

Appendix C to Chapter 2

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.

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

Item	Drafting criteria	Specific points for consideration	Example and rationale
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. • Write a target in a manner that identifies to whom the specific outcome is directed (for example, the CAA). • Write a target primarily in a quantitative manner (for example, using numerical values or percentage of defined values – “achieve a 75 per cent score”) or that references completed actions (for example, “complete the recruitment process of all new inspectors as defined in the hiring strategy” – this is equivalent to 100 per cent). • Write a date by which the outcome needs to be completed (for example, by 2030). • Write a target in a manner that can be understood as a stand-alone statement (avoid including a reference to a document or anything that would require the reader to cross-check other sources to understand what the goal is referring to).	• Use the list of safety issues to set targets (at this level, the list can be used to address specific items – versus general ones at the level of a goal). • A target should provide a measurable way of ensuring and demonstrating the effectiveness of actions (in other words, SEI) linked to the plan. • A target is a quantifiable benchmark to be reached, to meet a goal. A target should be expressed in numerical terms. • Each target should be linked to a goal (from which it is derived). • A target should be realistic and achievable, yet ambitious, with incremental increases towards a long-term goal. • A target should be acceptable to stakeholders – otherwise it may be difficult to track. • Avoid writing a target to the level of a task (for example, holding a meeting, completing a document) – tasks contributing to an outcome may be captured at the level of the indicators. • For completeness, ensure each target includes: 1) an outcome; 2) to whom the outcome is directed (or who will be responsible for related actions to achieve the outcome); 3) a quantifiable benchmark (in other words, it is measurable); and 4) a completion date. • Ideally, include more than one target per goal, to enable data collection from more than one source or activity. • Each target should also include a list of indicators to measure its progress. <i>Note.— The 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 SEI implementation.</i>	• <u>Example of a target:</u> “By 2028, the CAA to increase workforce with 10 new inspectors.” • <u>Rationale:</u> ✓ Describes outcome ✓ Defines to whom outcome is directed ✓ Quantifiable ✓ Sets completion date ✓ Is tied to a goal

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Indicator	- Write an indicator in a quantitative manner, without including values (in other words, actual numbers or data). - Use quantifiers such as “percentage of” or “number of” – without including numerical values (for example, an indicator should not state “50 per cent” or “five occurrences per month”) – the indicator defines what will be measured; the data to fill in the blanks will come during the actual safety performance measurement. - Write an indicator in a manner that provides evidence about whether the desired outcome occurred (for example, if a target is to recruit 10 new inspectors over five years, then an indicator may be the number of applications received per quarter). - Focus on “negative” outcomes or occurrences to be avoided (for example, fatal accidents) and “positive” outcomes or achievements indicative of the desired outcome (for example, trainings completed, inspections performed). - Write an indicator in a manner that can be understood as a stand-alone statement (avoid including a reference to a document or anything that would require the reader to cross-check other sources to understand what the goal is referring to).	- An indicator is a measurement index used to evaluate if the plan yields expected results (in other words, evidence). - An indicator represents a measurable value used to track progress in the activities related to a target. - 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. - Favour the use of quantitative references in an indicator – it should measure a concrete action or task and be tangible. - Evaluate each indicator before publication by populating the fields from Doc 10162 to ensure indicators are realistic. - Specify the following, for each indicator:¹ - rationale; - limitations; - definition of terms; - calculation method; - data set(s); - availability; and - provider. - Each indicator should be tied to a target. - Find the right balance in terms of numbers: - ideally, include more than one indicator per target, to enable data collection from more than one source or activity; - limit the number of indicators to an amount that is realistically manageable (for example, there is no sense in including 10 indicators per target if they will not be tracked).	<u>Example of an indicator:</u> “Percentage of candidates successfully completing the inspector training course” <u>Rationale:</u> ✓ Quantifiable ✓ Does not contain actual numbers or data ✓ Defines what will be measured ✓ Provides evidence (to help determine if desired outcomes occur) ✓ Is tied to a target

1. As described in the *Manual on Monitoring Implementation of Regional and National Aviation Safety Plans* (Doc 10162).