

SSP Data Exercise Results & Discussion

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Executive Summary

The Context (Situation)

- 15 States evaluated using the SMICG SSP tool.
- Methodology based on the PSOE non-linear maturity philosophy.

The Main Finding (Complication)

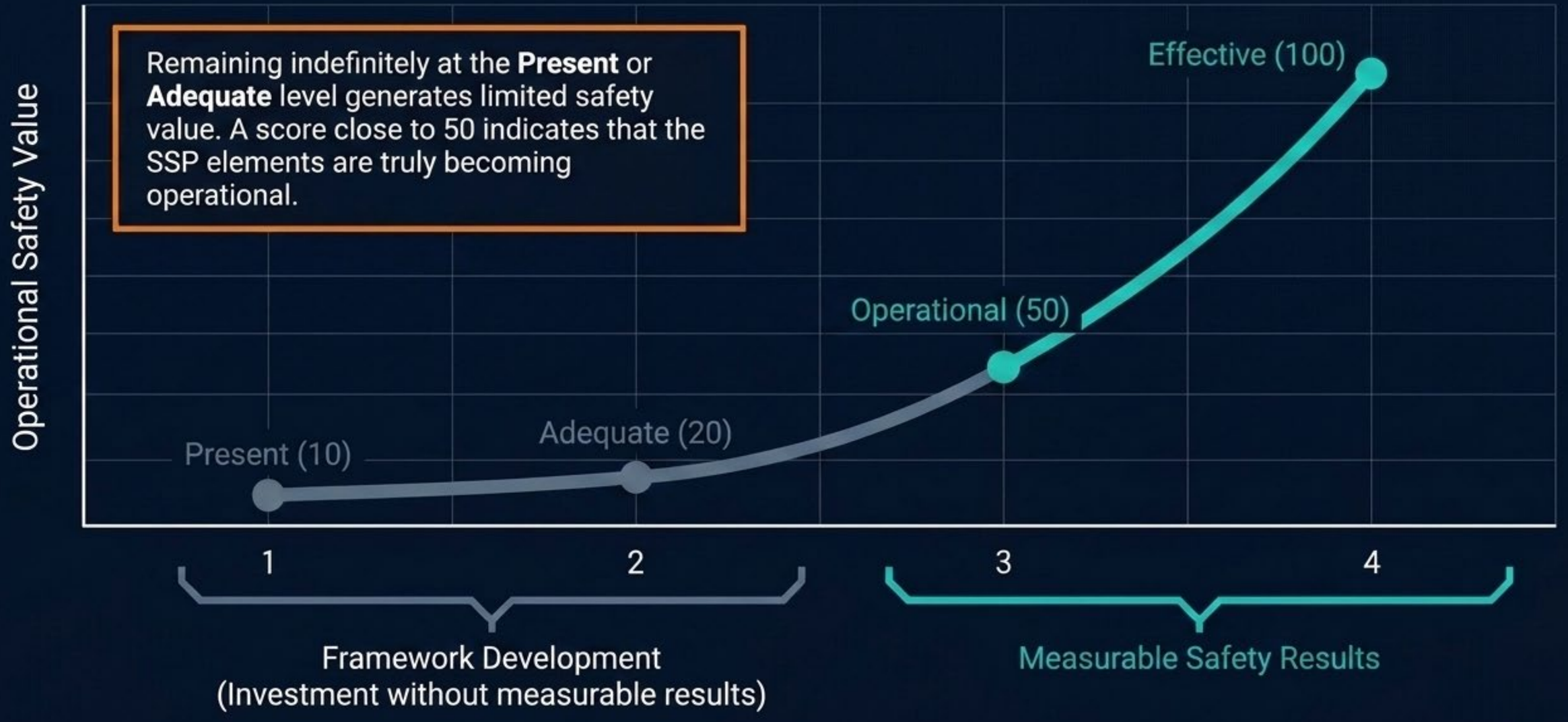
- States successfully build the safety structure (regulations, policies), but fail in performance.
- The architecture exists; the strategic engine does not.

The Strategic Imperative (Resolution)

It is urgent to shift the focus: from the continuous creation of uniform structures to enabling operational capabilities based on leadership, data, and strong fundamental oversight (SSOS).

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The Maturity Curve: Non-Linear PSOE Methodology



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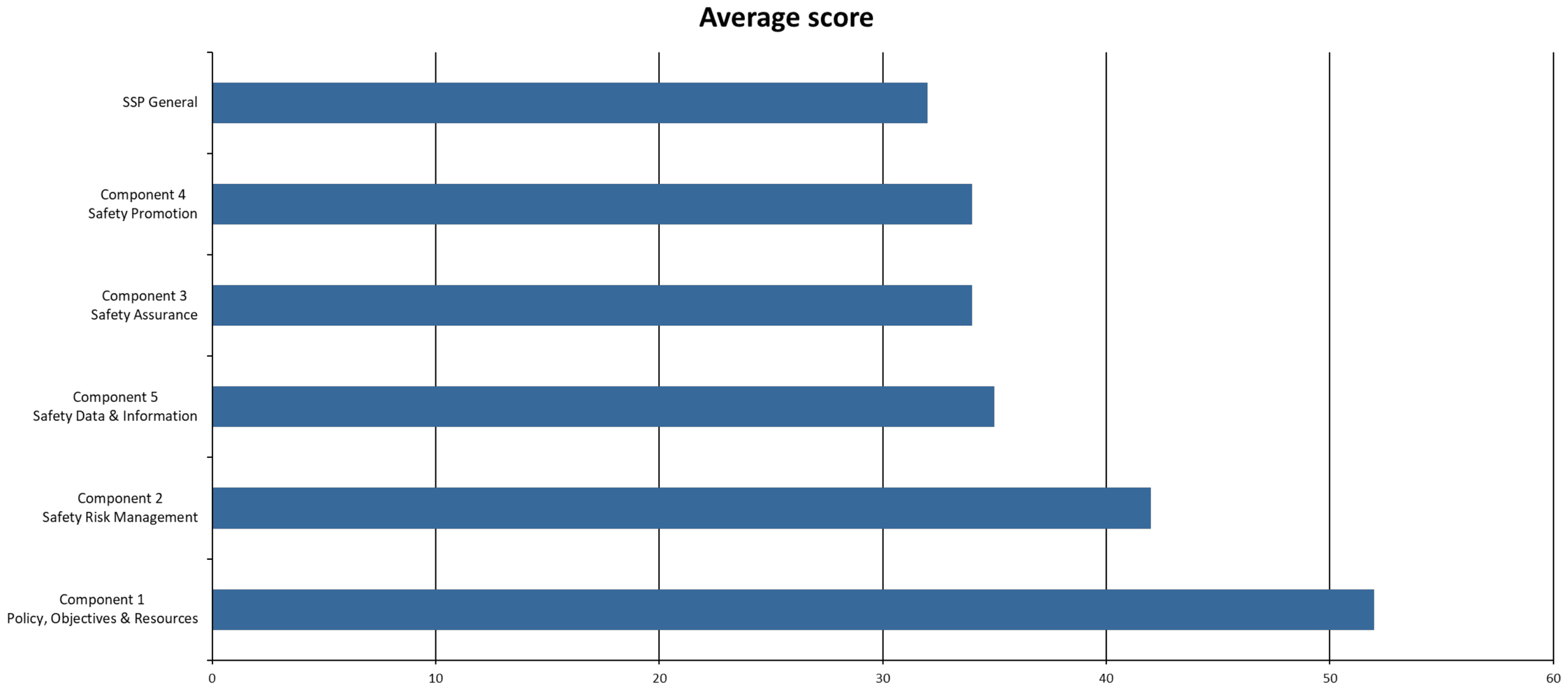
Assessment Perspective

The results should be interpreted as an indication of SSP maturity and value creation, not simply as a pass/fail compliance score.

