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Achieving an Effective SSP/SMS

ICAO Asia Pacific Safety Management Seminar 2025

3-5 February 2025 Bangkok, Thailand and online

Brought to you by over 20 organizations

***“Addressing Annex 19 Implementation Challenges
and Promoting a Positive Safety Culture Together!”***

MASTER OF CEREMONIES

MITCH FOX

Director, Asia Pacific Centre for Aviation Safety
Flight Safety Foundation



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ACHIEVING AN EFFECTIVE
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Addressing Annex 19
Implementation Challenges and
Promoting a Positive Safety
Culture Together

Achieving an
Effective
SSP / SMS

ICAO Asia Pacific Safety Management Seminar 2025
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"Addressing Annex 19 implementation challenges & promoting a positive Safety Culture together"

The ICAO Asia Pacific Safety Management Seminar is co-hosted by Flight Safety Foundation and supported by over 20 Administrations and Organizations

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Direct Chat

Eleanor Campbell • 01/23/2025, 02:39 PM



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ICAO Asia Pacific Safety Management Seminar

Welcome! All available sessions are shown below.

Display time in (UTC-05:00)

31 January 2025 (UTC-05:00)

Introduction

Introduction to Pigeonhole

Enter this Discussion >


31 January 2025 (UTC-05:00)

Session 1 Word Cloud

Session 1 Word Cloud | Recent developments on safety management

Enter this Word Cloud >

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ICAO Asia Pacific Safety Management Seminar

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Agenda

Make sure to check back for any updates!

The Seminar provides a community forum to support safety management professionals across the spectrum of aviation industry in the APAC regions. Regulators, ANSPs, airlines and other industry partners will gather to foster safety partnership and build a stronger and more resilient network of safety practitioners, to support the industry's continuing efforts to maintain or improve safety performance.

In Day 1-2, speakers from international organizations, authorities, ANSPs and industry will cover common challenges faced by APAC region on ICAO Annex 19 implementation and share SSP/SMS implementation practices and Safety Culture models that have worked for them. The seminar also taps into ANSP's wealth of safety information and encourages SSP/SMS organizations and international bodies to share information for a common goal for safety improvement.

Day 3 recalls 5 core elements of Safety Culture in previous discussions and deep dive into various solutions/practices, including safety leadership and useful just culture tools to drive and support safety advancement.

Download the PDF Programme

Monday, February 3, 2025

8:00 AM - 9:00 AM	Registration 8:00 AM - 9:00 AM
9:00 AM - 9:30 AM	Welcome and Introduction 9:00 AM - 9:30 AM Opening: Robust implementation and continuous improvement of State Safety Programme (SSP)/Safety Management System (SMS) Speaker(s): Mr. Tao Ma , ICAO Regional Director, Asia and Pacific Regions Dr. Hassan Shahidi , President and CEO, Flight Safety Foundation (Virtual) Click here for Q&A

Intro to Pigeonhole

What country are you attending from?

Testing Pigeonhole APAC
Hello from Indonesia
Thailand jub jub ผอ.แดงโม
Canada Papua New Guinea 新加坡 Icao
Aommm UK Hong Kong China Australia
The Moon Malaysia India Pakistan China Morocco
Bangladesh Philippines South Korea
Laos Fiji Bhutan Cambodia
ประเทศไทย Nepal USA Ajay Tyagi
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SESSION 1 | Recent Developments in Safety Management



Ms. Manoosh Valipour

Secretary of Safety
Management Panel

ICAO

Speaker



Ms. Yamani Chan

Senior Operations Officer
(Strategic Safety)

Hong Kong Civil
Aviation Department

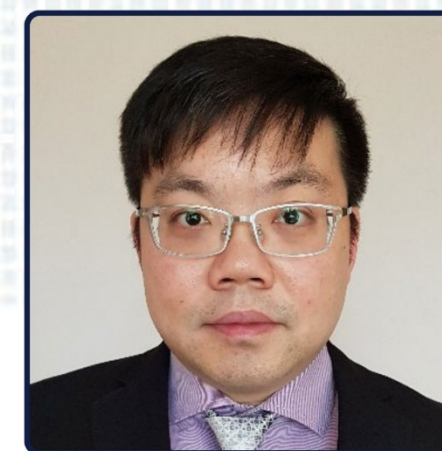
Moderator



Mr. John Thomson

Senior Technical Advisor –
Safety Management

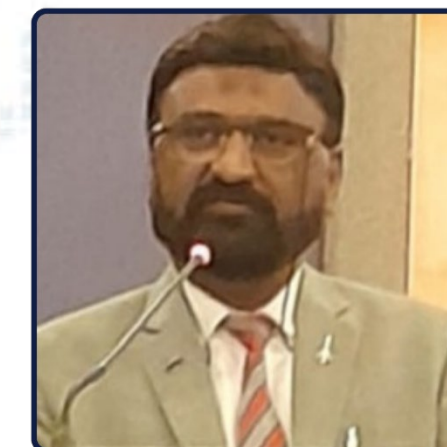
UK Civil Aviation
Authority International



Mr. Ruiyi Ang

Principal Manager (Safety
Assurance)

Civil Aviation Authority
of Singapore



Mr. Hasan Mujahid

Additional Director SSP

Pakistan Civil
Aviation Authority

Proposed Amendments to ICAO Annex 19 – Safety Management and New Guidance Material

Manoosh VALIPOUR
Secretary, Safety Management Panel
ICAO



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01 Annex 19 Today



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Annex 19 Today

Pending Amendment 2 proposals

State Letter AN 8/3-23/18 with a deadline for comments by 5 October 2023, introduced proposals for amendment 2 of Annex 19

Proposals were grouped into the following batches:

Batch 1: Enhanced provisions related to SSP

Batch 2: Enhanced provisions related to SMS

Batch 3: Provisions related to the extension of SMS applicability

Batch 4: Enhanced provisions related to safety performance management

Batch 5: Enhanced provisions related to safety intelligence

A total of 91 replies by 83 States, including 25 Council Member States, and 8 International Organizations were received.



