



Committee for
Economic Development

PO Box 451
Level 4
Market Building
Fountain Street
St Peter Port
Guernsey
GY1 3GX

Deputy L Queripel

+ 44 (0) 1481 222801

By email to: lester.queripel@deputies.gov.gg

www.gov.gg

24th March 2022

Dear Deputy Queripel

Rule 14 Questions

I am writing in response to your email dated 3 March 2022, in which you have submitted Rule 14 questions in relation to the recruitment of various posts for Guernsey's civil aviation offices.

A Memoranda of Understanding (MoU) is in place between the United Kingdom's Department for Transport (DfT) and each of the Crown Dependencies including the Bailiwick of Guernsey. This is to assist the UK Government in meeting its obligations under the Chicago Convention. The MoU covers the obligations of both parties including the obligation of the Bailiwick to 'contract in, as may be required, any expert services which cannot be provided in house' to assist the regulator in performing his/her duties.

In 2020, an Airworthiness Inspector and a Flight Operations Inspector were contracted to the Office of the Director of Civil Aviation (ODCA). This provided the appropriate level of industry safety management experience to support the ODCA. The current recruitment process will put in place permanent airworthiness and flight operations officers, as well as others required to provide for the effective safety and compliance oversight that the Office is mandated to provide under the Law for civil aviation activities.

Responses to your specific questions are detailed below:

1. An annual breakdown of the income and expenditure of the Guernsey Aircraft Registry since it was introduced

Aircraft Registry		
Year	Income	Costs*
2018	£87,953	£215,420
2019	£376,457	£51,753
2020	£244,267	£119,788
2021	£287,000	£87,233

*the above costs are based on the Aircraft Registry only and do not include costs that sit within the Office of the Director of Civil Aviation (costs incurred by the ODCA for Registry-related workstreams were not recharged previously).

From a total civil aviation perspective (ODCA and Aircraft Registry combined), the total operating costs for the new structure are estimated at **£819k p.a.** (with staff-specific costs estimated at just under £600k p.a.). Of this amount, £527k pa will come to the States from income generated by its strategic partner, SGI Guernsey, which operates the Guernsey Aviation Registry on behalf of the States. In addition, the States of Jersey contribute £47k p.a. to the running costs, which covers half of the cost of the pan-island Director of Civil Aviation (a combined contribution to costs of £574k p.a.)

After re-charges to STSB, the net cost to the Committee is **£3k p.a.**

2. Job Descriptions for the posts

Job Descriptions are attached to this letter.

The Deputy DCA role is essentially the chief operating officer of the ODCA in Guernsey. The Head of Airworthiness post reports into this role.

Previously, a full-time DCA post managed the Offices of both Jersey and Guernsey in a pan-island role. However, following the continuing success of Guernsey's Aviation Registry and the increasingly competitive positions both Jersey and Guernsey Registries have found themselves in, it was agreed that both islands would recruit Deputy DCA posts, who would effectively run the individual operations in each island on a day-to-day basis.

A shared part-time (rather than full-time) pan-island DCA would be recruited to carry out the strategic elements of the DCA role, such as liaison with key stakeholders such as the UK DfT, aviation safety and oversight bodies.

Both islands are very supportive of this approach and recruitment for this part-time DCA post is currently underway and interviews have commenced.

3. Are these newly created or existing posts?

Following the receipt of findings of an audit of the Office of the Director of Civil Aviation and the Office of the Guernsey Registrar by the UK CAAi in 2019 (a combined office at that time), it was decided to divide these two Offices into separate operating entities. As a result, a separate Aircraft Registrar was recruited, along with specialist contractors in the fields of Airworthiness and Flight Operations whose role is to provide oversight of the technical operations carried out by key stakeholders.

In 2020, following a commitment to the States Assembly, the Committee *for* Economic Development undertook a review of the Aircraft Registry and the ODCA, resulting in production of an updated strategy, operating model and plan. The States received an update on this strategy and plans for the Registry and the ODCA during Q4 2021 and workstreams have been identified within the Government Work Plan in relation to this.

Posts currently being recruited include:

Director of Civil Aviation

This is a replacement post but is being replaced on a part-time, rather than previously full-time basis. It is a pan-island role, 50% funded by the States of Jersey.

Deputy Director of Civil Aviation (DDCA)

This is a new post, responsible for running the day-to-day operations of the ODCA. A counterpart for the Jersey office is also being recruited. All posts within the ODCA are to report into this role, with the DDCA reporting into the pan-island DCA.

This was a previously budgeted post but has been vacant for some time, pending result of the aviation services review.

Head of Safety and Rulemaking

New post. This was previously carried out by strategic partner, SGI Guernsey and also third party contractors. However, following the 2019 CAAi audit findings, it was recommended that this workstream be provided from within the ODCA's office. The rulemaking aspects of this post are currently being carried out by contracted resource within St James Chambers. Contractors will be replaced with permanent staff as part of the new structure.

Head of Flight Operations

This work is currently being conducted by a contractor within the ODCA, charged on a daily rate basis. The creation of a permanent position within the ODCA will remove the requirement for use of contractors and no net cost increase is envisaged.

Head of Airworthiness

As above, this work is currently being conducted by contractors charging daily rates. The creation of a permanent position will remove the requirement for use of contractors and no net cost increase is anticipated.

Aviation Security Regulator

This is an existing post, held by the current Acting Director of Civil Aviation who is 'acting up' in the absence of a DCA or Deputy DCA. The Aviation Security role has been backfilled by a contractor.

4. Roles

- a. what criteria applicants for the posts are obliged to fulfil?

Information provided within the attached Job Descriptions

- b. what qualifications they will need?

Information provided within the attached Job Descriptions

- c. who conducts the interviews and how rigorous those interviews?

Interviews for the pan-island DCA role are being conducted by the Director of Operations (Guernsey), the Head of International Compliance (Jersey), Director – Global Relations & International Agreements (Jersey), the Acting Director of Civil Aviation (Guernsey) and the Acting Director of Civil Aviation (Jersey). There will be a 3-stage interview process for this important strategic role.

Interviews for the DDCA post will be held by the Director of Operations and the Deputy Director of Civil Aviation. Recruitment to the other roles will be carried out by the Deputy Director of Civil Aviation and the Operations Manager.

5. Why so many vacancies have occurred at the same time

Recruitment of the posts outlined above is in line with the strategy agreed for civil aviation during Q3 2021 and the workstreams identified within the GWP.

