



## DIRECTORS GENERAL OF CIVIL AVIATION-MIDDLE EAST REGION

**Second Meeting (DGCA-MID/2)**  
*(Jeddah, Saudi Arabia, 20-22 May 2013)*

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### **Agenda Item 5: Air Navigation**

ANS PERFORMANCE EXCELLENCE

*(Presented by the United Arab Emirates)*

#### **SUMMARY**

This paper presents the importance of improving productivity, level and quality of services and performance excellence in ANS.

### **1. INTRODUCTION**

1.1 Presentation (PPT/1) refers.

### **2. ACTION BY THE MEETING**

2.1 The meeting is invited to:

- a) note the information contained in the attached presentation and UAE experience in this regard;
- b) request MID States to share their experiences in this field; and
- c) request ICAO MID to urge states to develop comprehensive programs to improve productivity, level and quality of services and therefore Performance Excellence in Air Navigation Services.

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دولة الامارات العربية المتحدة  
الهيئة العامة للطيران المدني  
UAE General Civil Aviation Authority

# GCAA Sheikh Zayed Air Navigation Centre Business Excellence Model

Presented by  
United Arab Emirates

سماء الإمارات في أيد أمينه...  
UAE sky in safe hands...



Second Meeting (DGCA-MID/2)  
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# GCAA SZC Business Excellence - Outline



**Participation in Governmental Excellence Programs.**



**Focus on Customers.**



**Focus on People.**



**Focus on Safety and Quality.**



**Focus on Excellence.**

# GCAA SZC BE – UAE FIR



UAE FIR with almost 2100 movements a day, +85% Climbing or descending traffic resulting in a complex airspace.



8 International Airports set as hub for 5 national carriers and other UAE registered operators;



Approximately 48% is military airspace, which contains certain areas for FUA (Flexible Use of Airspace) operations;



Advanced ATM system with safety nets features;



Use of OLDI, AMHS, VHF;



Use of IP v4 & 6 for communication network;



Wide use of PSR, MSSR - mode S, ADS-B, WAM, advanced radar tracker;



PBN (Performance Based Navigation) is widely implemented, RNAV 1 SIDs & STARs, +19% RNAV 1 ATS routes, RNP AR, Baro VNAV (UAE PBN Implementation plan available online).

# GCAA SZC BE – Governmental Excellence

- SKGEP is Sheikh Khalifa (UAE President) Government Excellence Program. It is structured around the EFQM (European Foundation for Quality Management ) Excellence Model.
- Model focus on the following **enablers** : Leadership, People, Strategy, Partnership & Resources, Processes, Products & Services.
- Model focus on the following **results** : People, Customer, Society and Business.
- GCAA SZC participates in this program and is assessed every year. Outcome is used as input for initiatives to ensure continuous improvement.
- GCAA SZC won the SKGEP Technical Experience award in 2010.



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# GCAA SZC BE – Focus on Customers

- In order to improve the overall customer satisfaction of the services provided by GCAA SZC, customer and stakeholder surveys have been conducted to measure the satisfaction level.
- The UAE Government has set target for customer satisfaction to 70% in order to thrive for excellence. *This is a very ambitious target as only very satisfied votes are counted using Top Box% calculation method.*
- Action Plans have been produced to further improve the level and quality of services.
- Annual surveys shall be done in order to assess the effectiveness of the initiatives launched to improve the overall performance.
- GCAA SZC increased the frequency of customers / stakeholders engagement activities, through national committees or direct meetings.

# GCAA SZC BE – Survey



# GCAA SZC BE – Focus on Customers

**Importance : 3**  
**Factor : Mutual Benefits**

Attributes / Areas for Improvement	Action Plan (AP)	AP Deadline
Level of services provided by the Air Navigation Service Provider (ANSP)	Ensure complaints are properly and timely addressed and resolved.	1Q2013
	Promote Mygov.ae and Customer Feedback System for Complaints/Inquiries management.	3Q2013

**ACTION PLAN EXAMPLE**



# GCAA SZC BE – Focus on People

- In order to improve the overall service level provided, employee satisfaction is a crucial element to enhance the productivity, innovation, creativity and quality of work. People are considered vital assets and thus extremely valuable to the organization.
- GCAA SZC has launched a program for social activities, including ANS Monthly staff breakfast, ANS Sports Day, ATCO's Day, ANS Cares, etc, increasing the frequency of staff meetings.
- GCAA SZC has conducted a satisfaction survey for all shift workers.
- A high satisfaction was measured by shift workers for being part of the GCAA SZC.
- Certain actions are taken to improve communication internally and externally.
- Annual internal surveys are planned in order to measure the effectiveness of the initiatives taken to improve the employee satisfaction.

# GCAA SZC BE – Focus on People

Value (% satisfied)	Value (% dissatisfied)	Question
80	4	How is your overall satisfaction with your current job at GCAA ANSP ?
76	4	Would you agree to say that you are proud to work for this ANSP ?
71	13	How is your overall satisfaction with the overall work environment ?
69	7	How is your overall satisfaction with the current operational procedures ?
69	6	Do you feel that appropriate level of training is being provided ?
67	9	Are you satisfied with your supervisor as a positive role model ?
67	7	Would you recommend working for GCAA ANSP to others ?

## Internal Satisfaction Survey result sample

# GCAA SZC BE – Focus on Safety & Quality

- In order to continuously deliver service to our customers and stakeholders satisfaction it is paramount that safety and quality targets are met.
- GCAA SZC has implemented a comprehensive Safety management System (SMS), recently refurbished, in accordance with national and ICAO requirements.
- Safety targets for all departments are defined and revised every year.
- The IMS (Integrated Management System) forms the basis of our quality system.
- GCAA SZC is certified by Lloyds against the ISO 9001 for Quality Assurance, ISO 14001 for Environment and OHSAS 18001 for Occupational Health & Safety.
- GCAA SZC participates in both internal and external audits for both SMS and IMS. Findings are seen as an opportunity to further improve.

# GCAA SZC BE – Focus on Excellence

- To continue our path of continual service level and quality improvement, an improved customer and stakeholder engagement is vital,
- GCAA SZC is chairing the National Airspace Safety Advisory Committee (NASAC). It is a forum where all national airspace stakeholder meet quarterly and discuss collaboratively and transparently issues of concerns and improvements to the ATM industry – Strategic CDM role.
- GCAA SZC has launched the UAE Airspace Coordination and Contingency Cell (UACACC). This platform serves an important purpose of sharing **operational information** related to the UAE airspace customer and stakeholders.
- Continuous focus on Airspace enhancement programs:
  - UAE Airspace Study;
  - Implementation of Delta (9<sup>th</sup>) sector and associated changes;
  - Bahrain & Oman airspace proposals;

# GCAA SZC BE – Focus on Excellence

Cont:

- Continuous focus on System enhancement programs
  - Implementation of AMAN (Arrival Manager), 1<sup>st</sup> in the MID;
  - Upgrade to ARTAS 8 (Radar Tracker);
  - ATM System PRISMA upgrade;
  - Ras Al Khaimah remote Air Navigation Facility;
- Continuous focus on Training
  - Operational Training Program;
  - IATA Training Program (7 different courses delivered in 2012);
  - E-learning training program introduced – Avipedia;
- Continuous enhancement of ATCO Productivity, operational and non operational reporting system, suggestions and ideas, SMS and QMS.

# GCAA SZC Business Excellence Model



**H.H Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai during his visit to SZC 1<sup>st</sup> July 2012**

**Thank You      Feedback : [info@szc.gcaa.ae](mailto:info@szc.gcaa.ae)**

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