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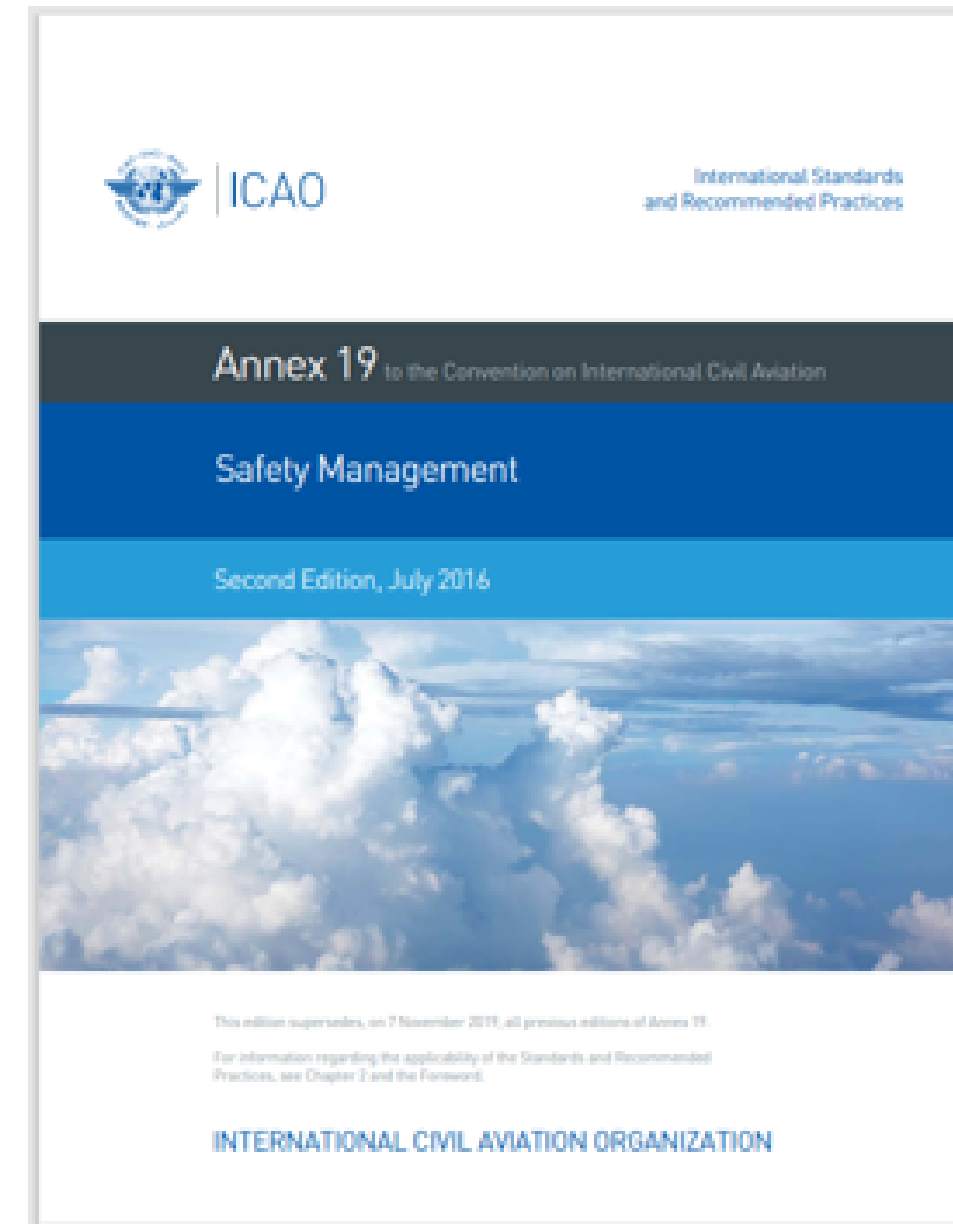


Annex 19 Amendment 2 – Safety Management

Adoption: Q2 2025

Effective: Nov 2025

Applicable: Nov 2026





Pending Amendment 2 proposals Batch 1 Enhanced provisions related to SSP

- Existing STD for establishing an SSP amended to replace the phrase **“commensurate with size and complexity”** with SSP components with new Notes
- New STD for States to ensure the **role of CAAs** is reflected in **emergency response planning and crisis management**
- New RP related to SMS **discretionary applicability**
- New RP for **management of change process at State level**



Pending Amendment 2 proposals Batch 2 Enhanced provisions related to SMS

- Reference to “**commensurate with size and complexity**” replaced with focus on **tailoring** SMS to each organization
- Proposed amendments to support implementation of the SMS framework with references to **system description and interfaces**;
- New RP for service providers to consider safety objectives established at the State level, where appropriate
- New note to highlight need to be aware of **risk management** efforts taking place **across other domains**



Pending Amendment 2 proposals Batch 3 Provisions related to the extension of SMS applicability

New STDs **extending SMS** applicability to:

- **RPAS operators** certified in accordance with Annex 6, Part IV and approved maintenance organizations providing services to them
- **operators of certified Heliports** in accordance with Annex 14, Vol II



Pending Amendment 2 proposals Batch 4 Enhanced provisions related to safety performance management

- New definition for ***safety objective***, and updated definitions for ***safety performance, safety performance indicator*** and ***safety performance target***
- **ALoSP** concept removed from existing STD and replaced with more foundational safety performance management provisions
- Updated RP to strengthen the **link between SSP and SMS** for safety **performance measurement and monitoring**
- Improved provisions to include the **use of qualitative means** for the establishment of safety performance indicators

Pending Amendment 2 proposals Batch 5 Enhanced provisions related to safety intelligence

- New definition for ***safety intelligence***
- Updated title and objective of Chapter 5 to emphasize the “development of safety intelligence” with a new RP to encourage States to develop a **safety intelligence strategy**
- Enhanced provisions related to the establishment of a **safety data collection and processing system** (SDCPS) related provisions
- A new RP to highlight the importance of safety data and safety information **governance** to support the development of safety intelligence by the States
- Updated provisions related to safety data and safety information analysis processes to **specify objectives**
- Strengthened provisions to require States to **facilitate** the exchange of safety information and safety intelligence and promote collaboration within the aviation community

02

Guidance Material



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Guidance Documents

Safety Management Manual (Doc 9859)



NEW Safety Intelligence Manual (Doc 10159)



Safety Management Manual (Doc 9859)

5th Edition

Expected publication date: End of 2025



Doc 9859

Safety Management Manual

Fourth Edition, 2018



Approved by and published under the authority of the Secretary General

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Improvements and Additions

- 1) Guidance on tailoring SSP and SMS to the needs of the organization
- 2) Guidance on developing and using safety performance indicators (SPIs)
- 3) Guidance on the link between safety performance management and safety risk management
- 4) Guidance on application of safety intelligence in safety risk identification and management
- 5) New and dedicated chapter on safety risk management

Safety Intelligence Manual (Doc 10159)

1st Edition

Expected publication date: End of April
2025 (Advance unedited version)



Doc 10159

Safety Intelligence Manual

First Edition — 2025

Draft

Disclaimer

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Approved by and published under the authority of the Secretary General

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What Is Safety Intelligence?

Safety intelligence is the outcome of the systematic and structured process of collecting, analysing, interpreting and disseminating safety data and safety information with the objective of supporting data-driven decision-making.



Advantages of Developing a New Manual

- Existing content expanded and improved
- Brand new chapters added
- Better link to safety risk management
- Several suggestions for “good practices” and ideas for implementation
- Possibility of updates and revisions independently (from SMM)

Chapter 5. Safety data collection and processing systems.....	5-1
5.1 Introduction.....	5-1
5.2 Safety data and safety information collection	5-2
5.3 Taxonomies.....	5-7
5.4 Safety data processing	5-9
5.5 Safety data and safety information management	5-10

Chapter 6. Safety analysis	6-1
6.1 Introduction.....	6-1
6.2 Types of analysis.....	6-2
6.3 Reporting of analysis results	6-4
6.4 Safety information sharing and exchange	6-5
6.5 Data-driven decision-making.....	6-7

Chapter 7. Protection of safety data, safety information and related sources.....	7-1
7.1 Objectives and content.....	7-1
7.2 Fundamental principles	7-1
7.3 Scope of protection.....	7-3
7.4 Level of protection	7-5
7.5 Principles of protection	7-7
7.6 Principles of exception.....	7-11
7.7 Public disclosure	7-15
7.8 Protection of recorded data	7-17
7.9 Safety information sharing and exchange	7-17

Advantages (cont'd)

