

Implementing the Global Safety Roadmap in Africa

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Addressing the Regional Safety Risk

- **Accident rates and numbers of fatalities differ dramatically in different regions of the world**
- **Efforts to improve safety have been most successful when industry and government have worked together**
- **We know how to prevent many of the types of accidents occurring today**
- **Better use and coordination of industry and government resources can dramatically reduce these kinds of accidents**
- **Current efforts are not efficient or well coordinated**



ICAO Global Aviation Safety Roadmap

Background:

- **Inspired by 7th ICAO ANC Industry meeting May 2005.**
- **Produced by the Industry Safety Strategy Group (ISSG) and ICAO:**
 - **Airbus**
 - **Airports Council International**
 - **Boeing**
 - **Council of Air Navigation Service Organizations**
 - **Flight Safety Foundation**
 - **International Air Transport Association**
 - **International Federation of Airline Pilot Associations**

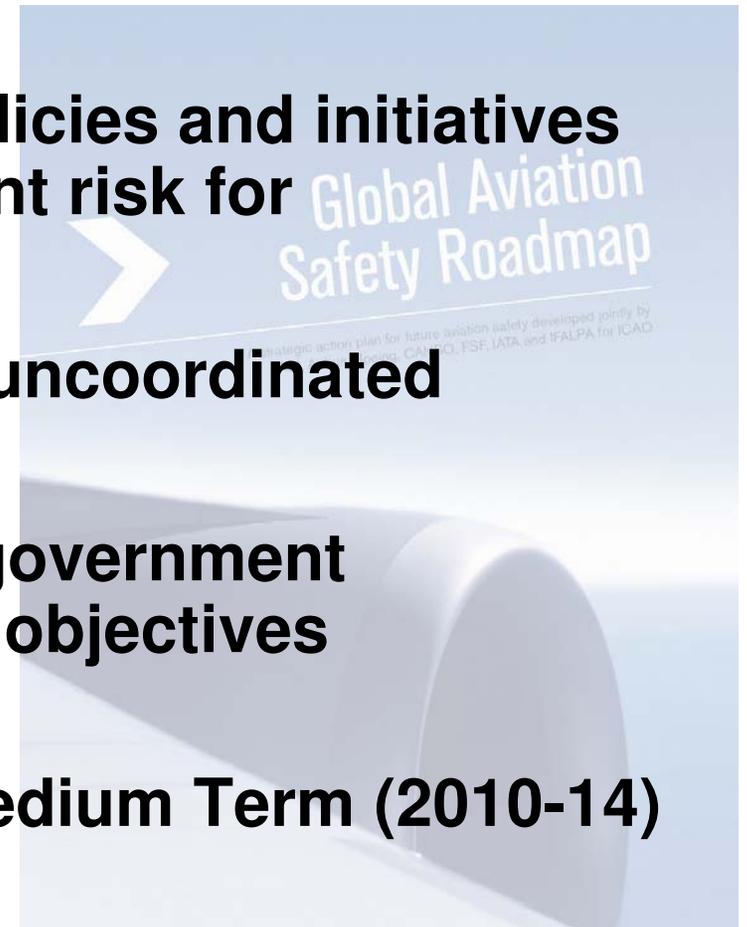


ICAO Global Aviation Safety Roadmap

Goals and Objectives:

