Workshop Overview: Purpose, Structure, Objectives & Goals

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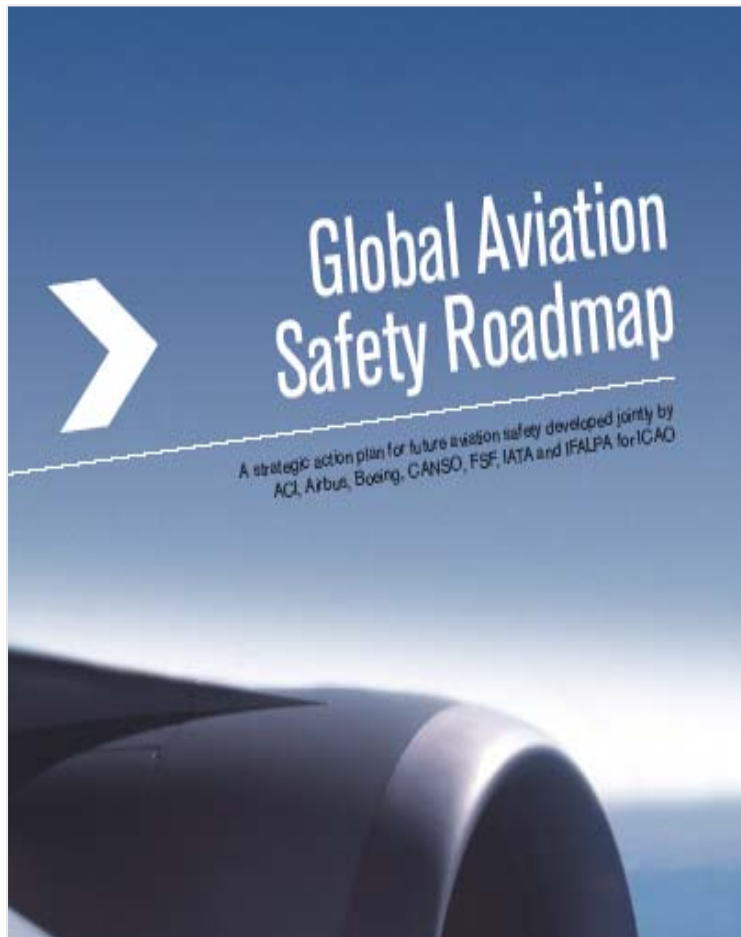*Boeing International Africa (W&C)*

Presentation Overview

- Workshop Purpose
- Implementing the Roadmap
- Structure of Workshop
- Goals & Objectives

Implementing the Global
Aviation Safety Roadmap

A Strategic action plan for future aviation safety developed jointly by ACI,
Airbus, Boeing, CANSO, FSF, IATA and IFALPA for ICAO, States and the Industry
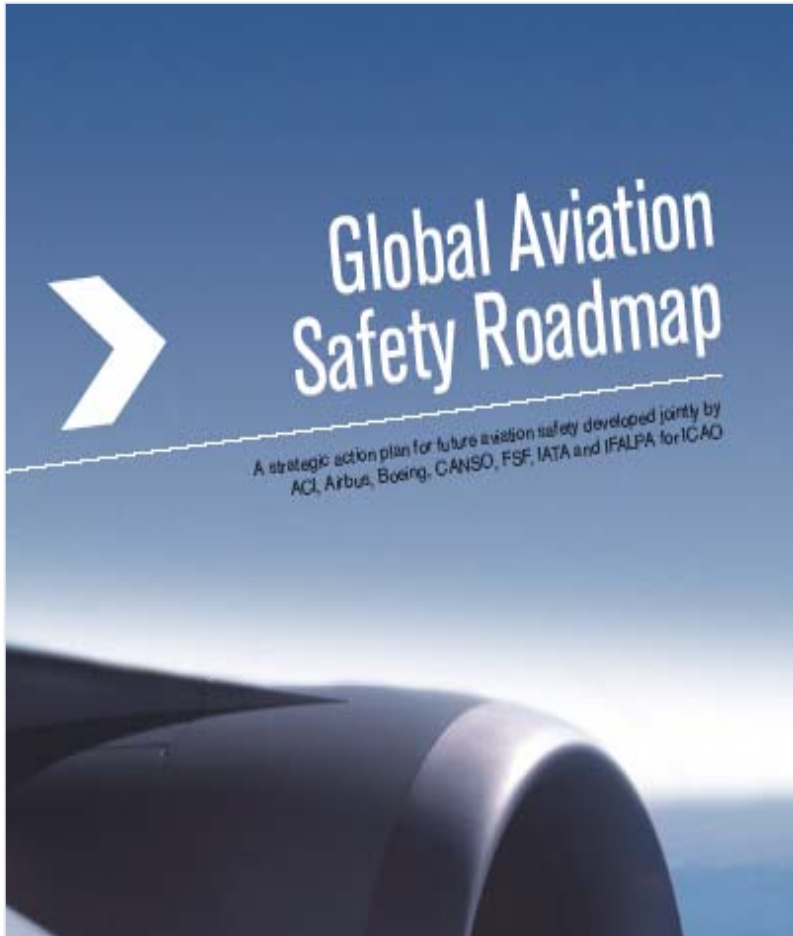
Global Aviation Safety Roadmap