- 15 States completed a common SSP self-assessment.
- Results were aggregated across five SSP components plus a general SSP category.
- Higher scores indicate that the relevant capability is more fully established and functioning; lower scores identify areas where implementation or effectiveness remains limited.
- Because this is a self-assessment, the results are best used to identify common strengths, systemic gaps and priorities for collaborative improvement.

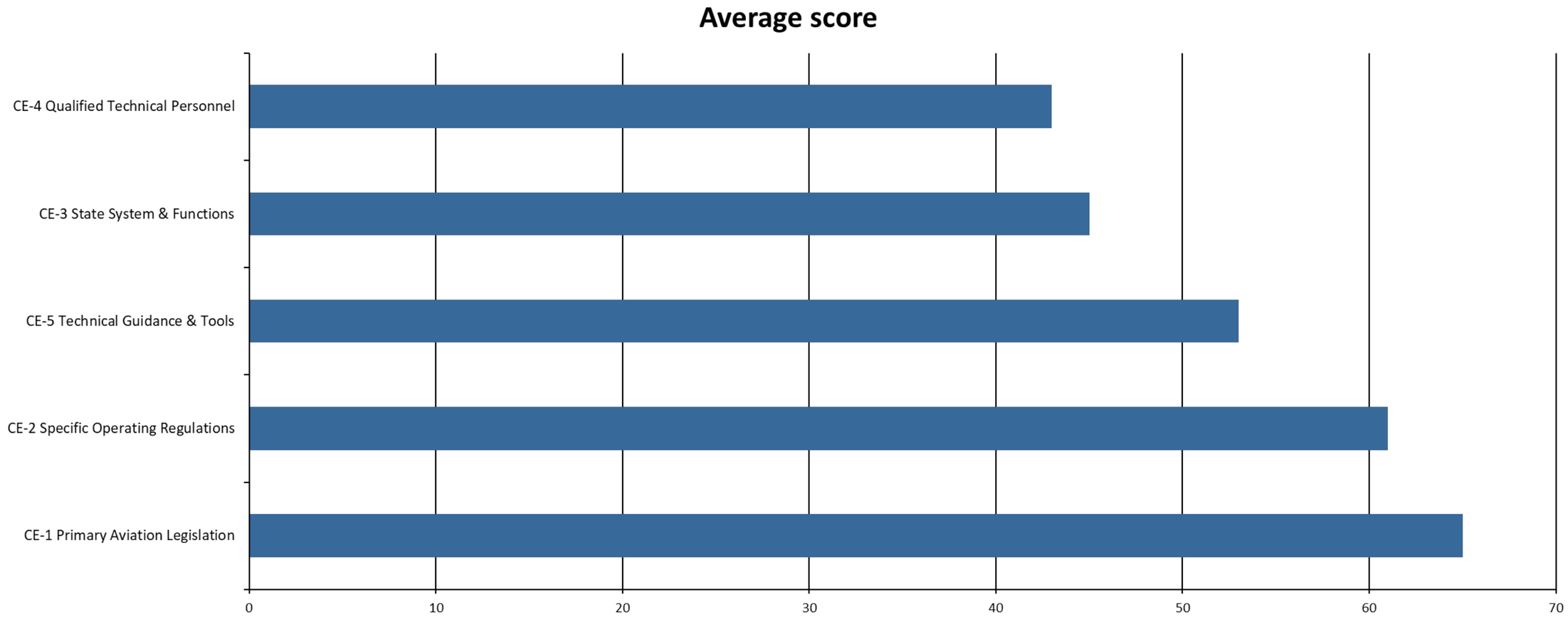
Evidence base: aggregated self-assessment results from 15 States.

Overall Results by SSP Component



Component 1 — State Safety Policy, Objectives and Resources

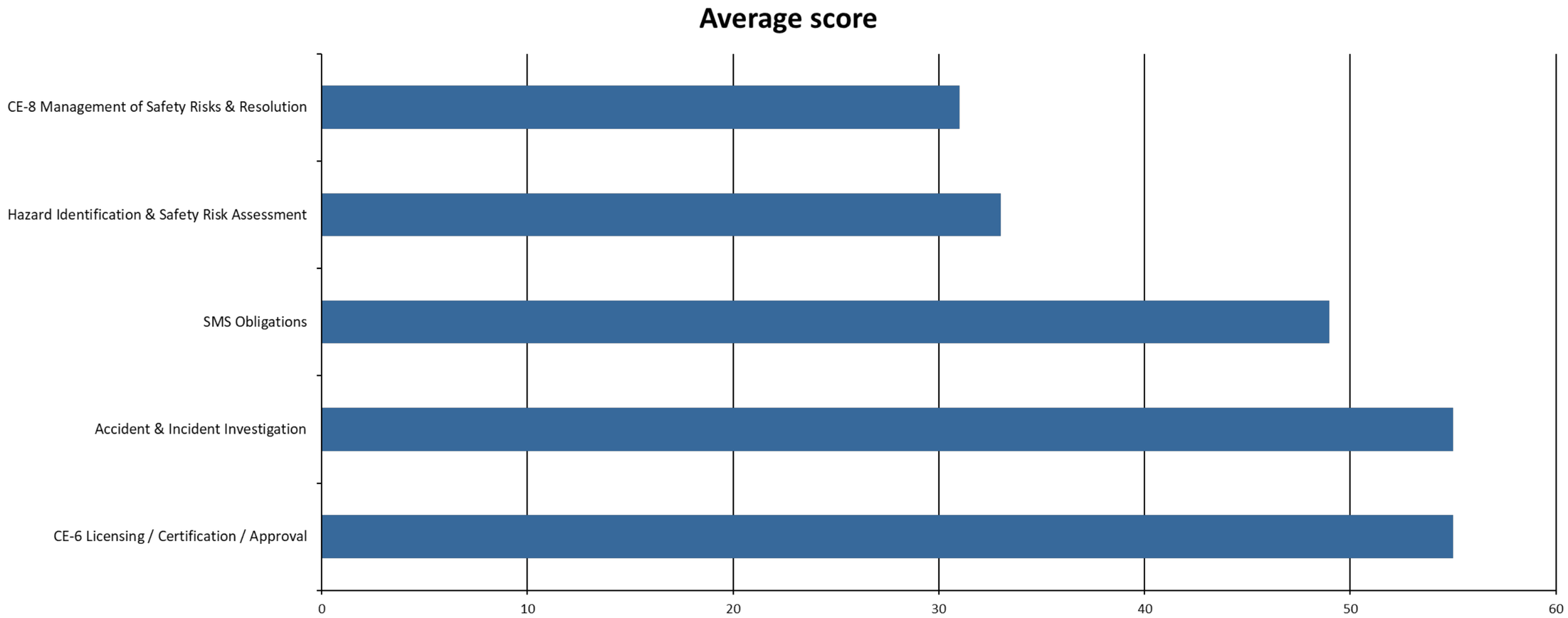
Strongest overall component: 52%



Interpretation: States are generally stronger at establishing the legal and regulatory architecture than at building the organizational and technical capacity needed to make the SSP function effectively.

