment (RPA) to various positions is crucial for the functioning of any organization. However, the tendencies we observe in our daily life when recruitments, promotion and appointments are done in various organizations, there seem little observance of competence based credentials. This paper provides a discussion on the role of competence based recruitment, promotion and appointment in civil aviation. The paper is a case study design, which focuses on the Civil Aviation of China. It utilizes the group of 10 Chinese trainers from various institutions affiliated to aviation and professors specialized in aviation. It further utilizes the trainees from 10 countries who participated in the course scheduled from 21 June, 2016 to 11 July, 2016. The trainees were from three major groups: ministries dealing with aviation, aviation personnel, which include officers responsible for safety management on the one hand and pilot as operating crew on the other. The third group was decision making members such as legislative personnel who supervise the aviation, this includes Member of Parliament and board of directors. Therefore the major information collection strategies were documentation, interview, professional presentation and submissions, and observation. The literature thus observes qualitative methods of information analysis, with description taking a leading role. We have further employed the profession experiential on harnessing between theories and praxis when analyzing information. We conclude that the entire management of civil aviation in China observes competence based recruitment, promotion and appointment. This is one of the basic qualities that has fostered the improvement of the aviation and become giant in the region.

Keywords: Civil aviation, competence, promotion, recruitment, appointments.

INTRODUCTION

There are many credentials that appeal to foster development of any organization. The credentials include technology, land, people, education, culture and traditions, natural endowments and geographical setting of the country. These credentials do apply to both private organizations, governments as organizations and affiliate organizations. Hence the factors are considered supra as they cut across the whole functioning of the globe. Nevertheless, the factor people is the most perceived crucial as it emulates the rest of the factors. In this view some gurus of development management assert that it is human resource development that creates a pillar of the attainment of development of any country (Norman, 1998; 2005; 2013; Todaro, 1999; Armstrong, 2003).

It is the human resources development that ensures proper utilization of resources, and creates effectiveness and efficiency to be utilized fully. Optimization of material resources, which include machinery, soft and hard equipment depend on how well the human resource is managing the organization. Norman in his popular book “Africa development bailout: some strategies for development” indicates that human resources should not be compromised

at the expense of region, or regional balancing, religion or religion balancing, and race or gender (2015).

The China Aviation Authority Corporation (CAAC) history started in 1950, and by that time it belonged to the air force. Of course this had been the trend in most countries the world over. In 1980s the aviation authority changed the structure to enforce more efficiency and effectiveness. Hence, the government paved way for the creation of CAAC.

The performance of the aviation was until 1999 considered to be poor, as the average accident ratio was 4.4 compared to the giant in the aviation in the world. Hence, even the time fly for Chinese flight was below the ICAO average. However, from 1999 the chief executive officer of the CAAC, Mr. Yang adopted modern models for risk management and instilled his personnel insight, which was built from the Chinese culture. The cultural orientation cemented the model of James Reason, a Manchester University professor. The model traced and curbed human error. Hence, it propounded human error management. The management strategies of the aviation industry in China, observed necessary management strategies including realizing threats, opportunities, weakness and strengths. To date the industry has evolved from about one aircraft in 1980s to about 2700 aircrafts in 2016. It has also improved certified regular flights airports to 206 in 2016 from about 3 in 1980s (Zang, 2016; Tong, 2016). The rest of the paper provides literature review, materials and methods, discussion of the focus –findings, and the conclusion.

Definition of the major terms

It is worthy to notice that the imperativeness of any academic or professional work, is to provide insight to all people irrespective of whether they are academicians or not. Hence, defining primary concepts of the literature should be considered inevitable. We have, for example, noted that our universities are endowed with many research works in the name of dissertations or theses or research consultant reports, and in some colleges they are called project papers, especially when accomplished through undergraduate students. These works are not utilized in government sector partly because they are not friendly in terms of language and interpretive considerations, and thus academicians seem to have failed to disclose insight from the use of measurement such as central tendencies to information that normal people would consume. In this view, we yell into defining these concepts for the purpose of enumerating knowledge to the entire population which stem from grassroots, middle cadre, professional people, politicians and the entire community (Norman and Lucy, 2010). In addition, if we consider ourselves professional while we fail to elude the communities through research works we have, we are actually confessing failure. In this regard Norman (2013) argues that it is thorough communication of the work of academicians, written in the language, which enables the intended people to understand that will pave way for utilization and hence development.

Competence refers to ability of executing on described position with the view to optimally attain the intended goals. Competence indicates sufficiency of knowledge and skills that enable someone to act in wide variety of situations. Competence in studies does not necessarily provide supra ability on work. Nevertheless, certificates we attain at universities or colleges are indicative ability not supra. Certificates indicate level of concentration and memory to those we are teaching or to whom we taught. The grades they attain indicate level of memory. This, of course, can vary pending the type of exams.