Implementation of the strategy, however, particularly in relation to recruitment of staff, has required re-negotiation of the commercial agreement with strategic partner, SGI Guernsey; recruitment could not happen until key financial aspects of the agreement had been reviewed and agreed. An interim agreement has now been entered into with SGI Guernsey,

with the agreement that all Aviation Registry-related costs are to be borne by SGI Guernsey. Any non-Registry related costs for posts within the ODCA are being covered by STSB or funded from existing budgeted spend, as has always been the case.

I trust this answers your questions.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'Neil Inder', written in a cursive style.

Deputy Neil Inder
President



CIVIL AVIATION

DIRECTOR OF CIVIL AVIATION (CHANNEL ISLANDS) (DCA)

PART-TIME

POST DESCRIPTION

POST SUMMARY:

The post of Director of Civil Aviation¹ (Channel Islands) ("DCA") is a joinder of two statutory positions:

- (a) the Director of Civil Aviation for the Bailiwick of Jersey and
- (b) the Director of Civil Aviation for the Bailiwick of Guernsey

whereunder the holder has overall responsibility for, and oversight of, (i) the licensing and regulating of civil aviation activities; and (ii) the monitoring and implementation of local and international aviation safety and security standards across the Channel Islands (which comprise the Bailiwicks of Guernsey and Jersey).

The Bailiwicks' separate Offices of the DCA assists and supports the DCA undertake the role. Two full time Deputy DCAs (DDCAs), one from each Bailiwick, are appointed to assist the DCA to comply-with the prescribed functions and responsibilities as detailed primarily in:

- (i) the Aviation (Bailiwick of Guernsey) Law, 2008 (as amended) and Civil Aviation (Jersey) Law 2008 and
- (ii) the Air Navigation (Bailiwick of Guernsey) Law, 2012 and the Air Navigation (Jersey) Law 2014

(the 'Aviation Laws' and the 'Prescribed Functions' (to be used as appropriate)). Hyperlinks to these laws are included at the base of this document.

The successful candidate will initially be appointed as Acting Director of Civil Aviation. Following 6 months in post and a performance review, it is then intended that States of Guernsey and Jersey's Minister for External Relations & Financial Services will be asked whether they wish to confirm the post holder as Director of Civil Aviation in accordance with the Aviation Laws [for a further period of 30 months].

Without prejudice to the Prescribed Functions, and to assist applicants, the following general summary sets out the main functions and responsibilities of the DCA.

¹ The successful candidate will initially be appointed as Acting Director of Civil Aviation for a initial [6/12] month period.

The DCA:-

- is responsible for the oversight and monitoring of the implementation of aviation safety and security standards across the Channel Islands.
- ensures compliance with the relevant international and national standards in respect of the same (and will be assisted in this task by the DDCAs for each of the Bailiwicks, both of whom will report directly to the DCA) and will consult with and advise the relevant bodies in each Bailiwick and where appropriate make recommendations for developments in local aviation legislation to ensure continued compliance by the Bailiwicks with civil aviation safety and security standards and regulation and current best practice.
- holds a number of regulatory responsibilities for Channel Islands Controlled Air Space and is required to work collaboratively with the European Aviation Safety Agency (EASA) who are also the Competent Authority for some services provided within the Channel Islands Control Zone.
- is responsible for the oversight of aviation security and meteorological services.
- is responsible for the provision, issuance and management of Aerodrome, Foreign Carrier and Aerial Work Permits.
- has regulatory oversight of the technical approvals for both the Guernsey Aircraft registry (2-Reg) under the Air Navigation (Bailiwick of Guernsey) Law 2012 and the Jersey Aircraft Registry under the Air Navigation (Jersey) Law 2014 (however, the day to day contacts with the registries will be through the respective Guernsey and Jersey DDCAs, each of whom will report to the DCA).
- monitors and reviews developments in international civil aviation law, regulations and standards and maintains the Bailiwicks' civil aviation regulatory framework in compliance with such standards. This responsibility includes developing and proposing appropriate amendments to the civil aviation legislation in both Guernsey and Jersey.

Whilst overall responsibility and oversight for the achievement of the Prescribed Functions rests with the DCA, the Aviation Laws permit the delegation of various functions. It is intended that the DCA will primarily focus on pan Channel Islands issues, and oversight of the DDCAs in relation to this, whilst the DDCAs carry out the day to day functions of the Office of the DCA in their respective Bailiwicks.

The DCA can delegate certain functions in respect of aviation safety and security to the DDCAs and / or Aviation Security Regulator in the Bailiwicks of Guernsey and Jersey, respectively. Without prejudice to the relevant prescribed powers of delegation in the relevant laws, delegated responsibilities to the DDCAs for both Bailiwicks include:

- Liaison with the appropriate technical staff regarding the implementation of safety regulations and security directions and instructions
- Ensuring the Bailiwicks are fully informed of all relevant aviation security measures which are to be made applicable to the Channel Islands

- Line management of personnel within the Jersey and Guernsey Offices of the DCA
- Monitoring mandatory occurrence reports submitted to the Office of the DCA (ODCA) from all airports and aircraft operators to identify trends and follow up on mandatory occurrence reports where deemed appropriate
- Overall management of work streams carried out in relation to the Guernsey and Jersey Aviation Registries respectively

Further, Prescribed Functions can also be delegated to various specialist third party individuals and service providers subject to robust oversight and governance.

RELATIONSHIPS:

The DCA reports through the Committee *for* Economic Development in Guernsey and to the Minister for External Relations in Jersey (to the States of Guernsey and Jersey respectively) and additionally is subject to governance and scrutiny from an independent Civil Aviation Oversight Board.

The DCA is required to provide advice for Ministers and periodically engage with the Accountable Managers and the strategic leads of all Airports and other entities having responsibilities for aviation safety and security regarding matters of policy and operational safety and security.

The DCA reports equally to both Guernsey and Jersey, so he/she will regularly travel between the Islands. The DCA will need to establish a good working relationship and maintain regular contact (in person) with the Head of International Compliance in Jersey (who is responsible for managing the relationship with the Minister for External Relations), and with the States of Guernsey's Director of Operations, Economy, Infrastructure, Environment & Culture (who manages the relationship between the DCA and the Committee for Economic Development in Guernsey).