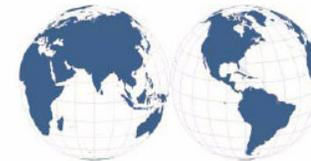
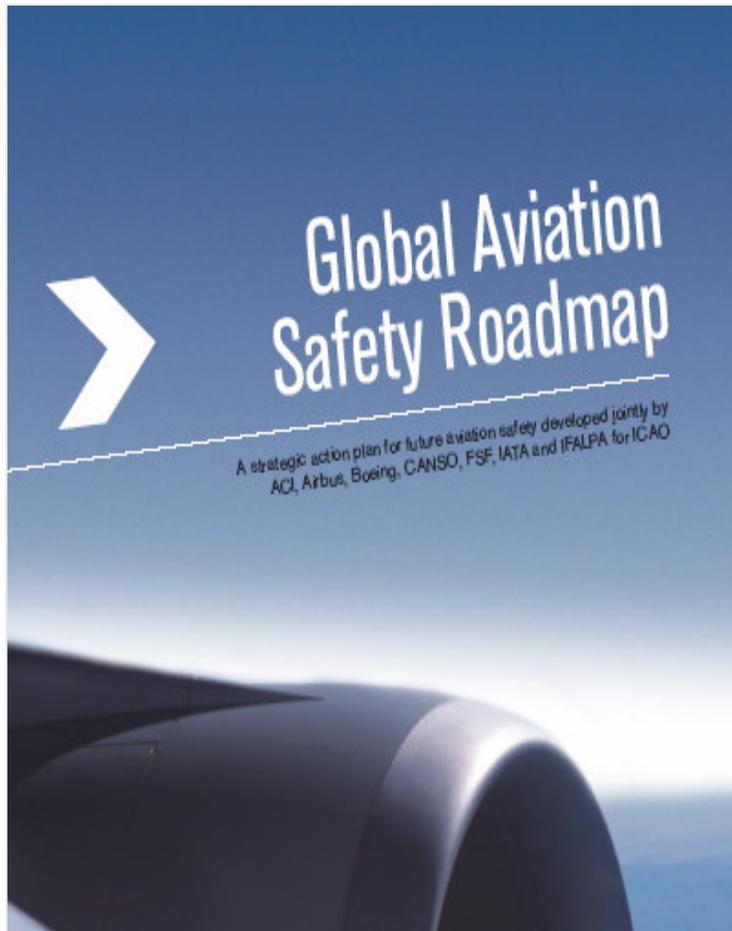
- **Provide a common frame of reference for all stakeholders**
- **Coordinate and guide safety policies and initiatives worldwide to reduce the accident risk for commercial aviation**
- **Avoid duplication of effort and uncoordinated strategies**
- **Encourage close industry and government cooperation on common safety objectives**

Timescale: Near (2006-10) and Medium Term (2010-14)

