

# Session 9

## Drafting Goals, Targets and Indicators



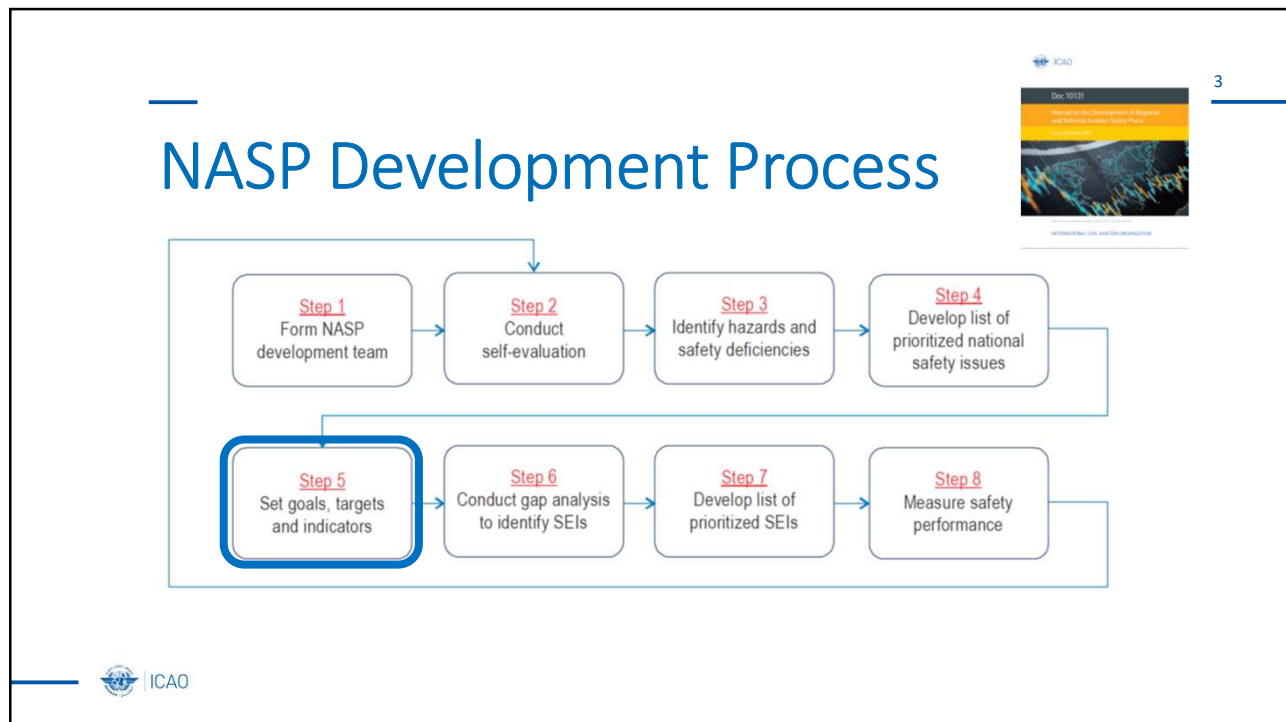
1

## Overview

- Challenges when drafting
- Framework for goals, targets and indicators
- Writing goals, targets and indicators
- Specific points for consideration
- Facilitated Exercise II



2



3

## Challenges When Drafting

- How do you write Goal?
  - vs target or indicator
- Level of granularity
  - how far to drill down?
- How many items can you measure?
- Do you have data to measure?
  - target & indicators



4

## Use of Framework

- **Standardized Framework for Development of Goals, Targets and Indicators**
  - in Aviation Safety Plans
  - drafting goals, targets and indicators
- **Addresses**
  - Drafting criteria
  - Specific points for consideration
  - Examples & rationale



5

## Writing Goals

- **Describes high-level outcome State aims to achieve**
  - desired results that strategy aims to produce
- **Qualitative manner**
  - e.g., using terms such as “strengthen” or “enhance”
- **General manner, without citing specifics**
  - e.g., “strengthen safety oversight”, not “recruit inspectors”
  - enables goal to remain high-level & linked to more than 1 target
- **Can be understood as standalone statement**
  - avoid including reference to documents
  - or anything that would require reader to crosscheck other source