The DCA is responsible for establishing and maintaining close working relationships with the International Civil Aviation Organisation (ICAO), the UK Department for Transport, the UK Civil Aviation Authority (CAA) and subsidiaries, the EASA, the European Commission and other similar industry representative bodies on civil aviation regulatory, technical and commercial matters.

The DCA will maintain contacts with French aviation authorities to ensure compliance with the Memorandum of Understanding between the Government of the United Kingdom and the Government of the French Republic relating to the application of the Euro control route charges joint system in the Channel Islands Control Zone.

The DCA must establish and maintain a strong working relationship with the Deputy DCAs in both islands, the Aircraft Registries in Guernsey and Jersey and the Law Officers Chambers in Guernsey and Law Officers' Department in Jersey in relation to legal matters.

MAIN DUTIES AND RESPONSIBILITIES

In addition to the overarching responsibilities noted above, the DCA must also:

1. To ensure the regulation and licensing of Guernsey, Jersey and Alderney Airports is conducted. This process includes confirming that periodic safety and aviation security assurance audits of all aerodromes are completed which cover Aerodrome Standards, Rescue and Fire Fighting Services, Air Traffic Control, Air Traffic Control Engineering and Aviation Security ensuring the appropriate implementation and effective operation of safety and security management systems at all of the airports;
2. To work with the Deputy DCAs in the application of each Bailiwicks' civil aviation legislation.
3. To work strategically including maintaining and communicating a State Safety Programme for the Channel Islands;
4. With the support of the DDCAs, to issue a monthly report to the Committee for Economic Development in Guernsey and to the Minister for External Relations and Financial Services in Jersey highlighting ODCA initiatives, general progress and any areas of concern.
5. To work within policy framework and contribute to the continuing development of each Bailiwick's civil aviation regulatory framework including, where appropriate, opportunities for developing new legislation to further enhance and develop the local economy;
6. To develop and publish periodic safety and aviation security promotional campaigns working in collaboration with relevant Channel Islands stakeholders and other regulatory organisations (DfT, CAA, EASA etc);
7. Line management responsibility for the Deputy DCA posts in Guernsey and Jersey;
8. To contribute toward discussions with HM Government on civil aviation strategic policy and regulation in the Bailiwicks;
9. To act as an ambassador for the ODCA and raise the profile and enhance the reputation of aviation and the Islands internationally;
10. In all respects, ensure that the aircraft registries operate in such a way as to protect and promote the reputations of Guernsey, Jersey and the United Kingdom.

KEY CRITERIA:

ESSENTIAL

1. Significant experience of undertaking the role of a regulator and proven ability to focus on achieving the most efficient solution for a given situation. This will require working positively and proactively with all relevant parties towards solutions that satisfy commercial decision making but give priority to the safety and security of civil aviation;
2. A knowledge and understanding of, and preferably recent experience at a senior level, of civil aviation regulation;

3. A knowledge and understanding of law and regulation making processes, good understanding of the duties of regulators and ideally but not necessarily a knowledge of international civil aviation law;
4. An ability to gain an understanding of local legislation, the Channel Islands constitutional status and relationships with the EU and an appreciation of the economic and commercial implications to the islands of developments in aviation matters; and to function professionally and successfully within that framework;
5. A proven track record in effective and persuasive consultation and negotiation with industry bodies, Government Departments and other safety authorities;
6. Self-motivated with the personal qualities and experience to effectively regulate a vital part of the Channel Islands infrastructure and to represent their interests at inter-governmental level;
7. A demonstrably high degree of confidentiality with regard to sensitive security-related information;
8. Good organisational, analytical and evaluative skills;
9. The ability to make, and explain, difficult decisions based on complex evidence and to weigh and evaluate competing factors.
10. The ability to develop strategic policy and advice based on reliable evidence;
11. Willingness to work flexible hours and to travel between the Channel Islands on a regular basis.
12. Must be able to successfully complete and maintain a Counter Terrorism Check;

DESIRABLE

1. A familiarity with the structure and responsibilities of the UK, EU and other international bodies dealing with aviation matters;
2. A formal legal qualification would be an advantage.
3. Prior experience of holding a statutory role, and/or experience of working closely with a statutory role holder.

KEY COMPETENCIES:

LEADERSHIP:

- Understand where their own service / function sits within the organisation and what part it plays in achieving the organisations' visions and objectives
- Create a culture of flexibility and responsiveness so that their set of services / function is able to respond swiftly to changing priorities

- Navigate and balance a range of political, national and international pressures to shape public service strategy and priorities
- Understand and be able to deliver strategic direction and objectives

ACCOUNTABILITY:

- Accountable for the delivery of aviation safety and security regulation in the Bailiwick of Guernsey and the Bailiwick of Jersey in fulfilment of the prescribed functions and responsibilities of the DCA.
- Role model with strong leadership, influence, and accountability for the achievement of organisational goals
- Ensure that commercial considerations and risks are fully considered in policy and implementation decision making, formation and delivery
- Drive and deliver a culture that emphasises continuous improvement, efficiency and value for money.

TEAMWORK:

- Be highly articulate and credible at the most senior levels across and outside the Public Sector, consistently delivering inspiring, engaging and meaningful messages about the future direction
- Develop and maintain organisational commitment to problem solving, empowering people to work autonomously and achieve organisational results together
- Build a strong network of collaborative relationships and partnerships with all stakeholders, including at the highest levels in Government and beyond (UK, EU and globally).

APPOINTMENT

The Appointment to the role of DCA is set out in the respective Aviation Laws for each of the Bailiwicks.

The successful applicant will firstly be appointed to the role of Acting DCA for a period of 6 months to enable the Committee *for* Economic Development in Guernsey and the Minister for External Relations and Financial Services in Jersey to assess the Applicant's suitability for the role.