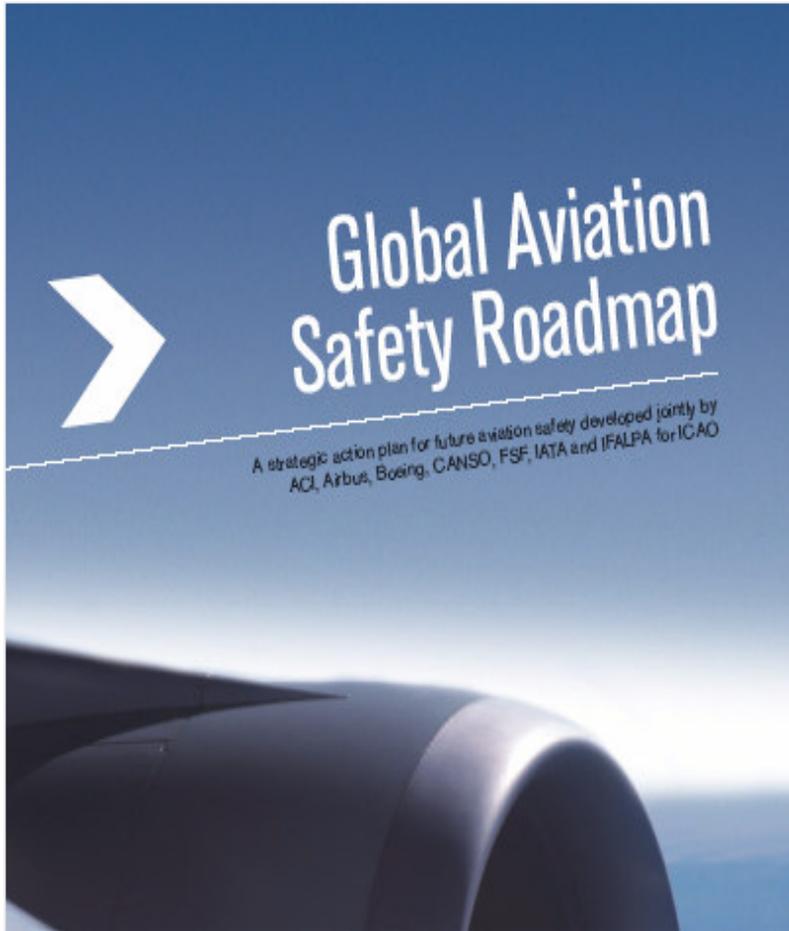


Global Aviation Safety Roadmap

Industry commits to unify plans through Roadmap



Global Roadmap's 12 Focus Areas: "The Roads"



Focus Areas

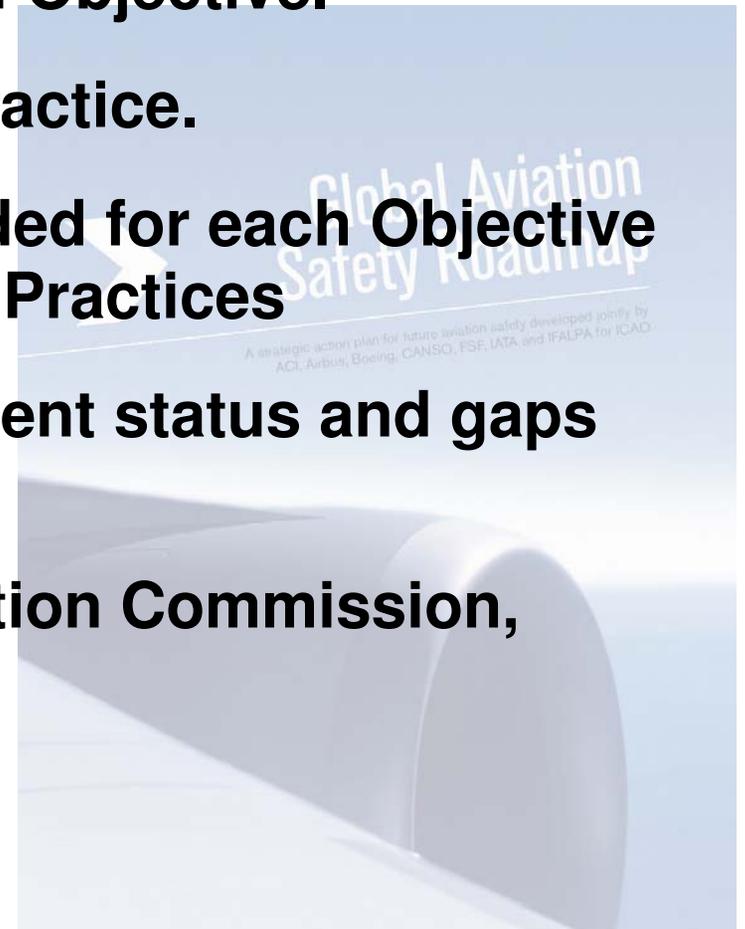
- **States**
 - Consistent implementation of int'l. standards
 - Consistent regulatory oversight
 - No impediments to reporting errors/ incidents
 - Effective incident and accident investigation
- **Industry**
 - No impediments to reporting and analyzing errors/ incidents
 - Consistent use of Safety Management Systems
 - Consistent compliance with regulatory rqmts
 - Consistent adoption of industry best practices
 - Alignment of global industry safety strategies
 - Sufficient number of qualified personnel
 - No gaps in use of technology to enhance safety
- **Regions**
 - Consistent coordination of regional programs

Endorsed by the Directors General ICAO Global Strategy for Aviation Safety Conf., 21-22 March 2006

