

Session 5

Organizational Challenges

Overview

- What is ORG challenge?
- Why do we need to identify ORG challenges?
- How do we identify ORG challenges?
- Facilitated Exercise I (Part 2)

What is an ORG Challenge?

- Organizational challenges are systemic issues
- Take into consideration impact of ORG aspects
- on State's SO & SM capabilities
- Examples of ORG aspects
 - ORG culture
 - policies & procedures
 - employee selection & training
 - allocation of resources



What is an ORG Challenge?

- “Organization” refers to State’s aviation-related entities
 - such as CAA & AIA
- In national context, also include service providers
 - Aircraft operators
 - ATS providers
 - ATOs
 - AMOs
 - Operators of aerodromes

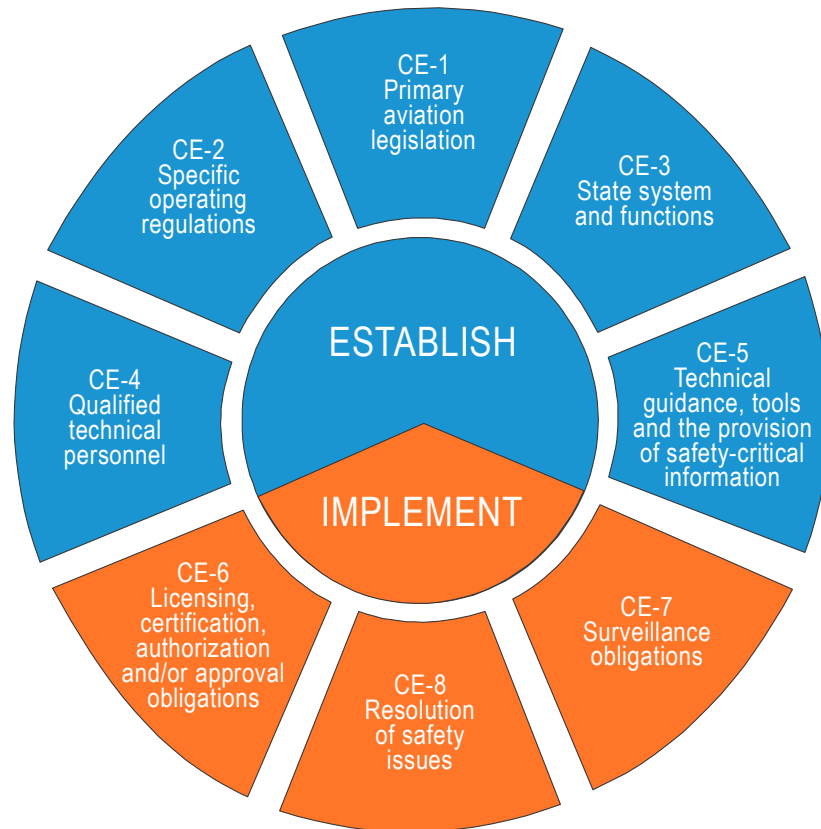


Why Identify ORG Challenges?

- Organizational challenges need to be identified & addressed
 - to improve State's safety oversight & safety management capabilities
 - and ultimately enhance safety overall
- ICAO defines 8 Critical Elements of safety oversight system
 - CEs encompass whole spectrum of civil aviation activities
 - Building blocks of effective safety oversight system
- ICAO also defines 8 Audit Areas
 - refer to civil aviation areas, covered in USOAP CMA



Critical Elements & Audits Areas



Primary aviation legislation & specific operating regulations (LEG)	Airworthiness of aircraft (AIR)
Civil aviation organization (ORG)	Aircraft accident & incident investigation (AIG)
Personnel licensing & training (PEL)	Air navigation services (ANS)
Aircraft operations (OPS)	Aerodromes and ground aids (AGA)

How To Identify ORG Challenges?

