Ninth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/09)

Port-of-Spain, Trinidad and Tobago, 25 to 27 June 2019

Agenda Item 6:   **NAM/CAR Regional Safety/Air Navigation Implementation**
                 6.1   **General**

IMPLEMENTATION OF CHANGE MANAGEMENT FOR AIR NAVIGATION SERVICES PROJECT DEVELOPMENT

(Presented by Dominican Republic)

EXECUTIVE SUMMARY
This paper recommends introducing Change Management Training as part of the process to implement ICAO global plans and technical projects with a view to minimising all possible safety risks. Change management training would allow for collaborative decision-making and precautionary transition and familiarisation phases, and would strengthen the development and delivery of aviation technical projects. Change Management is the application of a proactive framework that takes into consideration the needs of the individuals involved in the implementation or improvement processes of their activities, by applying strategies which are able to guarantee that all the points of view are heard and taken into account, and that a collaborative decision making process is applied, in a way that all the stakeholders affected have an active participation during the whole implementation cycle.

Actions:	See Section 3
Strategic Objectives:	• Safety • Air Navigation Capacity and Efficiency • Environmental Protection
References:	• Change Management Concept, ICAO Special Projects GANP, GASP, ASBUs, etc.

1.   Introduction

1.1   In any State, the air navigation systems and the aviation system in general are constantly evolving to keep up with new trends, technologies and procedures. The Standards and Recommended Practices of the International Civil Aviation Organization (ICAO) serve as a resource for the implementation of projects that pose major challenges.

1.2   Projects are often implemented in units that are staffed and managed by personnel who do not participate in the planning and organization of the procedures that they must subsequently follow in order to carry out the assigned tasks. They are only aware of the changes occurring in the delivery phase, and the implications of resistance to change on the part of personnel are not considered.

1.3   The application of the Change Management concept to the different areas related to aviation sector is definitely an urgent need, which will help improve and increase the efficiency of implementation processes developed as a result of the integration of new technologies, new equipment acquisition, and updated procedures application, among others.

1.4   The success of any project depends on the active participation of the people who will be implementing the procedures or using the new technologies, which is why upper management must always weigh all the repercussions of each change. Otherwise, there could be an impact on safety and economic resources might be wasted.

2.0   Discussion

2.1   The training regarding the Change Management Strategies, oriented initially to managers and projects teams, is vital to properly manage all the aspects associated to an implementation process and consequently achieve the best results.

2.2   As everyone knows, aviation technical personnel possess special qualifications suited to the type of work performed, including skills that should be identified in the job profiles for the recruitment process. The profiles of air traffic controllers, pilots, inspectors, aeronautical information experts, technical supervisors, etc. must be taken into account when they are assigned to projects.

2.3   The specific features of the unit in which said personnel will be working are also important because the more relevant the tasks and the greater the safety impact, the more assiduous they will be in following the procedures.

2.4   The purpose of this paper is to raise awareness of the need for change management training at all levels of aviation organizations. All change involves risk, which may be heightened if the personnel who carry out the work and use the new procedures or equipment are not involved.

2.5	One clear example is changes in the configuration of air space that affect classification and the type of service provided. It is vitally important for the employees, the managers and even the users to be involved in the project and handle the details of changes and innovations, to ensure that the risks are managed.

2.6	Normal resistance to change in organizations can only be managed with training, including the training of personnel who prepare and manage projects. They need to be able to quantify the investments required for each project to contain change management components. This will ensure smoother implementation with no glitches.

2.7	This is an important matter in the aviation sector because it is the only way we can forecast the actively utilization of a new technology or procedure. On the technical field, there is a particular resistance to change, which is justified on the idea that "If it works, we don't have to change it". However, on the changing world we are living in, we can´t wait for something not to work properly, to then react and only then start improvements or replacements.

2.8	According to experiences among different air traffic control centers, this thought is mostly supported by the fact that these technicians are not usually integrated during the design stages of the new procedures and although they receive the proper induction before the application of the procedure, deep inside they don't understand the associated advantages or they feel forced to apply the new initiatives. The technical training of upper and middle managers in relation to change management is a key to successful implementation.

2.9	Most organizations work based on hazard identification and risk management. However, this is not enough to secure the effective participation of all parties. Change management allows the parties to be involved and share information about the changes and developments starting in the first phases of a project. Old practices can thus be dropped and new ones adopted, on a voluntary basis and not by order of the management.

**3.0	Conclusion**

3.1	In view of the large number of projects in the ICAO global plans (air traffic flow management, performance-based navigation, aviation system block upgrade, etc.), Change Management Training must be introduced without delay, both for those implementing the projects and for management. This will provide greater safeguards against personnel risk factors and help streamline the implementation process, with special attention given to collaborative decision-making and precautionary transition and familiarisation phases.

3.2   The meeting is invited to:

a) Support the content of this paper, urging States and service providers to implement Change Management Training as a core component of project planning and delivery;

b) Request ICAO bodies to draft new provisions and guidance to assist States in building capacity for Change Management;

c) Verify current projects and consider dedicating special budgets to include Change Management tools, to guarantee effectiveness in implementation; and

d) Consolidate projects that help improve safety through participation and collaborative decision-making and make Change Management a pre-requisite for success.

— END —