

## **Focus Area: Inconsistent Regulatory Oversight**

### **2.1 Identification Key State Authorities / Organizations**

#### **1.Regional Scope:**

Comesa

#### **2. Stakeholders Holders:**

#### **2.1 International:**

- ICAO

#### **2. 2:international Organization**

- WFP
- UNDP
- WB
- WMO
- UN

#### **2.3 Regional Authorities:**

- AU
- AFCAC
- ACAC

#### **2.4 Regional Organization:**

- COMESA
- SADC
- ADB
- AB

#### **2.5Regional Safety Organizatins:**

- CASSOA
- COSCAP
- ASET

#### **2.5Regiona Industry Organization:**

- IATA
- IFALPA
- IFATCA
- Aircrafts Manufacurers
- AFRAA
- ACI
- CANSO

## **Step 3: Safety Strengths and Enablers**

### **3.1 Regional Enablers**

- Expanse of Africa
- Natural Resources
- Approved maintenance organization
- Tourism
- Approved Aviation Training centre
- Strong legacy airlines
- AfDB
- ADB

### **3.2 International Enablers**

- World Bank
- **UNDP**
- Technical Cooperation Bureau
- Training Organizations (schools / courses)
- **CANSO**

### **3.3 Regional Enablers**

- Training Organization
- Local Laws to protect safety data
- Reliable Air Traffic Management System
- Strong Airlines (role models /support)
- **Established CAAs**

### **3.4 Industry Enablers**

- **IATA**
- AFALPA
- **AFATCA**

## **4.0 Issues / Challenges / Weaknesses.1 Risk in Relation to state**

### 4.1.1 Risk in Relation to state

#### Existing Risk

- IPolitical Influence
- Lack of harmonization& communication
- Lack of commitment from goevrnment
- shorage of qualified personnel
- poor economy and lack of financial resoures
- inadeqate regulation & procedures
- Geoverment bureaucracy
- low remuneration
- trade barriers

#### Emerging Risk

- Lack of experience in developmenting aviation laws
- Competition between operators
- Lack of assessing and managing risk
- Fear of loss sovereignty
- Insufficient regulatory training
- Aging fleets

### **4.1.2 States**

#### 4.1.2.1 Existing Risk

- Insufficient Qualified personnel
- Lack of Training policy
- Weak oversight programme
- Lack of financial resources for regulatory authorities
- Lack of Just Culture
- Lack of safety database
- Lack of autonomy of regulator
- Political interference
- Lack of awareness to safety by various government agencies
- language barriers
- 

#### 4.1.2.2 Emerging Risk

- Low remuneration
- Privatization policy
- insufficient qualified personnel & resources
- brain drains

### **4.1.3 Unique states consideration**

#### 4.1.3.1 Existing Risk

- Fly in bad weather & Terrain
- Lack of safety forum across states
- Lack of communication between states
- Limited resources to carry oversight functions
- U.S Embargo

#### 4.1.3.2 Emerging Risk

- Tourism Growing
- Modern Technology

### **4.2 Region**

#### **4.2.1 Unique Regional Considerations**

- Bird Strikes
- Volcano
- Weather
- Lack of safety awareness by public ( attitude)

- Language proficiency

#### 4.2.1.1 Existing Risk

#### 4.2.2.1.1 Operating Environment

- War / conflicts
- Natural disasters
- Weather

#### 4.2.2.1.2 Most Frequent Types of Events

- Control flight into terrain CFIT accidents
- Runway excursion / incursion
- Overloading of aircraft

#### 4.2.2.2 Emerging Risks

- Shortage of qualified personnel

### **4.3 Industry**

#### **4.3.1 Operators Organization / Business Practices**

##### 4.3.1.1 Existing Risk

- Lack of safety rules by stakeholders
- Lack of safety awareness by AOC holders accountable managers
- Commercially oriented
- Lack of reporting system
- Training
- Using different types of aircraft
- Lack of safety data exchange programme
- noncompliance to regulations
- Inadequate handling equipment