Global Aviation Safety Roadmap

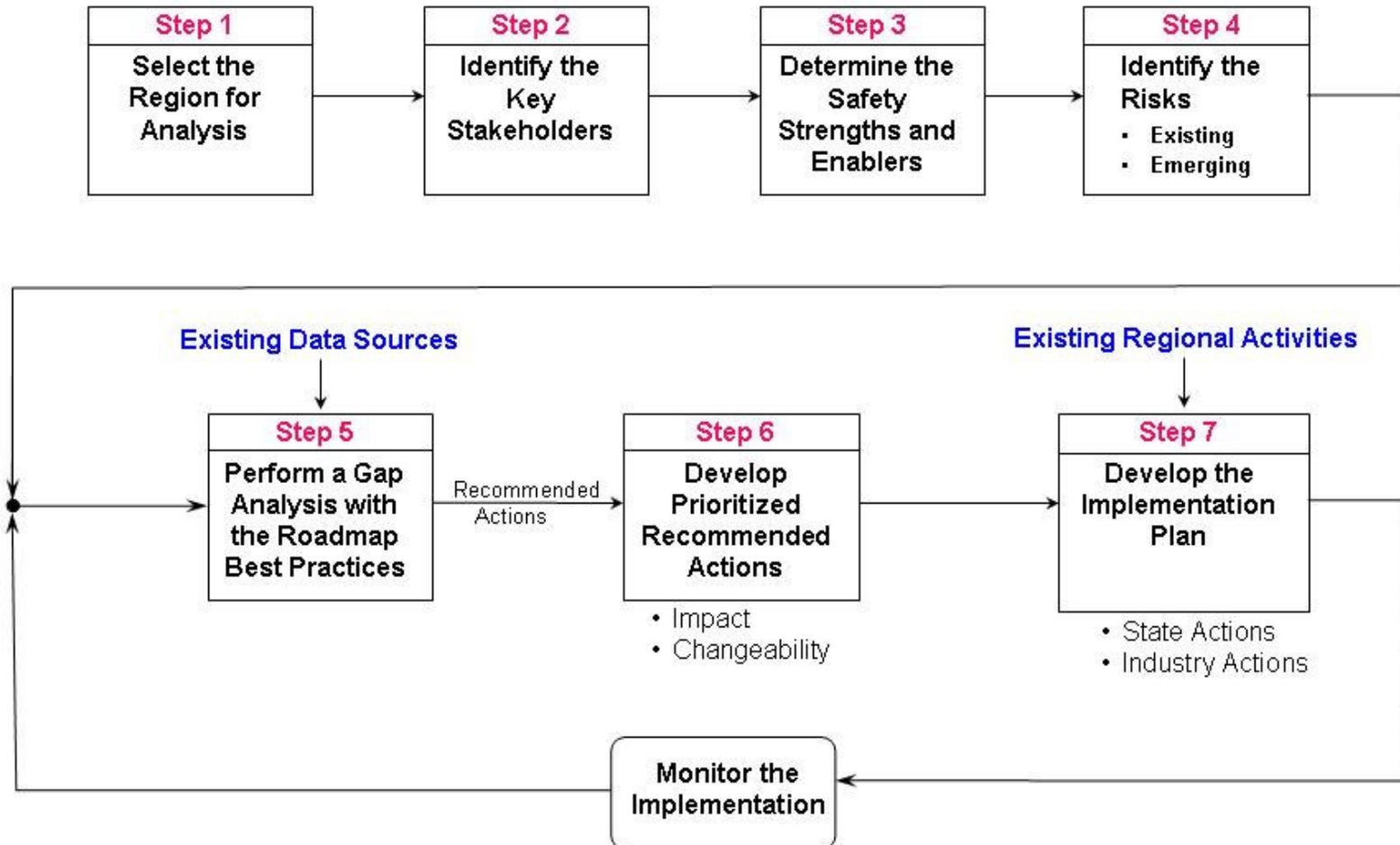
Part 2

- **A detailed plan intended to guide Roadmap implementation plans by regional safety teams.**
- **Best Practices described for each Objective.**
- **Metrics provided for each Best Practice.**
- **A four-level Maturity Model provided for each Objective based on implementation of Best Practices**
- **Process described to assess current status and gaps that need to be addressed.**
- **Accepted by the ICAO Air Navigation Commission, December 4, 2006.**