Industry commits to unify plans through Roadmap

Twelve Focal Areas for States, Industry, and Regions
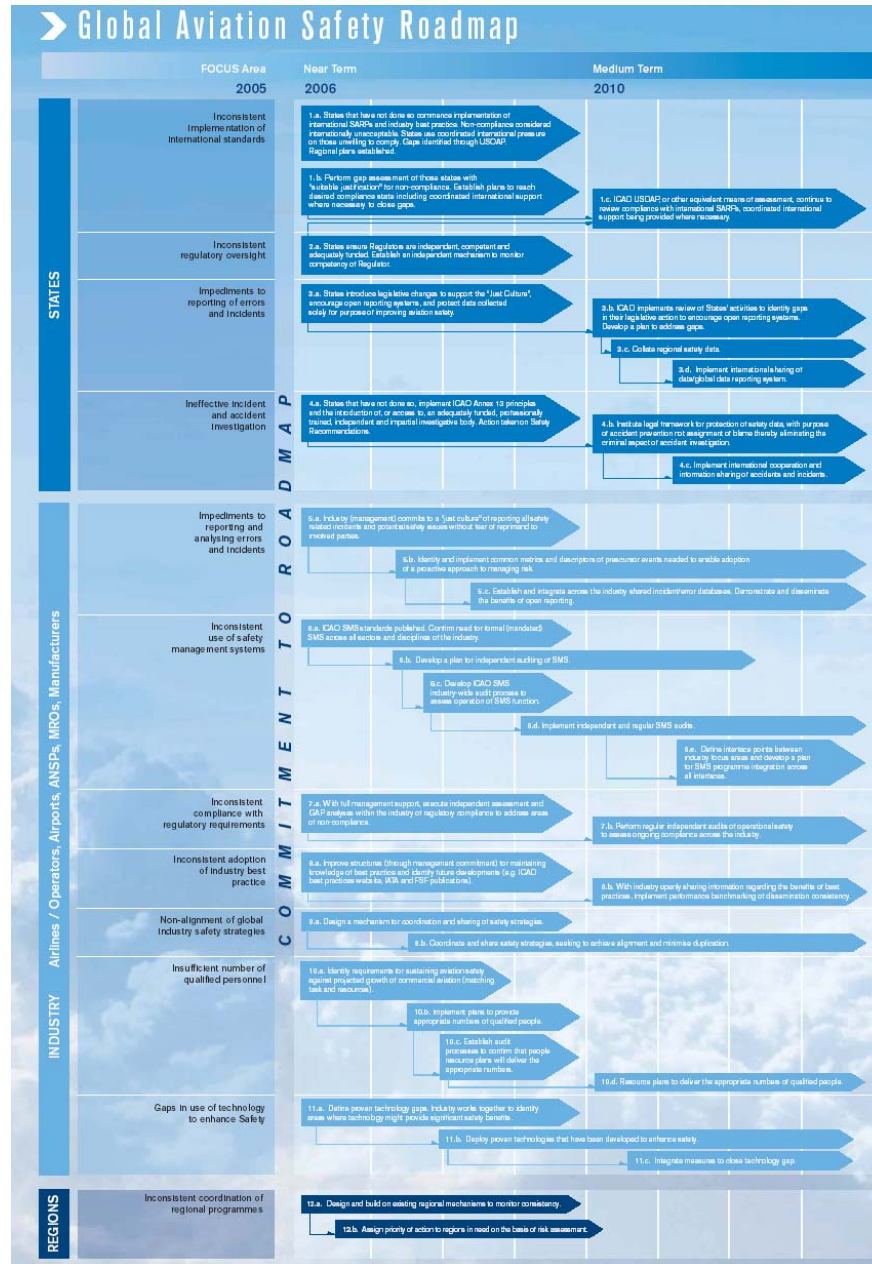
Global Roadmap's 12 Focus Areas: "The Roads"

Focus Areas

- **States**
  - **Consistent implementation of int'l. standards**
  - **Consistent regulatory oversight**
  - **No impediments to reporting errors/ incidents**
  - **Effective incident and accident investigation**

- **Industry**
  - **No impediments to reporting and analyzing errors/ incidents**
  - **Consistent use of Safety Management Systems**
  - **Consistent compliance with regulatory rqmts**
  - **Consistent adoption of industry best practices**
  - **Alignment of global industry safety strategies**
  - **Sufficient number of qualified personnel**
  - **No gaps in use of technology to enhance safety**

- **Regions**
  - **Consistent coordination of regional programs**

Endorsed by Directors General ICAO Global Strategy for Aviation Safety Conf., March 2006

Workshop Purpose

- In the 21st century a safe flight should be a basic right of citizens everywhere.