- Standardized Framework for Identification of ORG Challenges
- Follows same structure & components as one for HRCs
- Criteria focuses on
 - Operational context description
 - Safety oversight system & capabilities
 - SSP establishment & management
 - Consideration of Global & Regional ORG Challenges in setting National





Operational Context Description

- Main points to cover
 - Traffic volume data
 - Number/types of aerodromes & heliports
 - Airspace classifications
 - Types of operations
 - Complexity of ops
 - PBN implementation
 - Impact of socio-political issues

Safety Oversight System & Capabilities

- State aviation activity questionnaire (SAAQ)
- USOAP CMA self-assessment
- Significant Safety Concerns (SSCs)
- 5 lowest scoring PPQ EI by AA & CE combination
 - based on State's "Heat Map"
- PQs used to assess Civil Aviation Organization & State System and Functions (ORG/CE-3)
- Refer to ICAO OLF: <https://soa.icao.int>



ICAO Online Framework

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ICAO USOAP

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CMAState DashboardSelf-AssessmentCAPPQ FindingsMIR

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Latest News

Annex Amendments 2023

November 13, 2023 15:42

Please note that the following 2023 annex amendments have been uploaded into EFOD:

- 1) Amendment 93 to Annex 10 Volume I
- 2) Amendment 14 to Annex 16 Volume I
- 3) Amendment 11 to Annex 16

[Read More](#)

New Excel export showing

[ICAO USOAP CMA Community](#)

Welcome to the ICAO Universal Safety Oversight Audit Programme (USOAP) Continuous Monitoring Approach (CMA) Online Framework

Language

English

StateX

Safety-critical Information



Updated

State Dashboard





Updated

SAAQ





Self-Assessment





CC/EFOD



USOAP CMA Self-assessment

PQ No.	Question	Language
	Show/Hide Extended Columns	
1.001 LEG CE-1 S	Has the State promulgated primary aviation legislation to enable it to address its obligations as a signatory to the Chicago Convention?	English Español Français Русский
1.005 LEG CE-1 S	Does the primary aviation legislation provide for the introduction/adoption and subsequent promulgation of specific operating regulations?	English Español Français Русский

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5 Lowest Scoring PPQs (AA & CE Combo)

