International Civil Aviation Organization

NINETEENTH MEETING OF THE METEOROLOGY SUB-GROUP (MET SG/19) OF APANPIRG

Bangkok, Thailand, 3 – 6 August 2015

Agenda Item 2:   **Organizational Matters**

PROJECT MANAGEMENT PRINCIPLES

(Presented by the Secretariat)

SUMMARY

This paper presents a set of project management principles proposed to guide the work programmes of the contributory bodies of APANPIRG.

1.   INTRODUCTION

1.1   In keeping abreast with the current developments in air navigation, including performance based approach to air navigation planning and implementation, there is a need to align the work programme of States, regions and ICAO with the revised GANP. In this regard, and within the ASBU framework, a project-based approach must be applied to the work programmes of the APANPIRG Sub Groups.

2.   DISCUSSION

2.1   To promote a more project-management-driven approach to regional air navigation planning and implementation, which is guided by and aligned with regional priorities and the Global Air Navigation Plan/ASBU strategy, the second meeting of the APANPIRG contributory bodies structure review task force (ABSRTF/2), held in Bangkok, Thailand, 24 to 25 June 2015, agreed to the concept of project management principles as a key consideration in its Draft Decision ABSRTF/2/2 – Reorganization of APANPIRG Structure.

2.2   The project management principles referred to above are outlined in Attachment F to WP/4 from ABSRTF/2. A copy is provided in **the Attachment** to this paper.

2.3   The ABSRTF noted that a further review to the project management principles (outlined in Attachment F to WP/4 from ABSRTF/2) would be needed before they are submitted to the APANPIRG/26.

3.   ACTION BY THE MEETING

3.1   The meeting is invited to note the information contained in this paper.

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ATTACHMENT (Copied from WP/4 to ABSRTF/2)

Project Management Principles

1)   In the context of a project management approach, projects will be identified primarily from ASBU Modules adopted by APANPIRG, agreed regional targets and objectives and existing initiatives. Any ANS operational improvement is conducted through a project. The Seamless ATM implementation guidance published and maintained by the ICAO Regional Office would apply for structuring the project and providing the necessary technical guidance (standards etc.). However the level of documentation required would be commensurate with the project objectives and scale (see below).

2)   Where it is not the case, a project team will be nominated by States and concerned international organizations in coordination with SG. The Task Force Chair and/or the ICAO will act as Project Managers.

3)   In this regard it is proposed that the ToR of the Sub Groups should be reviewed to better support the ICAO performance framework, in particular implementation activities to align with ASBUs and regional priorities. It is proposed to empower the Sub Groups to make decisions on internal matters and take corrective actions;

Scale of projects

4)   The scale of the project will be defined as experience shows that coordination and control activities vary accordingly:

- interregional (example: definition of an interregional AIDC standard)
- regional (examples: CRV, ATFM projects)
- sub-regional (example: Implementation of new PBN routes between States in a sub region)
- a collection of national projects driven by a State/Administration

Types of project

5)   Depending on the objective of the project, 2 types of projects could be defined:
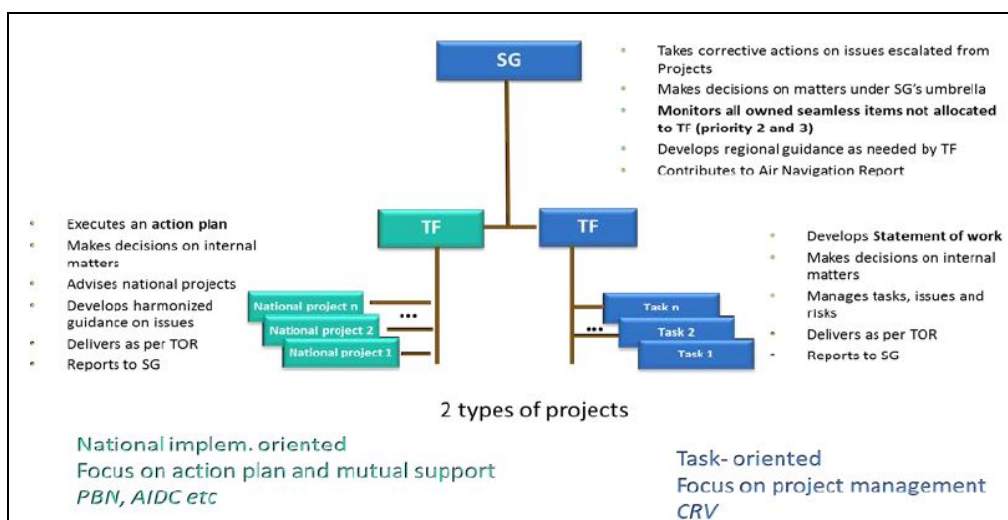
Documents and tools