- The accident rate in Africa is high and unacceptable, but it's historical.

- You have the ability to change this for the future by implementing the AFI Plan using the Roadmap Workshop.

- Rapid positive change depends on:

    - Industry and government working together

    - Focusing joint energy on the most significant problems.

- This Workshop will help you focus on the "right things to do" and determine what to do about them.

What Makes the Roadmap Unique?

- Focus is on doing the most important things first.

- Requires that a logical process be followed so regions are always investing their energy in the most critical actions.

- Provides metrics and measurement that enable rigorously managed improvement.

- Focuses and optimizes efforts through existing mechanisms, <u>not</u> new bureaucracies.

- Reassures donors that their contributions will yield the maximum results. Hence its strong industry backing.

- Is the primary guide for industry and states to work together to improve global aviation safety.

Presentation Overview

- Workshop Purpose

- Implementing Part 2 of the Roadmap

- Structure of Workshop

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Global Aviation Safety Roadmap
Implementing Part 2

- Regions are developing their own unique Safety Plans

- The Roadmap is only a guide.

- Roadmap describes 12 Focus Areas to be addressed:
  - You are not expected to address all 12 now
  - Address a few critical areas to start
  - Prioritize which ones to address next

- Provides Objectives for each Focus Area as steps.

- Describes an objective process to develop action plans.

- Emphasizes capitalizing on regional enablers to overcome roadblocks.

Global Aviation Safety Roadmap
## *Part 2*

- A detailed plan to guide Roadmap implementation.

  - <u>Best Practices</u> described for each Objective.

  - <u>Metrics</u> provided for each Best Practice.

  - <u>Gap Analysis Process</u> to assess current status and gaps that need to be addressed.

  - A <u>Maturity Model</u> provided for each Objective based on implementation of Best Practices

- You will use Part 2 to develop your initial plan

- Will use a facilitated process to conduct a Gap Analysis for a few Focus Areas.

