



International Civil Aviation Organization

WORKING PAPER

AN-Conf/13-WP/164

20/9/18

(Information Paper)

English only

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)

STATE SAFETY PROGRAMME IMPLEMENTATION AND MAINTENANCE

(Presented by the United Arab Emirates)

EXECUTIVE SUMMARY

This paper presents the United Arab Emirates experience in the implementation and maintenance of the State safety programme (SSP).

1. INTRODUCTION

1.1 Effective State safety programme (SSP) implementation is a gradual process influenced by the complexity of the air transportation system as well as the maturity of the aviation oversight capabilities of the State.

1.2 Implementation and maintenance of an SSP requires time, dedication, and partnership with stakeholders in the development and continuous improvement of organizational safety management systems (SMS).

1.3 Execution of the SSP must be driven by an effective and comprehensive plan, with clearly identified goals and responsibilities for the regulator and for industry, and continuously managed by a responsible entity within the State.

2. DISCUSSION

2.1 The SSP of the United Arab Emirates was first published by the General Civil Aviation Authority (GCAA) in October 2012. The following briefly describes the GCAA SSP structure, responsibilities, achievements, and challenges.

2.2 The direction for the SSP is set by the SSP Review Board chaired by the Accountable Executive, the Director General of the GCAA, with members consisting of Assistant Director General Safety Affairs, Chairman SSP Management Committee, and Safety Directors.

2.3 As implementation activities require action and commitment from various disciplines from the regulator, there was a need to create horizontal integration under common leadership to resolve the ongoing issues, and to make future arrangements for the advancement of SSP in the United Arab Emirates.

2.4 An SSP Committee was formed to be responsible to oversee the progress of the SSP, research solutions, coordinate activities, standardize the approaches, monitor performance, create tools and guidance, and continuously improve for the sake of effective SSP implementation and management, including:

- a) monitoring safety performance indicators and targets (SPI/SPT);
- b) establishing and monitoring acceptable level of safety performance (ALoSP);
- c) implementing safety promotional plans with regard to SSP; and
- d) developing procedures and guidelines to ensure departmental harmonization.

2.5 Notable developments produced by the Committee include:

- a) Procedures have been introduced for the establishment and continuous monitoring of ALoSP, with consideration given to the acceptable level of safety risk and safety risk tolerance. Inspectors are responsible for taking necessary action to address safety performance issues, placing accountability at an effective level.
- b) A safety performance dashboard has been created which is available to management and inspectors for an at-a-glance view of the current status of the State's lagging and leading indicators.
- c) Tools to assess the effectiveness of an organization's SMS have been developed and implemented.
- d) A standard framework and methodology, and process for organization risk profiling and organization risk scope has been implemented. Inspector training and ongoing competency are conducted to assure appropriate application and execution of these concepts and procedures.
- e) Updates have been made to the State Safety Plan, identifying existing and emerging hazards and mitigation of safety risks, to achieve predictive risk management.
- f) Ongoing stakeholder communication through national committees, e.g. ANS Safety Committee.

2.5 The establishment of the committee is facilitating the move from being a compliance-based regulator to a performance-based regulator, resulting in:

- a) improvements in the safety decision-making process;

- b) increased prioritization and focus on identified risks, with a goal of predictive risk management;
- c) additional attention on SMS oversight integration between departments;
- d) SMS effectiveness versus compliance; and
- e) establishment of risk-based oversight including organization risk profiling and organization risk scope.

2.6 Implementing and maintaining an effective SSP has come with numerous challenges.

- a) An effective SSP requires a paradigm shift to a different style of safety management. Civil aviation authorities (CAAs) and industry face challenges with shifting from the traditional oversight model to one with a higher trust in a data-driven environment.
- a) Detection of emerging threats is a necessity. An advanced maturity of the reporting culture can put a CAA at risk since a high volume of information may become available, but may not necessarily be transformed into meaningful data or the information is not available in “real time”.
- b) Holding organizations accountable for their actions and gaining their commitment for building safety resilience is necessary. Organizations continue to seek the authority’s assistance to resolve safety issues, while some issues could be addressed under their own SMS. This diminishes their own capacity to create an effective SMS.
- c) Building relations and trust is a top priority. For effective safety management, the right culture must be created where the regulator is confident that the operator is doing things right, and the operator is assured that the regulator will do the right thing.

3. CONCLUSION

3.1 The establishment of an organized, effective committee with clearly defined objectives has been critical in the development and maintenance of the SSP. The shift to a performance-based model with greater reliance on data from mandatory and voluntary reporting systems requires a mutually beneficial culture between regulator and industry.

3.2 The Conference is invited to:

- a) note the contents of the information paper; and
- b) note that the UAE is willing to provide expert assistance for implementation of SMS/SSP to other nations whenever requested as part of the ICAO No Country Left Behind (NCLB) initiative.

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