



OACI | UNIENDO A LA AVIACIÓN

NINGÚN PAÍS SE QUEDE ATRÁS



**GANP – Sixth Edition Global Technical**

**A GLOBALLY HARMONIZED  
PERFORMANCE MANAGEMENT  
PROCESS**

**WORKSHOP ON THE APPLICATION AND DEVELOPMENT OF THE VOL. III  
OF THE CAR / SAM E-ANP INCLUDING KPI FORMULATION FOR THE SAM  
REGION**

**Virtual Meeting, September, 15-17, 2020**



## A GLOBALLY HARMONIZED PERFORMANCE MANAGEMENT PROCESS

- Given the fact that the GANP is about opportunities, the appropriate way to utilize the GANP is to apply a performance-based approach.
- A performance-based approach is results-oriented, helping decision makers set priorities and determine appropriate trade-offs that support optimum resource allocation while maintaining an acceptable level of safety performance and promoting transparency and accountability among stakeholders.



- Although there are several ways to apply a performance-based approach, ICAO advocates for a globally harmonized performance management process based on six well-defined steps.
- The goal of this cyclic six-steps method is to identify optimum solutions based on operational requirements and performance needs so that the expectations of the aviation community can be met by enhancing the performance of the air navigation system and optimizing allocation and use of the available resources.



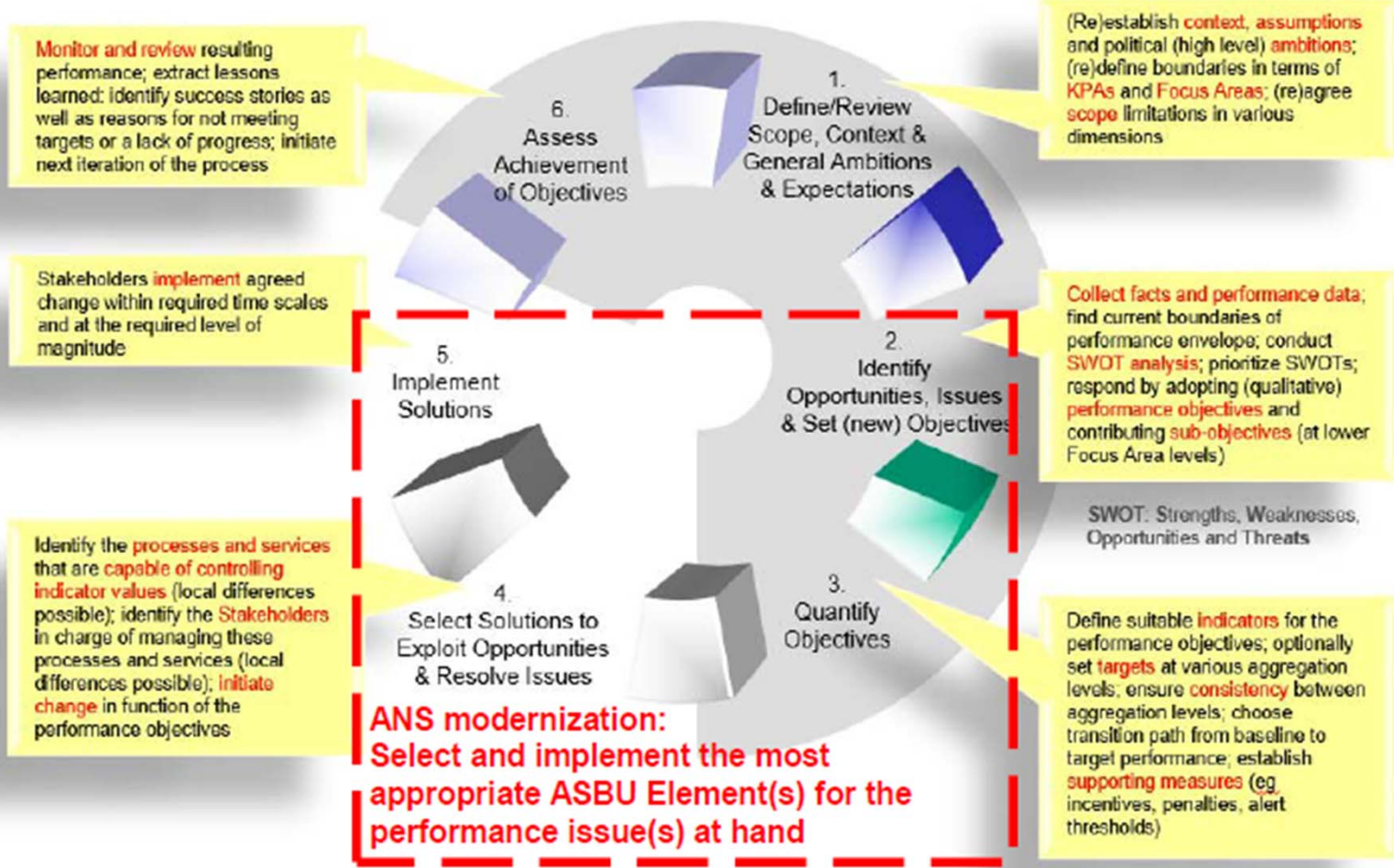
- This process can be applied at global, regional and local levels, with different level of detail. At a global level, the performance ambitions and a conceptual roadmap resulted from the application of this approach.
- States and Regions should use, in collaboration with all the members of the aviation community, this performance management process as the basis to develop national and regional air navigation plans adapted to their specific operational requirements and performance needs.