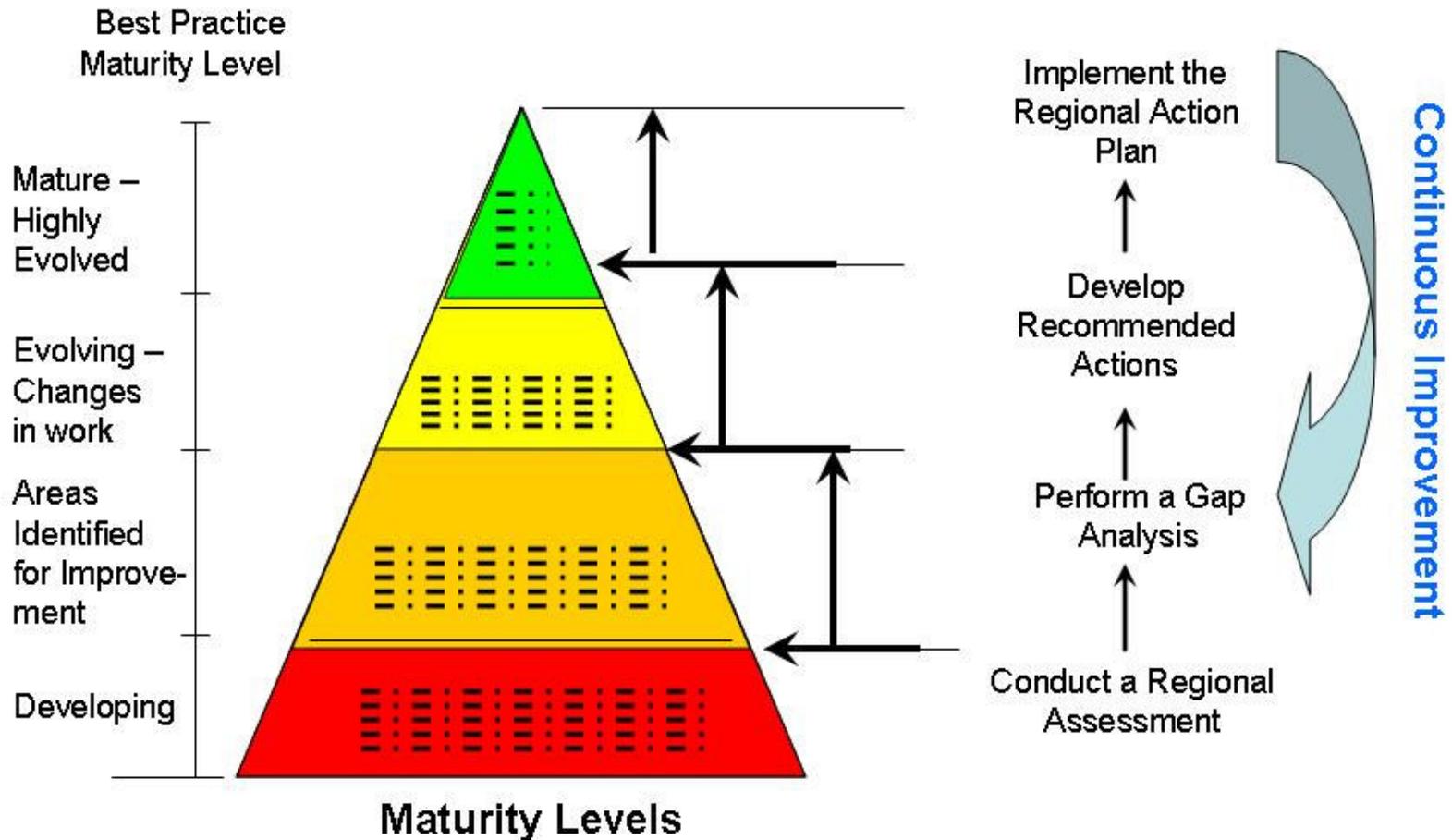


Implementing the Roadmap Within Regions

Safety Enhancement Plan Development Process



Maturity Model to Guide Gap Analysis



Developing A Best Practice Approach

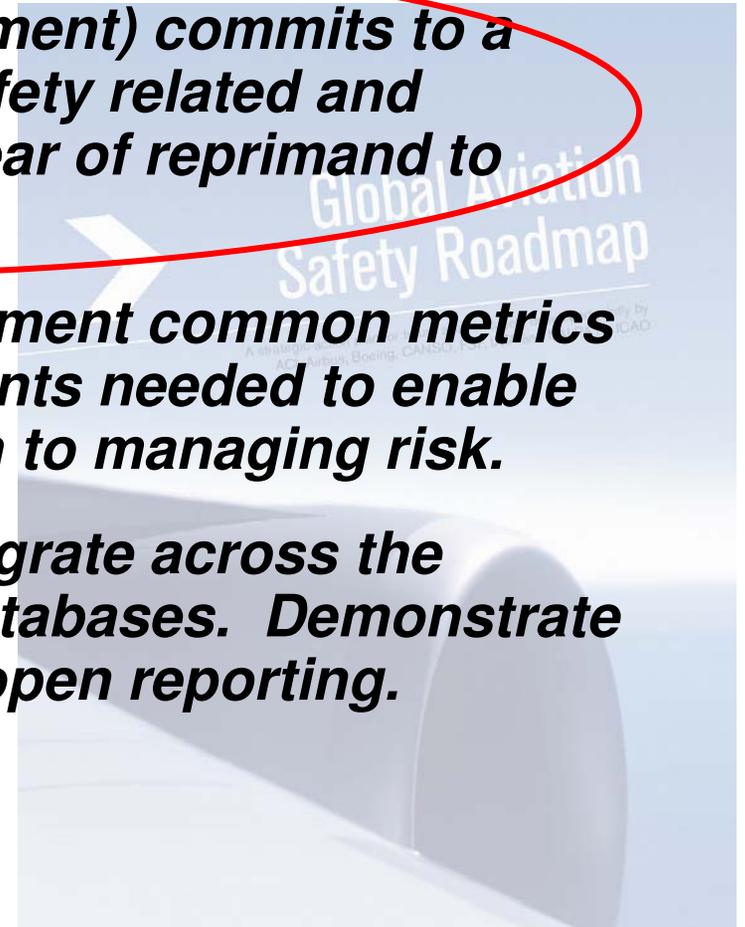




Focus Area 6 Objectives

Focus Area 6 – Impediments to Reporting and Analyzing Errors and Incidents

- ***Objective 6a – Industry (management) commits to a “Just Culture” of reporting all safety related and potential safety issues without fear of reprimand to involved parties.***
- ***Objective 6b – Identify and implement common metrics and descriptors of precursor events needed to enable adoption of a proactive approach to managing risk.***
- ***Objective 6c – Establish and integrate across the industry shared incident/error databases. Demonstrate and disseminate the benefits of open reporting.***





Best Practices: Objective 6a

| Table 6a –Best Practices | Metrics |
|--|--|
| <p>BP 6a-1 – <u>The State has empowered an open reporting system.</u> Empowerment of the system by the State is the cornerstone on which a “Just Culture” is built. The regulatory authority should, in close cooperation with the aviation stakeholders, develop and implement regulations which foster open reporting.</p> | <ul style="list-style-type: none"> • Existence of regulatory framework upon which an open reporting system is based • Annex 13 – Attachment E • USOAP AIG 6.505 |
| <p>BP 6a-2 – <u>Aviation organizations have implemented “Just Culture” programs within their organizations.</u> At the same time that the regulatory authority is developing the empowerment regulations, all related aviation organizations should be developing implementation strategies for their own organizations. Following enactment of regulatory provisions for open reporting, corporate senior management should demonstrate investment in the program through personal and organizational commitment to a “Just Culture”. This will be done by both spoken and written proclamations from top management.</p> | <ul style="list-style-type: none"> • “Just Culture” programs operating in each aviation organization. (IOSA ORG 1.2.1) (IS-BAO AMC 3.2) |
| <p>BP 6a-3 – <u>The chief executive has signed a written “Just Culture” policy for the organization.</u> Corporate guidance signed by the chief executive that implements a “Just Culture” within an organization and provides guidance on protections for those who report safety-related information. Changing the legal framework for reporting safety-related information may be required. Enacting regulations or legislation that establishes a “Just Culture” program and that clearly defines acceptable and non-acceptable behavior.</p> | <ul style="list-style-type: none"> • A written “Just Culture” policy signed by the chief executive which defines acceptable and non-acceptable behavior. (IOSA ORG 1.2.1) (IS-BAO AMC 3.2 Attachment B) |