Component 2 — State Safety Risk Management

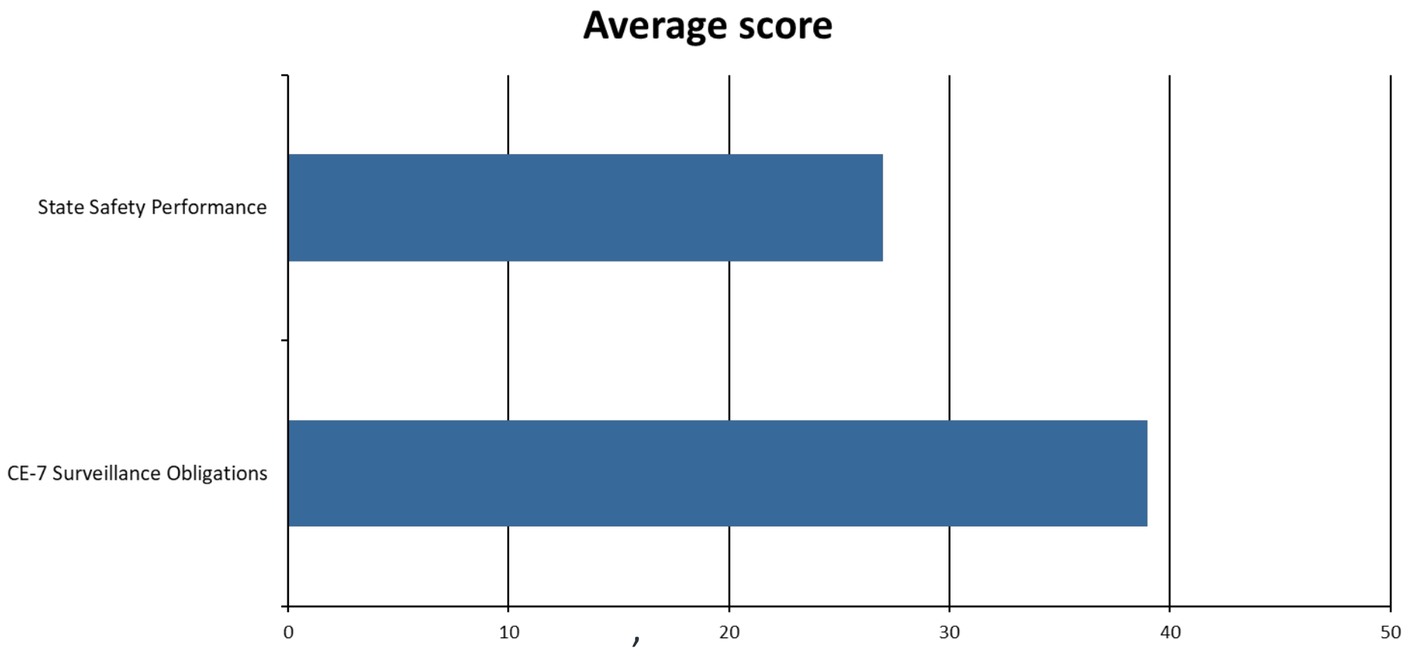
Overall result: 42%



Key finding: traditional regulatory functions are materially stronger than proactive hazard identification, risk assessment and the management of identified safe