Implementing the Roadmap Within Regions

Safety Enhancement Plan Development Process
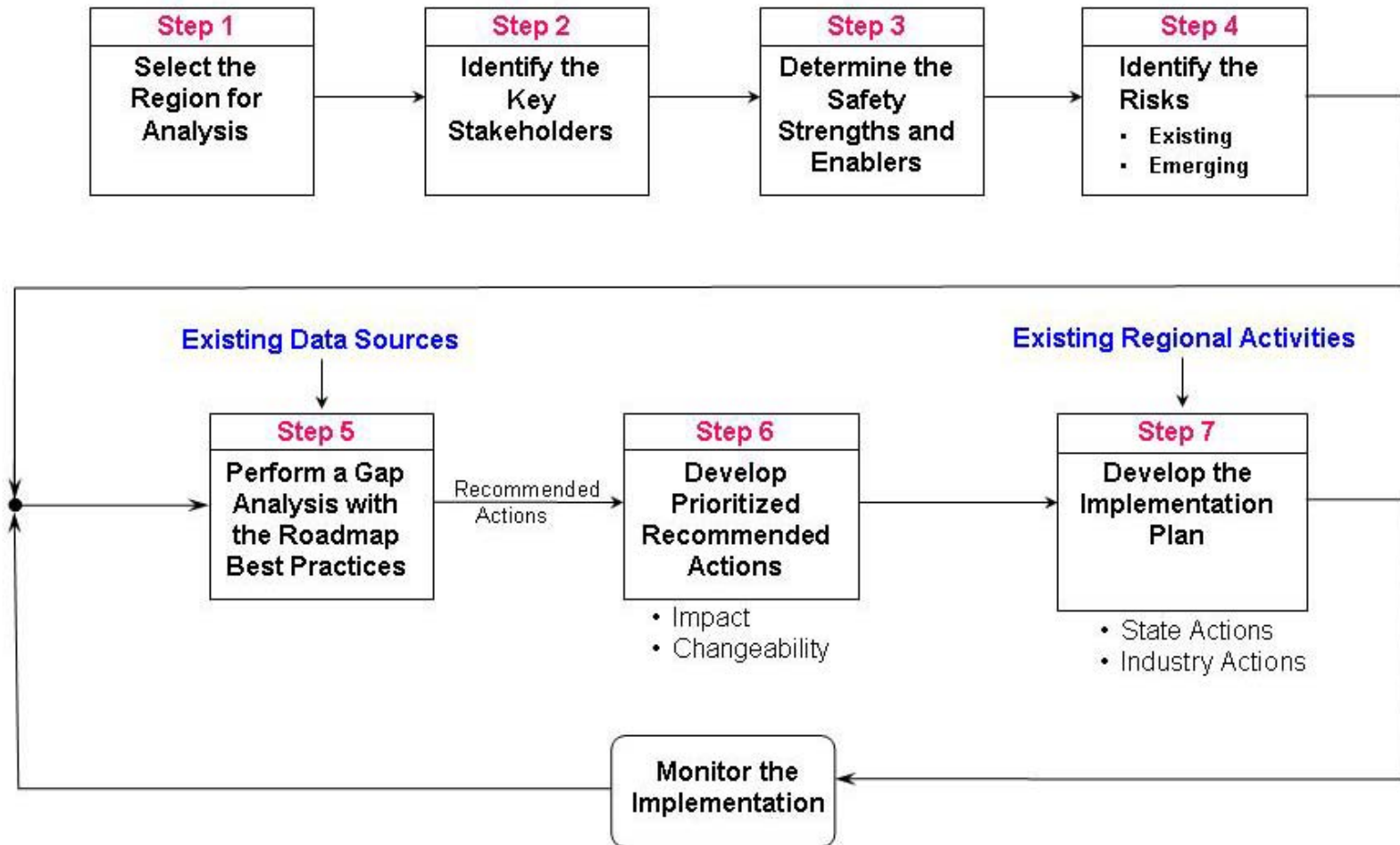
Developing A Best Practice Approach
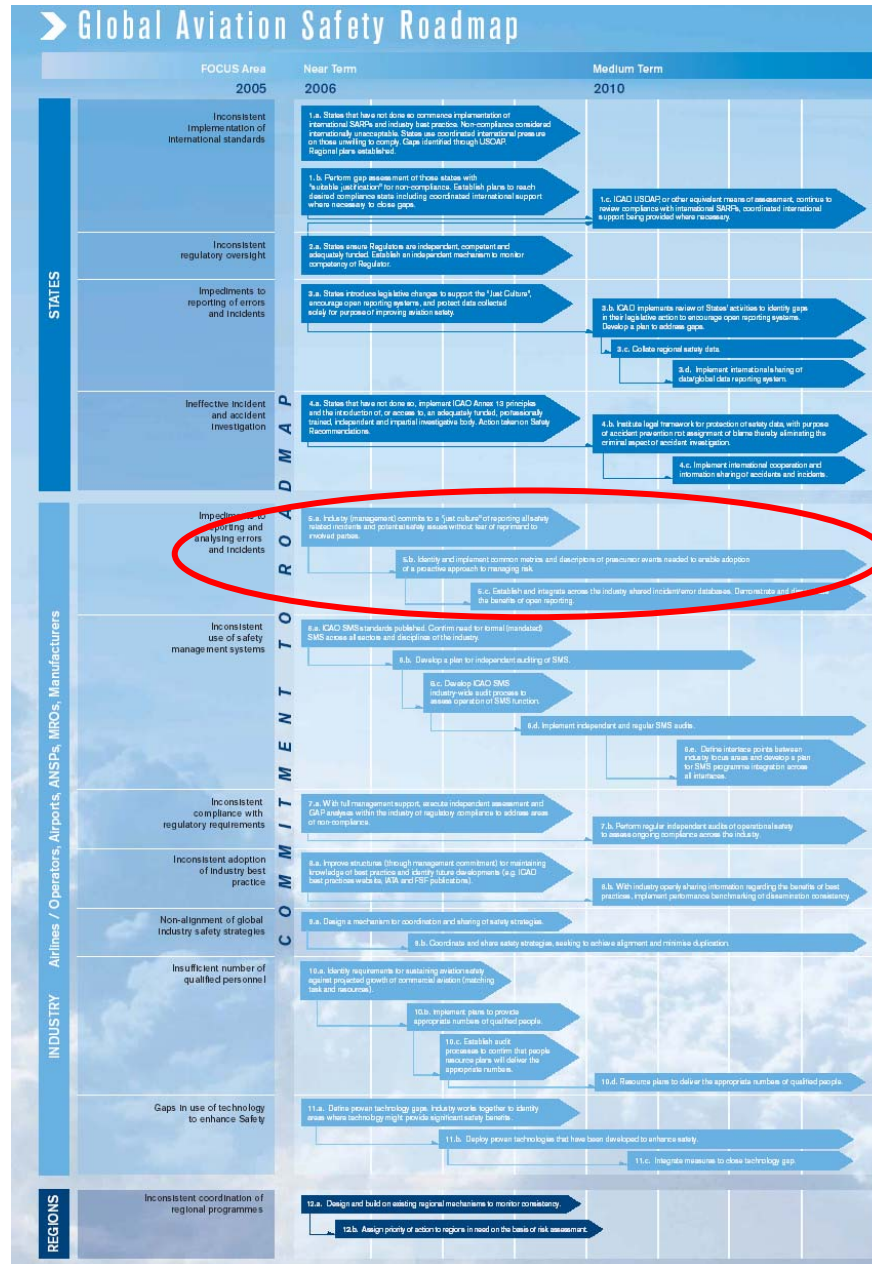
Focus Area 6 – Impediments to Reporting and Analyzing Errors and Incidents