##### 4.3.1.2 Emerging Risks

- Rise in fuel prices
- Rapid growth

#### **4.3.2 Operators Fleet / Equipment**

##### 4.3.2.1 Existing Risk

- inadequate Handling equipment
- Aging fleet
- Mixed fleet

- New technology
- shortage of Spare parts

#### 4.3.2.2 Emerging Risk

- shortage in Parking space
- Aging Aircraft

### **4.3.3 Flight Operations / Crew Training**

#### 4.3.3.1 Existing

- Poor of crew resources management CRM

### **4.3.4 Maintenance / Training**

#### 4.3.4.1 Existing

- Lack of quality assurance
- Shortage of inspectors
- Lack of SMS
- Shortage of qualified personnel

#### 4.3.4.2 Emerging Risk

- Safety culture
- nonCompliance to regulations
- High cost of maintenance
- Lack of surveillance programme
- New technology

#### 4.3.5 Infrastructure / Airports ,Nav aids, ATC

##### 4.3.5.1 Existing Risk

- Non compliance to ICAO requirements
  - English proficiency
  - lack of coordination between ATC A&ACC
  - Unmanned Airstrips
  - Lack of training facilities
  - Lack of Funds
- 
- Inadequate fencing
  - Lack of calibration OF naviads

- Shortage of power supply
- Lack of emergency plan

#### 4.3.5.2 Emerging Risk

- Increase in traffic

## **Step 5 Best Practice Implementation**

### **2a State utilizes / implementation the 8 critical elements of the safety oversight system**

- a. Primary Aviation Legislation – somewhat
- b. Specific operating regulations –somewhat
- c. CAA structure – little / none
- d. Technical Guidance – Little /none
- e. Qualified technical personnel – little / none
- f. Licensing and certificate obligation – little / none
- g. Continued surveillance obligations – little / none
- h. Resolution safety issues – little / none

#### **Recommendations:**

- State should amend its aviation laws and regulations and ensure implementation in compliance with ICAO SARPs.
- The state should expedite the restructuring of the civil aviation system to ensure separation between the regulatory body and the service providers
- State should establish a mechanism for updating aviation law and the regulation.
- Establish a comprehensive training policy and programmes to include on job training with other CAA's
- Regional training institutes and training firms should provide training of inspectors (e.g. airport certification , flight inspectors etc)
- Adapt training programmes to local needs.

### **2a-2 State providing a mechanism for sufficient funding of safety oversight activities** – little or none

#### **Recommendation:**

- Commitment by the state to prioritize the use of funds to enhance safety should be embedded in the law.
- Should improve the mechanism for allocation funding of safety activities

### **2a-3 State applies the principle of risk management to its safety related activities**- Little / None

- **Recommendation:** Implement state safety programmes and SMS

**2a-4 Regulatory Authority acts independently where safety issues are implicated in its actions**

- a. The individuals responsible for such action must be given appropriate authority to exercise their responsibilities - somewhat

**Recommendation:** Amend legislation to give full authority to empower DGCA in all matters related to safety.

- b. Accountability for the exercise of regulatory authority must be in accordance with the principles of a Just Culture (objectives as per 3a-states introduce legislative change to support just culture encourage open reporting system and protect data collected solely for the purpose of improving aviation safety - Little /None

**Recommendation:**

- To develop and implement a Non-punitive /voluntary reporting system and introduce a feedback system
- To establish a safety committee responsible for receiving and analyzing safety reports and follow up with relevant departments to ensure that corrective actions are implemented

**2a-5 Regional oversight organizations or equivalent means are in place to perform those functions which cannot be performed by the state acting on its own.... Little / None**

- a. States may also decide to use Regional oversight organization as matter of convenience (e.g. Agencia Centroamericana de Segirida Aeronautica (ACSA)
- b. Outsourcing the technical and administrative tasks associated with oversight to another Regulatory Authority or a private contractor is an example of a means equivalent to regional oversight organization. –

Note: Comoros is in negotiation with Tanzania to carry out the oversight programme.