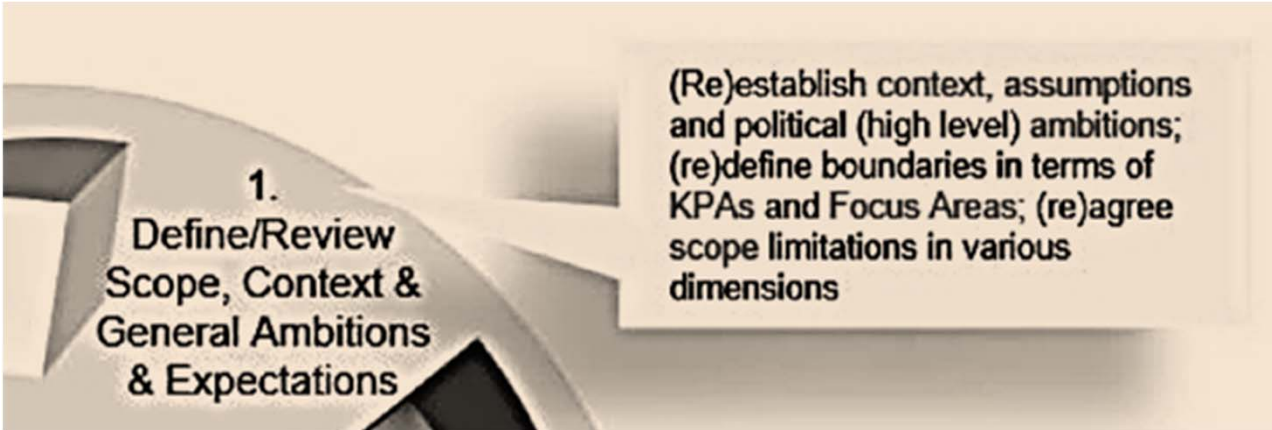


**ON PROGRESS...** **AN-SPA** (Air Navigation System Performance Assessment), is an automated tool to guide the user on the application of the six-steps method at a local level.

- In the following slides you will be able to find an outlined of these six-steps method.