- *Objective 6a – Industry (management) commits to a "Just Culture" of reporting all safety related and potential safety issues without fear of reprimand to involved parties.*

- *Objective 6b – Identify and implement common metrics and descriptors of precursor events needed to enable adoption of a proactive approach to managing risk.*

- *Objective 6c – Establish and integrate across the industry shared incident/error databases. Demonstrate and disseminate the benefits of open reporting.*
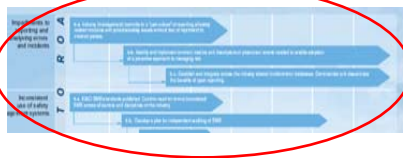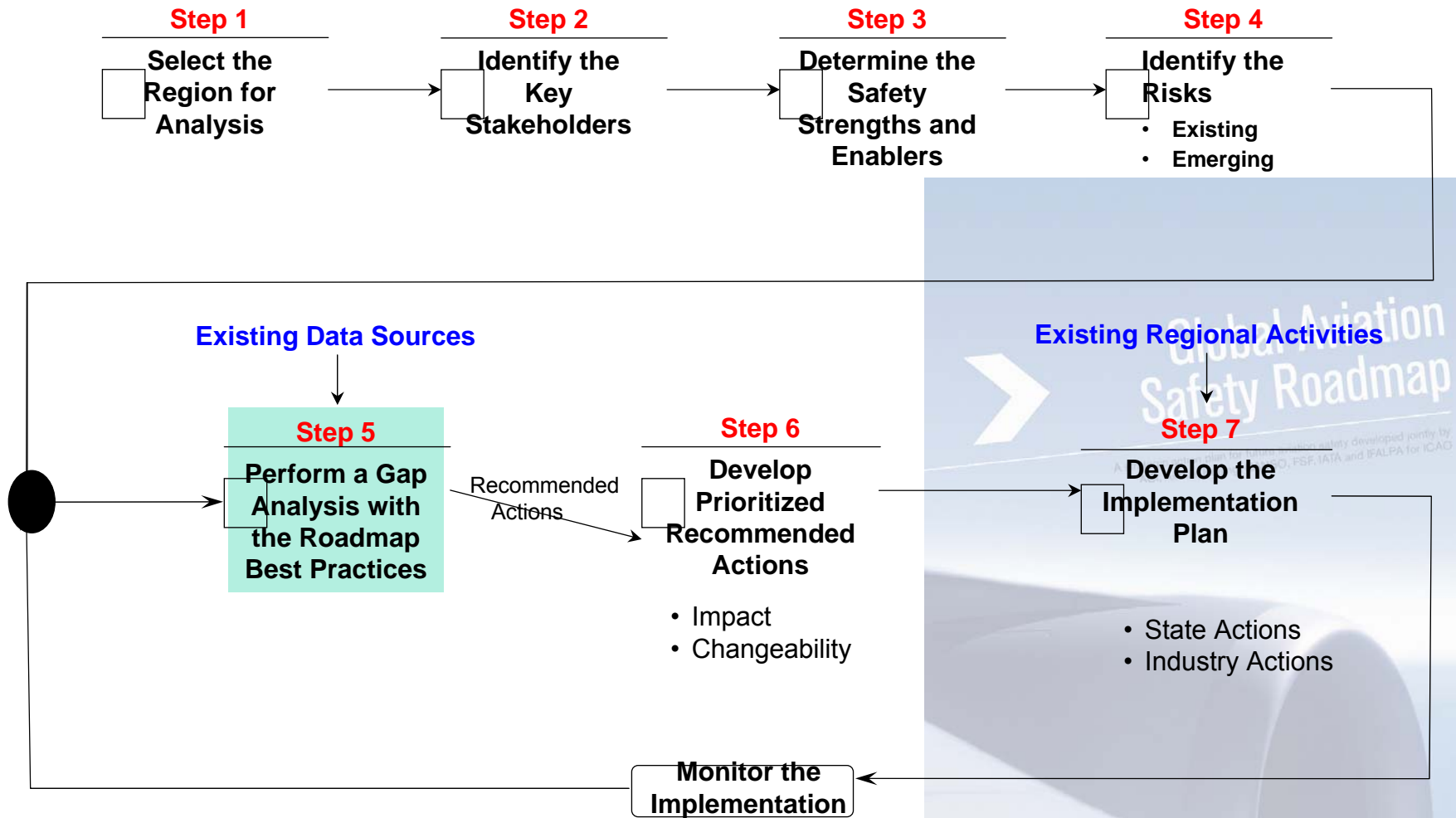
Best Practices: Objective 6a