**Recommendation:** States that do not have the capability to perform their safety obligations should consider signing an agreement with the neighboring states or regional organizations to carry out the safety oversight functions

**2a-6 Periodic assessments are conducted** – Somewhat

**Recommendations**

- States should introduce a system of internal audit to be carried out annually
- The external audit by ICAO should be every 4 years with a follow up every 2 years

**2a-7 Other Recommendations**

1. Strengthen the link between CAAs in the region through technical cooperation to enhance safety 2- 2- P5
2. Establish a data base for safety issues to be exchanged in accordance with ICAO SARPs 3-3-P1
3. Having a contingency plan to deal with any unforeseen event 3-3-P1

**Maturity Table**

**Level 2 Areas identified for improvement.**

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KHARTOUM - SUDAN  
26-28 OCT 2009**

**GROUP 2  
FOCUS AREA 5 – INCONSISTENT  
COORDINATION OF REGIONAL PROGRAMS**

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      1

**NOW STEP FIVE  
THE GAP  
ANALYSIS**

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      2

**Focus Area 5 –  
Best Practice Implementation**

Best Practices	Metrics	Implementation
BP 5a-1 – <u>COSCAPS encourage implementation of best practices consistent with Roadmap Focus Areas for their region.</u>	a. Existing COSCAP's organize their regulatory efforts and safety-enhancement initiatives in accordance with the GASR. b. COSCAPs track progress as a planned activity c. COSCAPs share knowledge and best practices across regions.	<input type="checkbox"/> Complete <input type="checkbox"/> Somewhat <input checked="" type="checkbox"/> Little/None <input type="checkbox"/> Not Applicable  <input type="checkbox"/> Complete <input type="checkbox"/> Somewhat <input checked="" type="checkbox"/> Little/None <input type="checkbox"/> Not Applicable c <input checked="" type="checkbox"/> Little/None

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      3

**Focus Area 5 –  
Best Practice Implementation**

Best Practices	Metrics	Implementation
BP 5a-2 – <u>Existing regional airline, government, regulatory, and safety associations coordinate their safety-related efforts to reduce duplication and improve alignment in the region. Additional regional associations formed as needed.</u>	a. Existing groups (e.g. PAAST, ASET, AAPA, IHST, ESSL, and FAST) identify safety issues and mitigating enhancements, and are coordinating safety efforts. b. Industry supports existing, and encourages the formation of new, joint industry-government associations within the States of a region to coordinate and implement safety-related efforts. c. Regions, with the assistance of the safety group, develop their own safety risk metrics and rationale, preferably based upon those already developed by regions with more mature programs.	<input type="checkbox"/> Complete <input type="checkbox"/> Somewhat <input checked="" type="checkbox"/> Little/None <input type="checkbox"/> Not Applicable  Discussion:  <input checked="" type="checkbox"/> Little/None  <input checked="" type="checkbox"/> Little/None

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      4

**Focus Area 5 –  
Best Practice Implementation**

Best Practices	Metrics	Implementation
BP 5a-3 – <u>The more advanced regions assist the less advanced regions in acquiring the necessary knowledge and experience.</u>		<input type="checkbox"/> Complete <input type="checkbox"/> Somewhat <input checked="" type="checkbox"/> Little/None <input type="checkbox"/> Not Applicable  Discussion:
a. Support and assistance group.	a. Number of agreements	
b. State to State programs are established when indicated.		
c. Exchange of Staff.		

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      5

**Focus Area 5 –  
Best Practice Implementation**

Best Practices	Metrics	Implementation
BP 5b-1 – <u>Regional safety groups use qualitative and quantitative risk assessment techniques to determine levels of risk.</u>		<input type="checkbox"/> Complete <input type="checkbox"/> Somewhat <input checked="" type="checkbox"/> Little/None <input type="checkbox"/> Not Applicable  Discussion: No Regional Aviation Safety
a. Risk assessments and development and prioritization of safety enhancements to address those risks developed by national and regional groups such as CAST, ESSL, and COSCAPs North Asia (NA), South Asia (SA), and Southeast Asia (SEA) are shared worldwide.	a. Risk assessment techniques are adopted by regional safety groups worldwide.	

