



Managing the changes as a State – SSP implementation

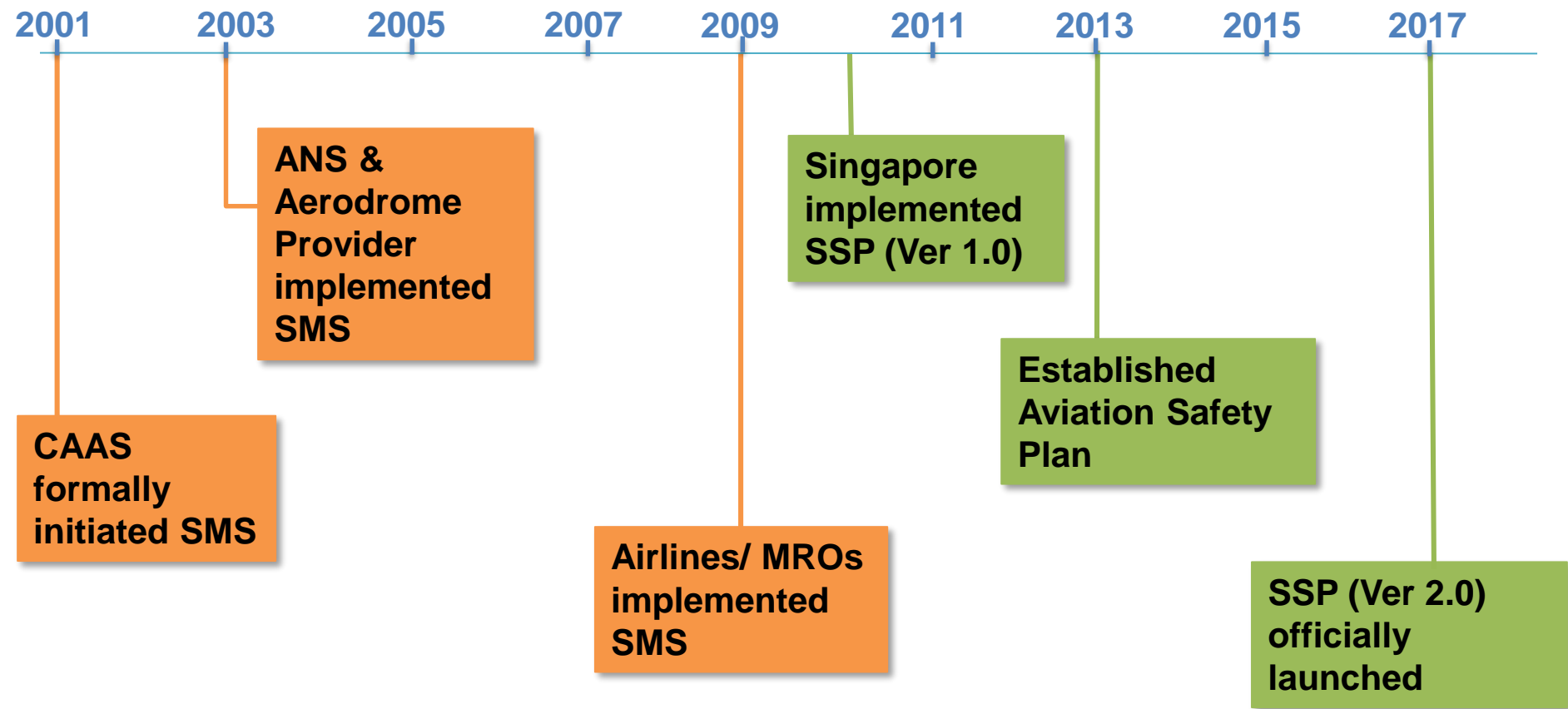
Tay Tiang Guan
Deputy Director-General
Civil Aviation Authority of Singapore