Table 6a –Best Practices	Metrics
BP 6a-1 – <u>The State has empowered an open reporting system.</u> Empowerment of the system by the State is the cornerstone on which a "Just Culture" is built. The regulatory authority should, in close cooperation with the aviation stakeholders, develop and implement regulations which foster open reporting.	• Existence of regulatory framework upon which an open reporting system is based • Annex 13 – Attachment E • USOAP AIG 6.505
BP 6a-2 – <u>Aviation organizations have implemented "Just Culture" programs within their organizations.</u> At the same time that the regulatory authority is developing the empowerment regulations, all related aviation organizations should be developing implementation strategies for their own organizations. Following enactment of regulatory provisions for open reporting, corporate senior management should demonstrate investment in the program through personal and organizational commitment to a "Just Culture". This will be done by both spoken and written proclamations from top management.	• "Just Culture" programs operating in each aviation organization. (IOSA ORG 1.2.1) (IS-BAO AMC 3.2)
BP 6a-3 – <u>The chief executive has signed a written "Just Culture" policy for the organization.</u> Corporate guidance signed by the chief executive that implements a "Just Culture" within an organization and provides guidance on protections for those who report safety-related information. Changing the legal framework for reporting safety-related information may be required. Enacting regulations or legislation that establishes a "Just Culture" program and that clearly defines acceptable and non-acceptable behavior.	• A written "Just Culture" policy signed by the chief executive which defines acceptable and non-acceptable behavior. (IOSA ORG 1.2.1) (IS-BAO AMC 3.2 Attachment B)

Step 5 – Perform a Gap Analysis

Step 1
Select the Region for Analysis

Step 2
Identify the Key Stakeholders

Step 3
Determine the Safety Strengths and Enablers

Step 4
Identify the Risks
- Existing
- Emerging

Existing Data Sources

Step 5
Perform a Gap Analysis with the Roadmap Best Practices

Recommended Actions

Step 6
Develop Prioritized Recommended Actions
- Impact
- Changeability

Existing Regional Activities

Step 7
Develop the Implementation Plan
- State Actions
- Industry Actions

Monitor the Implementation

Performing a Gap Analysis

- Refer to *Global Aviation Safety Roadmap*, Section 3.1.5.

- "A Gap analysis is simply an evaluation that compares the existing situation to the desired one"

- Steps:

  1. Determine the implementation level for each Best Practice

 2. Determine the maturity level for the region

  3. Identify Recommended Actions

Determine the Best Practice

- For each Best Practice:

  - Review the available data and determine the implementation level for the region

  - Document the difference between the current situation and the desired state

- In addition to reviewing the Best Practices identified in the Roadmap, other regionally defined best practices can also be identified, if desired.

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.

- Reach consensus on the regional maturity level.

