



WORKING PAPER

THIRTEENTH AIR NAVIGATION CONFERENCE

Montréal, Canada, 9 to 19 October 2018

COMMITTEE B

- Agenda Item 6: Organizational safety issues**
6.2: Implementation of safety management
6.2.1: State safety programmes (SSPs)

**CHANGE MANAGEMENT TRAINING AS A TOOL FOR THE EFFECTIVE
IMPLEMENTATION OF SAFETY INITIATIVES**

(Presented by the Dominican Republic)

EXECUTIVE SUMMARY

This paper recommends introducing change management training as part of the process to implement ICAO global plans and technical projects with a view to minimising all possible safety risks. Change management training would allow for collaborative decision-making and precautionary transition and familiarisation phases, and would strengthen the development and delivery of aviation technical projects.

Action: The Conference is invited to:

- a) support the content of this paper, urging States to implement change management training as a core component of project planning and delivery;
- b) [request ICAO bodies to] draft new provisions and guidance to assist States in building capacity for change management; and
- c) consolidate projects that help improve safety through participation and collaborative decision-making and make change management a pre-requisite for success.

1. INTRODUCTION

1.1 In any State, the air navigation systems and the aviation system in general are constantly evolving to keep up with new trends, technologies and procedures. The Standards and Recommended Practices of the International Civil Aviation Organization (ICAO) serve as a resource for the implementation of projects that pose major challenges.

1.2 Projects are often implemented in units that are staffed and managed by personnel who do not participate in the planning and organization of the procedures that they must subsequently follow in order to carry out the assigned tasks. They are only aware of the changes occurring in the delivery phase, and the implications of resistance to change on the part of personnel are not considered.

¹ Spanish version provided by the Dominican Republic.

1.3 The success of any project depends on the active participation of the people who will be implementing the procedures or using the new technologies, which is why upper management must always weigh all the repercussions of each change. Otherwise, there could be an impact on safety and economic resources might be wasted.

2. DISCUSSION

2.1 The technical training of upper and middle managers in relation to change management is a key to successful implementation.

2.2 As everyone knows, aviation technical personnel possess special qualifications suited to the type of work performed, including skills that should be identified in the job profiles for the recruitment process. The profiles of air traffic controllers, pilots, inspectors, aeronautical information experts, technical supervisors, etc. must be taken into account when they are assigned to projects.

2.3 The specific features of the unit in which said personnel will be working are also important because the more relevant the tasks and the greater the safety impact, the more assiduous they will be in following the procedures.

2.4 The purpose of this paper is to raise awareness of the need for change management training at all levels of aviation organizations. All change involves risk, which may be heightened if the personnel who carry out the work and use the new procedures or equipment are not involved.

2.5 One clear example is changes in the configuration of air space that affect classification and the type of service provided. It is vitally important for the employees, the managers and even the users to be involved in the project and handle the details of changes and innovations, to ensure that the risks are managed.

2.6 Normal resistance to change in organizations can only be managed with training, including the training of personnel who prepare and manage projects. They need to be able to quantify the investments required for each project to contain change management components. This will ensure smoother implementation with no glitches.

2.7 Most organizations work on the basis of hazard identification and risk management. However, this is not enough to secure the effective participation of all parties. Change management allows for the parties to be involved and share information about the changes and developments starting in the first phases of a project. Old practices can thus be dropped and new ones adopted, on a voluntary basis and not by order of the management.

3. CONCLUSION

3.1 In view of the large number of projects in the ICAO global plans (air traffic flow management, performance-based navigation, aviation system block upgrade, etc.), change management training must be introduced without delay, both for those implementing the projects and for management. This will provide greater safeguards against personnel risk factors and help streamline the implementation process, with special attention given to collaborative decision-making and precautionary transition and familiarisation phases.