



ICAO SAFETY

NAM/CAR/SSP/1

Safety Management Competencies

Mexico City, Mexico, 20 – 22 November 2018





What does Annex 19 say about competencies?

Annex 19 Appendix 1:

CE- 4 (Qualified technical personnel)

*4.1 – States shall establish minimum qualification requirements for the **technical personnel performing safety-related functions** and provide for appropriate initial and recurrent training to maintain and enhance their competence at the desired level.*

Annex 19 Appendix 2:

SMS Component 4 - Element 1 (Training and education)

*4.1.1 – The **service provider** shall develop and maintain a safety training program that ensures that personnel are trained and **competent to perform their SMS duties**.*

*4.1.2 – The scope of the safety training program shall be **appropriate to each individual's involvement in the SMS**.*



What? Why? How?

□ What is competency?

The ability of an individual to do a job properly by having the appropriate knowledge, skills, attitude and behaviors.

□ Why is it important?

To comply with all safety requirements, employees need to acquire the appropriate information, and demonstrate the appropriate competencies related to their tasks.

□ How to achieve it?

Each organization must establish competency standards for its personnel **scalable with their roles and responsibilities** and train them according with those established standards.





Competency framework

- ✓ A **competency framework** is a structure that identifies and defines each individual competency required to work in an organization or part of an organization
- ✓ It is necessary for organizations to **define competencies to support the implementation of safety management** for the different roles their personnel play





Examples of SM competency framework

- **ICAO CASI (Civil Aviation Safety Inspector) Competency Framework**
 - *ICAO Doc 10070 – Manual on the Competencies of Civil Aviation Safety Inspectors*
- **Safety Management System (SMS) Inspector Competency Guidance**
 - *SMICG (Safety Management International Collaboration Group)*
- **Training Program Outline for Inspector SMS Competency**
 - *SMICG (Safety Management International Collaboration Group)*





New activities involved with SSP Implementation

Such as but not limited to:

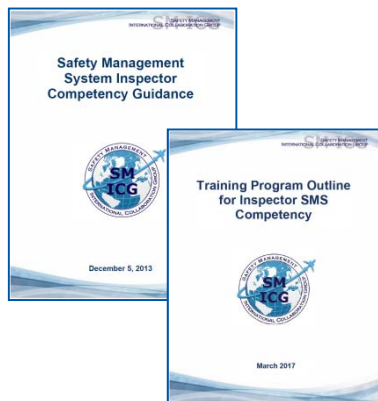
- Development of safety policy and safety objectives
- Management systems evaluation
- Evaluation of Hazard identification processes
- Evaluation of Risk Assessments
- Assessment of SMS effectiveness
- Monitoring of safety performance
- Risk-based surveillance programme
- Development of safety performance indicators (SPIs)
- Development of Safety Performance dashboard
- Identification of safety trends
- Promotion of a positive safety culture
- Protection of safety data and safety information
- Enforcement policy
- Mechanisms for sharing and exchange of safety information





The competencies to perform those activities effectively

Safety Management Core Competencies (Ref: SM ICG)



1. Management systems
2. Regulatory framework and intent
3. Oversight techniques
4. Organizational safety performance
5. Organizational safety culture
6. Confidentiality of sensitive information
7. Communication skills
8. System interactions and interfaces (Systems thinking)
9. Analytical skills
10. Decision-making skills
11. Open-mindedness
12. Assertiveness
13. Teamwork
14. Judgment
15. Human and organizational factors
16. Safety-critical implications



Can Civil Aviation Safety Inspectors address all these activities?

- **New technical competencies in understanding risks and risk management methodologies are required:**
 - Ability to assess an SMS
 - Identifying / agreeing safety performance metrics etc.
- **New “soft” skills in negotiating and persuading are required:**
 - Leadership competencies
 - Understanding of business processes etc.





ICAO support

- 4th edition of the Safety Management Manual (SMM) (Doc 9859)
 - Published document with enhanced guidance
 - Safety Management Implementation (SMI) website
- ICAO Safety Management Training Programme



For more information, please visit: <http://www.icao.int/SAFETY/SafetyManagement>



Conclusions

1. **Competency is a dimension of human performance** that is used to reliably predict successful performance on the job.
2. **Various competencies are required for both Civil Aviation and the service provider personnel** for performing their safety management related tasks properly.
3. **It is necessary** for organizations **to define competencies in order to support the implementation of safety management** for the different roles their personnel play.
4. **Organizations** should implement actions **to address the gaps** in order to ensure that their **personnel are competent** to perform their SMS duties.



Does the CAA need to make any adjustments to its organizational structure to accommodate all of these activities effectively?..



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