Better support for implementing SDCPS and safety intelligence provisions

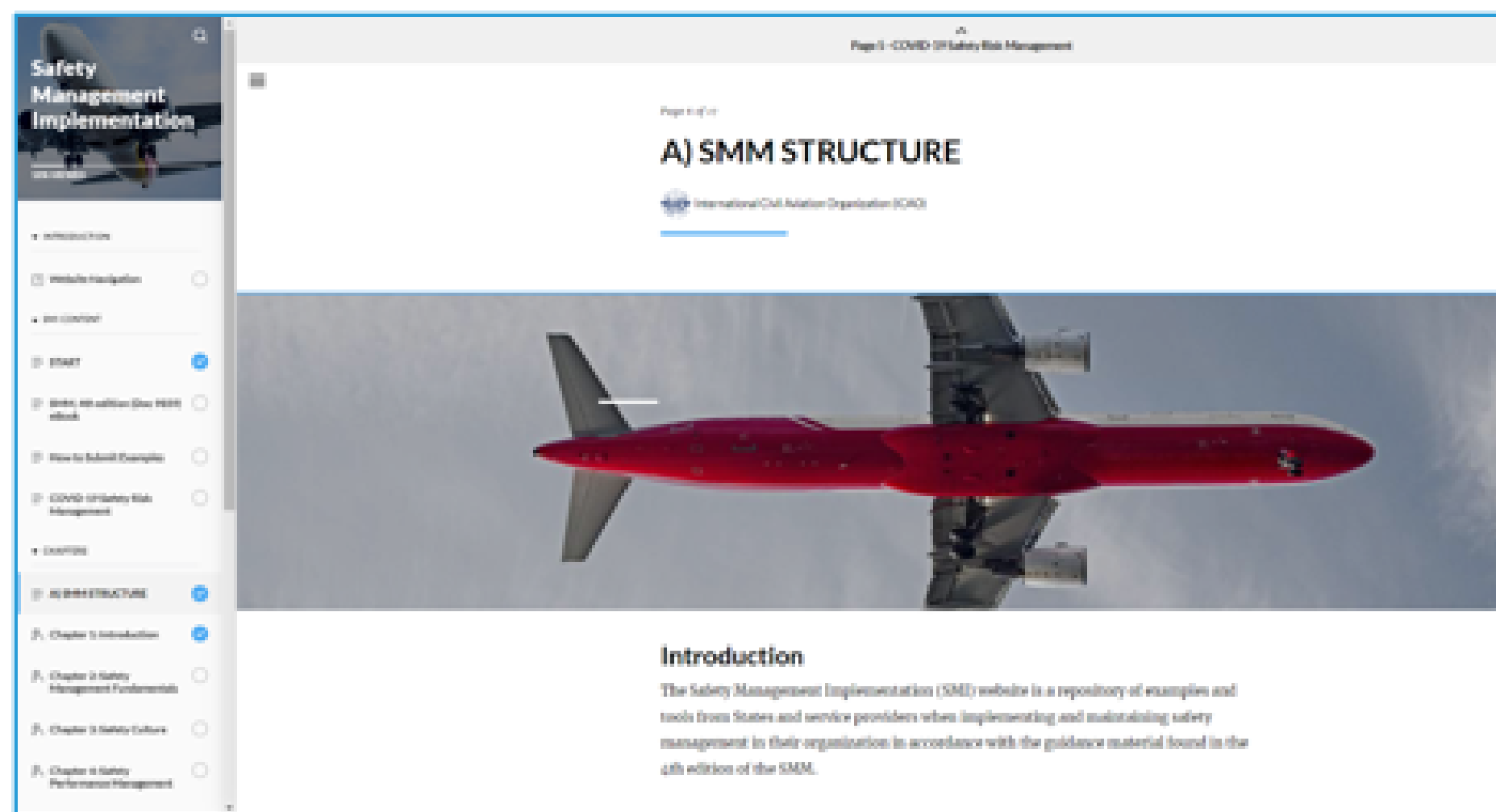
- Many States still identify SDCPS implementation as one of the main challenges in implementing their State Safety Programme (SSP).
- Results of the global survey on “Challenges Faced by States in Implementing Annex 19” in 2021
- Results of global survey on “Global Aviation Safety Plan (GASP) Update” in 2024
- Feedback from ICAO regional offices



Proposed Content

- 1) Introduction to safety intelligence (definitions; benefits; strategy; function) – **NEW**
- 2) Safety data and safety information (data sources; reporting mechanisms; protection; data collection; taxonomies)
- 3) Safety data processing – **NEW**
- 4) Safety data collection and processing system (SDCPS) – **NEW**
- 5) Governance and management of safety data and safety information – **NEW**
- 6) Data analysis
- 7) Use of analysis
- 8) Sharing and exchange of safety information and safety intelligence – **NEW**

The Safety Management Implementation website (www.icao.int/SMI)



- Launched in 2018 to complement the SMM, 4th ed.
- Initially built on an online learning platform
- Will be moved to a new platform and will be aligned with new structure of guidance material
- We will continue collecting practical examples to support effective implementation



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—
Thank You!



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SSP and NASP Implementation



Mr. John Thomson
Senior Technical Advisor – Safety Management
UK Civil Aviation Authority International



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APAC Safety Management Seminar

3-5 February 2025 Bangkok

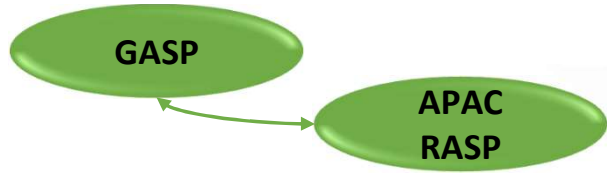
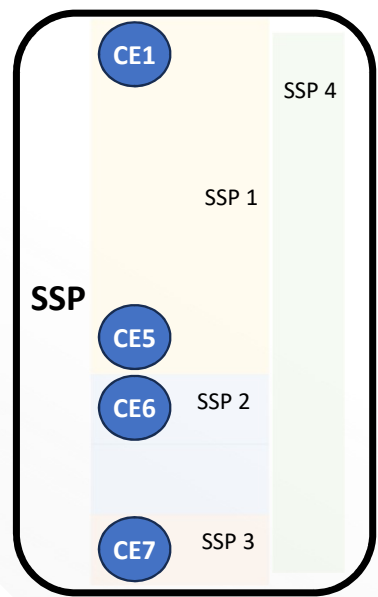
Session 1 – SSP and NASP Implementation
John Thomson UK CAA International

Let's Start with a question.

**My State doesn't have
a fully established
SSP or a NASP, where
should we start?**



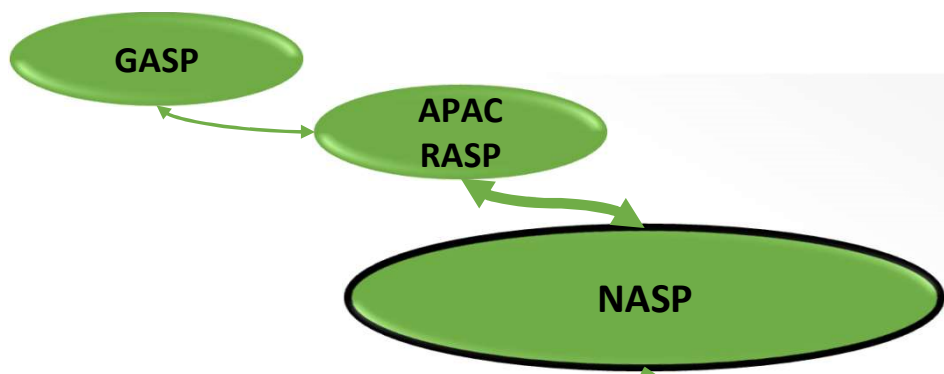
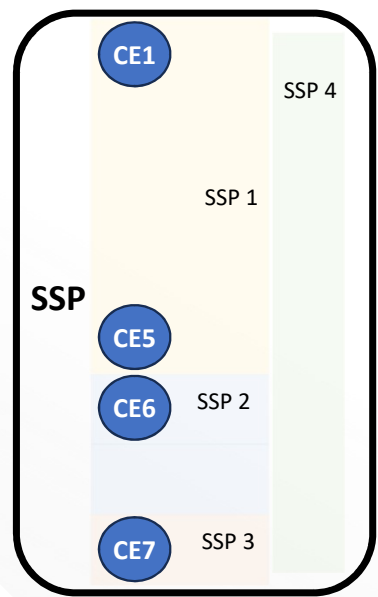
Q: We don't have a fully established SSP or a NASP, where should I start?



Start by reviewing the GASP and RASP for High Risk Categories and Organisational Challenges, this gives you a starting point. Next, review these other documents to gain an understanding of where your SSP is in its development.