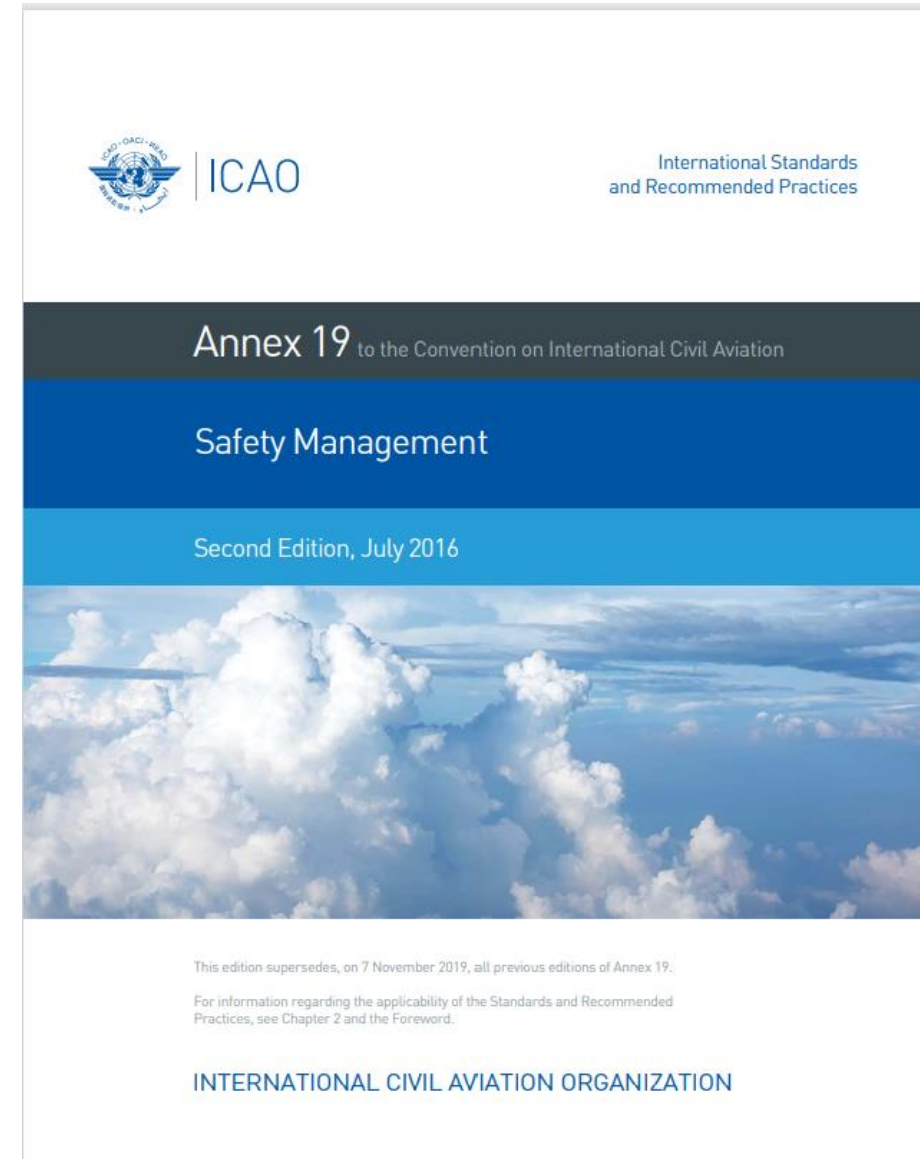


PQs to assess ORG/CE-3

PQ	Description
2.051 (PPQ)	Establishment & implementation of mechanism to ensure each SOA has sufficient financial resources to meet national/int'l obligations
2.053	Establishment of mechanism to ensure that each SOA has sufficient personnel to meet national/int'l obligations
2.103	Each SOA/AIA's ability to attract, recruit, and retain qualified technical personnel

SSP Establishment & Management

- USOAP CMA self-assessment (SSP)
 - <https://soa.icao.int>



USOAP CMA Self-assessment (SSP)

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PQ No.	Question
	Show/Hide Extended Columns
9.001 SSP	Has the State documented the functions and activities for the establishment and maintenance of the SSP?
9.005 SSP	Has the State designated the authority in charge of coordinating the establishment and maintenance of the SSP?
9.009 SSP	Does the State ensure that the responsibilities of the relevant State authorities regarding the SSP functions and activities are identified and defined, and that these authorities are involved in the implementation and maintenance of the SSP?
9.013 SSP	Does the State ensure that personnel of the State authorities involved in SSP establishment and maintenance are qualified to perform their functions and responsibilities?

Common ORG Challenges - GASP & RASP¹⁷

- If GASP calls for States to address specific ORG Challenge...
- If RASP calls for States in Region to address specific ORG Challenge...
- Consider it potential National ORG Challenge in NASP
- Refer to
 - GASP public website: www.icao.int/gasp
 - RASP Library: www.icao.int/rasp



Global ORG Challenges in GASP

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Global ORG Challenges 2026-2028

Lack of sufficient financial resources for safety oversight authority to meet national and international obligations

Lack of qualified technical personnel, primarily in AIG & AGA

Lack of regulatory process to address resolution of safety issues, primarily in AGA

Low level of SSP implementation at global level

Deficiencies in safety data & safety information collection, analysis, and exchange, to support safety management activities

Points to Remember

- Important to address ORG challenges on top of ops safety risks
- Systemic issues that may impact SSO & SM capabilities
- Standardized Framework is tool to identify ORG challenges
- Focus on improving SSO & SSP



Facilitated Exercise I

Develop a List of Prioritized
National Safety Issues (Pt. 2)

Your Tasks

- Using Standardized Framework for ORG Challenges + SME
 - conduct evaluation of StateX (based on Appendix A)
- Based on results of evaluation
 - compile list of identified hazards & safety deficiencies
- Discuss & select top hazards/deficiencies as State's ORG challenges
 - draft list of prioritized national safety issues
 - include reason for selecting each issue (as ORG challenge)
- Complete Appendix B
 - Time allocated: 1h30

ORG Challenges

Justification

