

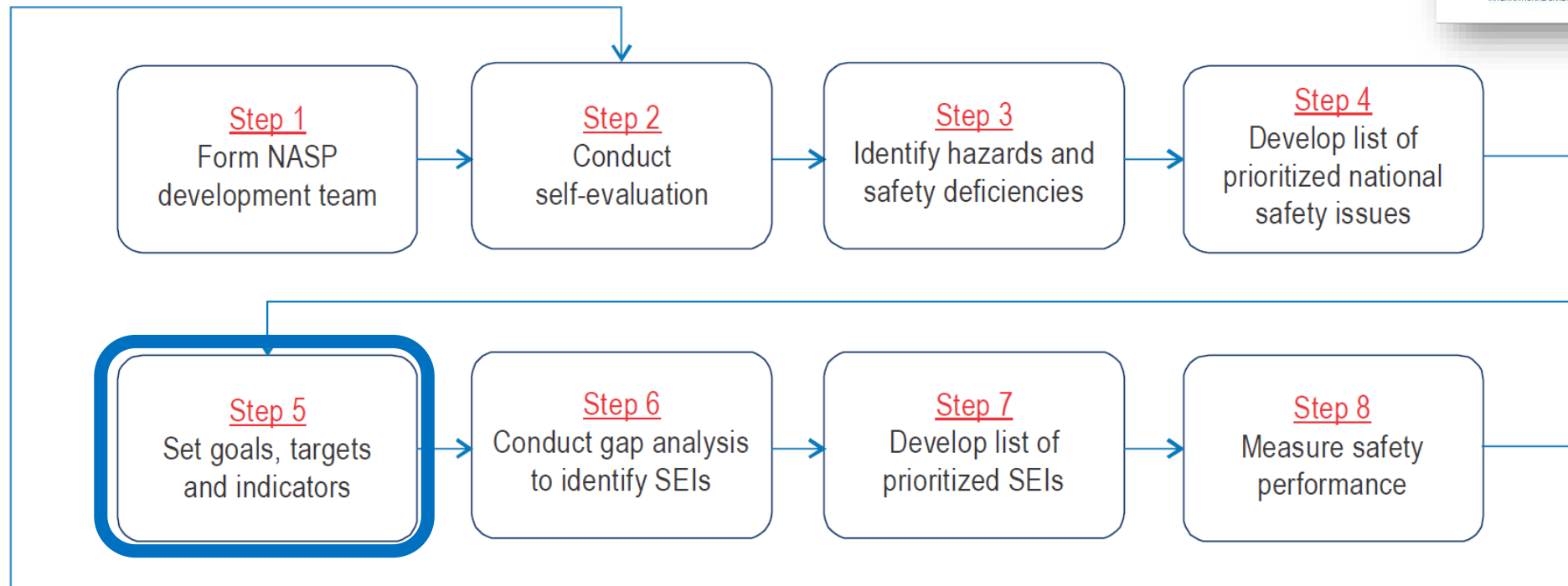
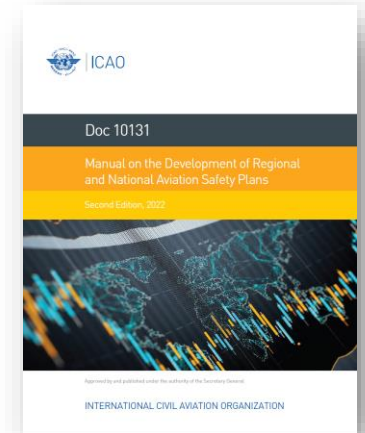
Session 9

Drafting Goals, Targets and Indicators

Overview

- Challenges when drafting
- Framework for goals, targets and indicators
- Writing goals, targets and indicators
- Specific points for consideration
- Facilitated Exercise II

NASP Development Process



A close-up photograph of a hand holding a black fountain pen with gold-colored accents. The pen is held in a tripod grip, and the nib is visible at the bottom left. The background is a plain, light color.