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      6

### Focus Area 5 – Best Practice Implementation

Best Practices	Metrics	Implementation
<p>BP 5b-2 – Industry and government use the risk assessment process to <u>prioritize, guide and coordinate the allocation of resources among and within regions.</u></p> <p>a. Allocation takes into account potential blockers and enablers that will affect the potential success of the safety enhancing activities.</p>	<p>a. Allocation of resources by regional safety organizations, industry, and ICAO is guided by risk assessments as well as unique local constraints and enablers.</p>	<input type="checkbox"/> Complete <input type="checkbox"/> Somewhat <input checked="" type="checkbox"/> <span style="color: red;">√ Little/None</span> <input type="checkbox"/> Not Applicable  Discussion:

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      7

### Focus Area 5 – Best Practice Implementation

Best Practices	Metrics	Implementation
<p>BP 5 (additional) – Retention of qualified, effective and motivated technical personnel.</p>	<p>• Establishment of regional safety organisations and autonomous civil aviation authorities to attract and retain qualified technical personnel</p>	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> <span style="color: red;">√ Somewhat</span> <input type="checkbox"/> Little/None <input type="checkbox"/> Not Applicable  Discussion:

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      8

### Identify the Regional Maturity Level

Using the information gathered in the evaluation of the Best Practice implementation, discuss the maturity model on the next slide and reach consensus on the regional maturity level. Draw a line on the table to indicate the consensus maturity level.

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      9

### Focus Area 5 Maturity Model

Maturity Level	Capability
Level 1 – Developing	<ul style="list-style-type: none"> <li>Little or no knowledge by regional stakeholders of other safety activities within region.</li> <li>No regional associations have been formed.</li> </ul>
Level 2 – Areas Identified for Improvement	<ul style="list-style-type: none"> <li>Some awareness by stakeholders of other safety activities within region, but their own safety activities do not reflect this knowledge.</li> <li>Regional associations formed, but are not effective.</li> </ul>
Level 3 – Evolving – Changes in work	<ul style="list-style-type: none"> <li>Regional associations formed and processes developed for analyzing risk and evaluating the effectiveness of other regions' activities.</li> <li>Mechanisms initiated to enable sharing of knowledge and best practices across different regions.</li> </ul>
Level 4 – Highly Evolved	<ul style="list-style-type: none"> <li>There is consensus by regional and industry stakeholders on the allocation of resources.</li> <li>Resources are shared in a manner best designed to attack key risk issues in a coordinated and effective fashion.</li> <li>Appropriate attention is paid to significant risks and their mitigation.</li> <li>Best practices of other regional associations are reviewed and accepted, as appropriate.</li> </ul>

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      10

### STEP 5 - GAP ANALYSIS

**Where COMESA is now:**

- Level 1 – “Developing”

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      11

Recommended Action	Impact	Change-ability	IC Level	Select ed Priority
1. CAAs call for preparatory meeting of safety officer of the stakeholders to form a safety committee to identify a safety risks, assess them, prioritize them and develop control mitigation measures.	3	2	P2	1
2. Ask CAAs in the region to join existing regional group or to form a new one to share resources and safety enhancement activities in the region including sharing safety data , reports, and implementation of SSP/SMS.	2	2	P5	2
3. States in the region to form a regional accident investigation committee to support local investigators when requested and share data/reports at regional level.	2	2	P5	3
4. States to harmonize professional training requirements for aviation personnel in the region to insure recognition of certificates and diplomas.	3	3	P1	2
5. States to harmonize professional training requirements for aviation personnel in the region to insure recognition of certificates and diplomas.	3	1	P3	3