- Draw a line on the table to indicate the consensus maturity level.
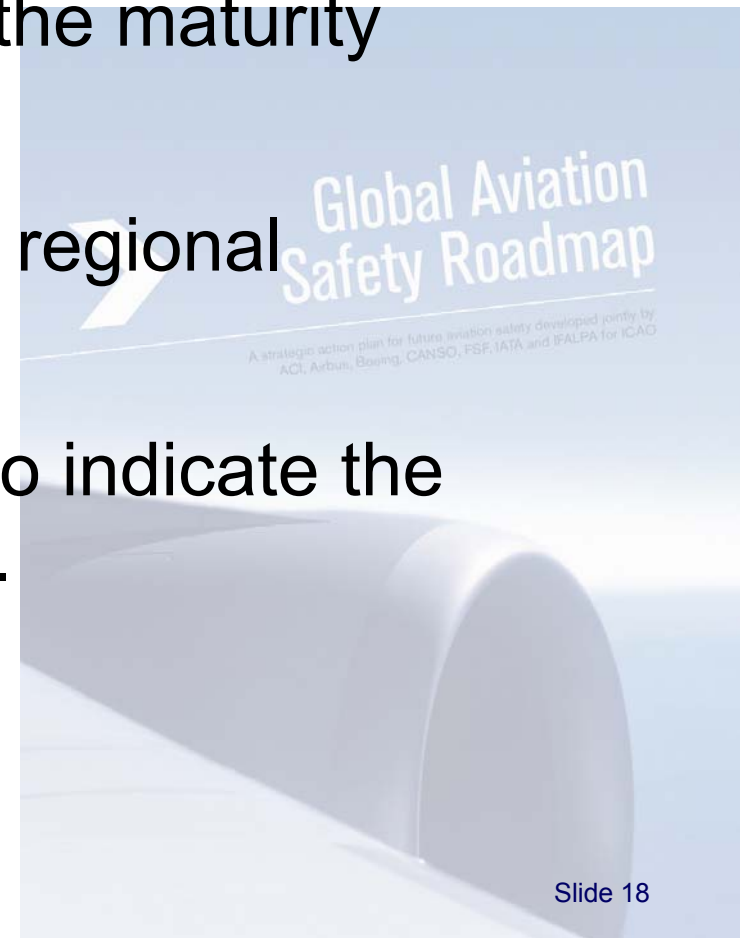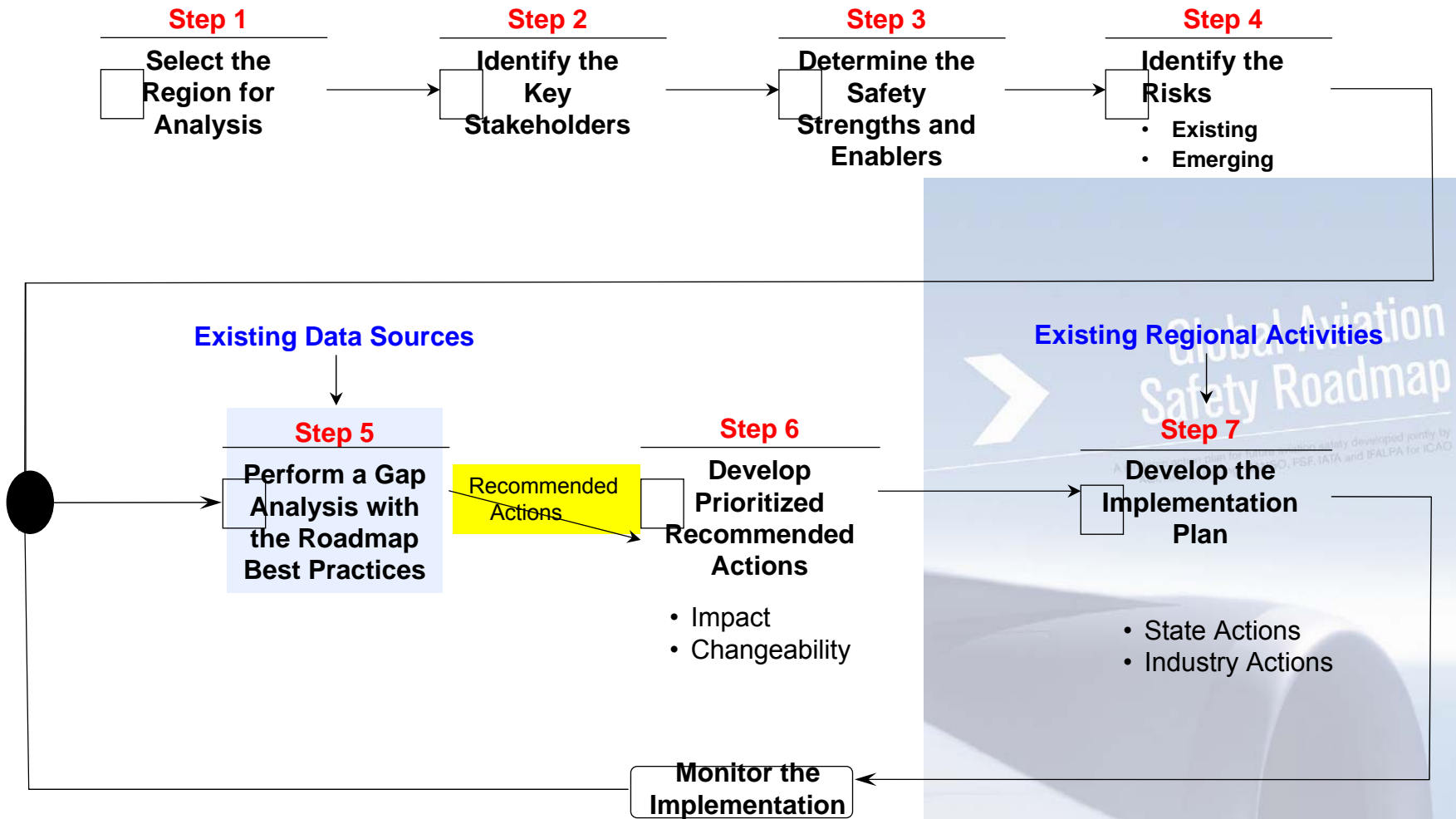
Maturity Table: Focus Area 6