Component 3 — State Safety Assurance

Overall result: 34%



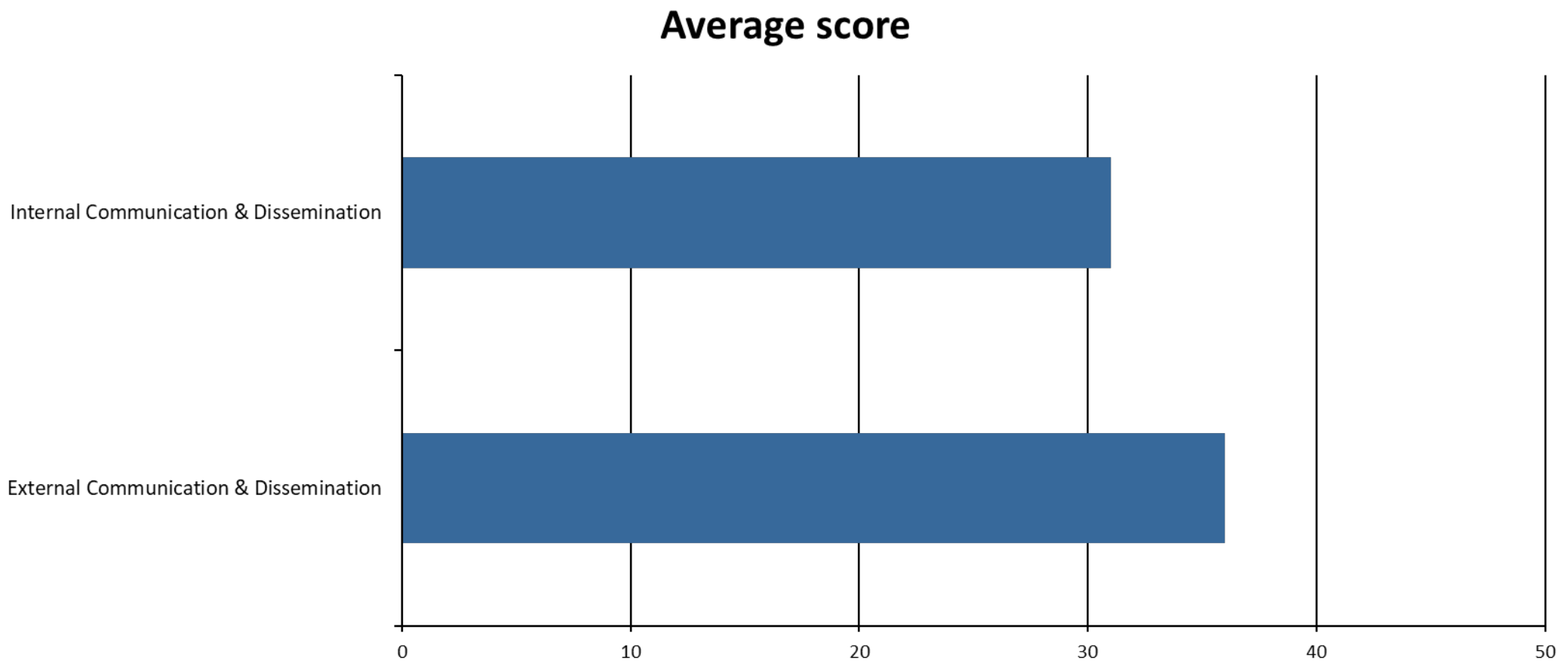
27%

State Safety Performance

Lowest major assessment area

Component 4 — State Safety Promotion

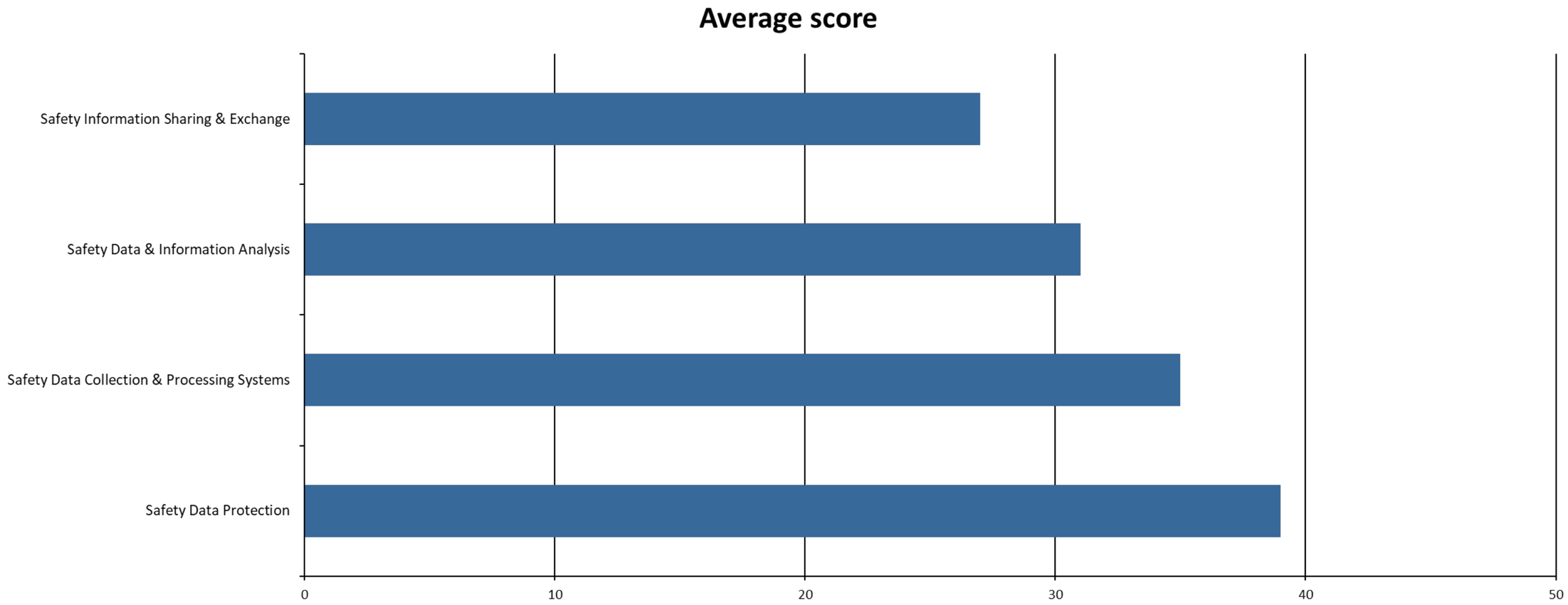
Overall result: 34%



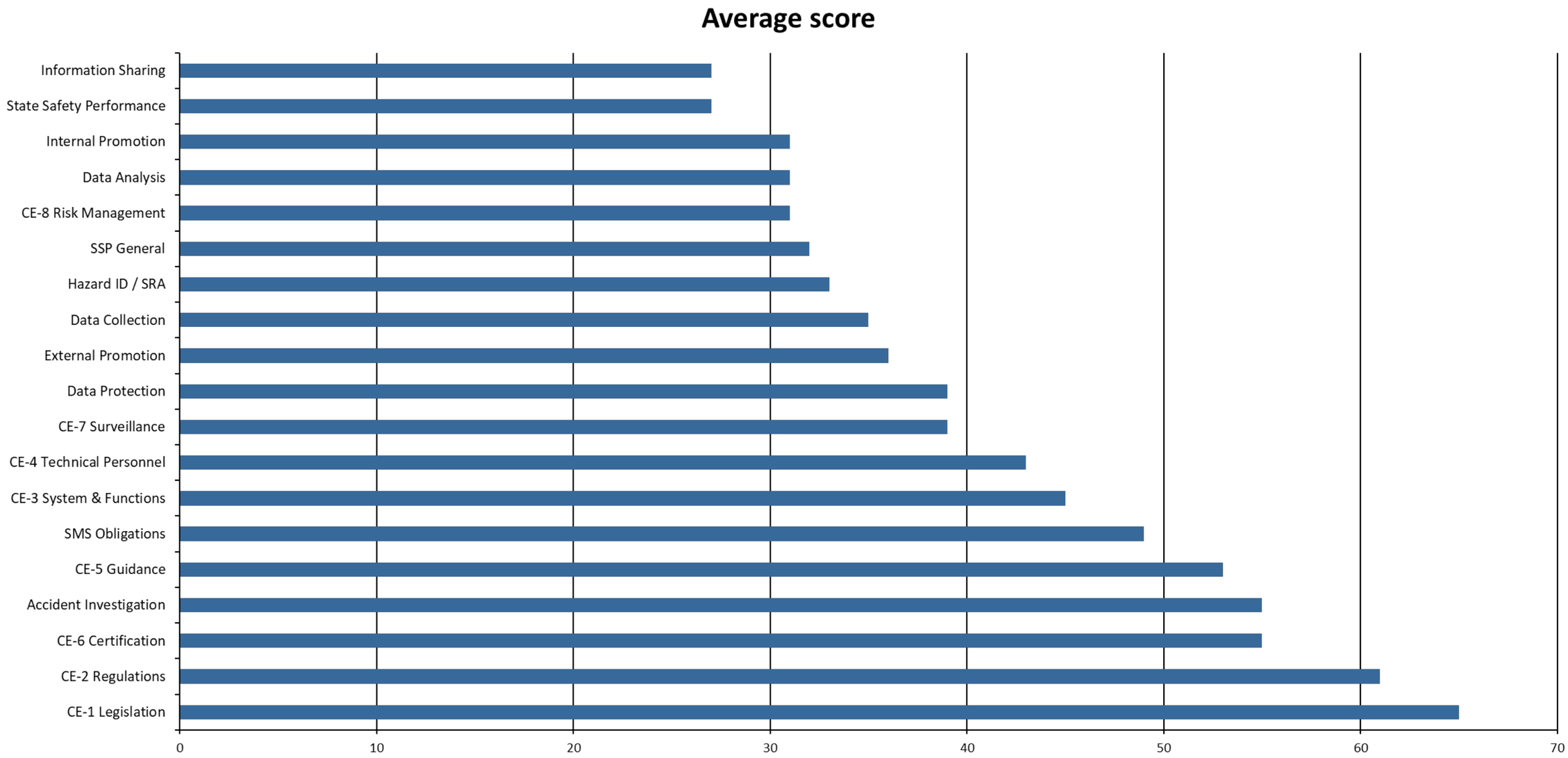
- Internal safety communication is particularly weak.
- Effective SSP implementation requires senior leadership, technical personnel and operational units to share a common understanding of State safety priorities and performance.
- Safety promotion should support implementation and organizational learning—not simply publication of safety material.

Component 5 — Safety Data and Safety Information

Overall result: 35%



What the Detailed Results Show



The Great Divide: Structure vs. Performance

The Architecture

What is Easy
(Structural Compliance - High Scores)

- Regulatory and legislative frameworks.
- Policies and procedures.
- Organizational structures and committees.
- Formal documentation systems.

The Operational Engine

What is Difficult
(Strategic Performance - Low Scores)

- Performance-based strategy and planning.
- Safety data and analytical capability.
- Risk-based resource allocation.
- Qualified technical capacity.

The data shows a divide between structural compliance and the capabilities needed to create safety performance.