10/31/2009      GASR Workshop-Khartoum 26-28 Oct 2009      12

Recommended Action	Impact	Change-ability	IC Level	Select ed Priority
6. States to form a technical committee to spearhead in the implementation of major requirements that require regional cooperation and efforts in the implementation – such as GNSS.	2	2	P5	3
7. States to sign multi lateral agreements for exchange of expertise on the implementation of safety initiatives.	2	2	P5	3
<b>8. States to conduct annual a safety conference to evaluate and assess safety issues.</b>	<b>3</b>	<b>3</b>	<b>P1</b>	<b>2</b>
9. States to better improve their co-operation with regional safety organization for the purpose of improving the effectiveness of safety initiatives.	2	2	P5	3

10/31/2009                      GASR Workshop-Khartoum 26-28 Oct 2009                      13

### Focus Area 7 – Best Practice Implementation

Best Practices	Metrics	Implementation
<b>BP 7a-1 – Organizations within all sectors and disciplines of the aviation industry have their own formal SMS.</b> <ul style="list-style-type: none"> <li>The SMS of the Organization includes the suppliers of goods and services that impact upon aviation safety</li> </ul>	a. Existence of organization's SMS as per ICAO requirement.	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Somewhat <input type="checkbox"/> Little/None <input type="checkbox"/> Not Applicable  SMS is partially implemented in the region

Global Aviation Safety Roadmap Workshop – FA 7 Step 5 Slide 1

### Focus Area 7 – Best Practice Implementation

Best Practices	Metrics	Implementation
<b>BP 7b-1 – Audit processes drive consistency in use of SMS both within and across industry sectors and disciplines.</b> <ol style="list-style-type: none"> <li>The ICAO USOAP audits implementation and application of SMS to drive consistency in application amongst states.</li> <li>The IOSA audits implementation and application of SMS to drive consistency within and across industry sectors and regions.</li> <li>Other recognized audit programs audit implementation and application of SMS and drive consistency in their use.</li> </ol>	a. Modified USOAP.  b. IOSA Standards Manual 2nd Edition, Effective March 2007.  c. Tailored audit processes in place.	<input type="checkbox"/> Complete <input type="checkbox"/> Somewhat <input checked="" type="checkbox"/> Little/None <input type="checkbox"/> Not Applicable  Discussion: The group felt that both ICAO USOAP and IOSA audits touch very little on SMS.

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### Focus Area 7 – Best Practice Implementation

Best Practices	Metrics	Implementation
<b>BP 7c-1 – An organization's SMS recognizes external interfaces and contains the necessary procedures to manage them effectively.</b> <ol style="list-style-type: none"> <li>Processes should be established within the SMS to ensure that regular communications take place between the different sectors and disciplines to address safety issues across the interface.</li> <li>Procedures should be established within the SMS to ensure that risk assessment of change takes place in an integrated manner.</li> </ol>	a. Communication process in place.  b. Procedures in place	<input type="checkbox"/> Complete <input type="checkbox"/> Somewhat <input checked="" type="checkbox"/> Little/None <input type="checkbox"/> Not Applicable  Discussion: The group agreed that both communication and procedures were not in place.

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### Focus Area 7 – Other Best Practices

Best Practices	Metrics	Implementation
<b>Other Best Practices</b>  Harmonious relationship between service provider and authority driving effective implementation of SMS	a. Formal acknowledgement of exceptional performance/innovation by the regulator to the service provider	<input type="checkbox"/> Complete <input type="checkbox"/> Somewhat <input checked="" type="checkbox"/> Little/None <input type="checkbox"/> Not Applicable  Discussion:

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### Focus Area 7 Maturity Model