Once suitability is confirmed:-

- (a) the Committee *for* Economic Development in Guernsey will recommend to the States of Deliberation that they pass a resolution to appoint the Acting DCA as the DCA for Guernsey; and
- (b) the Minister for External Relations in Jersey will appoint the Acting DCA as the DCA for Jersey

Such appointment will be for a term not exceeding 3 years (although the office holder may be appointed for more than one term of office)

Hyperlinks

[The Aviation \(Bailiwick of Guernsey\) Law, 2008 \(as amended\)](#)
[The Air Navigation \(Bailiwick of Guernsey\) Law, 2012](#)

[Civil Aviation \(Jersey\) Law 2008](#)

[Air Navigation \(Jersey\) Law 2014](#)



States of
Guernsey

CIVIL AVIATION

DEPUTY DIRECTOR OF CIVIL AVIATION (BAILIWICK OF GUERNSEY) (DDCA)

JOB DESCRIPTION

JOB SUMMARY:

Civil Aviation in the Channel Islands (the Bailiwicks of Guernsey and Jersey) is regulated by the Guernsey and Jersey Director of Civil Aviation (DCA). (There is one joint postholder for these roles.) The Bailiwicks' separate Offices of the DCA assist and support the DCA to undertake the joint role. Two full time Deputy DCAs (DDCAs), one from each Bailiwick, assist the DCA to comply with the prescribed functions and responsibilities, for the Bailiwick of Guernsey, these are detailed primarily in: -

- (i) the Aviation (Bailiwick of Guernsey) Law, 2008 (as amended) and
- (ii) the Air Navigation (Bailiwick of Guernsey) Law, 2012

Whilst overall responsibility and oversight for the achievement of the Prescribed Functions rests with the DCA, the Aviation Laws permit the delegation of various functions. It is intended that the DCA will primarily focus on pan-Channel Islands issues, and oversight of the DDCAs in relation to this, whilst the DDCAs carry out the day to day functions of the Office of the DCA in their respective Bailiwicks.

The DCA can delegate certain functions in respect of aviation safety and security to the DDCAs and / or Aviation Security Regulator in the Bailiwicks of Guernsey and Jersey, respectively. Without prejudice to the relevant prescribed powers of delegation in the relevant laws, delegated responsibilities to the DDCAs for both Bailiwicks include:

- Liaison with the appropriate technical staff regarding the implementation of safety regulations and security directions and instructions
- Ensuring the Bailiwicks are fully informed of all relevant aviation security measures which are to be made applicable to the Channel Islands
- Line management of personnel within the (Guernsey) Office of the DCA
- Monitoring mandatory occurrence reports submitted to the Office of the DCA (ODCA) from all airports and aircraft operators to identify trends and follow up on mandatory occurrence reports where deemed appropriate
- Overall management of work streams carried out in relation to the Guernsey Aviation Registries

- The DDCA (Guernsey) will be required to work closely with the Aircraft Registrar and the Guernsey Aviation Registry service provider SGIG in support of the activities of the Aviation Registry, which is an economic enabler and source of positive engagement with aviation communities to the Bailiwick, this is a significant aspect of the role that may require out of hours working and at short notice

Further, Prescribed Functions can also be delegated to various specialist third party individuals and service providers subject to robust oversight and governance.

[The Aviation \(Bailiwick of Guernsey\) Law, 2008 \(as amended\)](#)

[The Air Navigation \(Bailiwick of Guernsey\) Law, 2012](#)

RELATIONSHIPS:

The DDCA reports to the DCA, who in turn reports through the Committee *for* Economic Development in Guernsey and to the Minister for External Relations in Jersey (to the States of Guernsey and Jersey respectively) and additionally is subject to governance and scrutiny from an independent Civil Aviation Oversight Board.

The DDCA supports the DCA to provide advice for political representatives and Committees and periodically engage with the Accountable Managers and the strategic leads of all Airports and other entities having responsibilities for aviation safety and security regarding matters of policy and operational safety and security.

The DDCA must establish and maintain a strong working relationship with the DCA, the Aircraft Registry in Guernsey and the Law Officers Chambers in Guernsey in relation to legal matters. The DDCA will also have to establish good working relationships with regulated entities within the Bailiwick.

The DDCA will line manage a number of staff members, including the following:

- Aviation Security Regulator
- Head of Flight Operations
- Head of - Airworthiness
- Head of Safety & Rulemaking
- ODCA Officer

MAIN DUTIES AND RESPONSIBILITIES

In addition to the overarching responsibilities noted above, the DDCA must also:

1. Regulate and licence airports in the Bailiwick. This includes confirming that periodic safety and aviation security assurance audits of all aerodromes are completed which cover Aerodrome Standards, Rescue and Fire Fighting Services, Air Traffic Control, Air Traffic Control Engineering and Aviation Security ensuring the appropriate implementation and effective operation of safety and security management systems at all of the airports.
2. Support the DCA, with the assistance of legal advice, in the application of the Bailiwicks' civil aviation legislation.

3. Work within the parameters of the State Safety Programme for the Channel Islands.
4. Support the DCA to issue a monthly report to the Committee for Economic Development in Guernsey highlighting ODCA initiatives, general progress and any areas of concern.
5. Work within policy framework, including ICAO Safety Oversight Manual (Doc 9734), ICAO Aviation Security Oversight Manual (DOC 10047) and other framework documents, and contribute to the continuing development of the Bailiwick's civil aviation regulatory framework including, where appropriate, opportunities for developing new legislation to further enhance and develop the local economy.
6. Develop and publish periodic safety and aviation security promotional campaigns working in collaboration with relevant Channel Islands stakeholders and other regulatory organisations (DfT, CAA, EASA etc).
7. Undertake line management responsibility for the Assistant DCAs and support staff, managing training and recency of specific key aviation requirements of competency.
8. Support the DCA and contribute toward discussions with HM Government on civil aviation strategic policy and regulation in the Bailiwick.
9. Act as an ambassador for the ODCA and raise the profile and enhance the reputation of aviation and the Islands internationally.
10. In all respects, ensure that the Guernsey aircraft registry operates in such a way as to protect and promote the reputations of Guernsey and the United Kingdom, while acknowledging the importance of the commercial objectives of the States of Guernsey through the functions of the Aircraft Registry.

KEY CRITERIA:

ESSENTIAL

1. Significant experience of undertaking the role of a regulator and proven ability to focus on achieving the most efficient and effective solution for a given situation. This will require working positively, proactively and pragmatically with all relevant parties towards solutions that satisfy commercial decision making while giving priority to the safety and security of civil aviation;
2. A knowledge and understanding of, and preferably recent experience at a senior level, of civil aviation regulation;
3. A knowledge and understanding of law and regulation making processes, good understanding of the duties of regulators and ideally but not necessarily a knowledge of international civil aviation law;
4. An ability to gain an understanding of local legislation, the Channel Islands constitutional status and relationships with the EU and an appreciation of the economic and commercial implications to the islands of developments in aviation matters; and to function professionally and successfully within that framework;

5. A proven track record in effective and persuasive consultation and negotiation with industry bodies, Government Departments and other safety authorities;
6. Self-motivated with the personal qualities and experience to effectively regulate and support a vital part of the Channel Islands infrastructure and to represent their interests at inter-governmental level;
7. Demonstrable ability to maintain a high degree of confidentiality with regard to sensitive security-related information;
8. Good organisational, analytical and evaluative skills;
9. The ability to make, and explain, difficult decisions based on complex evidence and to weigh and evaluate competing factors.
10. The ability to develop strategic policy and advice based on reliable evidence;
11. The ability to successfully complete and maintain a Counter Terrorism Check as a minimum with the view to obtaining full Security Clearance (SC).