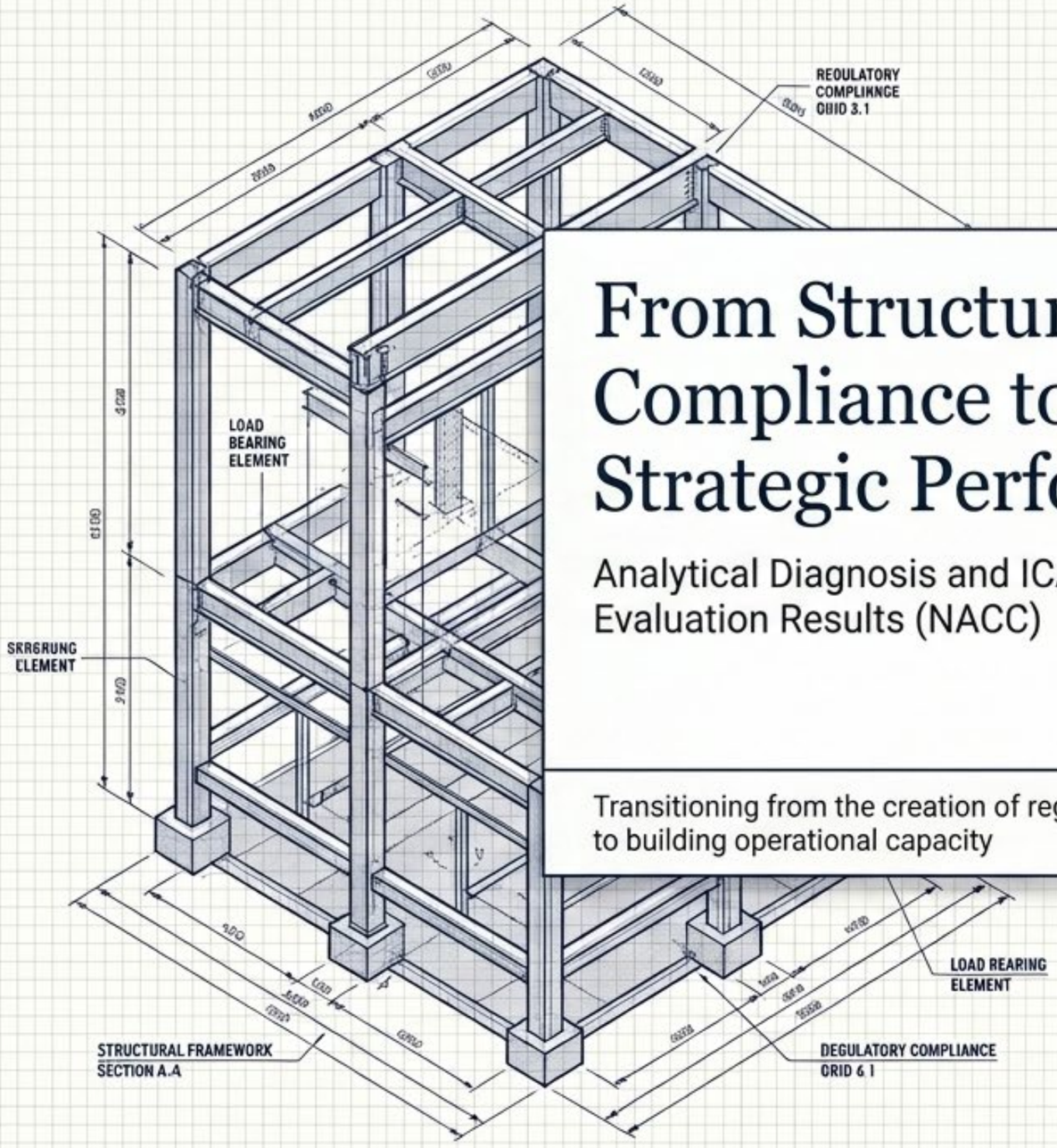
Creating structure is considerably easier than enabling performance. The regulatory framework is increasingly present; the strategic engine needed to generate value is frequently absent.

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From Structural Compliance to Strategic Performance

Analytical Diagnosis and ICAO SSP Evaluation Results (NACC)

Transitioning from the creation of regulatory frameworks to building operational capacity





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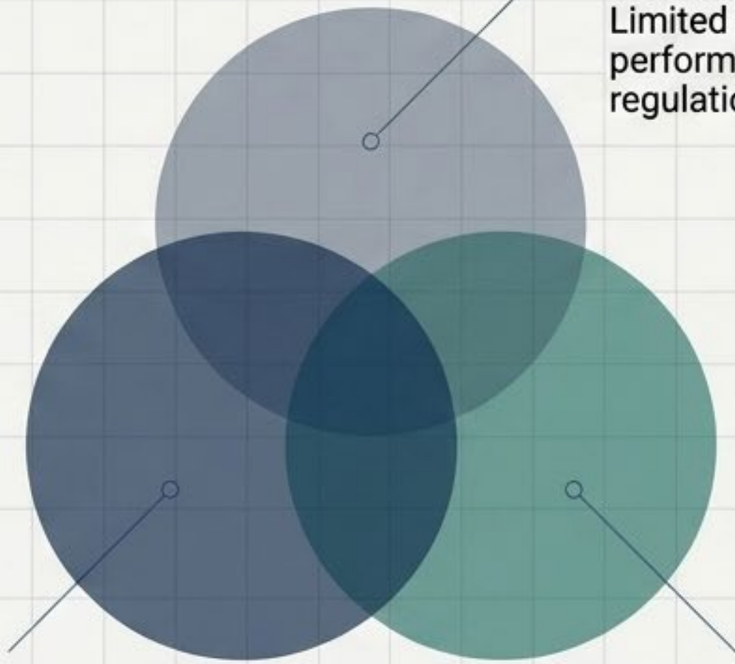
Analysis of the Main Problem: **State Performance**

27%

Average State Safety Performance (The Lowest Score)

With the exception of six States, all assigned the minimum possible score to this area. The state-level safety management system is perceived as immature or absent.

The 3 Conditions of Failure:



Knowledge Gap:
Limited understanding of performance-based regulation.

Absence of Strategy:
Lack of a master plan to implement risk management.

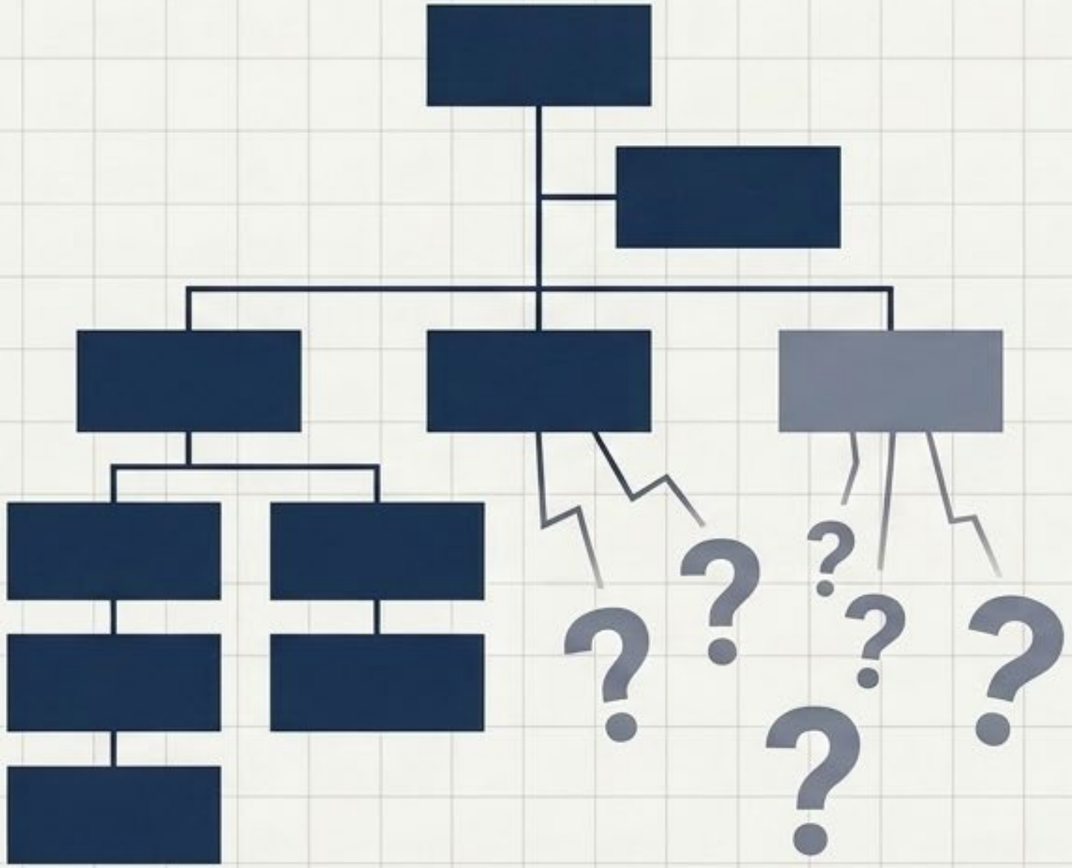
Structural Weakness:
Deficiencies in the underlying State Safety Oversight System (SSOS).