Challenges When Drafting

- How do you write Goal?
 - vs target or indicator
- Level of granularity
 - how far to drill down?
- How many items can you measure?
- Do you have data to measure?
 - target & indicators

Use of Framework

- Standardized Framework for Development of Goals, Targets and Indicators
 - in Aviation Safety Plans
 - drafting goals, targets and indicators
- Addresses
 - Drafting criteria
 - Specific points for consideration
 - Examples & rationale



Writing Goals

- Describes **high-level outcome** State aims to achieve
 - desired results that strategy aims to produce
- Qualitative manner
 - e.g., using terms such as “strengthen” or “enhance”
- General manner, without citing specifics
 - e.g., “strengthen safety oversight”, not “recruit inspectors”
 - enables goal to remain high-level & linked to more than 1 target
- Can be understood as standalone statement
 - avoid including reference to documents
 - or anything that would require reader to crosscheck other source



Specific Points for Consideration



- Use list of national safety issues to set national safety goals
 - list points to topics State wishes to address through strategy
- Consider results toward which efforts in safety are directed
 - what is reason for wanting to hire more inspectors
 - or modify existing regulation?
- Identify what State wants to achieve, in terms of management of safety
 - e.g., better collaboration with stakeholders; improved oversight capabilities
- Express goal through qualitative action statements
 - on selected high-level/high-consequence outcomes
 - e.g., reduce ops safety risks

Specific Points for Consideration (2)

- Do not include quantification
 - number
 - % increase/decrease
 - trend
 - e.g., improve by 25%
- Do not identify who actions are directed to
 - e.g., CAA
- Each goal should contain at least 1 target



Example

Increase effective safety
oversight capabilities

- ✓ High-level outcome
- ✓ Does not identify who actions are directed to
- ✓ Qualitative & general
- ✓ Easily understood

— Writing Targets

- Describes specific desired outcome
 - from specific actions taken
 - to achieve goal, at certain point in time
- Identifies who specific outcome is directed to
- Quantitative or reference completed actions
 - e.g., using numerical values or percentage – “achieve 75% score”
 - e.g., “complete recruitment process of all new inspectors”
- Date by which outcome needs to be completed
- Can be understood as standalone statement



Specific Points for Consideration

- Use list of national safety issues to set national safety targets
 - at this level, list can be used to address specific items
 - vs general ones at level of goal
- Target should provide measurable way
 - of ensuring and demonstrating effectiveness of actions (i.e., SEIs)
 - linked to NASP
- Target is quantifiable benchmark State wants to reach, to meet goal
 - expressed in numerical terms
- Each target should be linked to goal (from which it is derived)