- ICAO Annex 19 Safety Management
- ICAO Doc 9859 Safety Management Manual
- ICAO Doc 9734 Safety Oversight Manual Part A
- ICAO Doc 10159 Safety Intelligence Manual*
- Results of a SSP Self Assessment (OLF) or Gap Analysis (iSTARS)*

Q: We don't have a fully established SSP or a NASP, where should I start?

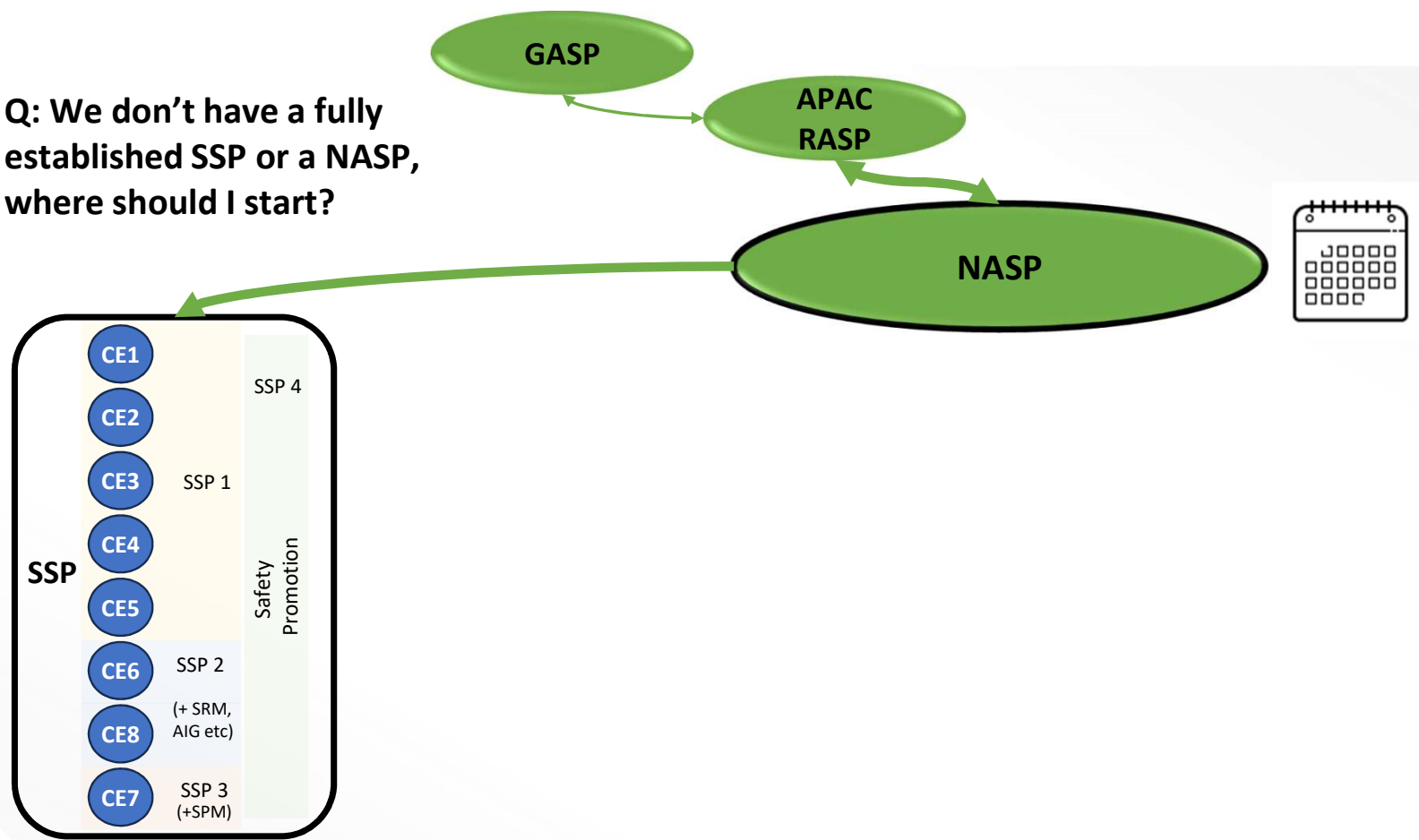


Your NASP should be drafted, in line with these additional documents, addressing the findings of these reviews and assessments.
How the progress of NASP actions are to be monitored also needs to be considered during its development.

- ICAO Annex 19 Safety Management
- ICAO Doc 9859 Safety Management Manual
- ICAO Doc 9734 Safety Oversight Manual Part A
- ICAO Doc 10159 Safety Intelligence Manual*
- Results of a SSP Self Assessment (OLF) or Gap Analysis (iSTARS)*

- ICAO Doc 10131 Development of RASPs and NASPs
- ICAO Doc 10162 Monitoring of RASPs and NASPs

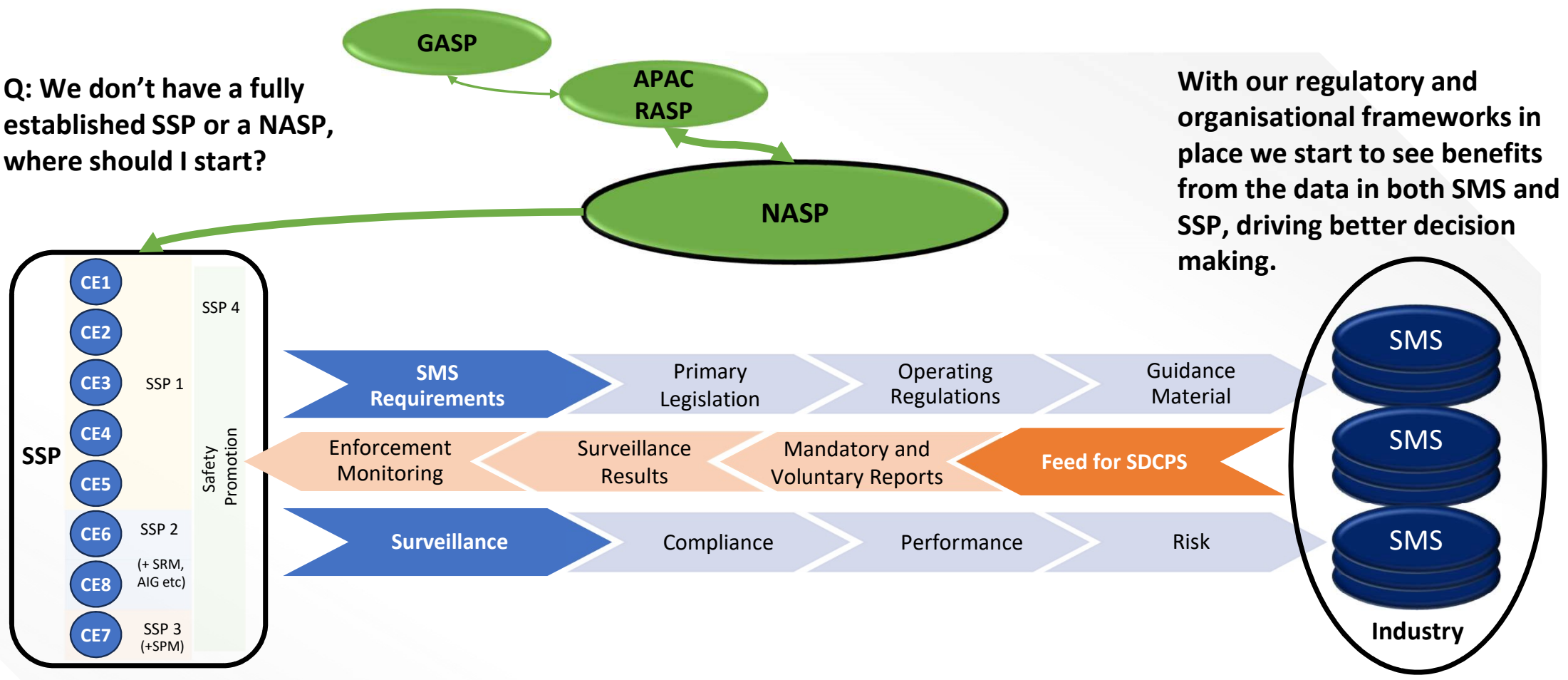
Q: We don't have a fully established SSP or a NASP, where should I start?



