



WORKING PAPER

ASSEMBLY — 40TH SESSION

TECHNICAL COMMISSION

Agenda Item 30: Other issues to be considered by the Technical Commission

NEW COMPETENCIES FOR SAFETY MANAGEMENT

(Presented by Venezuela, supported by the following ICAO SAM States and Latin American Civil Aviation Commission (LACAC) States ²)

EXECUTIVE SUMMARY

This paper highlights new personnel needs for the implementation and continuing management of State safety programmes (SSP), which can be common to other States and regions. It recommends the proper preparation of profiles for new personnel and the competencies required for a safety management model that helps achieve the effective implementation targets of the SSPs as set out in the *Global Aviation Safety Plan* (GASP, Doc 10004).

Action: The Assembly is invited to:

- a) take note of the information in this working paper;
- b) take into account the new personnel competency requirements as regards safety management under the SSP, and;
- c) consider the proposals in this working paper in the development, implementation and improvement of GASP activities and strategies for effective implementation.

<i>Strategic Objectives:</i>	This working paper relates to Safety Strategic Objective.
<i>Financial implications:</i>	None.
<i>References:</i>	Doc 9859, <i>Safety Management Manual</i> Working paper AN-Conf/13-WP/155 Doc 10070, <i>Manual on the Competencies of Civil Aviation Safety Inspectors</i>

¹ Spanish version provided by Venezuela (Bolivarian Republic of).

² Belize, Bolivia, Chile, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Nicaragua, Panama, Paraguay, Peru and Uruguay.

1. INTRODUCTION

1.1 The main objective of the State safety programme (SSP) is to ensure that a State has implemented the minimum necessary regulatory framework and harmonised the roles of administrative and standard-making bodies in the management of safety risks.

1.2 Experience in the implementation of the SSP, in accordance with the provisions of Annex 19 — *Safety Management* of the *Convention on International Civil Aviation* and the guidance in Doc 9859, *Safety Management Manual*, reveals a situation in which States will have to identify and obtain the competencies required to effectively implement the SSP, taking into account the functions and responsibilities of its personnel under the SSP.

2. NEW COMPETENCIES

2.1 These competencies contribute to positive attitudes at the different organisational levels (that foster a culture of safety) and the acquisition or consolidation of specific skills for effective safety management together with the traditional functions of regulation, certification, accident investigation, oversight and coercive and preventive measures.

2.2 In the case of personnel such as inspectors, the civil aviation authorities follow the guidelines on required competencies that are provided in the *Manual on the Competencies of Civil Aviation Safety Inspectors* (Doc 10070).

2.3 In keeping with new developments in the SSP framework, personnel requirements may arise as a result of the new functions to be introduced:

New functions identified	SSP element/component	Process/activity	New type of personnel
Safety analysis	Component 2	Activities that are part of the process of identifying hazards and risk management in the State	Safety risk analysts
Monitoring	Component 3	Safety performance activities such as data analysis, safety objectives, safety performance indicators (SPI) and safety performance targets (SPT); Development of risk profiles	Safety performance/ monitoring analysts
Audit	Component 3	Assurance of the safety management process under the SSP	Safety management process auditors

2.4 Competency is founded on knowledge, skills and attitudes. This new type of personnel prompts the State to consider alternatives such as those put forward in Appendix A to this working paper.

APPENDIX

Type of personnel	Knowledge	Expected skills and aptitudes	
		Item	Description
Safety monitoring/performance analyst	<ol style="list-style-type: none"> 1. Knowledge of aviation regulations and safety standards. 2. Grounding in management systems (ISO and information management systems). 3. Basic knowledge of statistics and statistical management techniques. 4. Database management. 5. Intermediate English. 	1. Initiative (proactive profile)	Inclined to take action, create opportunities and improve outcomes without being asked.
		2. Results-oriented	Ability to orient all actions toward the achievement of common goals, acts quickly and urgently to satisfy the needs of citizens and/or improve organisations.
		3. Ethical commitment and responsibility	Ability to focus responsibilities on the basis of mutually agreed objectives. Upholds confidentiality as required. Acts according to the principles of equality and respect.
		4. Adaptability and flexibility	Ability to modify own conduct in order to achieve specific objectives when difficulties, new information or changes in the workplace arise. Flexible and versatile in response to new situations and accepts change with a positive and constructive attitude.
		5. Teamwork and cooperation	Genuinely keen to work collaboratively with others, be part of a team, and work together as opposed to working separately and/or with an individualistic attitude.
		6. Analytical ability	Gathers relevant information and identifies key questions in relation to the information.
		7. Good interpersonal relations	Seeks to build and maintain cordial relationships with internal and external contacts that may one day be useful in attaining the objectives of the organization.

Type of personnel	Knowledge	Expected skills and aptitudes	
		Item	Description
Safety risk analyst	<ol style="list-style-type: none"> 1. Knowledge of aviation regulations and safety standards. 2. Grounding in management systems (ISO and information management systems). 3. Risk analysis techniques. 4. Principles of event investigation. 5. Intermediate English. 	1. Initiative (proactive profile)	Inclined to take action, create opportunities and improve outcomes without being asked
		2. Results-oriented	Ability to orient all actions toward the achievement of common goals; Acts quickly and urgently to satisfy the needs of citizens and/or improve organisations.
		3. Ethical commitment and responsibility	Ability to focus responsibilities on the basis of mutually agreed objectives. Upholds confidentiality as required. Acts according to the principles of equality and respect.
		4. Adaptability and flexibility	Ability to modify own conduct in order to achieve specific objectives when difficulties, new information or changes in the workplace arise. Flexible and versatile in response to new situations and accepts change with a positive and constructive attitude.
		5. Teamwork and cooperation	Genuinely keen to work collaboratively with others, be part of a team, and work together as opposed to working separately and/or with an individualistic attitude.
		6. Analytical ability	Gathers relevant information and identifies key questions in relation to the information.
		7. Good interpersonal relations	Seeks to build and maintain cordial relationships with internal and external contacts that may one day be useful in attaining the objectives of the organization.