



**INTERNATIONAL
CIVIL AVIATION
ORGANIZATION**



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NCMC Management Manual for Effective
Implementation Improvement: USOAP CMA
Compliance

Presentation Structure

01 Institutional Framework and Strategic Purpose

02 Diagnosis and Management Paradigm Shift

03 Architecture and Structure of the Model Manual

04 Operational Framework and Allocation of Responsibilities

05 Continuous Monitoring and Sustainability

06 Regional Work and Status of the Manual

01 - Institutional Framework and Strategic Purpose

Purpose of the Management Manual

❑ Why this manual?

32%

- Originates as Task 2 from the Eighth NCMC Meeting (NCMC/8).
- Living guide compiling lessons learned and real-world errors, designed to mitigate the actual organizational deficiencies of the NCMC.
- Seeks to replace reactive and merely document-based preparation for validation activities, establishing quality assurance as a daily routine.

❑ NCMC Management Manual for Effective Implementation Improvement (USOAP CMA).

- Establish a Quality Assurance (QA) framework that institutionalizes continuous oversight and operational resilience.
- Ensure that Effective Implementation (EI) and USOAP CMA performance are the natural outcome of a mature, active, and sustainable State system, rather than the isolated goal of a one-off effort.

02 - Diagnosis and Management Paradigm Shift

Traditional CAA Management in the USOAP CMA

1. Preparation

Phase 1

 SAAQ Update

 Identity Management (Secure Site / OLF)

 EFOD Module (Differences)

 SARPs Gap Analysis



Reactive Preparation

2. Execution

Phase 2



Daily Briefings and Alignment



On-site Logistics Management



Evidence Projection



Contingency Control



On-site Response

3. Post-Audit

Phase 3



Receipt of Final Report



CAP Development



Evidence Consolidation



Continuous Monitoring of the CAP



Timely Compliance

02 - Diagnosis and Management Paradigm Shift

TOWARD OPERATIONAL SUSTAINABILITY OF THE SYSTEM

Traditional Paradigm

Reactive Compliance

Episodic model focused on passing one-off reviews through concentrated, short-term efforts.

✖ Pre-Audit Panic

Operational stress and disjointed resource mobilization.

✖ Episodic Effort

Unsustainable deployment that subsides once the review concludes.

⚠ Gap Invisibility

Lack of mechanisms for early detection of deficiencies.

⚠ Focus on a Snapshot in Time

Prioritization of immediate results over structural quality.



EVOLUTION

Sustainable Paradigm

Proactive Systemic Health

Continuous and integrated model in daily operations ensuring ongoing visibility and resilience.



Continuous Diagnosis

Real-time monitoring to anticipate and correct deviations.



Daily Rigor

Operational discipline embedded into routine processes.



Total Transparency

Institutional culture where gaps are viewed as opportunities for improvement.



Permanent Self-Assessment

Constant self-evaluation independent of external events.

03 - Architecture and Structure of the Model Manual

NCMC Management Manual Objective

General Objective

To provide States with a standardized and operational framework to guide the comprehensive management of the National Continuous Monitoring Coordinator (NCMC), ensuring the effectiveness of the safety oversight system and compliance with the USOAP CMA.

Strategic Purpose

To monitor the robustness of the State safety oversight system in real time through internal operational health indicators. It aims to proactively strengthen the USOAP State Safety Profile, diagnose and close technical gaps in a proactive manner, preventively mitigate safety risks before they lead to ICAO Significant Safety Concerns (SSCs), and consolidate institutional memory against inspector turnover.

03 - Architecture and Structure of the Model Manual

Breakdown of the NCMC Management Manual



Institutional Management

Ch. 1, 2 | App. D, E

Strategic Mandate:

- **Ch 1:** Management Framework and Governance.
- **Ch 2:** NCMC Duties and Responsibilities.
- **Appendix D:** Operational Monitoring and Control Checklist.
- **Appendix E:** USOAP CMA and OLF Platform Methodological Guide for the Subject Matter Expert (SME).



Platform and Evidence

Ch. 3, 4 | App. A

Digital Support:

- **Ch 3:** Operational Management of the Online Framework (OLF).
- **Ch 4:** Technical Evidence Management.
- **Appendix A:** OLF Platform.



ICAO On-site Missions

Ch. 5 | App. B, C

Field Deployment:

- **Ch 5:** Management of ICAO observation activities.
- **Appendix B:** Logistics Plan.
- **Appendix C:** Schedule of USOAP CMA activities.



Crisis Management (SSC)

Chapter 6

- **Ch 6:** Protocol for Significant Safety Concerns (SSCs)

Rapid Containment:

- Immediate response protocols for Significant Safety Concerns alerts.
- Priority mitigation mechanisms to prevent international operational restrictions.



Corrective Action Plans (CAP)

Chapter 7

- **Ch 7:** Corrective Action Plan (CAP) Management

Closing Gaps:

- Standardized methodology for designing and submitting corrective actions.
- Continuous monitoring and traceability to resolve root deficiencies.



Self-Control and Health

Chapter 8

- **Ch 8:** System Sustainability and Assurance

Sustainability:

- Internal Effectiveness Verification Program.
- Real-time measurement of operational health KPIs to move beyond static document-based compliance.

04 - Operational Framework and Allocation of Responsibilities

Quality Control vs. Technical Substantiation



Value Synergy: NCMC assurance methodologically safeguards the SME's technical substantiation, guaranteeing traceability and regulatory compliance.