Over time your SSP is Established and Implemented.

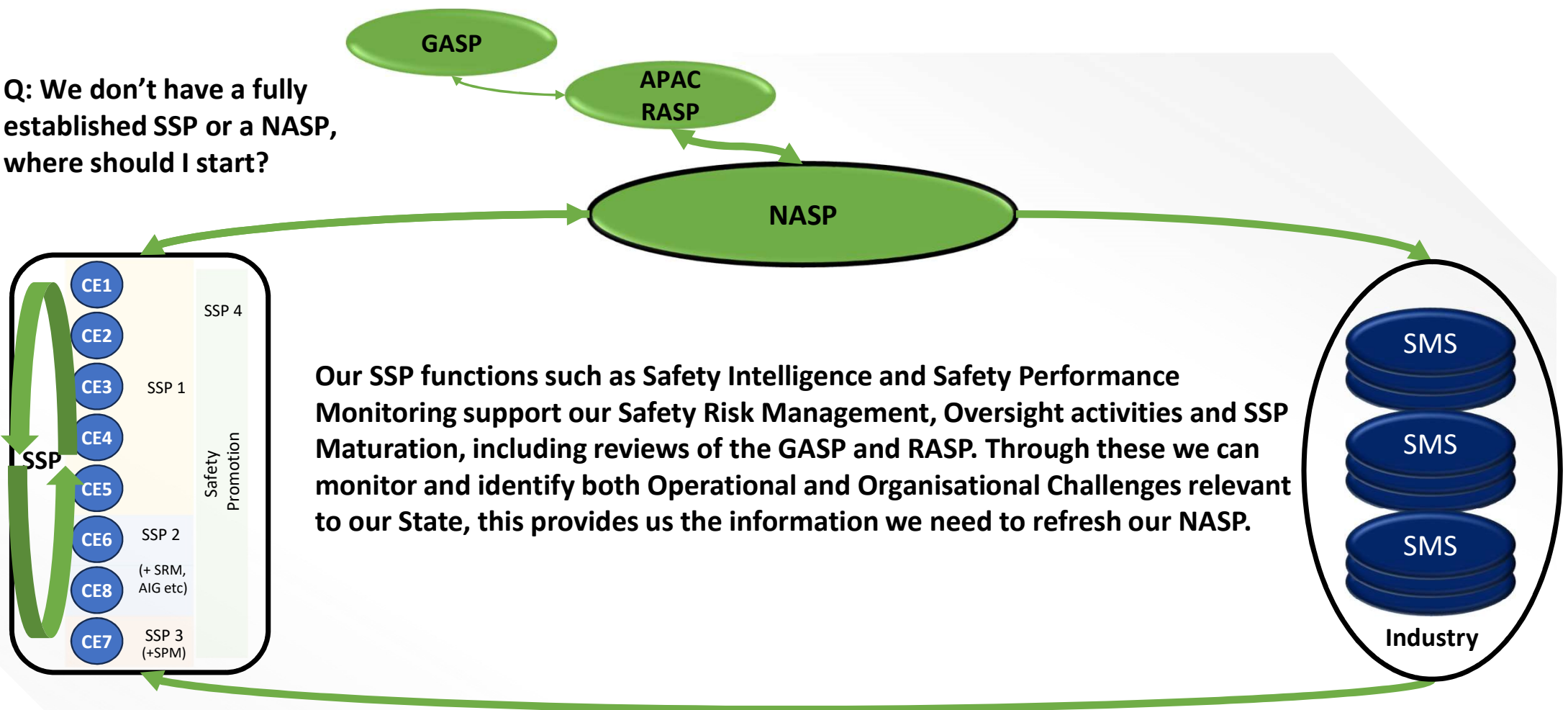


Q: We don't have a fully established SSP or a NASP, where should I start?

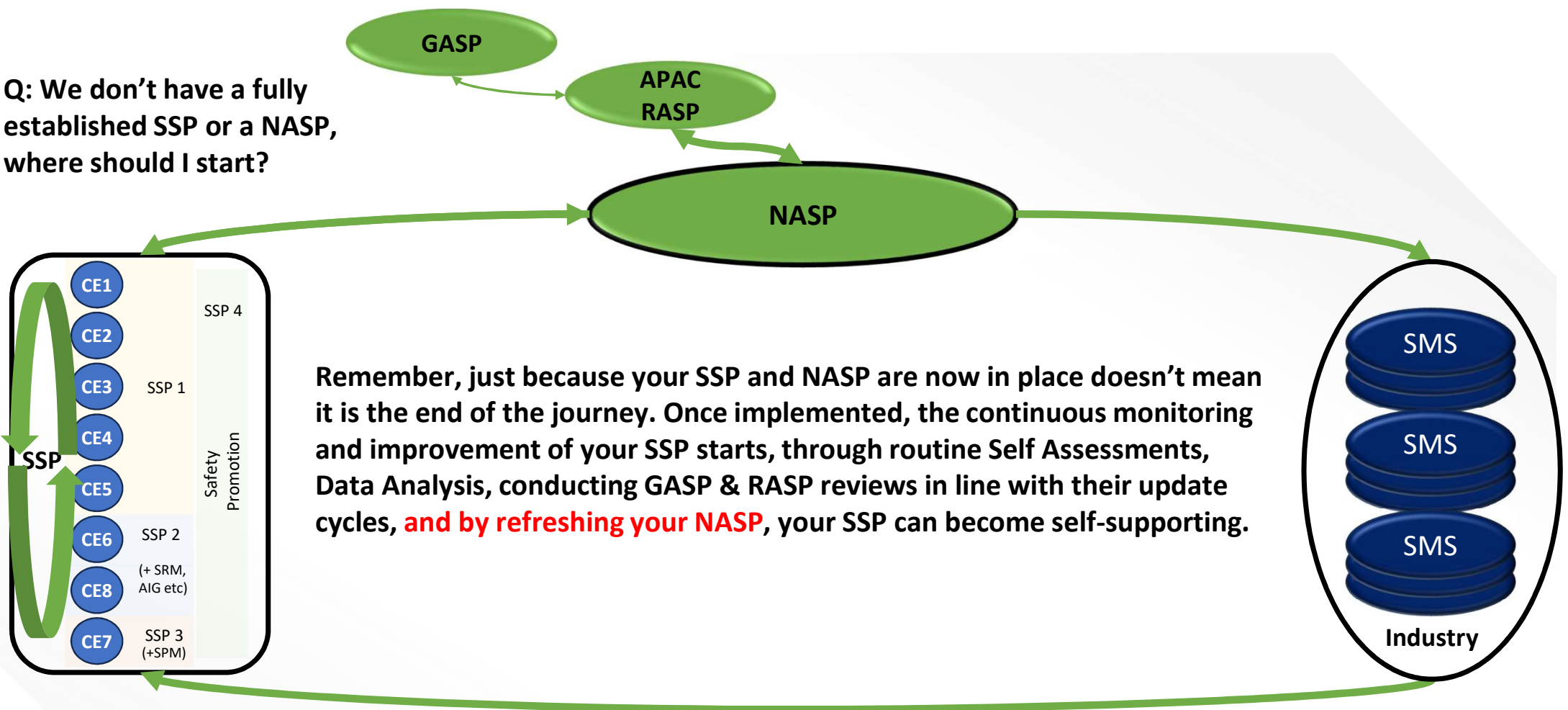


With our regulatory and organisational frameworks in place we start to see benefits from the data in both SMS and SSP, driving better decision making.