DESIRABLE

1. A familiarity with the structure and responsibilities of the UK, EU and other international bodies dealing with aviation matters.
2. A formal legal qualification or a bachelor's degree, or a recognised management qualification relevant to the aviation industry or a closely related field.
3. Prior experience of holding a statutory role, and/or experience of working closely with a statutory role holder.

KEY COMPETENCIES:

LEADERSHIP

- Seek and encourage ideas, improvements and measured risk taking within own service /function in order to improve outcomes.
- Identify and shape how own service or function fits within and supports the work of the public service.
- Challenge the status quo in own and related service / function to achieve value-adding improvements and change.

TEAMWORK

- Lead from the front, communicating and motivating people towards stretching goals
- Champion development, talent and career management for all staff and make learning a reality by encouraging and providing a range of development experiences

- Communicate with conviction and clarity in the face of tough negotiations or challenges

ACCOUNTABILITY

- Act as a role model for delivery by demonstrating enthusiasm and energy to achieve results.
- Translate complex aims into clear and manageable plans and determine resource requirements to support implementation.
- Manage strategic commercial relationships and service delivery arrangements actively and effectively to provide ongoing value for money.
- Facilitate flexible use of resources across grades through innovative structuring of teams and resources within own area
- The ability to weigh and balance complex information in a reasoned and evidence based manner in order to make regulatory decisions and the ability to take responsibility for the same.



CIVIL AVIATION

AVIATION SECURITY REGULATOR

JOB DESCRIPTION

JOB SUMMARY:

The main purpose of the Aviation Security Regulator (AvSec Regulator) is to act as the independent authority responsible for the oversight and monitoring of the implementation of aviation security standards for the Channel Islands; ensuring compliance with the relevant international and national standards in respect of aviation security for Guernsey and Alderney. The post holder may be based in Guernsey or the UK but will be required to travel regularly to the Bailiwick.

The AvSec Regulator is responsible for the oversight and monitoring of the implementation of aviation security standards for the Bailiwick of Guernsey. The AvSec Regulator ensures compliance with the relevant international and national standards in respect of aviation security for the Bailiwick. In accordance with Part E of the Annex to Regulation (EC) No 272/2009, Guernsey is recognised by the European Union as a third country which applies aviation security standards equivalent to the common basic standards in Regulation (EC) 300/2008 and related implementing acts and the UKs More Stringent Measures requirements.

He or she will provide or ensure the provision of regulatory advice and independent audits of the airport operators, air carriers, cargo regulated agents, regulated suppliers of in-flight supplies and other entities responsible for applying aviation security standards in the Bailiwick.

RELATIONSHIPS:

The post holder shall report through the Director and Deputy Director of Civil Aviation, to the Minister for Economic Development in Guernsey. He or she will be required to engage with senior management at the Airports and other entities having responsibilities for aviation security regarding matters of policy; and with the appropriate technical staff regarding the detailed implementation of security directions and instructions. The AvSec Regulator will establish direct links with the appropriate officers in the United Kingdom Department for Transport (DfT) and the Civil Aviation Authority (CAA) to ensure that the Bailiwick is fully informed of all the relevant aviation security measures which are to be made applicable in the Channel Islands.

MAIN DUTIES AND RESPONSIBILITIES:

1. Develop and ensure the implementation of the Channel Islands Civil Aviation Security Programme (CICASP) and aviation security quality control oversight for the Bailiwick and in accordance with international and national standards.
2. Ensure and monitor compliance with all appropriate security standards by airports, air carriers and related aviation service providers in the Bailiwick –

in accordance with the International Convention on Civil Aviation, Chicago 1944 (ICAO), its Annexes and Standards and Recommended Practices (SARPS) relating to aviation security;
equivalent to those of the European Union Regulations on rules, standards and detailed measures for implementation of aviation security;
necessary to comply with the United Kingdom national aviation security programme.
3. Accountable for the development and continued maintenance of the CICASP which defines responsibilities for implementation of the SARPs, common basic standards, and more stringent measures;
4. Facilitate CAA audits in accordance with the Memorandum of Understanding between the Bailiwicks (Guernsey and Jersey) with the Department for Transport;
5. Provide DfT with the information it requires in a timely manner in order to ensure that international obligations for aviation security in relation to Guernsey, entered into by the UK are met;
6. Take full ownership of security quality control activities that:
 - a. monitor, test or investigate;
 - b. provide appropriate recommendations;
 - c. provision of enforcement by applying the “stepped approach to compliance”, and
 - d. monitoring rectification of identified deficiencies.
7. Ensure that robust measures are in place as part of the regulatory oversight requirement. In the event of restrictive / operational impediments in implementing the required measures, then alleviations should be agreed with DfT via the DCA’s office;
8. Develop, implement and monitor measures to protect critical information and communications technology systems and data from cyber-attacks which could affect the security of their civil aviation operations. In order to demonstrate effective compliance with this requirement, ensure airport operators and air carriers have a valid Certificate of Compliance granted by the CAA in accordance with the CAA Cyber security oversight process (CAP1753) and CICASP Annex D Chapter 13;
9. Ensure the effective implementation of corrective processes and procedures to resolve or mitigate, as appropriate, any aviation security deficiencies or risks identified by the regulator or arising from inspections, audits or by other means;

10. Provide or ensure the provision of appropriate security analysis, evaluation, advice and guidance to airport operators, air carriers, cargo regulated agents, regulated suppliers of in-flight supplies and other service providers;
11. Provision of making technical recommendations or drafting of legislation necessary to implement or amend aviation security regulatory standards or procedures;
12. Provide technical regulatory or counter terrorism advice as appropriate for Security Executive, Aviation Security and Risk Advisory Groups;
13. Provide technical regulatory support for aviation security development projects;
14. Provision of regulatory technical workshops for industry continued development of regulatory requirements;
15. License, certify, authorise or approve certain facilities, operators or personnel (or ensure such licences etc. are given by a competent authority) in accordance with statutory provisions relating to aviation;
16. Advise the Minister for Economic Development and other Ministers as appropriate in Guernsey on policy relating to aviation security and related international conventions or other obligations;
17. Provide a point of contact for transmission of aviation security information and risk status alerts from national authorities (e.g. the UK Department for Transport);
18. Carry out duties as delegated by the Director of Civil Aviation and the Deputy Director of Civil Aviation.