Maturity Table: Focus Area 6

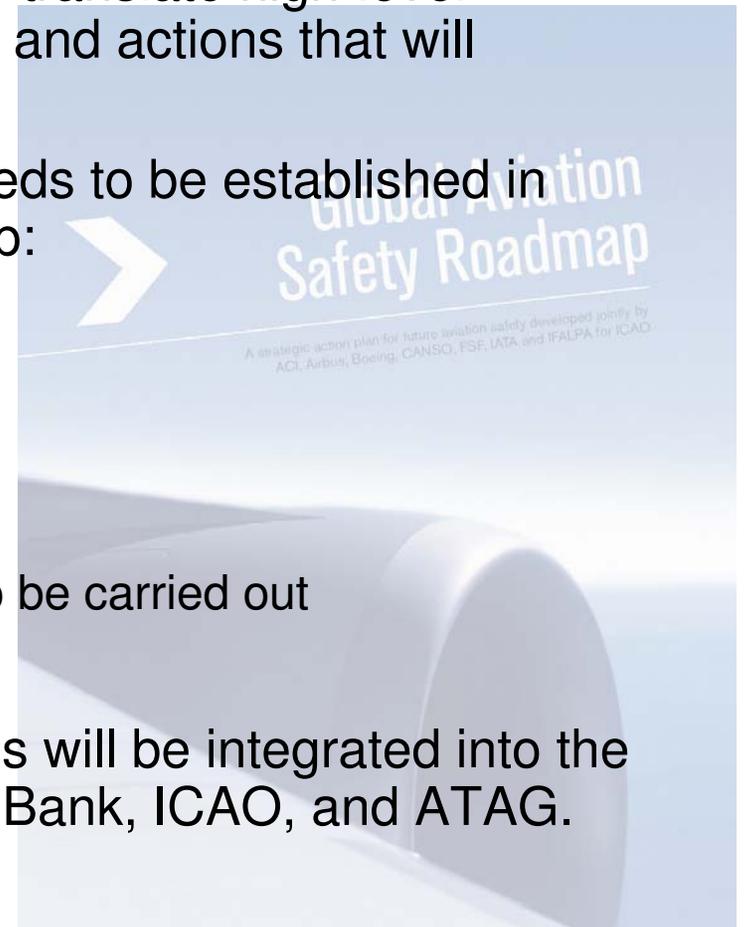
Impediments to Reporting and Analyzing Errors and Incidents

| Maturity Level | Capability |
|---|--|
| Level 1 – Developing | <ul style="list-style-type: none"> • Neither empowerment legislation nor a “Just Culture” program exists |
| Level 2 – Areas Identified for Improvement | <ul style="list-style-type: none"> • “Just Culture” empowerment legislation in place • An organizational just culture is established <ul style="list-style-type: none"> ○ A “Just Culture” policy statement signed by the chief executive ○ Acceptable/non-acceptable behavior within the just culture defined in organizational documentation ○ “Just Culture” education and training programs are operational |
| Level 3 – Evolving – Changes in work | <ul style="list-style-type: none"> • A confidential reporting system is operational within the organization • An ASAP program has been developed/adapted for the aviation organization • The organization vested in either regional or global IRM meetings. • Provisions are in place to protect aviation organization’s proprietary information during data collection • Proactive trending of safety information is occurring • Systems are in place to provide feedback to the organization’s work force • IOSA preparatory work completed and audit scheduled |
| Level 4 – Highly Evolved | <ul style="list-style-type: none"> • FDA system is operational <ul style="list-style-type: none"> ○ Current operating personnel are involved in data analysis • Common taxonomies have been developed and agreed upon <ul style="list-style-type: none"> ○ Sharing of data with other organizations within the region and/or alliance partners is occurring |

