



**WORKING PAPER**

**ASSEMBLY — 40TH SESSION**

**TECHNICAL COMMISSION**

**Agenda Item 30: Other issues to be considered by the Technical Commission**

**MANAGEMENT OF CHANGE ESTABLISHED AS A STANDARD FOR THE SSP**

(Presented by Qatar)

**EXECUTIVE SUMMARY**

At the State level the State safety programme (SSP) should develop processes for assessing the impact of changes. These processes should allow a State to proactively identify the safety impact of a change in the aviation system before such changes are implemented, then plan and execute proposed changes in a structured way. Communicating the changes to the affected personnel within the State and concerned service provider(s) is fundamental to the State's safety management.

Many systems have introduced new standards for change management to reinforce their processes, i.e. safety management system (SMS), ISO 9001-2015 (quality management system (QMS)), ISO 31000 (risk management) and ISO 22301 (business continuity). In addition, many regulatory bodies have also introduced new requirements for change management at the State level.

Annex 19 — *Safety Management*, does not require a State to establish formal activities for the management of change. However, it is essential for the purpose of the safety assurance part of the SSP to establish processes for the management of change. In addition, the management of change has been included in the *Safety Management Manual* (Doc 9859).

Establishing such requirements would allow States to proactively identify the safety impact of a change in the aviation system before such changes are implemented, then plan and execute proposed changes in a structured way.

**Action:** The Assembly is invited to request the Council to establish the management of change as a Standard in the section of Annex 19 that covers the SSP (paragraph 3.4, State Safety Assurance).

<i>Strategic Objectives:</i>	This working paper relates to Strategic Objective: Safety.
<i>Financial implications:</i>	The proposal referred to in this paper will be undertaken subject to the resources available in the 2020-2022 Regular Programme Budget and/or from extra budgetary contributions.
<i>References:</i>	Annex 19 — <i>Safety Management</i> Doc 9859, <i>Safety Management Manual</i>

## 1. BACKGROUND

1.1 Management of change is defined as a formal process to manage changes within an organization in a systematic manner, so that changes which may impact identified hazards and risk mitigation strategies are accounted for, before the implementation of such changes.

1.2 Annex 19, 1st edition, was adopted by the Council on 25 February 2013 and became applicable on 14 November 2013, consolidating existing and overarching Standards and Recommended Practices from Annexes 1 — *Personnel Licensing*, 6 — *Operation of Aircraft*, 8 — *Airworthiness of Aircraft*, 11 — *Air Traffic Services*, Annex 13 — *Aircraft Accident and Incident Investigation* and 14 — *Aerodromes*, as well as introducing new Standards regarding the four components of the SSP.

1.3 Annex 19, 2nd edition, became effective on 11 July 2016 and will become applicable on 7 November 2019, enhancing provisions for the integration of SMS and SSP activities, improving provisions for the collection, analysis and exchange of safety data and safety information, and introducing the provision of a coordinated emergency response plan.

1.4 The *Safety Management Manual* (Doc 9859) 4th edition, has been published in 2018 reflecting the revised provisions of Annex 19, 2<sup>nd</sup> edition.

## 2. DISCUSSION

2.1 Annex 19, 2<sup>nd</sup> edition, does not explicitly require a State (under Chapter 3: State Safety Management responsibilities) to establish formal activities for the management of change.

2.2 In the absence of such provisions, Doc 9859 recommends in paragraph 8.5.6 the development of processes to assess the impact of changes at a State level as part of the State safety assurance, which is the third component of the SSP, to allow the State to proactively identify the safety impact of changes in the aviation system before such changes are implemented, as well as plan and execute proposed changes in a structured way.

2.3 Many management systems have introduced new standards on management of change to reinforce their processes. An example is the International Organization for Standardization (ISO) ISO.9001:2015 (QMS), which requires organizations to develop processes for planning of change, its design, development and control. Other examples are ISO 31000 (risk management) and ISO 22301 (business continuity).

2.4 In addition, Annex 19, Appendix 2, requires service providers to establish, within their SMS, a process of management of changes, part of the SMS third component. Considering the role of the SSP as supporting the SMS implementation, it is highly recommended to introduce the management of change process as part of the SSP to allow better communication between the two approaches, as well as regulators and service providers.

2.5 Many regulatory bodies have also introduced new provisions regarding management of change as part of their authority requirements under European Union (EU) Regulations.

2.6 The State of Qatar has established requirements introducing the management of change as ARO.GEN.210 for (OPS), ANS.AR.B.010, ARA.GEN.210 (PEL), ADR.AR.B.015.

2.7 At the State level, the SSP should develop processes for assessing the impact of changes. These procedures should allow a State to proactively identify the safety impact of a change in the aviation system before such changes are implemented, then plan and execute proposed changes in a structured way. Communicating the changes to the affected personnel within the State and concerned service provider(s) is fundamental to the State safety management.

2.8 The management of change has been introduced in Doc 9859, 4th edition, paragraph 8.5.6. However we believe that the next revision of Annex 19 should elevate the management of change as an authority requirement to a Standard, as part of the third component of the SSP, which is State safety assurance.

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