The 27% State Safety Performance result is the central indicator of the maturity gap.

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Common Problems (1/3): **The Leadership Gap**

The absence of a performance-based regulatory strategy is a strategic and organizational challenge, not just a technical compliance issue.



Stagnant Mindset

Senior management has failed to transition from a traditional compliance oversight mindset to comprehensive risk management.

Not a Lack of Guidance

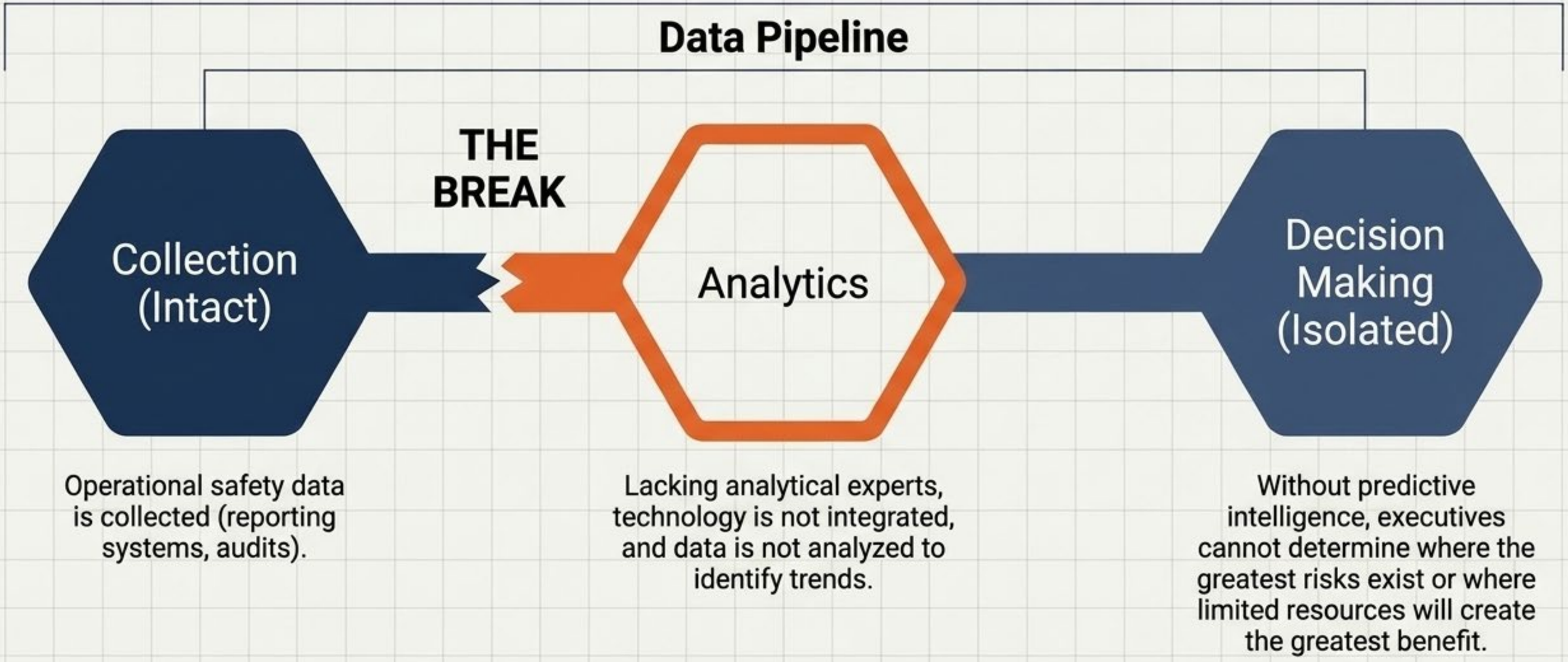
ICAO and the SMICG provide extensive material; the problem lies in sustained commitment and organizational readiness for change.

The Perception Error

Establishing an SSP is not an IT or documentation project; it is a fundamental shift in how the authority manages strategy and resources.

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Common Problems (2/3): **The Data and Analytics Deficit**



Analytics is the missing engine of the SSP. Without it, risk-based oversight is impossible.

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Common Problems (3/3): Shortage of Technical Personnel (CE-4)

Domino Effect

Cause: Persistent shortage of qualified technical personnel (CE-4).

Effect 1: Work overload and reduced surveillance capacity.

Effect 2: Inefficient prioritization of oversight activities.

Final Outcome: A purely reactive regulatory environment, neutralizing the SSP's preventive purpose.

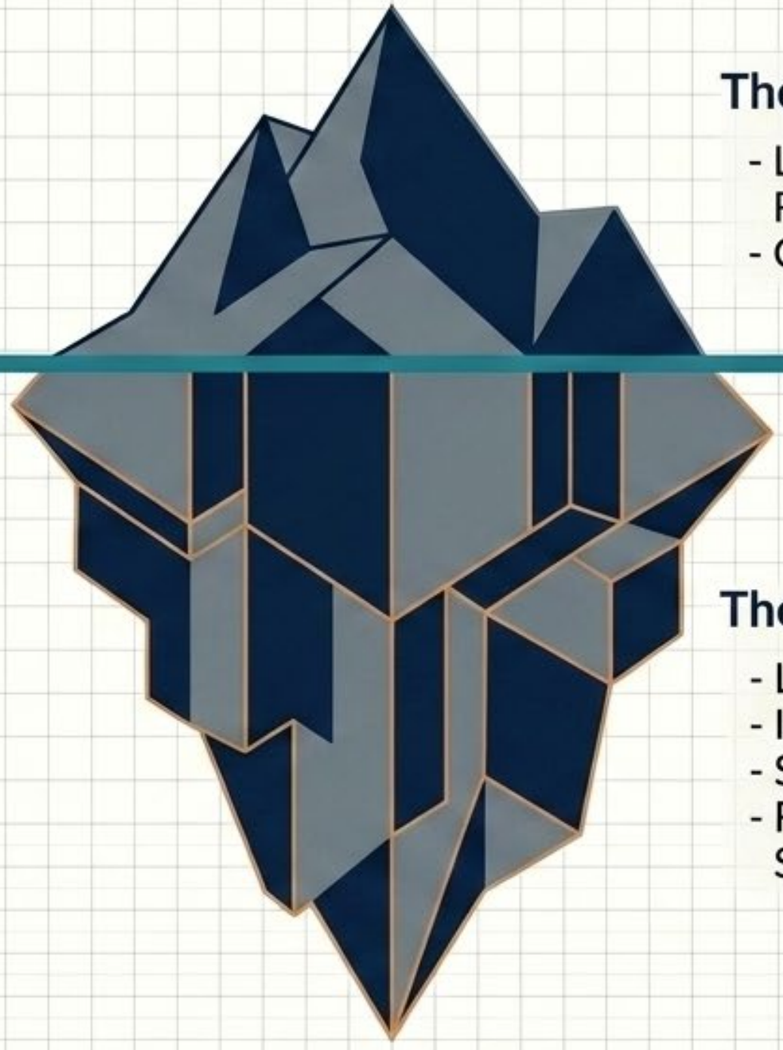
Funding Correlation

Key Finding: States with the highest CE-4 scores and better SSP performance operate under regulatory funding models with comparatively higher fees.