6

## Specific Points for Consideration

- Use list of national safety issues to set national safety goals
  - list points to topics State wishes to address through strategy
- Consider results toward which efforts in safety are directed
  - what is reason for wanting to hire more inspectors
  - or modify existing regulation?
- Identify what State wants to achieve, in terms of management of safety
  - e.g., better collaboration with stakeholders; improved oversight capabilities
- Express goal through qualitative action statements
  - on selected high-level/high-consequence outcomes
  - e.g., reduce ops safety risks



7

## Specific Points for Consideration (2)

- Do **not** include quantification
  - number
  - % increase/decrease
  - trend
    - e.g., improve by 25%
- Do **not** identify who actions are directed to
  - e.g., CAA
- Each goal should contain at least 1 target



8

## Example

Increase effective safety oversight capabilities

- ✓ High-level outcome
- ✓ Does not identify who actions are directed to
- ✓ Qualitative & general
- ✓ Easily understood



9

## — Writing Targets

- Describes specific desired outcome
  - from specific actions taken
  - to achieve goal, at certain point in time
- Identifies who specific outcome is directed to
- Quantitative or reference completed actions
  - e.g., using numerical values or percentage – “achieve 75% score”
  - e.g., “complete recruitment process of all new inspectors”
- Date by which outcome needs to be completed
- Can be understood as standalone statement



10

## Specific Points for Consideration

- Use list of national safety issues to set national safety targets
  - at this level, list can be used to address specific items
  - vs general ones at level of goal
- Target should provide measurable way
  - of ensuring and demonstrating effectiveness of actions (i.e., SEIs)
  - linked to NASP
- Target is quantifiable benchmark State wants to reach, to meet goal
  - expressed in numerical terms
- Each target should be linked to goal (from which it is derived)



11

## Specific Points for Consideration (2)

- Realistic & achievable, yet ambitious
  - with incremental increases towards (long-term) goal
- Acceptable to stakeholders
- Avoid writing target to level of task
  - e.g., holding meeting, completing checklist
  - tasks contributing to outcome may be captured by indicators



12

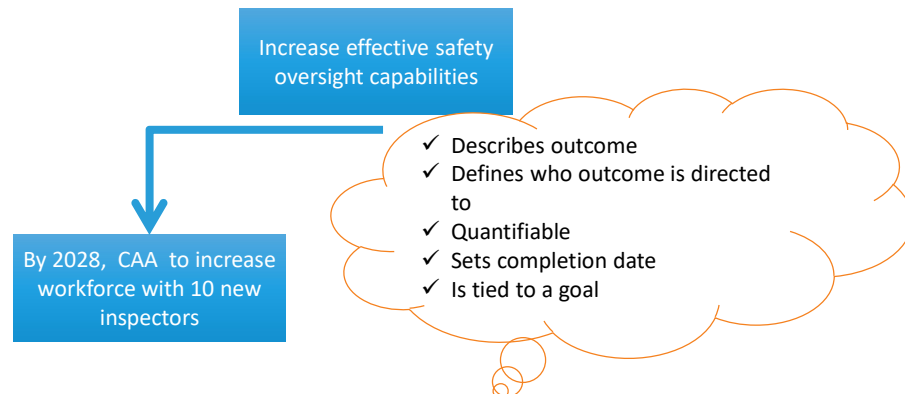
## — Specific Points for Consideration (3)

- Target needs to include 4 items
  1. Describes outcome
  2. Indicates who outcome is directed to
    - or who will be responsible for related actions to achieve outcome
  3. Includes quantifiable benchmark
    - is measurable
  4. Sets completion date
- Include more than 1 target per goal
  - to enable data collection from more than 1 source/activity
- Each target should include list of indicators
  - to measure progress towards achieving it



13

## Example



14

## — Writing Indicators

- **Quantitative manner**
  - without including values i.e., actual numbers or data
- **Use quantifiers such as “percentage of” or “number of”**
  - e.g., should **not** state “50%” or “5 occurrences/month”
- **Indicator defines what will be measured**
  - data to fill in the blanks will come during actual SPM
- **Provides evidence about whether outcomes occurred**
  - “negative” outcomes/occurrences that State wishes to avoid
  - “positive” achievements & indicative of desired outcome
- **Can be understood as standalone statement**