Maturity Level	Capability
<b>Level 1 – Developing</b>	<b>States</b> – Current ICAO SMS requirements are not implemented and are not communicated to industry. <b>Industry</b> – SMS not implemented.
<b>Level 2 – Areas Identified for Improvement</b>	<b>States</b> – Current ICAO SMS requirements are communicated to industry sectors / disciplines. <b>Industry</b> – SMS implemented in those sectors and disciplines for which it is currently mandated.
<b>Level 3 – Evolving – Changes in work</b>	<b>States</b> – National legislation / regulations require all sectors and disciplines to implement an SMS. <b>Industry</b> – SMS implementation programs are developed for sectors and disciplines not previously covered by SMS requirements.
<b>Level 4 – Highly Evolved</b>	<b>States</b> – <ul style="list-style-type: none"> <li>ICAO USOAP audit process covers the topic of SMS.</li> <li>SMS is regulated according to ICAO provisions and industry best practices.</li> <li>States and Regulatory Authorities facilitate the sharing of SMS best practice as it evolves.</li> </ul> <b>Industry</b> – <ul style="list-style-type: none"> <li>Organizations within all sectors and disciplines of the aviation industry, including suppliers of goods and services that impact upon aviation safety, have their own formal SMS.</li> <li>Both internal and independent Audits of the SMS take place.</li> <li>All sectors and disciplines work together effectively in an integrated manner to manage risk across boundaries.</li> <li>SMS best practice is shared across sectors as it evolves.</li> </ul>

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### Identify Potential Recommended Actions

- Using the identified maturity level and the identified gaps, list the Recommended Actions necessary to move to the next level of maturity
- Using the group knowledge and consensus, identify other potential safety actions that should be considered

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**Prioritize the Recommended Actions Using the Impact-Changeability Level as a Guide**

Recommended Action	Impact	Changeability	IC Level	Selected Priority
1. States implement SSP and follow on SMS implementation in Industry.	3	1	P3	5
2. USOAP & IOSA to include elements of SSP & SMS as appropriate in order to support consistent implementation	2	3	P4	6
3. Use of technology to support implementation of SMS as appropriate.	2	2	P5	7
4. States, Regional organizations and industry to ensure training on SSP & SMS to regulatory bodies and service providers.	3	2	P2	2
5. Enablers: capable States in the Region to assist other States to implement SSP & SMS.	2	1	P6	8

Global Aviation Safety Roadmap Workshop – Step 6 Slide 7

**Prioritize the Recommended Actions Using the Impact-Changeability Level as a Guide**

Recommended Action	Impact	Changeability	IC Level	Selected Priority
6. States establish a Data Bank to share info on best practices.	3	2	P2	3
7. ICAO establish a Data Center for Safety information	3	3	P1	1
8. States call up on Industry to establish SMS Group to follow up on SMS implementation of service providers.	3	2	P2	4

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**Identify Potential Recommended Actions**

Recommended Actions
<ul style="list-style-type: none"> <li>• States and industry to avail resources for the implementation of SSP and SMS</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>

Global Aviation Safety Roadmap Workshop – FA 7 Step 5 Slide 9

# GROUP 4

## Insufficient Number of Qualified Personnel

### Focus Area 11

Report of the Khartoum Workshop  
26-28 October 2009

### Focus Area 11 – Best Practice Implementation

Best Practices	Metrics	Implementation
<p><b>BP 11a-1 – Stakeholders, collectively and individually, assess human resources requirements for the recruitment and training of personnel that includes growth projections, target levels and training standards.</b></p> <p>a. The assessment projects the needs, expected shortfalls and required training based on:</p> <ul style="list-style-type: none"> <li>• Sound market-based assessment of operational projections across all operators;</li> <li>• Expected development of flight operations and related support requirements for all sectors of the industry;</li> <li>• Anticipated retirements and replacements.</li> </ul>	<p>a. Assessment exists for all industry sectors</p>	<p><input type="checkbox"/> Complete</p> <p>❖ Somewhat</p> <p><input type="checkbox"/> Little/None</p> <p><input type="checkbox"/> Not Applicable</p> <p>Discussions:</p> <ol style="list-style-type: none"> <li>1. This applies to both State Authorities and operators</li> <li>2. Most States have HR plan with limited implementation.</li> <li>3. Some States have no systematic plans</li> </ol>