6)   ToRs of the Project should define timelines from start to completion. These timelines shall be consistent with eANP volume III main planning table, stating all deadlines for ASBU and regional objectives and related ANRF.

7)   The TORs will record also the project manager(s), the project team, the reporting lines (SG and APANPIRG) and scale (interregional, regional, sub-regional, or national) of the project.

8)   Projects should be conducted using standardised and simple documents for which templates would be proposed on ICAO RO website:

- Statements of work for the definition of tasks inside a project

- Action list for the allocation and follow-up of actions inside the project and outside the project (dependencies)
- Basic Risk table for the identification and mitigation of risks inside a project
- Project report (1 slide) to report to the SG(s)
- Summary of discussions of the meeting

9   At the creation of the project, the set of applicable documents would be proposed by the Project Manager according to the scale and type of project, endorsed by the SG, and recorded in the TOR.

10   The use of ICAO portal and teleconferences should be generalized to control and coordinate the activities conducted under a project.

Safety management

11)   For inter-regional, regional and sub-regional projects undertaking major changes to the air navigation system in Asia Pacific Region, a safety analysis may have to be conducted in the framework of the project. For national projects, the analysis would more probably be conducted inside the State/organizations involved. Such analyses have to comply with ICAO Doc 9859, Safety Management Manual, particularly the Safety risk probability table and the Safety risk severity table.

12)   If no other process is available or preferred, the analysis could be based on:

- A Concept of Operations (CONOPS) and/or OSED identifying the new operational services/environments being envisaged;

- Operational Hazard Analysis (OHA) identifying hazards brought by the new operational services;

- Preliminary System Safety Assessment (PSSA) as per ARP 4761 identifying and mitigating the causes of hazards (people, equipment, procedures);

- System Safety Assessment (SSA) as per ARP 4761 establishing that the risk is acceptable according to ICAO Doc 9859.

Checking/Reporting

13)   It is proposed that interregional, regional and sub-regional projects report to their SG through a one page slide on their progress, issues and top risks. National projects would be tracked through the seamless reporting process.

14)   In order to track the progress of implementation, data collection will be done through the seamless ATM reporting process using the metrics defined.

15)   A regional picture could be developed to graphically illustrate the progress by seamless item. The project was started but is frozen. ICAO's resources would need to be mobilized to support the regional picture.

Acting/correcting

16)   A SG would have an overview of all its projects: objectives, achievements, issues, top risks. It will take action on issues escalated by any project supervised or identified between projects supervised. APANPIRG would have an overview of all the projects and will take corrective actions on issues escalated from Subgroups or identified between Subgroups.

17)   SGs would monitor dependencies between projects. APANPIRG would monitor dependencies between projects supervised by different SG. APANPIRG could review periodically the top 10 risks. A table of projects for the region could be maintained by APANPIRG.

Change management

18)   The project management principles presented in this Attachment and considered beneficial by ABSRTF should be refined and recorded in the APANPIRG Procedural Handbook.

19)   All principles would need a certain time to be properly and homogeneously applied throughout the region. Selection and briefing of project managers would be necessary. Certain principles may be regarded as guidance/good practice first and later on become recommendations. Retaining all principles may lead to overwhelming the regional office, hence the contribution of the ACC which would assist the region as a project office, supported by ICAO RO.

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