15

## Specific Points for Consideration

- **Indicator is measurement index**
  - used to evaluate if NASP yields expected results (evidence)
- **Measurable value to track progress in activities related to target**
- **Avoid writing indicator at high-level, or capturing several tasks**
  - favour indicators that are specific & capture single tasks
  - indicators may measure tasks that contribute to desired outcome
    - or they may measure outcome itself
- **Avoid use of qualitative references**
  - favour quantitative ones
  - measure concrete action/task & be tangible



16

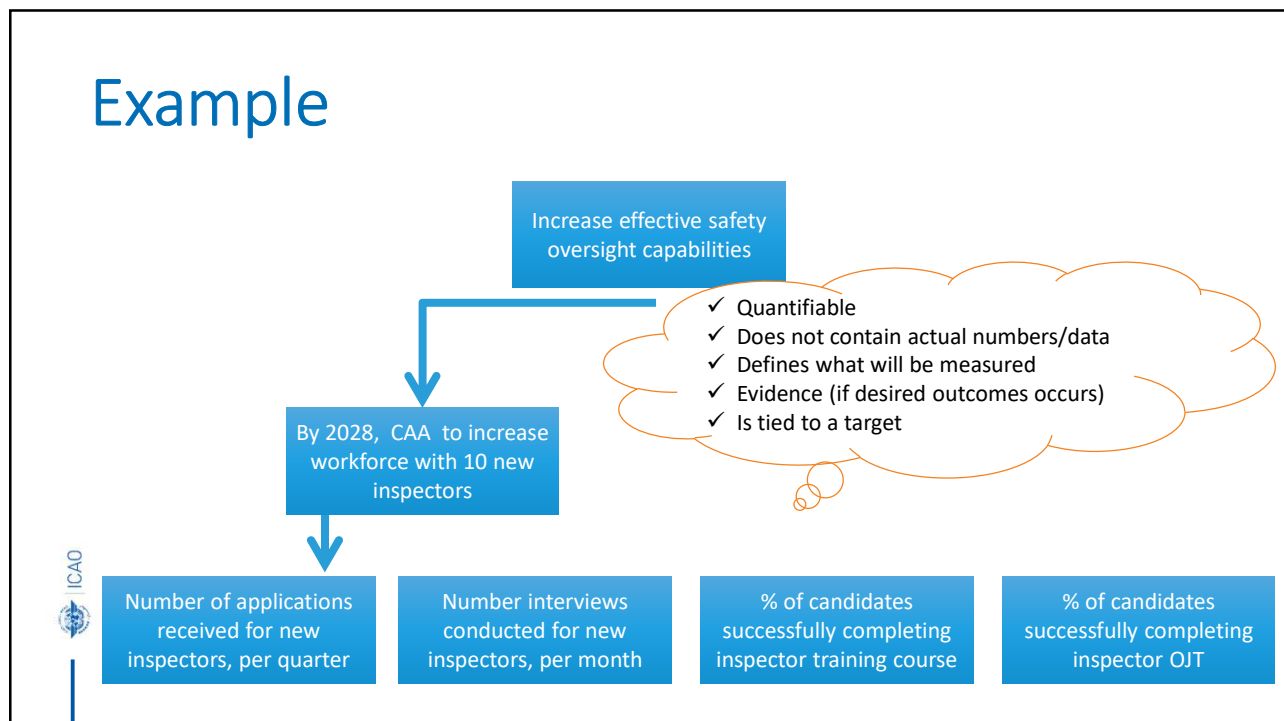


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## Specific Points for Consideration (2)

- Each indicator should be tied to target
- Find right balance in terms of numbers
  - include more than 1 indicator per target
    - to enable data collection from more than 1 source/activity
  - limit number of indicators
    - to amount that is realistically manageable

17



18



19

## Points to Remember

- SPM process requires NASP to include goals/targets/indicators
- Framework assists with drafting
- Striking right balance is key

20



21

22

# Facilitated Exercise II

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## Set National Goals, Targets and Indicators



22

## Your Tasks

- Based on list of prioritized national safety issues (Ex I)
  - draft national goals, targets and indicators
  - for inclusion in StateX's NASP
- Refer to Standardized Framework for guidance
- Review Appendix A
  - identify any other goals, targets and indicators, as per GASP
  - decide if to add any of these to list of national ones
- Complete Appendix B
  - Time allocated: 1h30



23

Goal	Target	Indicators	Link to GASP



24