23 April 2018

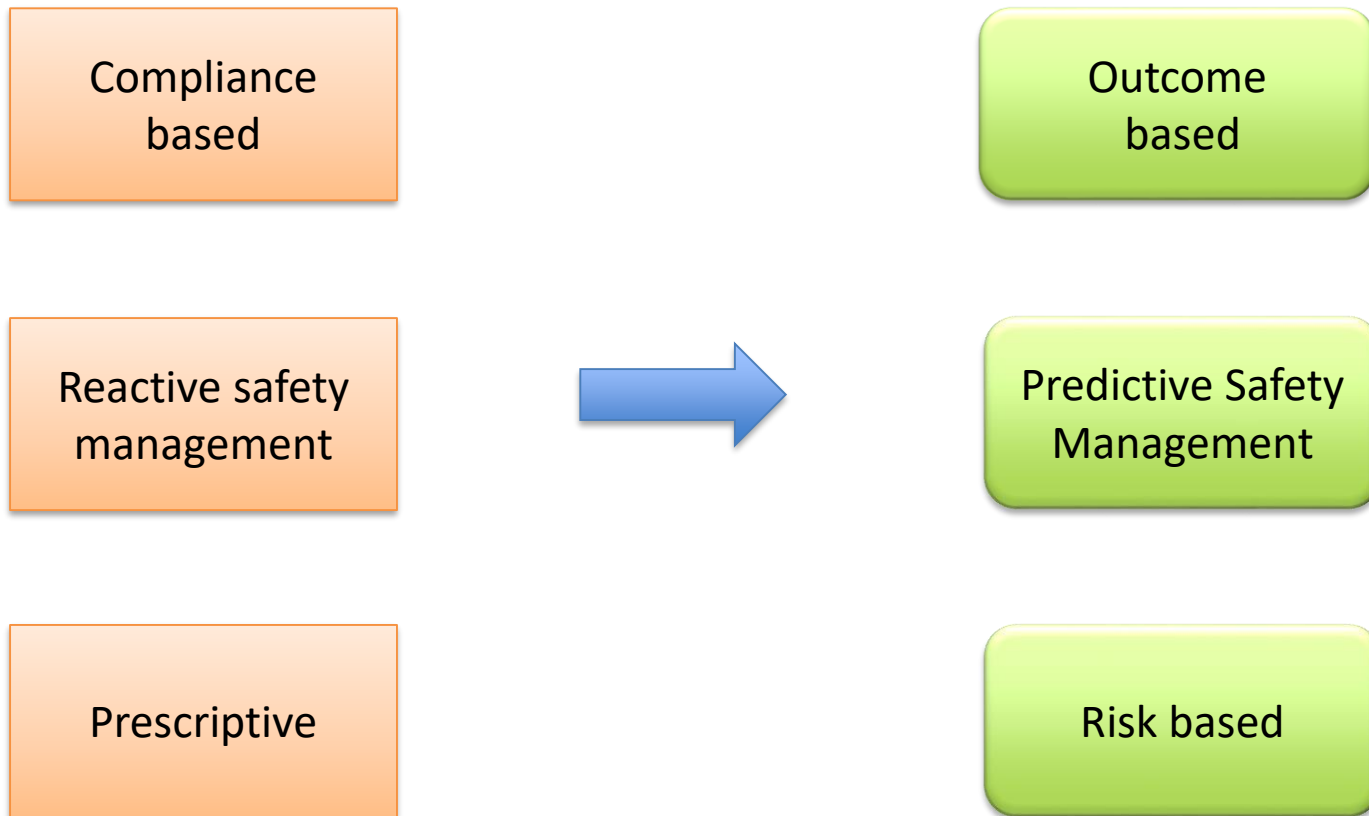
CAAS

Civil Aviation Authority of Singapore

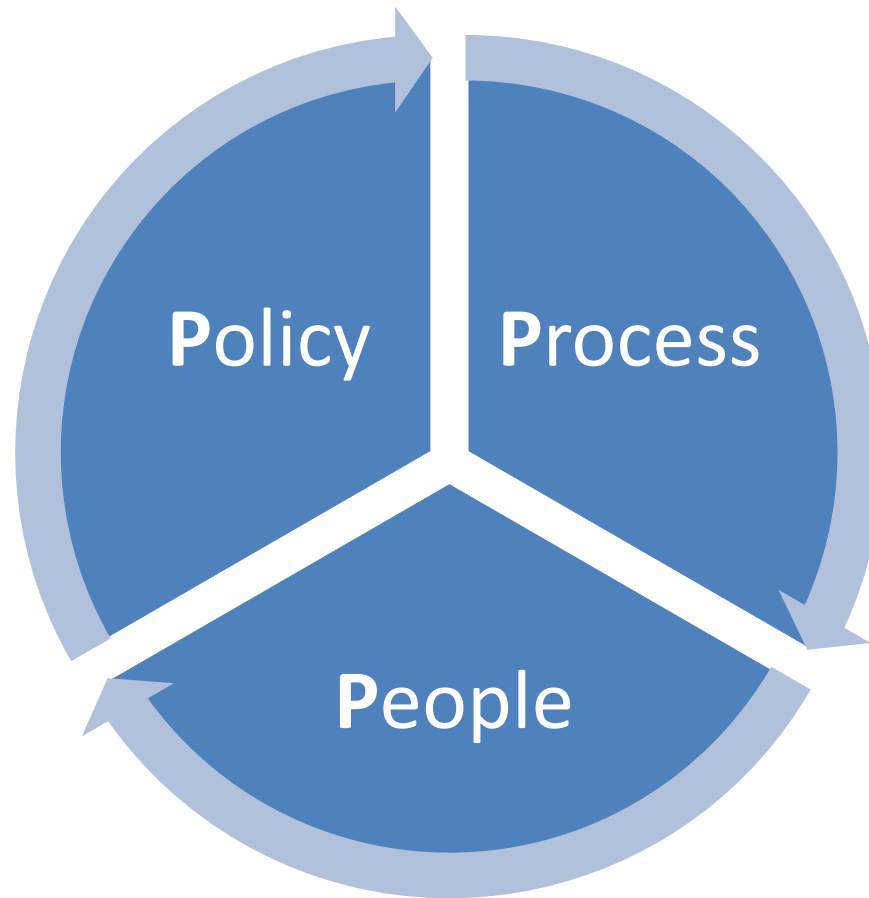
Singapore's journey in safety management



SSP implementation is a major change exercise



3 P's of change management – a systematic approach to dealing with transition



Change management - Policy

- Starting point of getting alignment across all levels in the organisation and beyond.
- Policy aspects should include:

Vision

- Where we want to be, taking into account the challenge and /opportunities ahead

Policy statement

- Our approach and behaviours we want in safety management e.g. performance based approach, just culture

Safety objectives

- What we want to achieve, taking into account the scale of aviation activities and the state level risks

- Buy-in and support crucial from staff and industry.

Change management - Process

- Not straightforward to move from compliance based to outcome based regulation.
- Traditional process and interaction between regulator and service provider have to evolve
 - Assessment of effectiveness of a service provider's SMS
 - Agreement and determination of SPIs with service providers
- Need to embrace best practices and IT to enhance safety oversight work and safety risk management
 - Data analytics
 - Risk assessment methodologies e.g. bowtie analysis

Change management - People

- Don't underestimate the extent of mind set change required.
- Need to continue to invest in people and their training.
- In addition to traditional skill sets, new competencies are required:
 - Assessor vs checker
 - Safety risk assessment
 - Communications skills
 - IT and data analysis capabilities