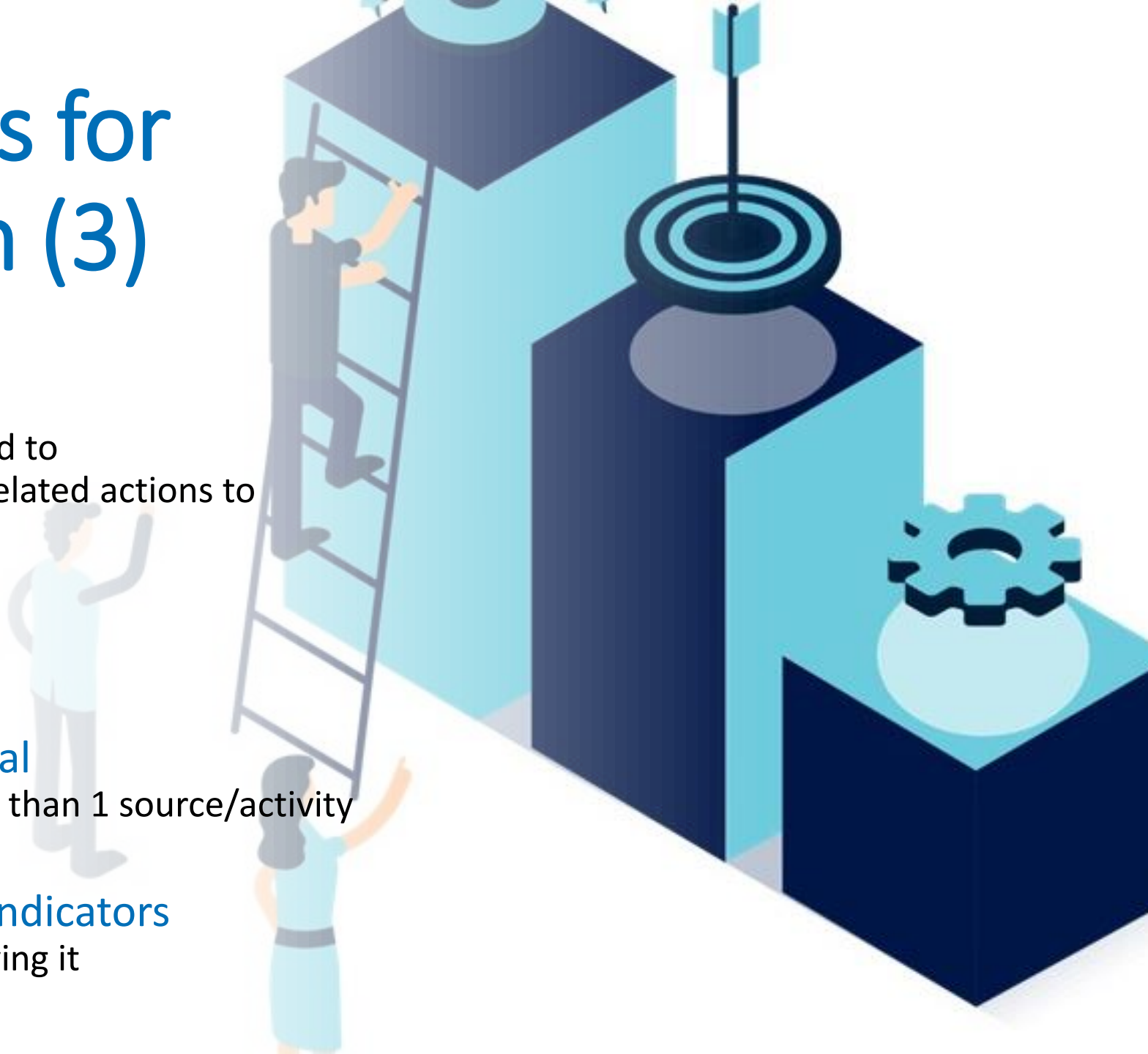
Specific Points for Consideration (2)

- Realistic & achievable, yet ambitious
 - with incremental increases towards (long-term) goal
- Acceptable to stakeholders
- Avoid writing target to level of task
 - e.g., holding meeting, completing checklist
 - tasks contributing to outcome may be captured by indicators