Promotion is uplifting a person from lower rank to upper rank through consideration of competencies one has. It is not the question of mere picking someone and second to higher rank, no. it is the question of ability, proven ability to execute the perceived rank. Recruitment is employing a person to new job through competence based. Normally recruitment is highly based on credentials of colleges as demonstrated in certificates, while promotion is a result of utilization of that competence to the extent of creating remarkable results that persuade higher authority of superior office to uplift a person to higher position. Appointment is nominating a person to a specified position. It ought to be through competence mode, but practically the appointing authority may utilize such power through other drivers other than competence such as feelings and whims. It is the articulation of competence the person has to pursue a certain work that renders the appointing authority to nominate such person to a new position or to a higher position.

The amalgamation of the concepts of recruitment, promotion, and appointment provides a message to rulers and the entire people that the fulfillment of the concepts depends on whether the machinery is competent. The machinery in this vein include the vetting departments- to what extent are they competent? In most case, as experienced in African countries, they may also be weak. This can notably be the cause of lack of competent human resources training management and development (Abdulla, 2009).

LITERATURE REVIEW

We acknowledge that many authors have come up with the definitions of recruitment, and promotion. The list include (Armstrong, 2003; Kurtz, 1990; Atwood, 1990; Norman, 1997). However, appointment has not taken lead in many literatures. The narrated gurus, have demonstrated the importance of observing procedures for recruitment and that for the attainment of the organizational objectives it crucial to observe competence based credentials. Norman (2013; 2015) has indicated that appointment to various position is a problem for African government. Certainly, there seem lack of proper machinery for doing this work of appointment.

There seem prevalent of weaknesses of recruitment and machineries that probe for weak performance of the governments. In this view Sangwen, the chairman of the Public Service Commission (PSC) of South Africa had this to say, "Recruitment and selection within the government tends to be under sharp public scrutiny, and any aspersions are likely to negate the thrust of clean administration professed by government. This also undermines the morale and effectiveness of staff" (PSC, 2014). There are several authors who have put in place books and articles narrating the meaning of recruitment, human resources development, and management, the importance of recruitment and personnel management. The list include (Attwood, 1990; Warkins and Marsica, 1993; Wedell, 1999; Wexley and Lathan, 1991; Wright et al. 1999; Norman et al, 2014; Yunggar, 2005). Some authors have linked culture of organization with the competence of personnel or have linked the importance of culture in boosting performance. The list include (Norman and Mdegela, 2011; Carter, 1999; Hogan-Gacia, 1999; Hofstede, 1997; Hughes et al.1993).

Materials and methods

This master piece of literature has observed and utilized the professional presentation of the professors of China who mainly are specialist in the aviation sector and management. The 20 participant drawn from ten countries of Pacific, Asia, Caribbean, Middle East, Middle

Europe, and Africa were instrumental in providing insight in discussions. Therefore interviews, professional presentation, observation, and documentation have been strategies for data collection. We had opportunity to conduct site visit on various Chinese department and have observed on how management of civil aviation is heightened. The discussion part and the conclusions thereto, have observed triangulation methods of analysis which takes care of the tripartite: studies, researches and experience.

Discussion on competence based RPA in aviation industry

The civil aviation of China has employed various mechanisms of ensuring that human resources is sourced properly. It goes without say that the China Aviation Authority (CAA) has cognized the importance of the competence based recruitment and promotion. In achieving this, several policy documents were formulated to guide the machinery and the public in general. The following are some guideline statements, which are summed up as operational certification manual.

a) Employment manual

This was established to provide guideline on the qualification for employment in the sector. The manual provides level of education, type of training, relevant behavioral qualities, and grades of the named qualification. It is important to notice that public sector should always ripe the best personnel from colleges and universities. Each citizen must appreciate that public servant are people who serve within the public sector because they are the best. The rest of the people would ripe the benefits created through these competent public servants. On the contrary, most African countries do not consider public servant as the think tank of the nation. When one is employed as a teacher, he should be among the best in his field. The bunch of the best should be employed. That is what is done in the aviation industry in China. When we conduct training to our pilots, the best should be employed in the government sector. No room for lobbying when employed is at stake in the government. It is a question of competence.

b) Promotion manual

This was developed to curter as a monitoring tool for day to day personnel. A person can be employed today, through observance of credentials for competence based yet prove failure in performance. In addition, one may not prove failure but may also demonstrate no additional skills to provide promoting authority to exercise promotion. It is a question of weighing theory and practice. Norman (2015) in his popular book “Africa development bailout: some strategies for development” asserts that a competent personnel attributes theory and practice and that there should be conformity between the two. He appeals for public servant in all sectors to comprehend with competencies required. He further, strongly argues against recruitment based on tribalism, religiously, geographically, and racism. He emphasizes that the entire nation ought to realize and enjoy development of our countries through use of the competent personnel (Norman, 2013).

c) Qualification versus performance manual

The development of such document is made in order to gauge recruits who undergo training in the respective field prior endorsement of their employments. This provide checks on credentials attained at school/colleges versus induction training. We may for example, employ workers let say aviation sales officers. Prior to practical field work, we may conduct training to instill in them what we have designed as much as related with the aviation field.

