



**WORKING PAPER**

**ASSEMBLY — 40TH SESSION**

**EXECUTIVE COMMITTEE**

**Agenda Item 25: ICAO Civil Aviation Training and Capacity Building**

**IMPLEMENTING CHANGE MANAGEMENT IN THE DEVELOPMENT OF PROJECTS FOR  
AIR NAVIGATION SERVICES**

(Presented by the Dominican Republic)

**EXECUTIVE SUMMARY**

This working paper recommends introducing training for change management as part of the process to implement the International Civil Aviation Organization (ICAO) global plans and the technical projects that must be managed at the lowest possible safety risk. Change management training would ensure collaborative decision-making and precautionary transition and familiarisation phases. Further, it would enhance the development and delivery of aviation technical projects.

Change management is the implementation of a proactive framework that takes account of the needs of those involved in a process to modify or introduce new activities, with strategies to ensure that all views are heard and considered. Joint decision-making ensures that all persons affected by the new process actively participate in its implementation.

**Action:** The Assembly is invited to:

- a) support the content of this paper, urging States to introduce change management training and make it a fundamental part of project planning and delivery;
- b) request ICAO entities to develop new provisions and guidance material to assist States in building capacity for change management;
- c) review on-going projects and consider making special funding available to incorporate change management tools, for effective implementation, and;
- d) consolidate projects that improve safety through collaborative decision-making, and consider change management as a prerequisite for success.

<i>Strategic Objectives:</i>	This working paper relates to the following Strategic Objectives: a) Safety; b) Air Navigation Capacity and Efficiency; c) Environmental Protection.
<i>Financial implications:</i>	Not applicable.
<i>References:</i>	Not applicable.

<sup>1</sup> Spanish version provided by the Dominican Republic.

## 1. INTRODUCTION

1.1 Air navigation systems and, in general, the aviation system of any State is constantly changing and seeking to keep pace with new trends, technologies and procedures. The Standards and Recommended Practices (SARPS) of ICAO are the prime resource for implementing challenging projects.

1.2 The work units that must implement the projects are made up of and managed by personnel who often do not take part in the planning and organisation of the procedures that they will later have to follow in carrying out their functions. They only find out about changes in the delivery phases, and no thought is given to the implications of their resistance to the changes.

1.3 The concept of change management as it applies to the various fields of the aviation sector is absolutely and urgently necessary to embrace, as it can improve and streamline the implementation processes resulting from new regulations, new equipment and updated procedures among other factors.

1.4 The success of any project depends on the positive participation of the people who will be implementing the procedures or using the new technologies. Therefore, senior management should always consider all of the repercussions of each change. Otherwise, in addition to adversely impacting safety, economic resources could be wasted.

## 2. DISCUSSION

2.1 Training in change management strategies, starting with courses for managers and project teams, is vital for the good management of all aspects of implementation and for the best possible results.

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 organisations. All change entails risk, which may be heightened if the personnel who carry out the work and use the new procedures or equipment are not involved in the process.

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

2.6 Normal resistance to change in organisations 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 In aviation, this is very important because it is the only way to promote the active use of a new technology or procedure. Change resistance tends to be particularly strong in technical environments, which is only logical in light of the prevailing *If it ain't broke, don't fix it* philosophy. However, in today's changing world, we cannot wait for something to break down before planning for replacements and upgrades.

2.8 Experience in various control centres shows that this resistance is mainly due to the fact that technical personnel are not normally involved in the creation of new procedures. Even though they may receive the necessary briefings prior to the change, often they fundamentally do not understand the benefits and perceive the change as an obligation to fulfil. Technical training for middle and senior managers in connection with change management is key to successful implementation.

2.9 Most organisations apply the concepts of risk management and hazard identification, but this is not enough to achieve the effective participation of all stakeholders in the process. Change management allows everyone to join in and share information on the changes and new approaches from the very start of any project. This allows for the old practices to be dropped and new ones to be adopted on a voluntary basis rather than being imposed from on high.

### 3. CONCLUSION

3.1 In view of the large number of projects to be implemented under the ICAO global plans (Air Traffic Flow Management (ATFM), Performance-based Navigation (PBN), Aviation System Block Upgrade (ASBU), etc.), there is an urgent need to introduce change management training both for those executing the projects and for managers. This will better ensure that the risks inherent in all actions involving human resources are effectively addressed, and will streamline implementation with special emphasis on collaborative decision-making and precautionary transition and familiarisation phases.

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