Global Aviation Safety Roadmap Workshop – FA 11 Step 5 Slide 2

### Focus Area 11 – Best Practice Implementation

Best Practices	Metrics	Implementation
<p><b>BP 11b-1 – Stakeholders identify potential sources of appropriately qualified personnel and actively encourage a sufficient number of people to enter accredited training institutions.</b></p> <p>a. Promotion of the acceptance of licenses and qualifications issued by other regulatory authorities/civil aviation authorities.</p> <p>b. Development of incentives to attract potential candidates into the industry.</p> <p>c. Development of incentives to reduce the migration of professional staff from one region to another.</p>	<p>a. Source of qualified personnel identified, along with a recruitment strategy.</p>	<p><input type="checkbox"/> Complete</p> <p>❖ Somewhat</p> <p><input type="checkbox"/> Little/None</p> <p><input type="checkbox"/> Not Applicable</p> <p>Discussion:</p> <ol style="list-style-type: none"> <li>1. Lack of mutual acceptance of licenses.</li> <li>2. Lack of incentives and limited resources to attract, recruit and retain qualified personnel.</li> <li>3. Lack of effective training.</li> </ol>

Global Aviation Safety Roadmap Workshop – FA 11 Step 5 Slide 3

### Focus Area 11 – Best Practice Implementation

Best Practices	Metrics	Implementation
<p><b>BP 11b-2 – Organizations develop and implement a rolling multi-year human resources plan that is regularly reviewed and updated.</b></p> <p>a. A flexible human resource plan is implemented as an integral part of the organization's business plan.</p> <p>b. The plan provides a basis upon which to make adjustments to reflect unanticipated changes in the industry and includes specific strategies for the retention of qualified staff.</p>	<p>a. Number of qualified personnel to meet the plan.</p>	<p><input type="checkbox"/> Complete</p> <p><input type="checkbox"/> Somewhat</p> <p>❖ Little/None</p> <p><input type="checkbox"/> Not Applicable</p> <p>Discussion:</p> <p>Due to absence of plans, States and Operators mostly use reactive system of recruitment.</p>

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### Focus Area 11 – Best Practice Implementation

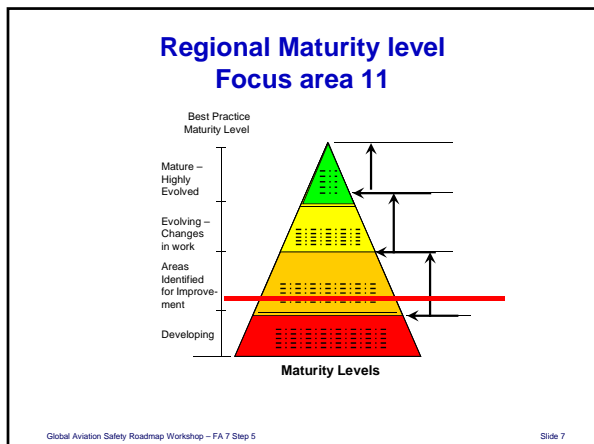
Best Practices	Metrics	Implementation
<p><b>BP 11c-1 – Stakeholders establish internal and independent audit processes and reviews.</b></p> <p>a. Internal audits are conducted as an integral part of the organization's business plan review.</p> <p>b. External independent auditing is conducted through the use of recognized and accepted audit processes such as USOAP and IOSA.</p>	<p>a. The audit process is integral to the organization's business plan.</p>	<p><input type="checkbox"/> Complete</p> <p>❖ Somewhat</p> <p><input type="checkbox"/> Little/None</p> <p><input type="checkbox"/> Not Applicable</p> <p>Discussion:</p> <ul style="list-style-type: none"> <li>❖ Audits exist but not effective in most States and Operators.</li> <li>❖ Lack of effective implementation of the corrective action plans.</li> </ul>

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### Focus Area 11 – Other Best Practices

Best Practices	Metrics	Implementation
<p><b>Other Best Practices</b></p> <p>○ Encourage States to mandate IOSA for all Operators registered in their countries.</p> <p>○</p> <p>○</p> <p>○</p> <p>○</p>		<p><input type="checkbox"/> Complete</p> <p>❖ Somewhat</p> <p>❖ Little/None</p> <p><input type="checkbox"/> Not Applicable</p> <p>Discussion:</p>