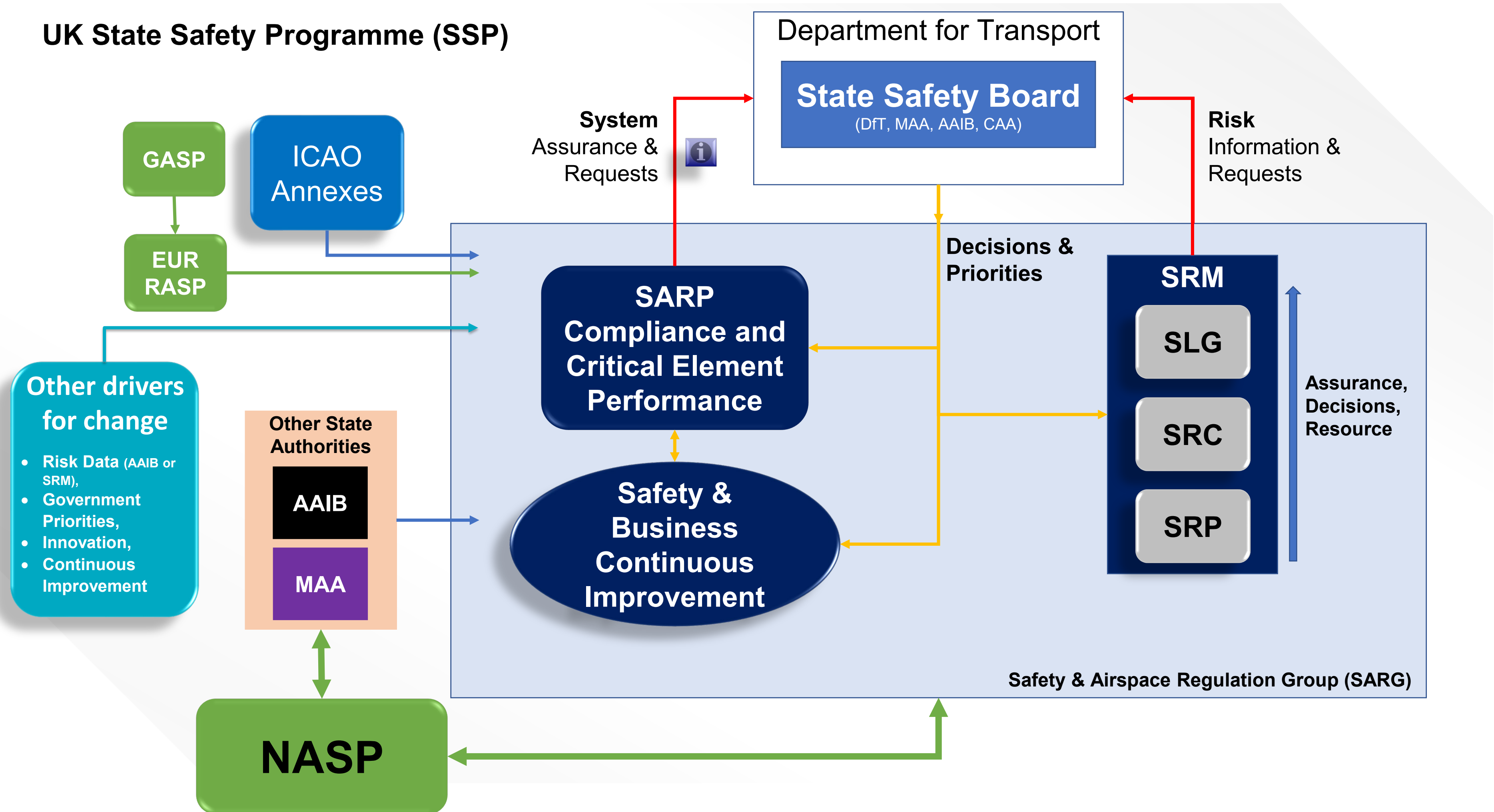
Q: We don't have a fully established SSP or a NASP, where should I start?



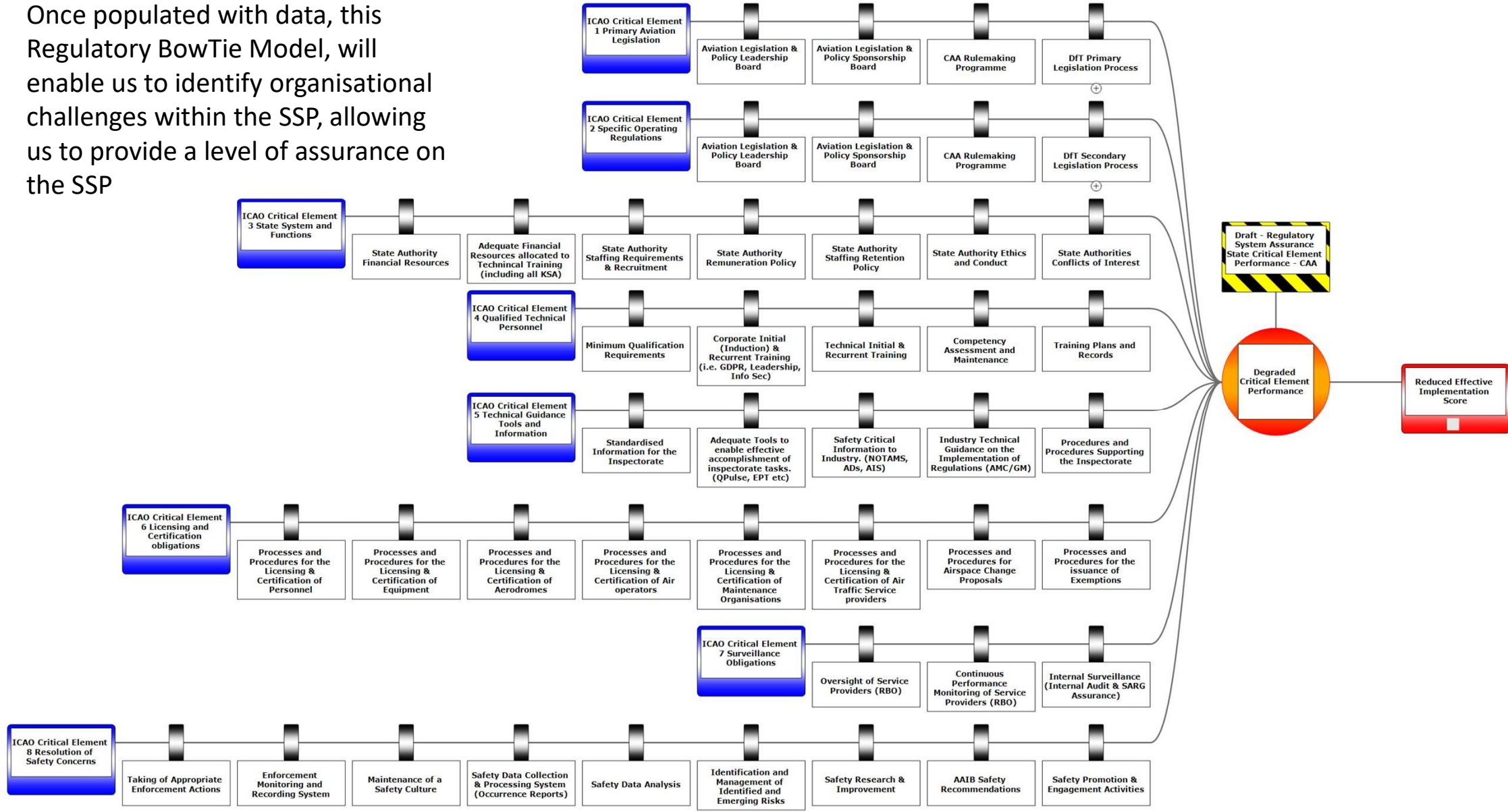
Q: We don't have a fully established SSP or a NASP, where should I start?