Impact: These models sustain competitive salaries, talent retention, and sustainable analytical expertise.

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Analytical Synthesis: Symptoms vs. Root Causes



The Visible - Downstream Symptoms

- Low score in CE-8 (Safety Problem Resolution).
- Generic or reactive Safety Promotion.

The Hidden - Root Causes

- Lack of clear strategic direction.
- Immature data and analytical capability.
- Shortage of technical resources.
- Foundational weaknesses in the Oversight System (SSOS).

The low result in CE-8 is not an isolated problem. It is the **inevitable symptom (downstream)** of a system that **lacks the intelligence and strategy (upstream)** to prioritize and mitigate risks.

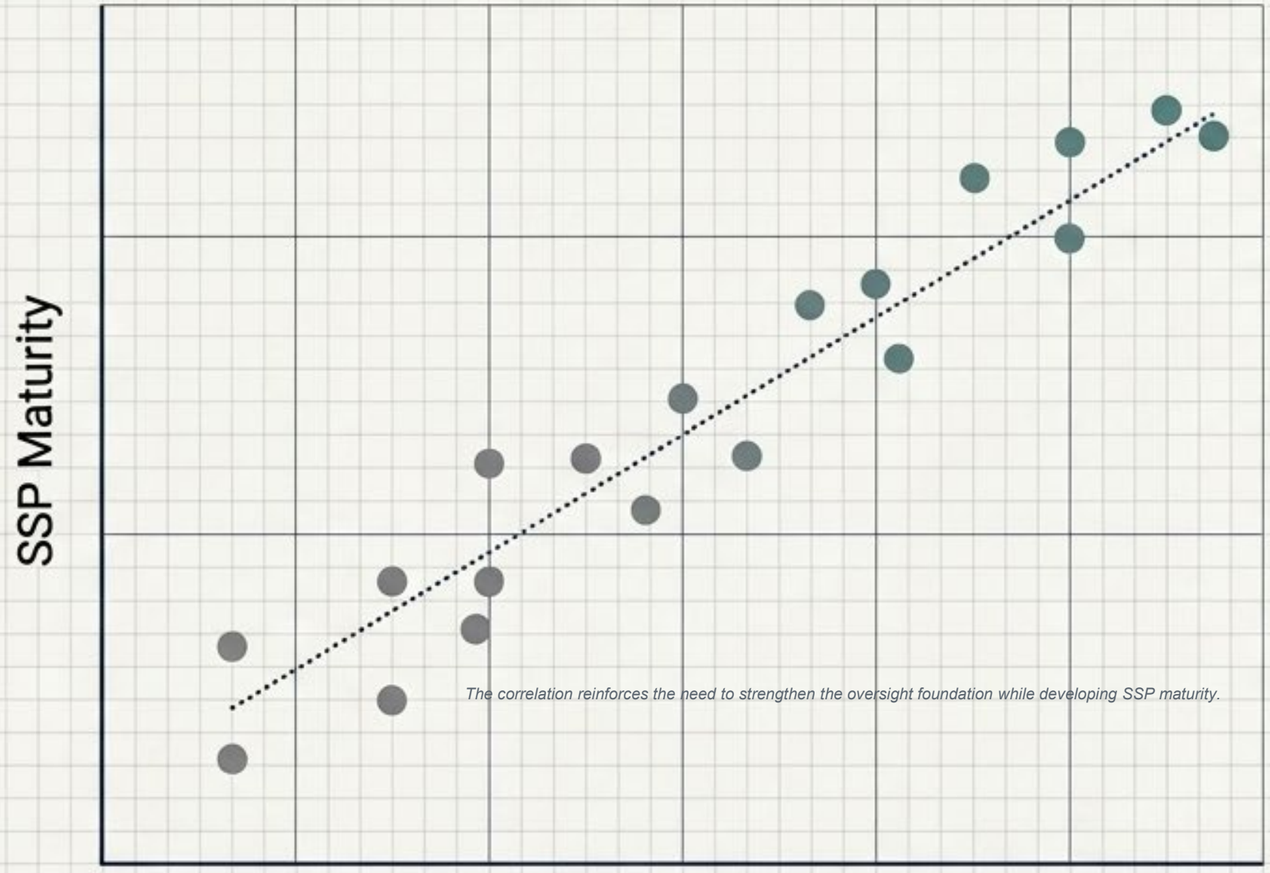
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The SSP Depends on an Effective State Safety Oversight System

- The SSP should be understood as a mechanism for leveraging and improving an effective SSOS—not as a substitute for one.
- The stronger scores in legislation and regulation provide a foundation, but weaknesses in technical personnel, surveillance, risk management and assurance constrain the State's ability to operationalize the SSP.
- If the underlying SSOS is ineffective, the SSP will struggle to produce reliable safety intelligence, credible interventions or measurable safety improvement.
- Accordingly, States should avoid treating SSP implementation as a stand-alone documentation exercise. SSOS capability and SSP maturity must be developed together.

An SSP cannot compensate for a weak SSOS; the two capabilities must be strengthened together.