KEY CRITERIA:

ESSENTIAL

This position is a specialist position requiring a high degree of relevant technical and legal knowledge, together with an understanding of the aviation operational and regulatory environment.

1. Relevant experience of working in a senior role related to aviation security;
2. Must complete a Counter Terrorism Check (CTC) as a minimum with the view to obtaining full Security Clearance (SC). Must have completed a UK Department for Transport approved Security Manager's Course and remain currently licensed, and an ICAO National Inspectors Course with prior experience of aviation security audits as a minimum, with other relevant aviation security specialist subject matter experience;
3. Familiarity with the key international agreements, legislation and standards relating to all aspects of EU, UK and Channel Islands aviation security;

4. Significant aviation regulatory experience with a National Aviation Authority and a commercial operation with a sound knowledge of airport, air carrier and air cargo UK regulations;
5. Excellent relationship skills, showing tact and respect with an ability to lead, persuade and influence others in order to ensure their commitment to implementing programmes;
6. A proven track record in effective and persuasive consultation and negotiation with the civil aviation industry, Government Departments, and other civil aviation safety authorities;
7. Familiarity with the key international agreements, legislation and standards relating to aviation security together with Integrity and impartiality, and a high degree of confidentiality with regard to sensitive security-related information;
8. The successful candidate will ensure industry leading programs within the ODCA that efficiently and effectively manage the inherent risk, ensure compliance, and meet business objectives and metrics;
9. Demonstrates security and safety leadership by being a security and safety champion in words and deeds with respect to both employee and public safety, maintaining an environment of open dialog and free of retaliation;
10. Good organisation skills – ability to systematically plan, co-ordinate and effectively manage programmes and projects to a consistently high standard;
11. Good analytical and evaluative skills; able to develop policy advice based on reliable evidence;
12. Bachelor's degree or equivalent experience with corporate aviation and regulatory experience;
13. Minimum of 10 years of proven track record with large public / corporate organisation / multinational company, with at least 6 years at a senior or middle executive / decision-making level.

DESIRABLE

14. A broad network of contacts within the aviation industry, particularly in other aviation regulatory bodies.
15. Master's Degree or equivalent experience with corporate aviation experience.
16. Experience in working in counter terrorism, and or security risk management.
17. Aviation security training background.

KEY COMPETENCIES:

LEADERSHIP:

- Seeing the Big Picture - Ensures relevant issues relating to their service/function are effectively fed into strategy and big picture considerations
- Changing and Improving – Spot warning signs of things going wrong and provide a decisive response to those challenges
- Making Effective Decisions - Make difficult decisions by pragmatically weighing the complexities involved against the need to act

ACCOUNTABILITY:

- Achieving Good Commercial Outcomes - Interact confidently and effectively as an intelligent and highly credible customer with counterparts from the commercial delivery organisations and commercial experts
- Managing a Quality Service - Ensure adherence to legal and regulatory requirements in service delivery and build diversity and equality considerations into plans
- Delivering at Pace - Adopt clear processes and standards for managing performance at all levels

TEAMWORK:

- Leading and Communicating - Stand by, promote or defend own and team's actions and decisions where needed
- Collaborating and Partnering - Seek constructive outcomes in discussions, challenge assumptions and remain willing to compromise when it is beneficial to progress
- Building Capability for All - Identify and address team or individual capability requirements and gaps to deliver current and future work

Please Note: Confirmation of employment in this role is also dependent upon the following additional requirements:

- A Satisfactory Basic Police Check, obtained at the candidates own expense, convictions likely to be considered relevant to this post include crimes involving Theft, Violence, Dishonesty, Fraud, as examples.
- Ability to achieve acceptability for a Counter Terrorist Check.
- Ability to provide a 5-year employment or educational history with no gaps to comply with Department for Transport requirements.
- Satisfactory References, which must include one from the candidate's current or most recent employer.
- Possession of a valid Right to Work document.



OFFICE OF THE DIRECTOR OF CIVIL AVIATION

HEAD OF AIRWORTHINESS

JOB DESCRIPTION

JOB SUMMARY:

Civil Aviation in Guernsey and Alderney is regulated by the Office of the Director of Civil Aviation (ODCA).

The Head of Airworthiness is primarily responsible for the oversight of aviation airworthiness within the Bailiwick of Guernsey. This includes investigating, reviewing and assessing all airworthiness information to ensure that internationally recognised standards of continuing airworthiness are achieved by airlines, operators, approved companies, private owners and licensed aircraft engineers for all aircraft on, or desiring acceptance on, the Guernsey Aircraft Registry.

RELATIONSHIPS:

The post holder reports to the Deputy Director of Civil Aviation (Bailiwick of Guernsey) as the Head of the Airworthiness Division and has regular contact with externally contracted suppliers of aviation safety services and personnel from the Guernsey Aircraft Registry.

Additional relationships will be with customers (external and internal) of the ODCA, including pilots, aircraft operators and owners, drone operators, ground crew, aviation-related industry personnel, AAIB and CAAi.