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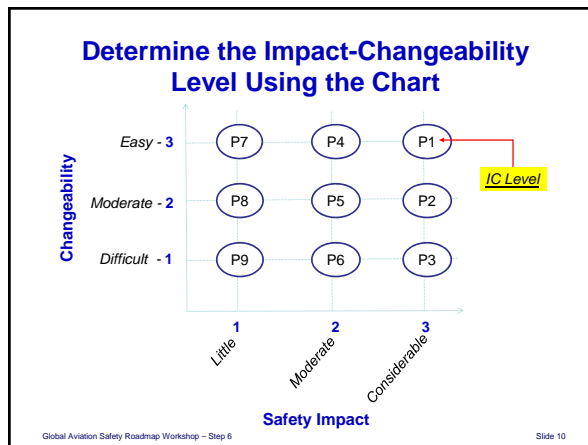
### Identify Potential Recommended Actions

Recommended Actions
<ul style="list-style-type: none"> <li>Establishment of a COSCAP with the goal of creating a Regional safety oversight organization in accordance with ICAO DOC 9734</li> <li>Expedite transfer of CAAs to autonomous authorities</li> <li>develop incentives and remuneration plans for recruitments and retention of qualified personnel in CAA authorities and in operators</li> <li>Increase availability of source of funding</li> <li>Establishment of accredited training institutes in the region</li> </ul>

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### Identify Potential Recommended Actions

- Improve communication between CAAs and industries especially in exchange data
- Recurrent training on new developments in aviation
- Encourage building a positive safety culture ( training, workshops, confidential system ,just culture and studies)
- Develop exchange programs for pooling and secondment of expertise in the region
- Harmonization of civil aviation regulations especially in licenses within the region.



### Prioritize the Recommended Actions Using the Impact-Changeability Level as a Guide

Recommended Action	Impact	Change-ability	IC Level	Selected Priority
1. Establishment of a COSCAP with the goal of creating a Regional safety oversight organization in accordance with ICAO DOC 9734	3	1	P3	1
2. Recurrent training on new developments in aviation	3	2	P2	7
3. Encourage building a positive safety culture ( training, workshops, confidential system ,just culture and studies)	3	2	P2	1
4. Develop exchange programs for secondment of expertise in the region	3	3	P1	8
5. Harmonization of civil aviation regulations especially in licenses within the region.	2	2	P5	6
6. Establishment of accredited training institutes in the region	3	1	P3	5

Global Aviation Safety Roadmap Workshop – Step 6 Slide 11

### Prioritize the Recommended Actions Using the Impact-Changeability Level as a Guide

Recommended Action	Impact	Change-ability	IC Level	Selected Priority
7. Expedite transfer of CAAs to autonomous authorities	3	1	P3	3
8. Develop incentives and remuneration plans for recruitments and retention of qualified personnel in CAA authorities and in operators	3	1	P3	4
9. Improve communication between CAAs and industries especially in exchange data	3	1	P3	9
10. Increase availability of external source of funding..	3	1	P3	2

Global Aviation Safety Roadmap Workshop – Step 6 Slide 12



### Identify Potential Recommended Actions

#### Recommended Actions

- Establishment of a COSCAP with the goal of creating a Regional safety oversight organization in accordance with ICAO DOC 9734 ( States/ICAO)
- Expedite transfer of CAAs to autonomous authorities (States)
- develop incentives and remuneration plans for recruitments and retention of qualified personnel in CAA authorities and in operators (States)
- Increase availability of source of funding (All stakeholders)
- Establishment of accredited training institutes in the region (ICAO /states/other stakeholders)

Global Aviation Safety Roadmap Workshop – FA 7 Step 5

Slide 13

### Identify Potential Recommended Actions

- Improve communication between CAAs and industries especially in exchange data (States/industries)
- Recurrent training on new developments in aviation (States/Stakeholders)
- Encourage building a positive safety culture ( training, workshops, confidential system ,just culture and studies) (States/ICAO/stakeholders)
- Develop exchange programs and secondment of expertise in the region (States/industries)
- Harmonization of civil aviation regulations especially in licenses within the region. ( States/Stakeholders)

## Group 4 -Focus Area 11

Questions???