The USOAP-SSP Correlation: The SSOS as a Prerequisite

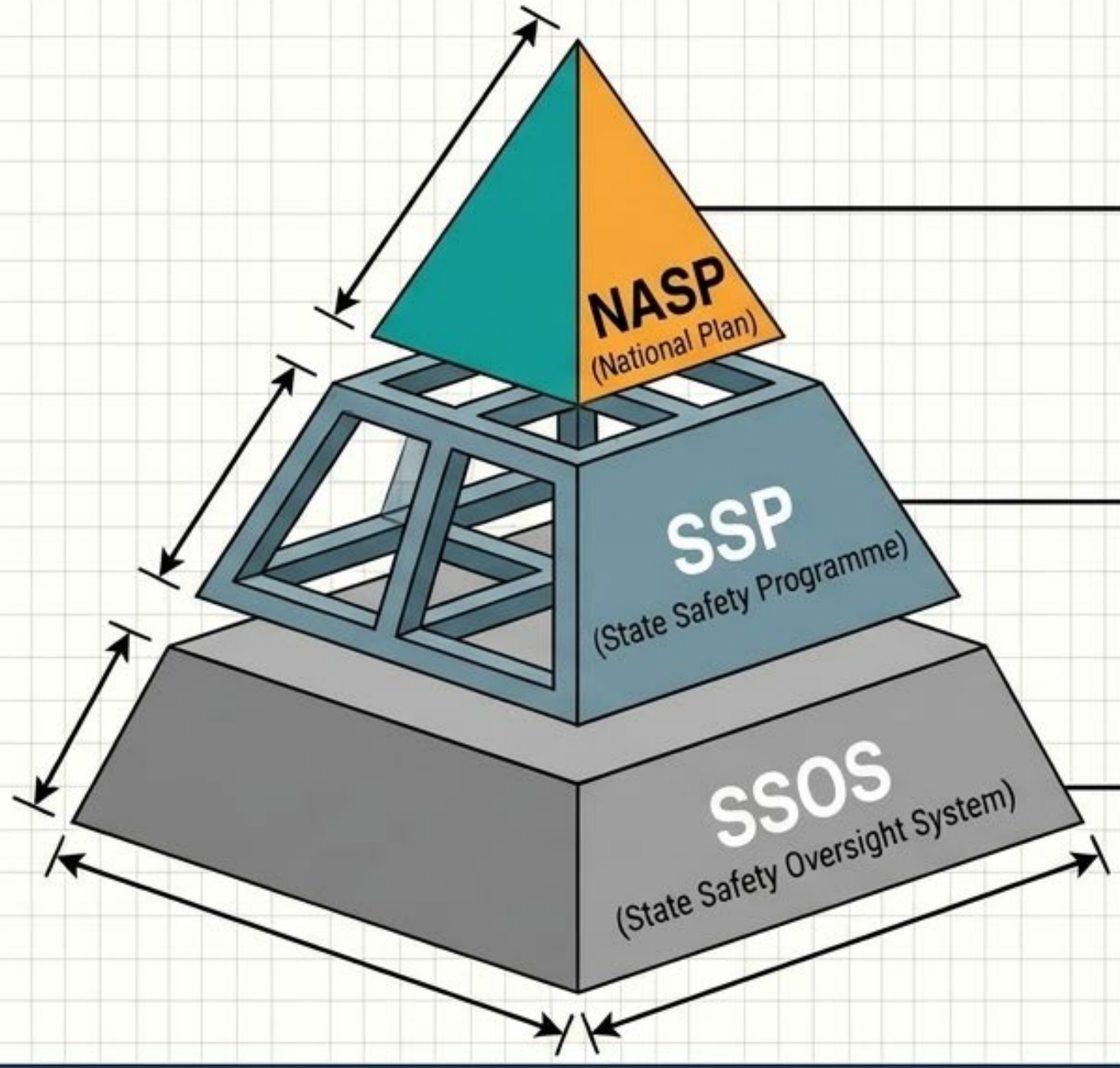


States with Higher SSP Maturity Systematically Demonstrate Higher USOAP Scores.

- This relationship is conceptually logical and expected. The USOAP evaluates the capacity of the safety oversight system (SSOS).
- A State with significant deficiencies in its SSOS will have difficulties operating an effective SSP, regardless of how many policies or committees it has formally established.

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The Performance Architecture



Kinetic Action.
Converts identified risks and strategic priorities into coordinated and measurable actions.

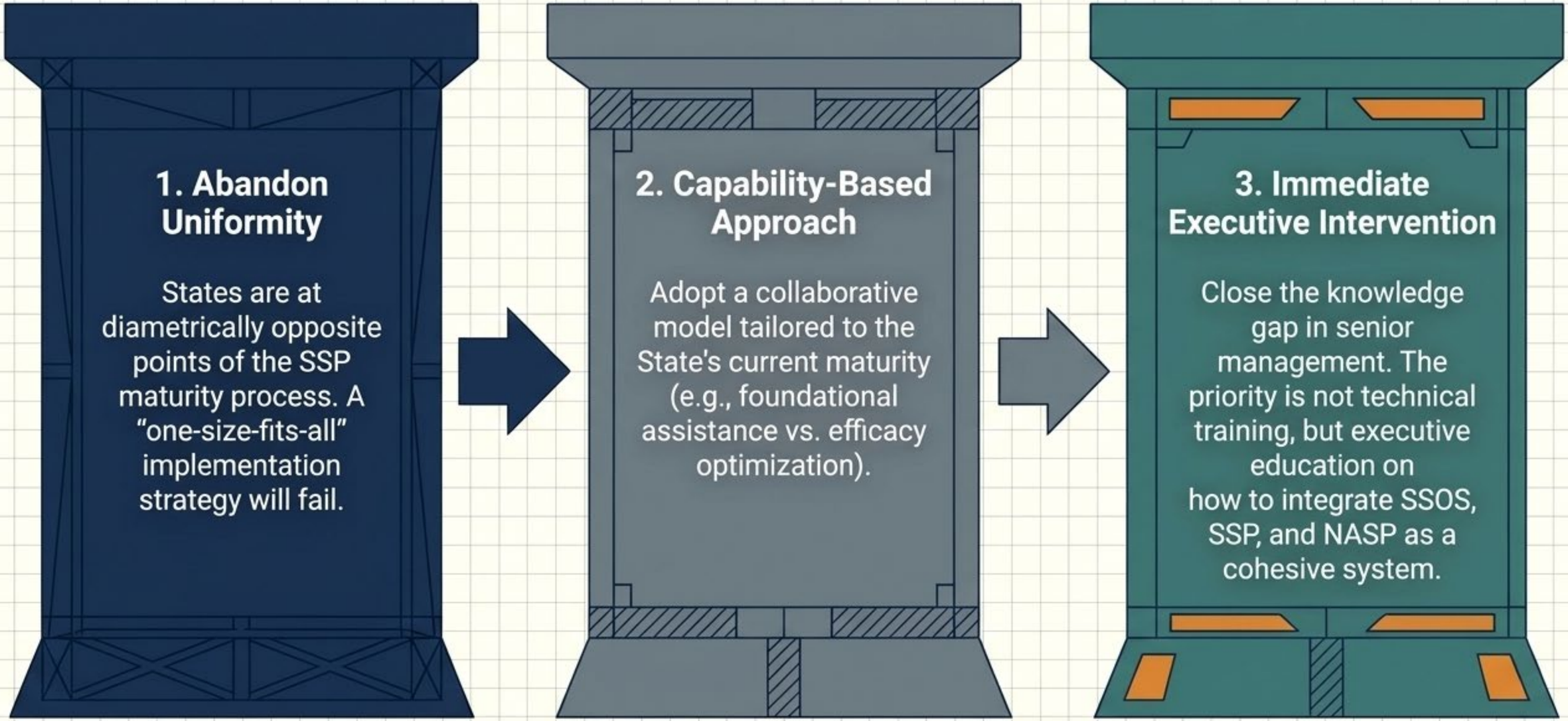
The Management Framework.
Leverages SSOS data for proactive risk management and performance-based strategy.

The Foundation.
Legislation, organizational capacity, qualified technical personnel, and fundamental surveillance.

An ineffective SSOS cannot be fixed by building an SSP on top of it.

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Strategic Recommendations for ICAO



Recommended response: collaborative learning, capability building and practical implementation support

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Strategic Recommendations for States

Focus first on leadership, capability and implementation—not additional structure.

1. **Build Senior Leadership Understanding**
   Ensure executives understand what an effective SSP requires, how it depends on the SSOS, and their role in setting priorities, allocating resources and driving change.

2. **Strengthen the SSOS Foundation**
   Address weaknesses in technical capability, surveillance, enforcement and the Critical Elements so the SSP has a credible operational foundation.

3. **Build Safety Intelligence Capability**
   Invest in integrated safety data, hazard identification, risk assessment and analysis that can support evidence-based State priorities.

4. **Shift from Structure to Performance**
   Stop treating committees, documents and organizational charts as the objective. Build the capabilities needed to identify risk, act on it and demonstrate measurable improvement.

5. **Use Collaborative Learning and Practical Support**
   Share experience across States, develop common tools and provide implementation support focused on real capability rather than one-size-fits-all compliance activity.

6. **Implement in Phases and Measure Results**
   Set realistic priorities, sequence capability development and track whether actions improve oversight effectiveness, risk control and State safety performance.

Thank You



ICAO