UK State Safety Programme (SSP)



Once populated with data, this Regulatory BowTie Model, will enable us to identify organisational challenges within the SSP, allowing us to provide a level of assurance on the SSP



Thank you !

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NASP: Singapore's Experience



Ruiyi Ang
Principal Manager (Safety Assurance)
Civil Aviation Authority of Singapore



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Singapore's SSP and NASP Journey



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Developing Singapore's NASP

Steps 1-4

1) Self-evaluation, horizon scan

- Highlight safety priorities & risks of international concern
 - HRCs & SEIs in GASP & RASP
 - Discussions at ICAO Conferences, RASGs/RASTs, etc.
 - OLF tool and deficiencies
- Evaluate safety data for trends / issues
 - e.g. SDCPS, Risk WG



3) Publication

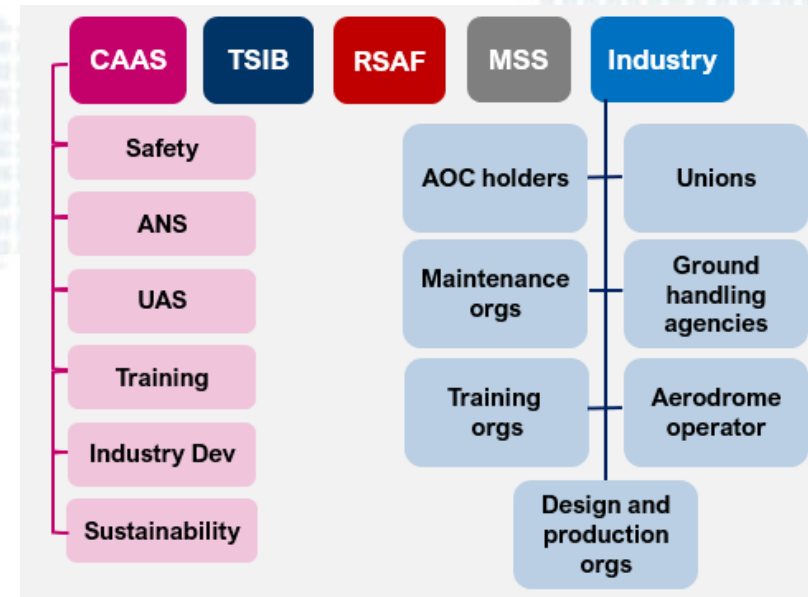
- Plan becomes endorsed by NASC
- Publication & distribution of NASP
- Raise awareness of new plan at industry engagements



Steps 5-7

2) Consultation, inputs, and drafting

- Engage key stakeholders on safety concerns, priorities & actions to be included
 - Identify key stakeholders
- Ensure continued collaboration with stakeholders to implement actions
- Drafting the plan



Step 8

4) Monitoring & Tracking

- Regular tracking & reporting of progress / completion to
 - NASP WG, SWC, & NASC
- Share on implementation of relevant actions during industry engagements



Singapore's NASP 2022-2024 Edition

- **The Singapore NASP was a strategic planning document created by CAAS to address aviation safety within Singapore**
 - A three-year action plan to achieve the broader foundations of the Singapore SSP

ICAO Global Aviation Safety Plan (GASP)

Asia-Pacific Regional Aviation Safety Plan (AP-RASP)

Strategic Priorities

Mitigate operational safety risks
Enhance regulatory regime
Enable enterprise and innovation
Contribute to aviation safety globally and regionally

Actions

Operational safety
Policies and rules
Safety management
Data and digitalization
Regional and global aviation safety



HRCs & SEIs in GASP & AP-RASP

Global and Regional Plans/Roadmaps



Gap Analysis

GASP 2026-2028 SEI	Indicators	Yes/No?	Justification
SEI-1 – Consistent implementation of ICAO SARPs at the national level	1A – Work at the national level to address Significant Safety Concerns as a priority	Yes	Singapore does not have any SSCs
	1B – Address all protocol questions (PQs) of the USOAP Continuous Monitoring Approach (CMA)	Yes	Singapore has addressed all of the 2020 PQs
	1C – Establish primary aviation law and regulations, to empower the competent authority to conduct regulatory oversight, this includes separation of oversight functions and service provision functions (CE-1 and CE-2)	Yes	The latest 2024 PQs were released in October 2024. Singapore will continue to assess and provide our responses via the USOAP online framework.
	1D – Increase the level of compliance with ICAO SARPs and the EI of CEs at the national level (CE-1 to CE-5)	Yes	Singapore established the Air Navigation Act in 1966 and subsidiary regulations are available in the ANR.
	1E – Establish a process for the identification of differences with ICAO SARPs (CE-2)	Yes	With regard to the separation of oversight and service provision functions. The CAAS Act - Section 7 details oversight and service provision separately. In 2010 and 2011, The Minister issued CAAS direction on ensuring the segregation of ANSP and Regulator
	2A – Establish and maintain an independent regulatory oversight authority, which	Yes	Singapore EI score has progressively increased to 99.69% (as assessed in 2022).
			Singapore maintains a database of differences files with ICAO on the SRG Intranet. CAAS SRG PP 05 details the procedure for filing difference with ICAO and CAAS SRG PP10 on the Compliance Checklist. Singapore uses ICAO Electronic Filing of Differences (EFOD) system.
			With regard to the separation of oversight and service provision

NASP Actions

ACTIONS

In line with the identified strategic priorities, the NASP establishes an action plan for 2022-2024 to guide the safety developments of the Singapore aviation sector. CAAS and TSIB have been working with the industry where appropriate to implement these actions, which cover five areas:

A. OPERATIONAL SAFETY

B. POLICIES AND RULES

C. SAFETY MANAGEMENT

D. DATA AND DIGITALISATION

E. REGIONAL AND GLOBAL AVIATION SAFETY

A. OPERATIONAL SAFETY

Singapore is committed to reducing operational safety risks to as low as reasonably practicable. This section addresses operational safety risks identified earlier, through three areas – flight operations, provision of air navigation services, and aerodrome operations.

Flight Operations

Action	Lead	Completion
A.1 Focus safety oversight activities on Singapore air operators to ensure that operational and safety processes are robust, resources and crew manning are adequate, and crew proficiencies are monitored, as airline operations ramp up	CAAS	2022
A.2 Increase frequency of safety oversight activities on the airworthiness of aircraft that are returned to service following prolonged parking, through close monitoring of the aircraft reliability programme	CAAS	2022
A.3 Review and implement flight crew reactivation and induction training programmes to mitigate COVID-19 related risks, to enable safe ramp up of aviation activities	Singapore Air Operators	2022
A.4 Review the selection criteria, training requirements and oversight processes for Authorised Flight Examiners (AFE), to improve AFE capabilities and consistency of AFE assessments, ahead of the introduction of competency-based training	CAAS	2023
A.5 Review flight crew training regulations and collaborate with Singapore air operators to fully implement competency-based flight crew training to improve abilities to handle uncertain, unexpected and unprecedented in-flight situations	CAAS	2024

Singapore National Aviation Safety Plan 2022-2024 | 13

Action	Lead	Completion
A.6 Review flight crew training requirements to reinforce key manual handling abilities and automation management competencies	CAAS	2024
A.7 Review regulations and guidance to provide clarity on the responsibilities of shippers and their agents in the declaration of dangerous goods, to reduce risk of carriage of undeclared dangerous goods	CAAS	2023
A.8 Launch communications and training campaign to increase awareness of undeclared dangerous goods and potential penalties, to address relevant risks including inadvertent carriage by unapproved entities	CAAS	2023
A.9 Expand the scope of the aircraft type acceptance evaluation to strengthen the airworthiness assessment of the type design of aircraft used by Singapore air operators	CAAS	2023
A.10 Develop regulatory framework and guidance for the operation of aircraft equipped with enhanced visual systems operating under performance-based aerodrome operating minima (PBAOM)	CAAS	2024
A.11 Develop a data analysis framework and programme with Singapore air operators to deepen analysis of flight operations safety data and occurrences and uncover safety vulnerabilities	CAAS, Singapore Air Operators	2024