MAIN DUTIES AND RESPONSIBILITIES:

Oversight of the following functions of the Guernsey Aircraft Registry: -

1. Surveys, inspections and evaluations of aircraft and records to recommend the issuance or suspension of Air Operators Certificates, Certificates of Airworthiness, Permits to Fly, Private Operator Certificates, Export Certificates and General Aviation approvals
2. Assessing organisations seeking approval under the provision of the Air Navigation (Bailiwick of Guernsey) Law 2012 and associated implementation of relevant airworthiness requirements
3. Sample assessments of Continuing Airworthiness organisations, Aircraft Manufacturing Companies, Part 145 Aircraft Maintenance Organisations, Flight Lines and Private Individuals to ensure that established safety standards are implemented and maintained on Guernsey registered aircraft and approved organisations

4. Assessment of initial and amended Part 145 Maintenance Organisation Exposition, MOE Supplement and Maintenance Control Manuals
5. Issue, renewal, variation or revalidation of Guernsey Part 66 Aircraft Maintenance Engineer's Licenses

KEY CRITERIA:

ESSENTIAL

1. Possession of an Aircraft Maintenance Engineer's License issued by EASA, FAA or TCCA or issued by a country acceptable to the employer or have held an Engineering B1/B2 qualification with Part M experience in a commercial operation or equivalent. Applicants with equivalent qualifications and/or experience, such as a relevant aeronautical engineering degree may also be considered.
2. Appropriate additional qualifications including performing the duties and functions of an Airworthiness Inspector with an internationally recognised National Aviation Authority or a combination of similar experience through a subcontracted entity.
3. Deep and sound skills and experience in specialist areas of aircraft maintenance environment.
4. Previous experience of managing teams of colleagues on special projects.
5. Good communication skills, both verbal and in writing, when dealing with Industry at all levels.
6. Ability to evaluate, analyse and maintain a flexible approach whilst maintaining the requirements of applicable regulations.
7. Good knowledge of primary regulatory frameworks such as EASA and FAA.
8. Have a sound working knowledge of Safety Management and its application.
9. The demonstrable ability to work independently and manage a variety of workstreams.
10. Strong organisational skills with the ability to work under pressure to specific deadlines on own initiative.
11. Able to perform interrogation of Safety Databases to establish current and emerging trends for Senior Management review

DESIRABLE

1. Direct experience of the operations of an aircraft registry.
2. Good numeric and analytical skills
3. Good knowledge of the Microsoft Office, Word, Excel, PowerPoint.

KEY COMPETENCIES:

LEADERSHIP:

- Ensures relevant issues relating to their service/function are effectively fed into strategy considerations
- Investigate and respond to gaps, errors and irregularities in information and provide a decisive response to those challenges
- Make difficult decisions by pragmatically weighing the complexities involved against the need to act

ACCOUNTABILITY:

- Work impartially, effectively with different entities to source solutions to achieve policy and organisational goals
- Understand the relevant terms and conditions, including deliverables of relevant contracts
- Review, challenge and adjust performance levels to ensure safety outcomes are delivered on time, rewarding success

TEAMWORK:

- Confidently engage with stakeholders and colleagues at all levels to generate commitment to goals
- Actively involve partners to deliver a business outcome through collaboration that achieves better results for the Bailiwick



OFFICE OF THE DIRECTOR OF CIVIL AVIATION

HEAD OF FLIGHT OPERATIONS

JOB DESCRIPTION

JOB SUMMARY:

Civil Aviation in Guernsey and Alderney is regulated by the Office of the Director of Civil Aviation (ODCA).

The Head of Flight Operations is primarily responsible for oversight of all activities in the areas of Flight Operations and Crew Licensing within the Bailiwick of Guernsey, to include investigating, reviewing and assessing all information to ensure that internationally recognised standards of Flight Operations are achieved by airlines, operators, companies, private owners and licensed aircrew for all aircraft on, or desiring acceptance on, the Guernsey Aircraft Registry.

RELATIONSHIPS:

The post holder reports to the Deputy Director of Civil Aviation (Bailiwick of Guernsey) as the Head of the Flight Operations Division and has regular contact with both key external suppliers of aviation safety services and personnel from the Guernsey Aircraft Registry.

Additional relationships will be with customers (external and internal) of the ODCA, including pilots, aircraft operators and owners, drone operators, ground crew and aviation-related personnel.

MAIN DUTIES AND RESPONSIBILITIES:

Oversight of the following functions of the Guernsey Aircraft Registry: -

1. Air Operators Certificates, Private Operators Certificates, initial application and reapproval processes, as well as continued compliance and oversight
2. Issue, approval, renewal and monitoring of Operations Specifications to include: EFB, EDTO, NATHLA, RVSM, FTL, FDM, FDA, PBN and UPRT
3. Oversight of Commercial Air Transport Operator's flight operations, including in-flight inspections
4. Approval and inspection of flight crew training programmes of commercial transport operators.

5. Approval of Minimum Equipment Lists.
6. Monitoring expiry dates of certificates and approvals in the areas of operations and crew licencing.
7. Audits and Flight checks oversight on AOCs.
8. Validation of flight crew licences.
9. Safety analysis.
10. SMS.
11. Records, policy documents.
12. State Safety Plan.
13. UAS.
14. And such other services as may be reasonably requested by the Deputy Director (Bailiwick of Guernsey) for Civil Aviation from time to time.

KEY CRITERIA:

ESSENTIAL

1. Hold or have held an ICAO ATPL (H) or (A).
2. Qualified UKCAA or equivalent Flight Operations Inspector.
3. Considerable operating experience in a commercial helicopter or aeroplane environment.
4. Current Type Rating Examiner.
5. Considerable experience as pilot in command.
6. Deep and sound skills and experience in specialist areas, primarily the issue, approval, renewal and monitoring of Operations Specifications to include: EFB (electronic flight bag), EDTO (extended diversion time operations), NATHLA (North Atlantic high-level airspace), RVSM (reduced vertical separation minima), FTL (flight time limitations), FDM (flight data monitoring), FDA (flight data analysis), PBN (performance-based navigation) and UPRT (upset prevention and recovery training).
7. Experience of managing a team of professional officers and a proven ability to successfully arbitrate in difficult situations.
8. Good communication skills, both verbal and in writing, when dealing with the Industry at all levels.
9. Ability to evaluate, analyse and remain flexible in approach.

10. Good knowledge of the ICAO, CAA and FAA regulatory frameworks.
11. The demonstrable ability to work independently and manage a variety of workstreams.
12. Strong organisational skills with the ability to work under pressure and on own initiative.
13. Good numeric and analytical skills.

DESIRABLE

1. Direct experience of the operations of an aircraft registry.
2. Operational experience with aircraft weighing greater than 20,000Kgs.
3. At least 2 years' experience as a Flight Operations Inspector.