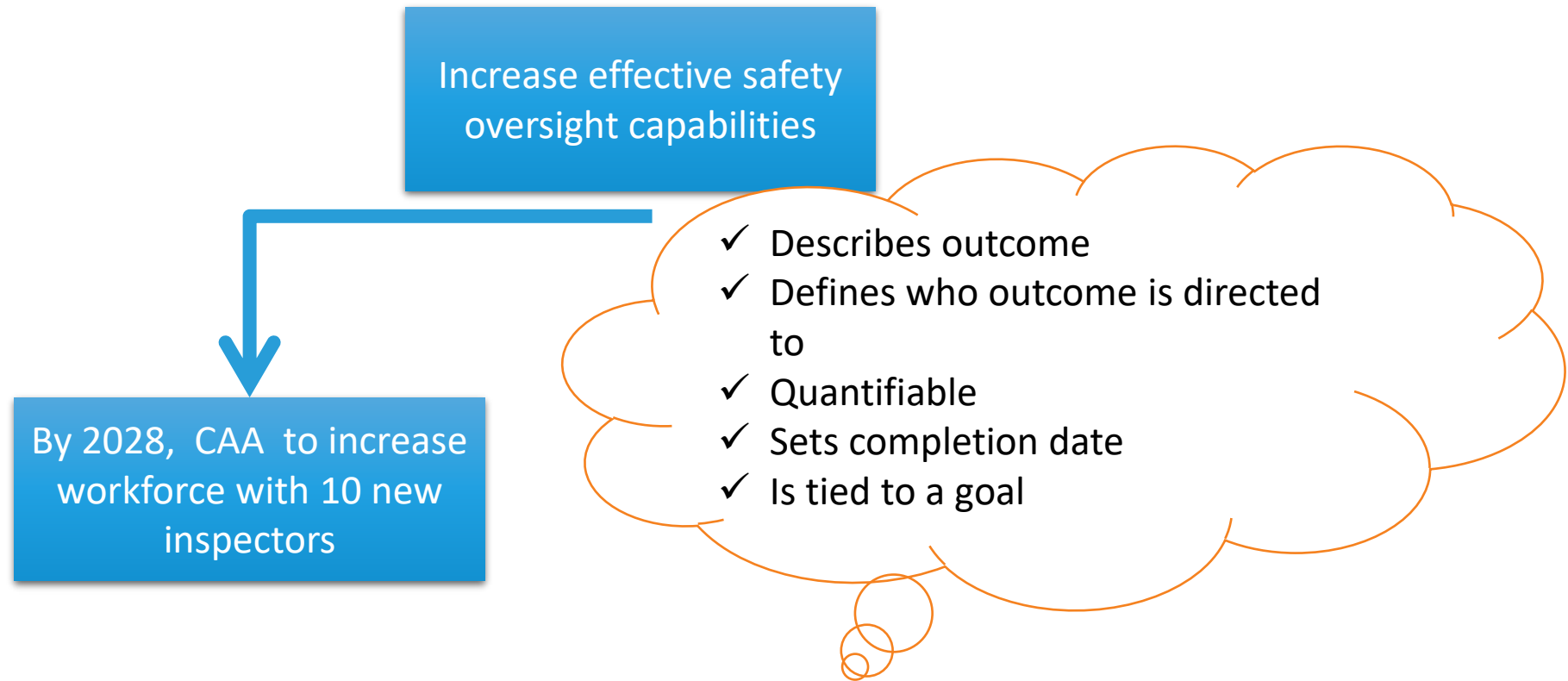


— Specific Points for Consideration (3)

- Target needs to includes 4 items
 1. Describes outcome
 2. Indicates who outcome is directed to
 - or who will be responsible for related actions to achieve outcome
 3. Includes quantifiable benchmark
 - is measurable
 4. Sets completion date
- Include more than 1 target per goal
 - to enable data collection from more than 1 source/activity
- Each target should include list of indicators
 - to measure progress towards achieving it



Example



— Writing Indicators

- Quantitative manner
 - without including values i.e., actual numbers or data
- Use quantifiers such as “percentage of” or “number of”
 - e.g., should not state “50%” or “5 occurrences/month”
- Indicator defines what will be measured
 - data to fill in the blanks will come during actual SPM
- Provides evidence about whether outcomes occurred
 - “negative” outcomes/occurrences that State wishes to avoid
 - “positive” achievements & indicative of desired outcome
- Can be understood as standalone statement



Specific Points for Consideration

- Indicator is measurement index
 - used to evaluate if NASP yields expected results (evidence)
- Measurable value to track progress in activities related to target
- Avoid writing indicator at high-level, or capturing several tasks
 - favour indicators that are specific & capture single tasks
 - indicators may measure tasks that contribute to desired outcome
 - or they may measure outcome itself
- Avoid use of qualitative references
 - favour quantitative ones
 - measure concrete action/task & be tangible