Active engagement and communications is key to successful change management



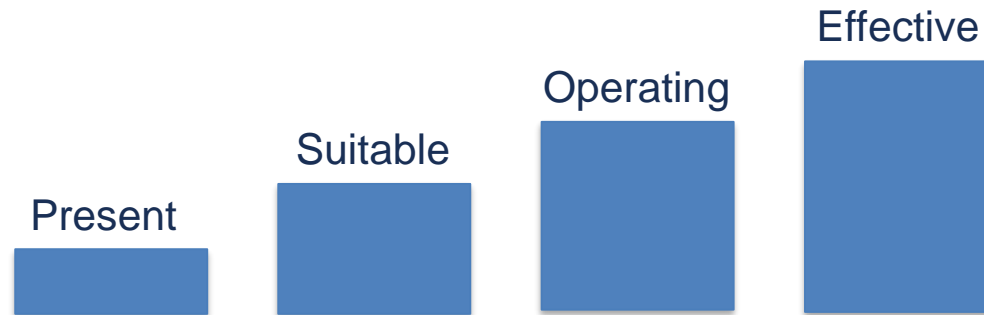
Safety in the aviation industry is of paramount importance. The Civil Aviation Authority of Singapore (CAAS) continues to drive the highest standards of safety by ensuring that Singapore adheres to international safety standards and best practices. Working with industry partners, we seek to promote a strong safety culture and embed a robust safety framework through greater collaboration and engagement with the aviation community.

The CAAS Safety Series, comprising a mix of talks, workshops and seminars, will update the aviation industry on developments in safety policies and regulations as well as address any impact share their views at these meetings.



An example of process change in SMS evaluation – PSOE methodology

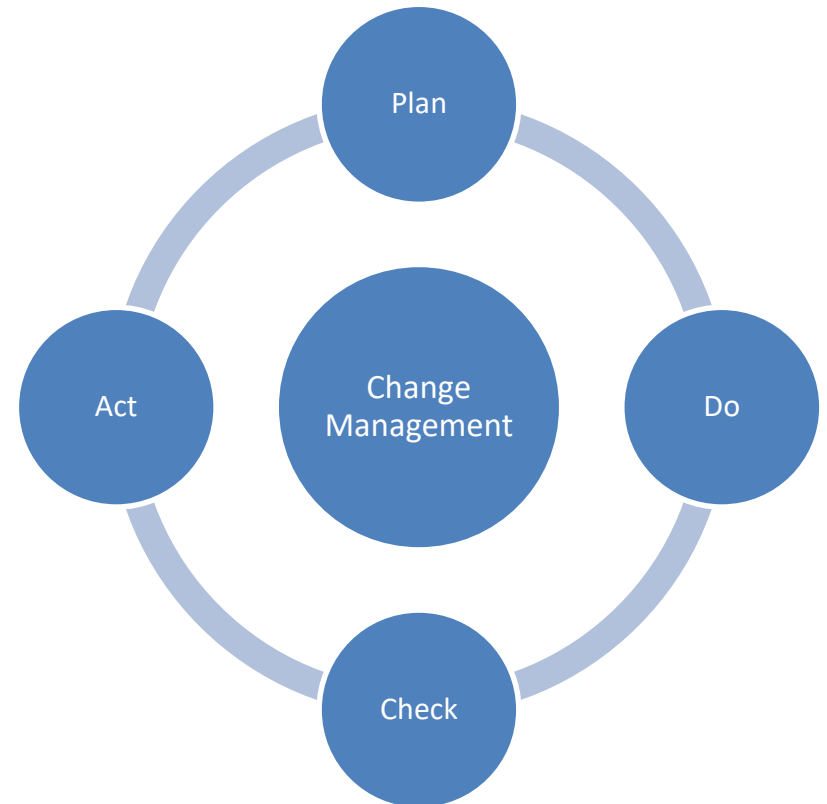
- PSOE methodology provides a standardised way to assess the effectiveness of a SMS, using 4 assessment levels



- Implementation requires change management, involving process transition and re-training of all inspectors
- Internal and external communication necessary in order to get buy-in from staff and industry.

Key ingredients to effective change management

- Top management commitment
- Investment in people and their competencies
- Strong internal and external communications
- Close collaboration among all stakeholders
- Quality assurance process





Thank you