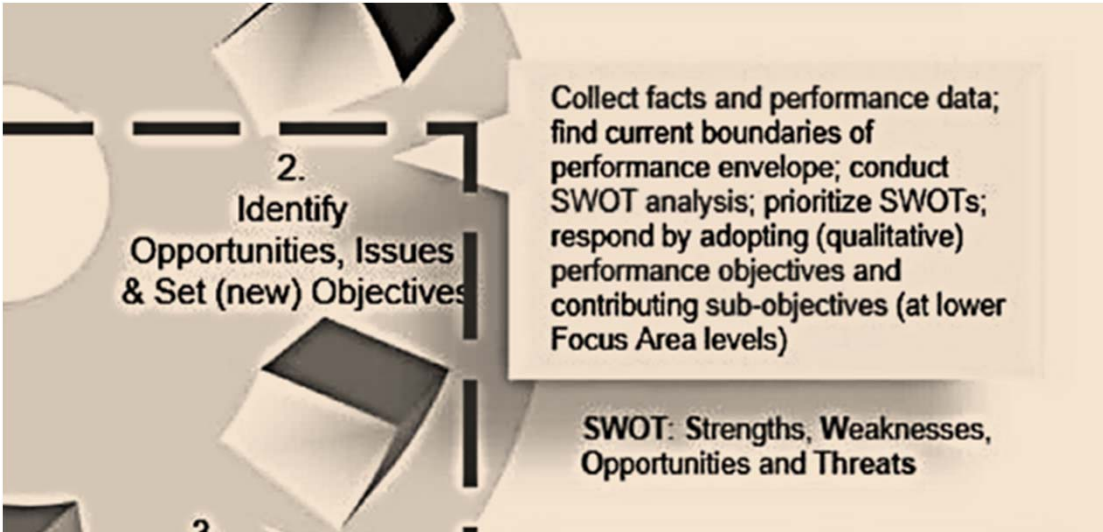






**1.  
Define/Review  
Scope, Context &  
General Ambitions  
& Expectations**

**(Re)establish context, assumptions and political (high level) ambitions; (re)define boundaries in terms of KPAs and Focus Areas; (re)agree scope limitations in various dimensions**



**2.  
Identify  
Opportunities, Issues  
& Set (new) Objectives**

**Collect facts and performance data; find current boundaries of performance envelope; conduct SWOT analysis; prioritize SWOTs; respond by adopting (qualitative) performance objectives and contributing sub-objectives (at lower Focus Area levels)**

**SWOT: Strengths, Weaknesses, Opportunities and Threats**

### 3. Quantify Objectives

Define suitable indicators for the performance objectives; optionally set targets at various aggregation levels; ensure consistency between aggregation levels; choose transition path from baseline to target performance; establish supporting measures (eg, incentives, penalties, alert thresholds)

**Identify the processes and services that are capable of controlling indicator values (local differences possible); identify the Stakeholders in charge of managing these processes and services (local differences possible); initiate change in function of the performance objectives**