Organisational Support Structure

National Aviation Safety Committee (NASC)

Chaired by Director-General, CAAS

Bi-annual



SSP Working Committee (SWC)

Chaired by Deputy Director-General, CAAS

Monthly



Risk Working Group

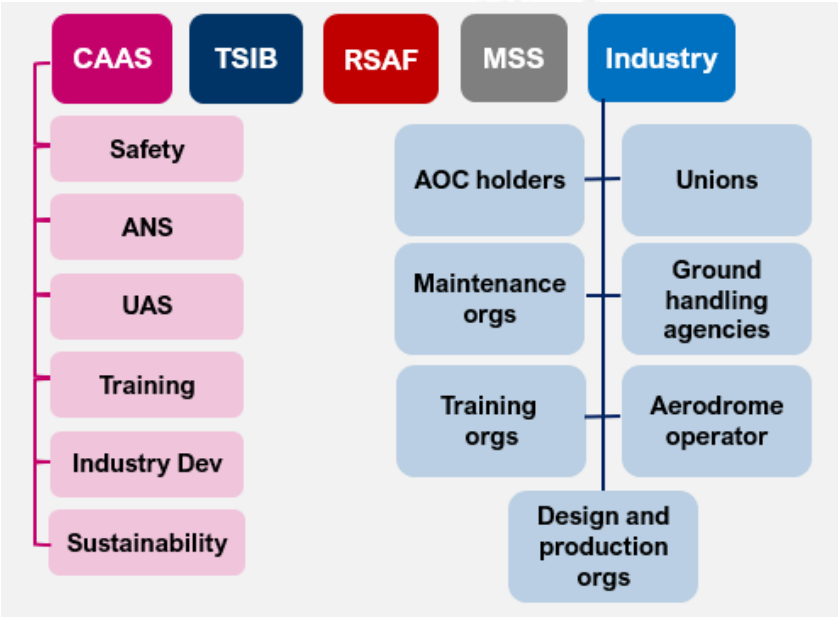
Chaired by Deputy Director (Safety Policy & Planning)
(Safety Regulation Group), CAAS

Monthly

NASP Working Group

Chaired by Head (Strategy and Planning) (Safety Regulation Group), CAAS

Monthly



Implementation Tracking

Year	Status	Actions						
		Operational Safety			Policies & Rules	Safety Management	Data & Digitalisation	Regional & Global Safety
		Flight Operations	Provision of ANS	Aerodrome Operations				
2022	Completed							
	WIP							
	Not Started							
	Total							
2023	Completed							
	WIP							
	Not Started							
	Total							
2024	Completed							
	WIP							
	Not Started							
	Total							

Actions		Yr	Progress Updates	Internal Target
Provision of ANS				
A.15	Conduct review of air traffic control (ATC) coordination procedures with the Republic of Singapore Air Force to ensure smooth and safe civil-military coordination [AAR/ATSR]	2022		



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PANEL



Yamani CHAN

Senior Operations
Officer (Strategic
Safety)

HKCAD

Hong Kong Civil
Aviation Department

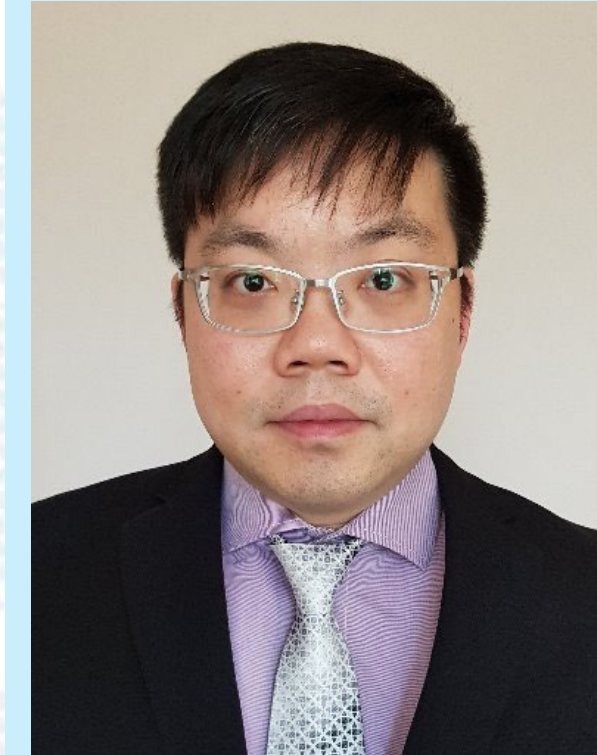


John Thomson

Senior Technical
Advisor – Safety
Management

UKCAAi

UK Civil Aviation
Authority international



Ruiyi Ang

Principal Manager
(Safety Assurance)

CAAS

Civil Aviation
Authority of
Singapore



Hasan Mujahid

Additional Director
SSP

PCAA

Pakistan Civil Aviation
Authority



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Session 1(ii): Implementation Progress of SSP and NASP[#], and their relationship

[#] As at end 2024, **16 APAC States / Administrations** published NASP [on ICAO website](#)

Pause & Relax ...

How have you been benefited from SSP / NASP ?
(Please try to describe with one or a few words)



Session 1 Word Cloud | Recent developments on safety management

How have you been benefited from SSP / NASP ?

Safety Risk Identification
Safety cannot compromise
Risk evaluation and mitigation
Developing of state SPIs
Monitor safety performance
State Safety Policy
direction to dev SMS
Importance of promoting Safety
Not at all. ssp Training Develop SPI
State commitments
Safety Analyst safety promotion Thailand
Safety Policy
safety culture awareness
manage risk systematically
Gain knowledge Yes reporting system Korea
Republic of Korea Safety promotion activities enhanced the SSP
Direction safety reporting
pre identified HRC Good Informative Focus approach
risk management Safety report
safety management implementation Company Safety Culture
Clarity of risks Guidance Safety improvements New SPI development
risk register management
knowing concept safety system

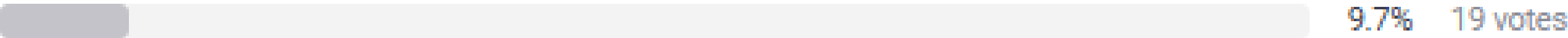


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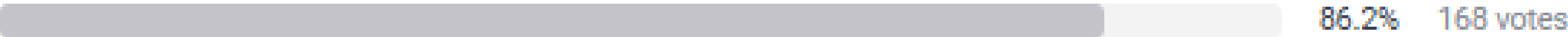
Session 1 Poll | Recent developments on safety management

Can you help us pick a safety slogan?

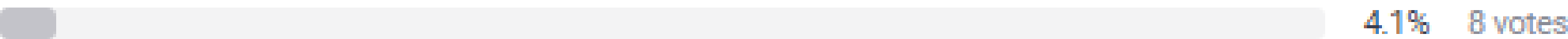
Safety: your interest, our business



Safety is not a destination, it is a journey



If you're interested in safety, we are interested in you.



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Session 1 Q & A | Recent developments on safety management

65
VOTES

+65

-0

Anonymous • 03 Feb 2025, 11:19 AM • Allowed • Answered

how to align your NASP SPI to the SMS SPI

Answer ratings Good



23
VOTES

+23

-0

Anonymous • 03 Feb 2025, 11:19 AM • Allowed • Answered

What was your greatest achievement in establishing your SSP?

Answer ratings Good



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