KEY COMPETENCIES:

LEADERSHIP:

- Ensures relevant issues relating to their service/function are effectively fed into strategy considerations
- Understand what is required of them in their role and how this contributes to team and Committee priorities
- Investigate and respond to gaps, errors and irregularities in information and provide a decisive response to those challenges
- Make difficult decisions by pragmatically weighing the complexities involved against the need to act

ACCOUNTABILITY:

- Work effectively with different organisations such as private sector and voluntary groups (in tandem with commercial subject matter experts) to commission and source solutions to achieve policy and organisational goals
- Understand the relevant terms and conditions, including deliverables of relevant contracts
- Balance policy aspiration and delivery, outline risk and benefits of different options to achieve value for money ensuring all submissions contain appropriate financial information
- Review, challenge and adjust performance levels to ensure quality outcomes are delivered on time, rewarding success
- Communicate in a way that meets and anticipates the customer's requirements and demonstrates a favourable impression of both Bailiwicks

TEAMWORK:

- Confidently engage with stakeholders and colleagues at all levels to generate commitment to goals
- Actively involve partners to deliver a business outcome through collaboration that achieves better results for the Bailiwick



OFFICE OF THE DIRECTOR OF CIVIL AVIATION

HEAD OF SAFETY & RULEMAKING

JOB DESCRIPTION

JOB SUMMARY:

Civil Aviation in Guernsey and Alderney is regulated by the Office of the Director of Civil Aviation (ODCA).

The Head of Safety & Rulemaking is primarily responsible for the delivery of a comprehensive and professionally operated internal audit and compliance monitoring regime with specific emphasis upon compliance with International Civil Aviation Organisation (ICAO), European Aviation Safety Agency (EASA), Civil Aviation Authority (CAA), Office of the Director of Civil Aviation (ODCA), Department for Transport (DfT) and States of Guernsey requirements.

RELATIONSHIPS:

The post holder reports to the Deputy Director of Civil Aviation (Bailiwick of Guernsey) and has regular contact with both key external suppliers of aviation safety services and personnel from the Guernsey Aviation Registry.

The post holder will liaise with professional and support staff in the Office of the Director of Civil Aviation (ODCA), the Office of the Aircraft Registrar (AR), staff in the States of Guernsey, staff at strategic technical partner, SGIG, staff in St James' Chambers, members of the public and of other public sector agencies within and outside the Bailiwick.

MAIN DUTIES AND RESPONSIBILITIES:

1. To implement and manage a robust safety audit and compliance programme which satisfies the requirements of all relevant regulatory bodies including but not limited to the ODCA, EASA and the CAA.
2. To provide a comprehensive and effective safety compliance monitoring process by which the ODCA, AR, other entities, airlines, business partners and internal organisations can be assessed for compliance against the regulatory safety requirements, operating procedures and requirements and department procedures.
3. To make recommendations for corrective actions to identified non-compliances and ensure outcomes of compliance assurance audits are inputted into risk management to ensure a continual review and improvement of enterprise and operational risk.

4. To assist with safety investigations and provide final investigation reports in accordance with the requirements of the ODCA management systems.
5. To collate compliance information and data and distribute the information to the relevant department / communication medium.
6. To provide a monthly audit and compliance status report to the Deputy Director of Civil Aviation – Bailiwick of Guernsey (DDCA) which details the number and type of audits completed, the number of findings and status with corrective action plans.
7. To manage, develop, implement and maintain the Ports operational management system software programmes which satisfies both the Ports and regulatory requirements ensuring that up to date information is available for statistical analysis, management information and non-compliance performance monitoring.
8. To promote and ensure that a just culture is implemented and maintained throughout the operation.
9. To provide support to the ODCA and the AR with technical aviation regulatory matters, tasks will include –
 - a. rulemaking lead and work to become the subject matter expert in this area,
 - b. research into technical aviation standards and regulations, both domestically, and internationally,
 - c. drafting technical guidance and regulatory documents,
 - d. liaising with UK government department and agencies as may be required,
 - e. monitoring, reviewing and researching international aviation standards and proposed amendments to the same,
 - f. occasionally travelling off island if required,
 - g. attending courses as necessary,
 - h. attending meetings, taking minutes if necessary and formatting documents,
 - i. giving or assisting with presentations.
10. To assist, when required, with adding content to the ODCA website and updating it.
11. To contribute to business improvement projects as required.

KEY CRITERIA:

ESSENTIAL

1. Detailed knowledge and proven industry experience of aviation operations including quality management system (QMS), safety management system (SMS) and security management system (SeMS) principles and practices.
2. Broad operational knowledge and experience in the functions of the organisation and the supporting systems including the audit and compliance monitoring functions within an aviation operation.
3. Analytical and problem-solving skills including trend analysis and ability to identify causal, contributing and other safety factors.
4. Proven knowledge of the international aviation regulatory requirements and structures within the Channel Islands and the key differences to those defined in the UK and Europe.
5. Lead investigator experience with an appropriate, relevant investigator qualification and a proven ability to deliver comprehensive investigation reports.
6. Excellent communication skills, both oral and written with the ability to maintain the highest standards of professionalism, tact and decorum. Experience of dealing with a wide variety of matters and range of people sensitively and tactfully and capacity to build solid working relationships with people both internal and external to the ODCA and the OAR, including DfT and the CAA.
7. Discretion and the ability to respect the high degree of confidentiality required of all persons working in the ODCA and the OAR, as well as the ability to cope with highly sensitive information.
8. Excellent organisational skills with the ability to work diligently under pressure and with minimal supervision, to multitask, meet deadlines and to use own initiative.
9. Self-motivated with the ability to undertake an unpredictable, dynamic and diverse workload.
10. Experience in a responsible safety, aviation or legal position, with a commitment to providing a professional standard of service.

DESIRABLE

1. Experience of working in the aviation, safety and legal sectors.
2. Aviation specific qualifications

KEY COMPETENCIES:

LEADERSHIP

- Develop an understanding of own area's strategy and how this contributes to the priorities of the organisation as a whole.
- Find ways to improve systems and procedures. Regularly review procedures or systems with teams to identify improvements and simplify processes and decision making.
- Recognise patterns and trends in a wide range of evidence/data and draw important conclusions.

TEAMWORK

- Communicate using appropriate styles, methods and timing, including digital channels, to maximise understanding and impact.
- Establish relationships with a range of stakeholders to support delivery of business outcomes.
- Continually seek and act on feedback to evaluate and improve their own and team's performance.

ACCOUNTABILITY

- Monitor the use of resources in line with organisational procedures and plans and hold team to account.
- Develop, implement, maintain and review systems and service standards to provide quality, efficiency and value for money.
- Take responsibility for delivering expected outcomes on time and to standard, giving credit to teams and individuals as appropriate.