We enroll exams based on practice. Those who fail to render the desired competence would be channeled on tasks that suit them. Only the competent would be employed. It requires that school credentials conform to practice, however, in some circumstance it has been revealed that there is huge mismatch between the two.

d) Behavioral manual

We gurus of management echo monitoring of behavior. The tendencies indicate that professional qualifications such as degrees are attained during a specific prescribed period of time such as three years up to five years. And between a year and two years to most master degree programs. Hence, what is observed in certificates is actually grades attained in such period of time. When one is employed and behavioral is a drunker, and that he only suspended drinking during study time, the drinking habit will not be forsaken through attainment of a degree. Drinking is a behavior, hence attending classes for a specific period of time would not vanish or change the behavior. It is actually the behavior of a personnel that will transform an organization. A qualified personnel academically can be the worst personnel behavioral wise. When behavior and academic credentials are not matching, the personnel may not be suitable for some jobs. Therefore behavioral manuals should be developed to curter for general monitoring of workers after they have been employed. We have had tendencies of some workers in educational institutions in Africa, where some workers are accused of dating with the underage. Certificates may indicate that these workers are good, but their behavior is immoral. Public sector should not have workers who have been proven to immorality. In Tanzania, the minister of home affairs was forced to resign for what was called drinking behavior on the day he was presenting his official speech before the parliament during the budget session of July, 2016 (Daily News, 2016).

e) Interview panel manual

Interview panel manual are developed for the purpose of setting some competencies required to the panelist sitting. In one of the popular book, "Development is a war what do we do" Norman (2005) reveals some crucial issues related to interview. He sees that interview is a must done criterial prior to recruitment of any personnel. Be it direct professional recruitment, promotion and or appointment to new or to similar high ranked job. It is important to note that interviewers need professional skills if they do not have. Creating an interview panel need interview. In management, and particularly human resources development we anticipate creation of manuals to act as guide for those interviewing. These manuals may minimize the errors that ought to be done through members of the interview. They should of course, narrate type of job, anticipated performance of the job, output required, input if any, prospects of the organization, prospects of the interviewee, demonstration of competence on former work/job, if any, The Chinese Aviation authority has done everything possible to come up with the procedure for attaining good people. Good people are indispensable for the attainment of organizational goals. The Corporate may have technology, material resources, land, market (consumer), licenses, and certification if any. Yet if it will lack competent personnel on both operation and management, the objectives fulfilment will be miserable.

f) Government support

China Aviation has kept improving mainly because the desire of the ruling government was obvious. It was obvious that the government wished to rejuvenate the airline. The government intervened through separating the army from the civil aviation, and thus recruiting one competent personnel who could push the aviation industry. It is worthy to note that an organization grows to the extent of the Chief Executive Officer (CEO). The higher the

adept of understanding of the CEO the better placed is the organization. That is why it is always competence based recruitment necessarily the best strategy to getting people in our organizations, particularly the government. Why government? The government dictates the nourishment of all other sectors and organizations in the respective country. Hence, smart Information Technology crew should be found in the government. For so accountants, lawyers, management professionals, administrators, doctors, fisheries, agronomist, economist, social workers, teachers, health workers and many more. The government of China finally supported the corporation through financing the well planned map of development. Governments must recruit the most competent personnel in the society. In some occasions, it is absurd, as intelligent officers may not demonstrate intelligent academic qualities. We expect intelligent people to save organs of investigation. Investigation includes assessment of behavior of both an environment to which as investigator is conducting and the people which we investigate.

CONCLUSION

Development of aviation industry in China has been possible due to several reasons. Nevertheless, the major notable reasons include proper recruitment of the CEO and the entire crew of the aviation, through competence mode of employment. The second was mitigating culture and modern management, where Chinese generally are not fond of reporting to many superiors. They prefer reporting to one person. Thirdly, is proper government determination of revamping the authority and become giant in the region. The government support include funding the operations and optimizing the mandate of the corporation. Fourthly, creating space for cooperation with other aviation authorities such as ICAO, and striving to conform to the credentials for certification. Fifthly, multilateral and bilateral agreements on airline equipment production. Currently the China Aviation Authority Corporation (CAAC) has sprang wings from one aircrafts some 25 years ago to about 2700 in 2016. It is thus recommended that development is a war, China has to continue concurring the market segment of airline especially Africa region. We notice that China has had strong relations with one of the considered African most peaceful country in the world, Tanzania. It could utilize the ties of this very East African country to create colleges for pilots, harbor for aircrafts personnel, and warehouse for aircrafts maintenance and sales. Literally, Tanzania as far as East African Community is concerned would mean the entire block of East Africa and the affiliated countries which are Kenya, Uganda, Rwanda, Burundi, South Sudan, DR Congo, Ethiopia, Mozambique, Zambia and Zimbabwe.

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