FSF-DGTL Africa “Think Tank” Meeting

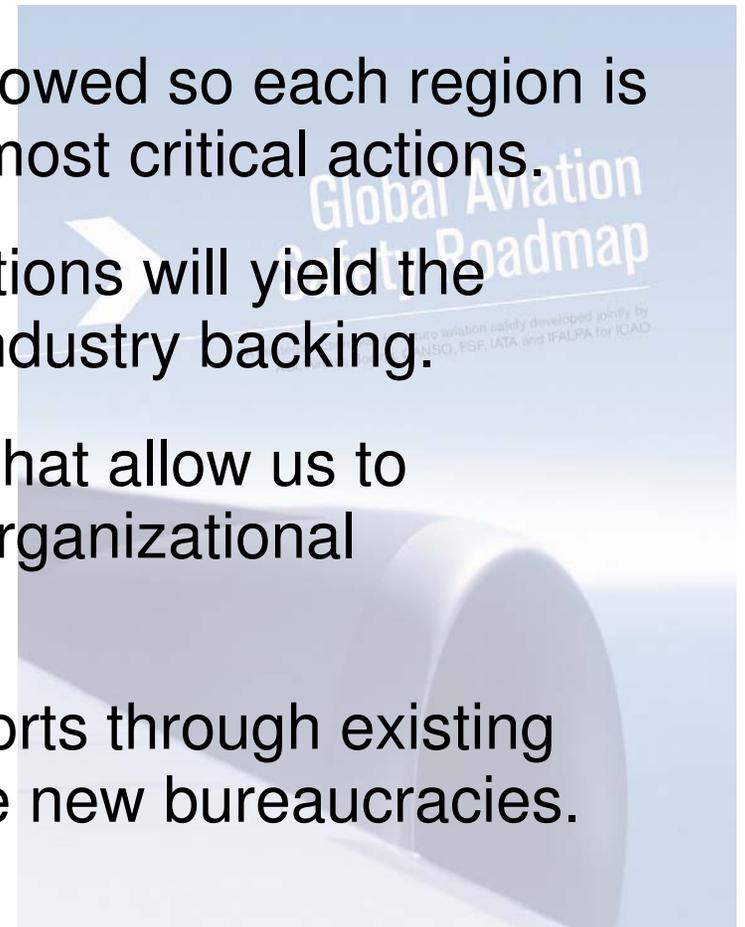
25-26 Jan 2007, Washington, DC

- Validated and underscored the critical nature of many of the conclusions of the 2006 Ministerial Conference in Libreville as well as the ICAO DGCA Conference.
- Endorsed use of the Roadmap process to translate high-level objectives and commitments into projects and actions that will generate results.
- Agreed that a sustainable mechanism needs to be established in Africa to support the work of the Roadmap:
 - African based
 - Independent
 - Transparent
 - Industry & government membership
 - Ownership of resources to enable work to be carried out
 - In consideration of any existing initiatives
- Roadmap Focus Areas and Best Practices will be integrated into the web database being developed by World Bank, ICAO, and ATAG.



What Makes the Roadmap Unique

- The Roadmap helps us focus on doing the most important things first.
- Does not impose specific standards or levels of safety.
- Requires that a logical process is followed so each region is always investing their energy in the most critical actions.
- Reassures donors that their contributions will yield the maximum results. Hence its strong industry backing.
- Provides metrics and measurement that allow us to rigorously manage improvement in organizational capabilities.
- The idea is to focus and optimize efforts through existing mechanisms if possible, not to create new bureaucracies.



Industry and ICAO Are Committed to the Roadmap

- **As the primary guide for industry and states to work together to improve global aviation safety.**
- **Most major gains in safety have come from:**
 - **Close cooperation between industry and government**
 - **Sharing best practices**
- **Regions and states can use its objectives and best practices to engage international stakeholders in developing regional safety plans.**
- **Future industry support of global and regional safety initiatives will be tied to the Roadmap.**
- **We invite the African Union to embrace the Roadmap and work with ICAO and the ISSG to implement it.**