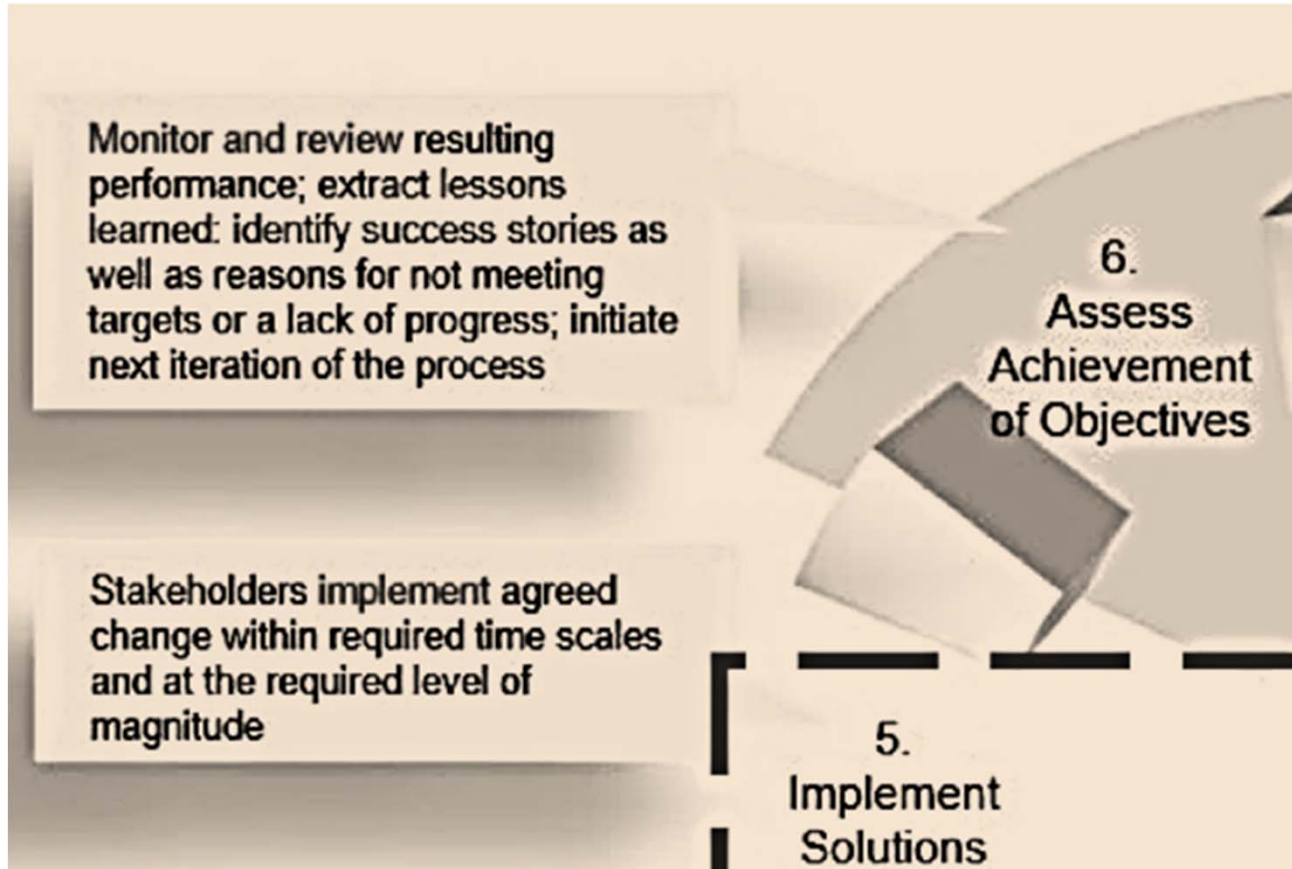
**4.  
Select Solutions to  
Exploit Opportunities  
& Resolve Issues**

**Monitor and review resulting performance; extract lessons learned: identify success stories as well as reasons for not meeting targets or a lack of progress; initiate next iteration of the process**

**Stakeholders implement agreed change within required time scales and at the required level of magnitude**

**5.  
Implement  
Solutions**

**6.  
Assess  
Achievement  
of Objectives**





## SUMMARY

– Steps 1 and 2 serve to know your system, its strengths, weakness, opportunities and threats as well as how it is performing in order to set objectives.

- The catalogue of performance objectives that is part of the GANP global performance framework facilitates the definition of objectives .



Based on these objectives, targets can be set in **step 3** and in **step 4** potential solutions identified to achieve the targets by addressing the weakness and threats of the system.

**Once a set of potential solutions have been identified, a cost-benefits analysis, environmental impact assessment, safety assessment and human factor assessment should be performed to identify the optimum solution.**

- In the GANP performance framework, a list of KPIs, linked to the relevant objectives in the performance objectives catalogue, is provided to set targets through the quantification of objectives.
- A list of potential solutions to be considered as **part of step 4** is the ASBU framework with its functional description of the operational improvements and their associated performance benefits



- Step 5 manages a coordinated deployment of the agreed solution by all stakeholders based on the previous steps.
- Finally, step 6 consists of monitoring and reviewing the performance of the system after the full deployment of the solution.





# Strategic Analysis

- VISION
- MISION
- SWOT

# How to make a SWOT Analysis

	Positive impact	Negative impact
Internal	<u>Strengths</u>	<u>Weaknesses</u>
External	<u>Opportunities</u>	<u>Threats</u>



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**GRACIAS**