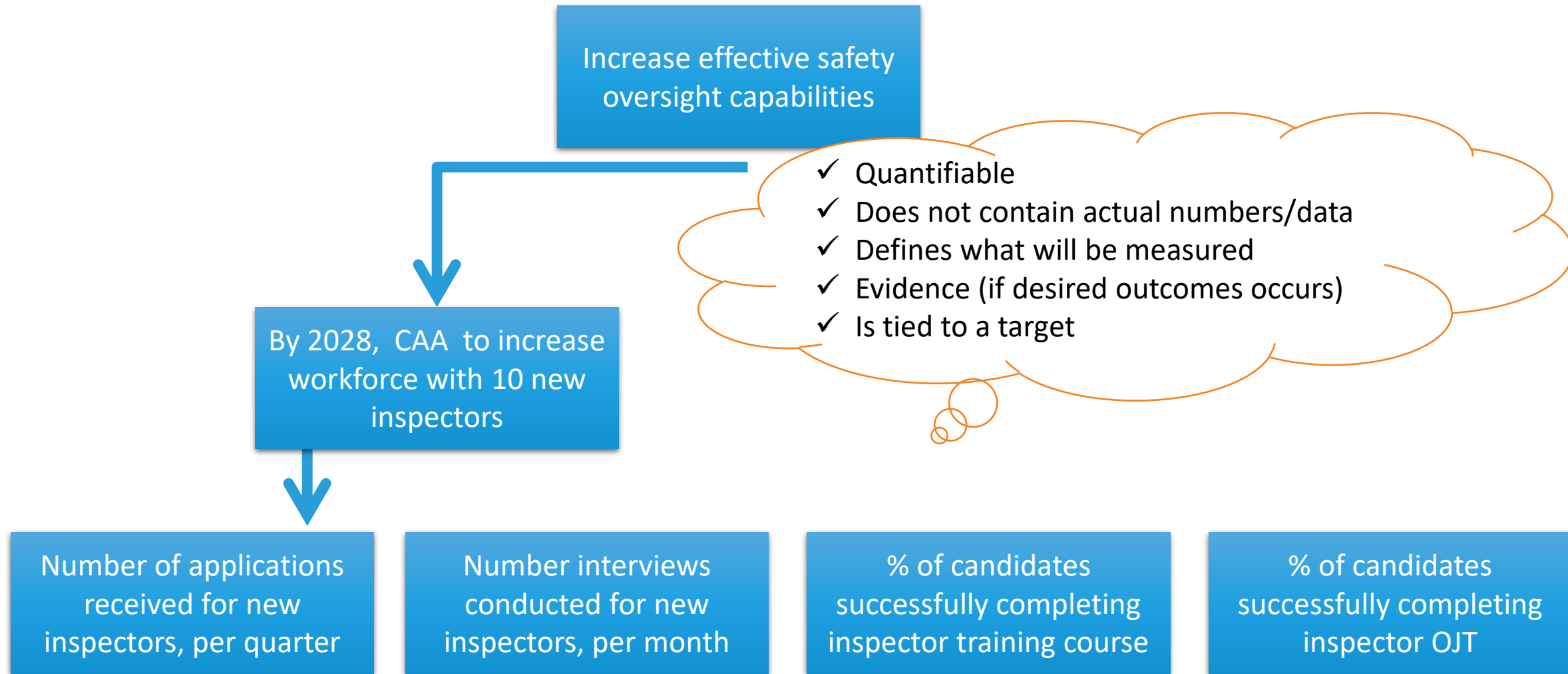




- Each indicator should be tied to target
- Find right balance in terms of numbers
 - include more than 1 indicator per target
 - to enable data collection from more than 1 source/activity
 - limit number of indicators
 - to amount that is realistically manageable

Specific Points for Consideration (2)

Example





Goal

Results toward which efforts in safety are directed

Present desired outcomes that strategy aims to produce

Written in manner that describes high-level outcomes that State aims to achieve



Target

Each goal should contain specific targets

Specific desired outcomes from specific actions taken to achieve goals, at a certain point of time

Written in a manner that identify who specific actions are directed to



Indicator

Each target should include list of indicators to measure progress towards achieving respective target

Indicators are measurement index used to evaluate if NASP yields expected results (evidence)

Written in a manner that references quantitative data

Points to Remember

- SPM process requires NASP to include goals/targets/indicators
- Framework assists with drafting
- Striking right balance is key



Facilitated Exercise II

Set National Goals, Targets and
Indicators

Your Tasks

- Based on list of prioritized national safety issues (Ex I)
 - draft national goals, targets and indicators
 - for inclusion in StateX's NASP
- Refer to Standardized Framework for guidance
- Review Appendix A
 - identify any other goals, targets and indicators, as per GASP
 - decide if to add any of these to list of national ones
- Complete Appendix B
 - Time allocated: 1h30

Goal	Target	Indicators	Link to GASP