04 - Operational Framework and Allocation of Responsibilities

Control: Unrelenting Internal Verification



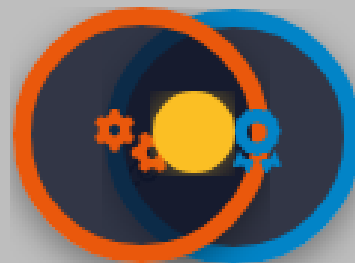
Internal Audit

INTERNAL CAP & DETECTION

- ✓ **Early Detection**
Identifies operational deviations and gaps before external interventions occur.
- ✓ **Action Plans**
Generates internal corrective actions with immediate and uncompromising response.
- ✓ **Dynamic KPI Adjustment**
Constantly calibrates operational performance indicators.



FEED



"Be your own harshest auditor."

Identifying and reporting a deficiency internally genuinely **protects and validates** the State's external projection.



VALIDATES



ICAO USOAP Profile

PROJECTION & COMPLIANCE

- ✓ **Visible Systemic Health**
Demonstrates the true maturity and viability of the operational management system.
- ✓ **Effective Implementation (EI)**
Backs compliance with SARPs through solid evidence.
- ✓ **Operational Safety Guarantee**
Guarantees regulatory compliance that translates into Operational Safety.

Continuous Internal Rigor

Safety & Compliance Shield

Valid External Projection

05 - Continuous Monitoring and Sustainability

Real-Time Health KPIs



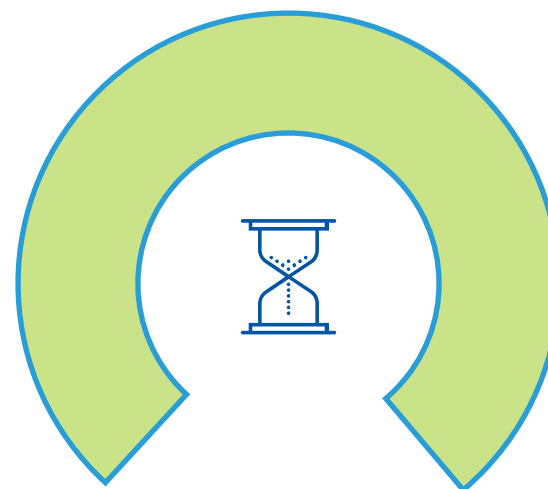
95%

% Surveillance Program Execution.



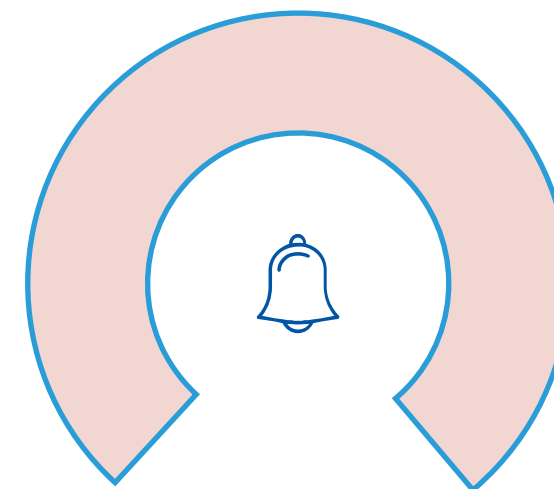
HIGH

Inspector Competency Index
(Credentials/OJT).



0%

Overdue CAPs Rate
(Target: 0%).



30 days

Average Time to Close Deficiencies.

06 - Regional Work and Status of the Manual

Review Meetings by the Ad Hoc Team

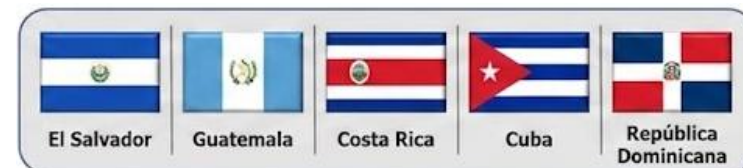
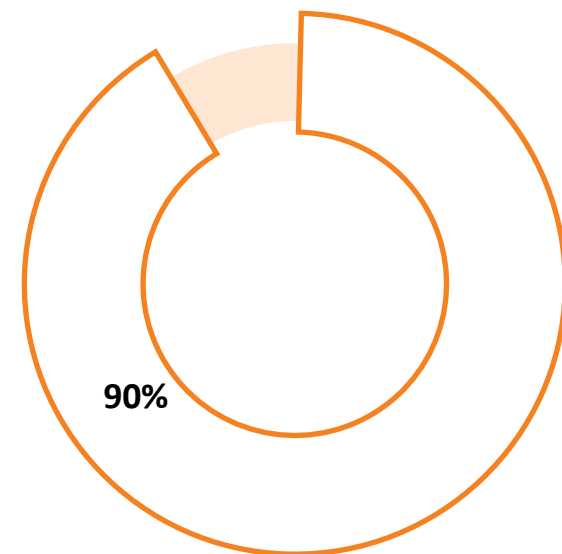


06 - Regional Work and Status of the Manual

Manual Development Progress

The manual has its structure, contents, and technical appendices reviewed by the Ad-Hoc Team. The remaining 10% is reserved to integrate feedback from the other NACC regional Member States.

- ❑ **Regional Ad-Hoc Team:** Joint work by El Salvador, Guatemala, Costa Rica, Cuba, and the Dominican Republic.
- ❑ **Collegiate Design and Review:** Reviewed, amended, and technically validated by the States of The Bahamas, the United States, and Canada, ensuring regional standardization and harmonization.
- ❑ **Technical Support:** Continuous guidance and direct follow-up from the ICAO NACC Regional Office.
- ❑ **CMA Sustainability:** Designed not only for validation event preparation, but to ensure the continuous maintenance of the State safety oversight system.



Questions?

We express our appreciation for the collaboration of the Ad-Hoc Group and the continuous support from the ICAO NACC Regional Office.

Thank You

