STANDARDIZED FRAMEWORK FOR THE IDENTIFICATION OF ORGANIZATIONAL CHALLENGES

Note.– The framework presents a set of specific criteria for the development of national aviation safety plans (NASPs).

Criteria	Specifics	Methodology

Operational context description	• Traffic volume, as well as anticipated growth or decline
	• Complexity of operations (e.g., topography, meteorology, climate, etc.), as well as anticipated changes to operations (e.g., drones, artificial intelligence, advance air mobility, commercial space)
		1) Analyse available data sources:
		  • Traffic volume data (i.e., movements, seasonality)
		  • Number and types of aerodromes and heliports
		  • Airspace classifications
		  • Types of operations (commercial, general aviation, new entrants)
		2) Analyse information using ICAO tools and applications:
		  • State Safety Briefing on the Integrated Safety Trend Analysis and Reporting System (iSTARS)
		    o Safety Indexes
		    o Performance-based navigation (PBN) Implementation
		    o State Aviation Activity Overview
		  • Airport Briefing on iSTARS
		  • State Dashboard on the ICAO Online Framework (OLF)
		3) Consider impact of current and anticipated socio-political issues affecting traffic volume and operational complexity

State's safety oversight system and capabilities	• The effective implementation (EI) of the eight critical elements (CEs) of a safety oversight system
	• The stakeholders external to the State that impact or support system and capabilities
	• Current and anticipated organizational design/structure as applicable to and/or that affect State safety oversight (i.e., separation of State functions from the role as service provider, independence of the accident investigation board, health, customs/immigration, security, cybersecurity, civil-military interface, and delegation/designation)
		1) Analyse information generated by Universal Safety Oversight Audit Programme Continuous Monitoring Approach (USOAP CMA) activities (via OLF):
		  • State aviation activity questionnaire (SAAQ)
		  • USOAP CMA self-assessment
		  • Significant Safety Concerns (SSCs)
		  • The five lowest scoring Priority Protocol Question (PPQ) effective implementation (EI) scores by audit area (AA) & CE combination
		    o based on the State's "Heat Map"
		  • Other relevant information on the State Dashboard
		2) Assess the Civil Aviation Organization & State System and Functions (ORG/CE-3) using information generated by USOAP CMA activities (via OLF) at the national level:
		  • PQ 2.051 Establishment and implementation of a mechanism to ensure that each safety oversight authority has sufficient financial resources to meet its national and international obligations
		  • PQ 2.053 Establishment of a mechanism by the State to ensure that each safety oversight authority has sufficient personnel to meet its national and international obligations
		  • PQ 2.103 Ability of each safety oversight entity/investigation authority to attract, recruit and retain sufficiently qualified/experienced technical personnel

		3) Use internal and external reports and audits as appropriate (e.g., internal/external audits, accident reports, regional reports). 4) Consider impact of cooperation with other entities that support an oversight system and capabilities 5) Consider system description (ICAO Doc 9859, *Safety Management Manual* and SAAQ) and compare with ICAO Doc 9734, *Safety Oversight Manual*, Part A — *The Establishment and Management of a State Safety Oversight System* on Safety Oversight Obligations
State safety programme (SSP) establishment and management	Status of SSP establishment and management, through various sources	1) Analyse information available on iSTARS: • SSP Gap Analysis application 2) Analyse information generated by USOAP CMA activities (via OLF) • See SSP related Protocol Questions (PQs) 3) Use guidance from the Safety Management International Collaboration Group (SM ICG), mainly the SM ICG, SSP Assessment Tool 4) Use internal and external reports and audits as appropriate (e.g., internal audits, accident reports, external audits).
Consideration of Global and Regional Organizational (ORG) Challenges in setting National ones	Commonality of ORG Challenges for the region as per the Global Aviation Safety Plan (GASP) and the applicable Regional Aviation Safety Plan (RASP)	1) Analyse GASP to identify common ORG Challenges: • If a GASP calls for States to address a specific ORG Challenge in NASPs, consider it potential National ORG Challenge • Reference the GASP public website: www.icao.int/gasp 2) Analyse RASP to identify common ORG Challenges: • If a RASP calls for States in the Region to address a specific ORG Challenge in NASPs in the region, consider it potential National ORG Challenge • Reference the RASP Library: www.icao.int/rasp
Rationale for decision-making	Additional points for consideration when selecting ORG Challenges	1) Consider constraints from limited resources, and the need to focus on a shorter list of items: • Limit number of ORG Challenges

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