# STANDARDIZED FRAMEWORK FOR THE DEVELOPMENT OF

# GOALS, TARGETS AND INDICATORS IN AVIATION SAFETY PLANS

*Note.– The criteria below may be used for drafting goals, targets and indicators in the context of aviation safety plans. They serve to monitor implementation of an aviation safety plan and its effectiveness. The goals, targets and indicators in aviation safety plans should reference those of the Global Aviation Safety Plan (GASP), which were developed using the structure presented in the United Nations (UN) 2030 Agenda for Sustainable Development, and contains a series of Sustainable Development Goals (SDGs) and targets (refer to https://sustainabledevelopment.un.org/sdgs for more information). States or service providers may have additional goals, targets and indicators unique to operational environments, as defined through their State safety programme and safety management system, respectively.*

| Item | Drafting criteria | Specific points for consideration | Example and rationale |
|---|---|---|---|
| Goal | • Write a goal in a manner that describes a high-level outcome that the plan aims to achieve<br>• Describe the desired outcomes that the strategy aims to produce<br>• Write a goal in a qualitative manner (e.g., using terms such as "strengthen" or "enhance")<br>• Write a goal in a general manner, without citing specifics (e.g., "strengthen safety oversight", not "recruit inspectors") – This enables the goal to remain high-level and linked to more than one target<br>• Write a goal in a manner that can be understood as a standalone statement (avoid including a reference to a document or anything that would require the reader to crosscheck other sources to understand what the goal is referring to) | • Use the list of safety issues to set safety goals (this list points to the topics the plan addresses through the strategy)<br>• Consider the results toward which efforts in safety are directed (e.g., what is the reason for wanting to hire more inspectors, or modifying an existing regulation)<br>• A goal should identify what the plan wants to achieve, in terms of the management of safety (e.g., better collaboration with stakeholders; improved oversight capabilities)<br>• A goal should be expressed through qualitative action statements on selected high-level/high-consequence outcomes (e.g., reduce operational safety risks)<br>• A goal should not include quantification (a number or % increase/decrease, or trend – e.g., improve by 25%)<br>• A goal should not identify who actions are directed to (e.g., the Civil Aviation Authority (CAA))<br>• Each goal should contain at least one target | • Example of a goal: "Increase effective safety oversight capabilities"<br><br>• Rationale:<br>✓ Presents high-level outcome<br>✓ Qualitative and general<br>✓ Does not identify who actions are directed to<br>✓ Easily understood |

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|---|---|---|---|
| Target | • Write a target in a manner that describes a specific desired outcome from specific actions taken to achieve goals, at a certain point in time<br>• Write a target in a manner that identifies who the specific outcome is directed to (e.g., the CAA)<br>• Write a target primarily in a quantitative manner (e.g., using numerical values or percentage of defined values – "achieve a 75% EI score") *or* that references completed actions (e.g., "complete the recruitment process of all new inspectors as defined in the hiring strategy.")<br>• Write a date by which the outcome needs to be completed (e.g., by 2030)<br>• Write a target in a manner that can be understood as a standalone statement (i.e., intuitive) | • Use the list of safety issues to set safety targets (at this level, the list can be used to address specific items – versus general ones at the level of a goal)<br>• A target should provide a measurable way of ensuring and demonstrating the effectiveness of actions (i.e., safety enhancement initiatives) linked to the plan<br>• A target is a quantifiable benchmark to be reached, in order to meet a goal. A target should be expressed in numerical terms<br>• Each target should be linked to a goal (from which it is derived)<br>• A target should be realistic and achievable, yet ambitious, with incremental increases towards a long-term goal<br>• A target should be acceptable to stakeholders – otherwise it may be difficult to track<br>• Avoid writing a target to the level of a task (e.g., holding a meeting, completing a document) – tasks contributing to an outcome may be captured at the level of the indicators<br>• For completeness, ensure each target includes 4 items:<br>  1) Describes an outcome<br>  2) Indicates who the outcome is directed to (or who will be responsible for related actions to achieve the outcome)<br>  3) Includes a quantifiable benchmark (i.e., is measurable)<br>  4) Sets a completion date<br>• Ideally, include more than one target per goal, to enable data collection from more than one source/activity<br>• Each target should also include a list of indicators to measure progress towards achieving it<br>*Note. - Use of performance management tools, such as the specific, measurable, achievable, relevant and timely (SMART) approach to setting goals and targets, can help frame the actions that stakeholders carry out in the context of safety enhancement initiative implementation* | • Example of a target: "By 2028, the CAA to increase workforce with 10 new inspectors"<br><br>• Rationale:<br>✓ Describes outcome<br>✓ Defines who outcome is directed to<br>✓ Quantifiable<br>✓ Sets completion date<br>✓ Is tied to a goal |

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| Indicator | • Write an indicator in a quantitative manner, without including values (i.e., actual numbers or data)<br>• Use quantifiers such as "percentage of" or "number of" – without including numerical values (e.g., an indicator should not state "50%" or "5 occurrences/month") – the indicator defines what will be measured; the data to fill in the blanks will come during the actual safety performance measurement.<br>• Write an indicator in a manner that provides evidence about whether the desired outcome occurred (e.g., if a target is to recruit 10 new inspectors over 5 years, then an indicator may be the number of applications received per quarter)<br>• Focus on "negative" outcomes or occurrences to be avoided (e.g., fatal accidents) and "positive" outcomes or achievements indicative of the desired outcome (e.g., trainings completed, inspections performed)<br>• Write an indicator in a manner that can be understood as a standalone statement (i.e., intuitive) | • Indicators are a measurement index used to evaluate if the plan yields expected results (i.e., evidence)<br>• An indicator represents a measurable value used to track progress in the activities related to a target<br>• Favour indicators that are specific and capture single tasks. Indicators may measure tasks that contribute to a desired outcome (this can facilitate measuring progress) or they may measure the outcome itself<br>• Favor the use of quantitative references in an indicator – it should measure a concrete action/task and be tangible<br>• Evaluate each indicator before publication by populating the fields from Doc 10162 to ensure indicators are realistic<br>• Specify the following, for each indicator\*:<br>  1) rationale<br>  2) limitations<br>  3) definition of terms<br>  4) calculation method<br>  5) data set(s)<br>  6) availability<br>  7) provider<br>• Each indicator should be tied to a target<br>• Find the right balance in terms of numbers:<br>  o Ideally, include more than one indicator per target, to enable data collection from more than one source/activity<br>  o Limit the number of indicators to an amount that is realistically manageable (e.g., there is no sense in including 10 indicators per target if they will not be tracked) | • Example of an indicator: "Percentage of candidates successfully completing the inspector training course"<br><br>• Rationale:<br>✓ Quantifiable<br>✓ Does not contain actual numbers/data<br>✓ Defines what will be measured<br>✓ Provides evidence (to help determine if desired outcomes occurs)<br>✓ Is tied to a target |

*As described in Doc 10162, Manual on Monitoring Implementation of Regional and National Aviation Safety Plans*

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