Impediments to Reporting and Analyzing Errors and Incidents

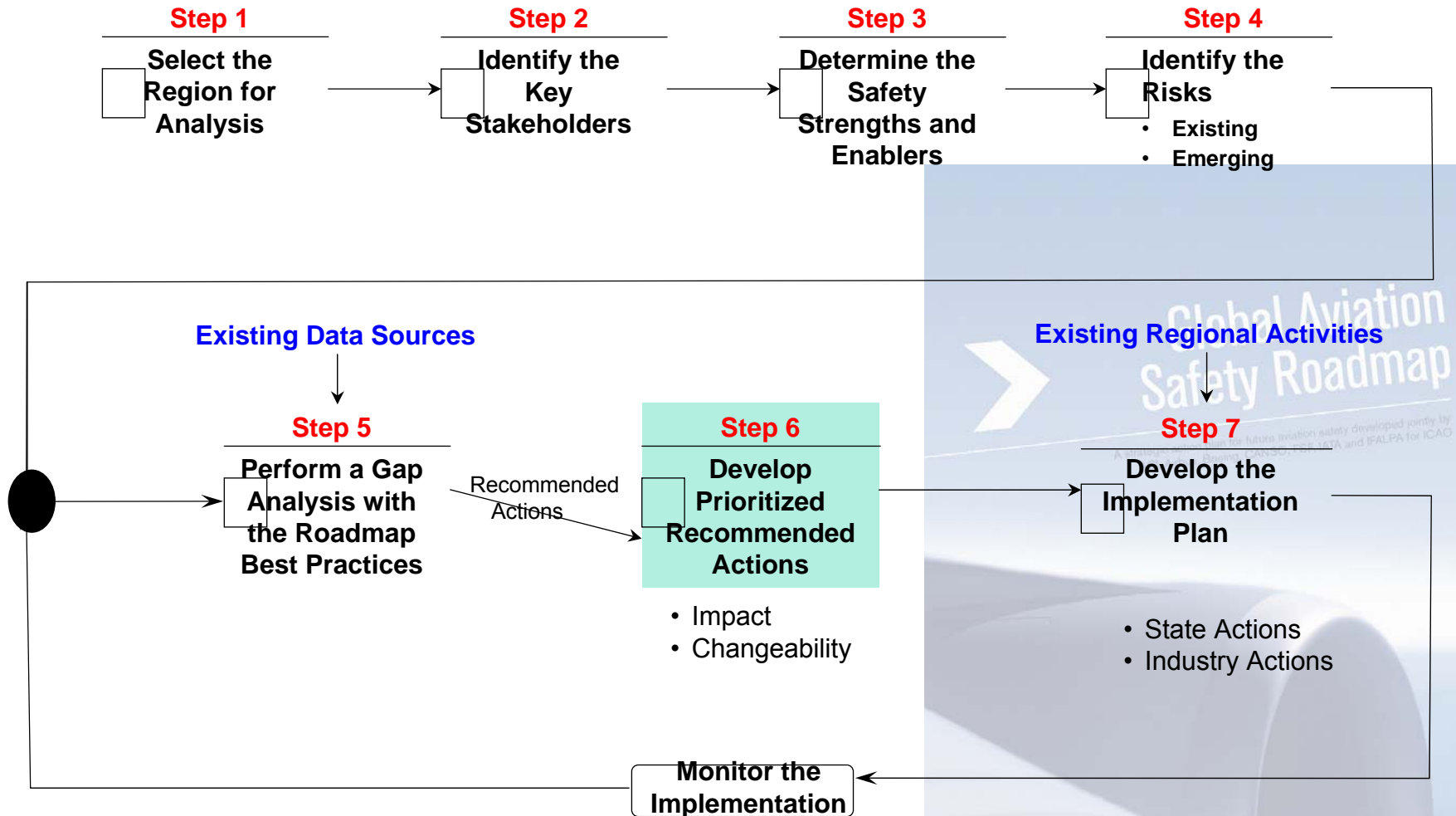| Maturity Level	Capability
Level 1 – Developing	• Neither empowerment legislation nor a "Just Culture" program exists

Level 2 – Areas Identified for Improvement	• "Just Culture" empowerment legislation in place
	• An organizational just culture is established
	  o A "Just Culture" policy statement signed by the chief executive
	  o Acceptable/non-acceptable behavior within the just culture defined in organizational documentation
	  o "Just Culture" education and training programs are operational

Level 3 – Evolving – Changes in work	• A confidential reporting system is operational within the organization • An ASAP program has been developed/adapted for the aviation organization • The organization vested in either regional or global IRM meetings. • Provisions are in place to protect aviation organization's proprietary information during data collection • Proactive trending of safety information is occurring • Systems are in place to provide feedback to the organization's work force • IOSA preparatory work completed and audit scheduled

Level 4 – Highly Evolved	• FDA system is operational
	  o Current operating personnel are involved in data analysis
	• Common taxonomies have been developed and agreed upon
	  o Sharing of data with other organizations within the region and/or alliance partners is occurring

Maturity Model to Guide Gap Analysis
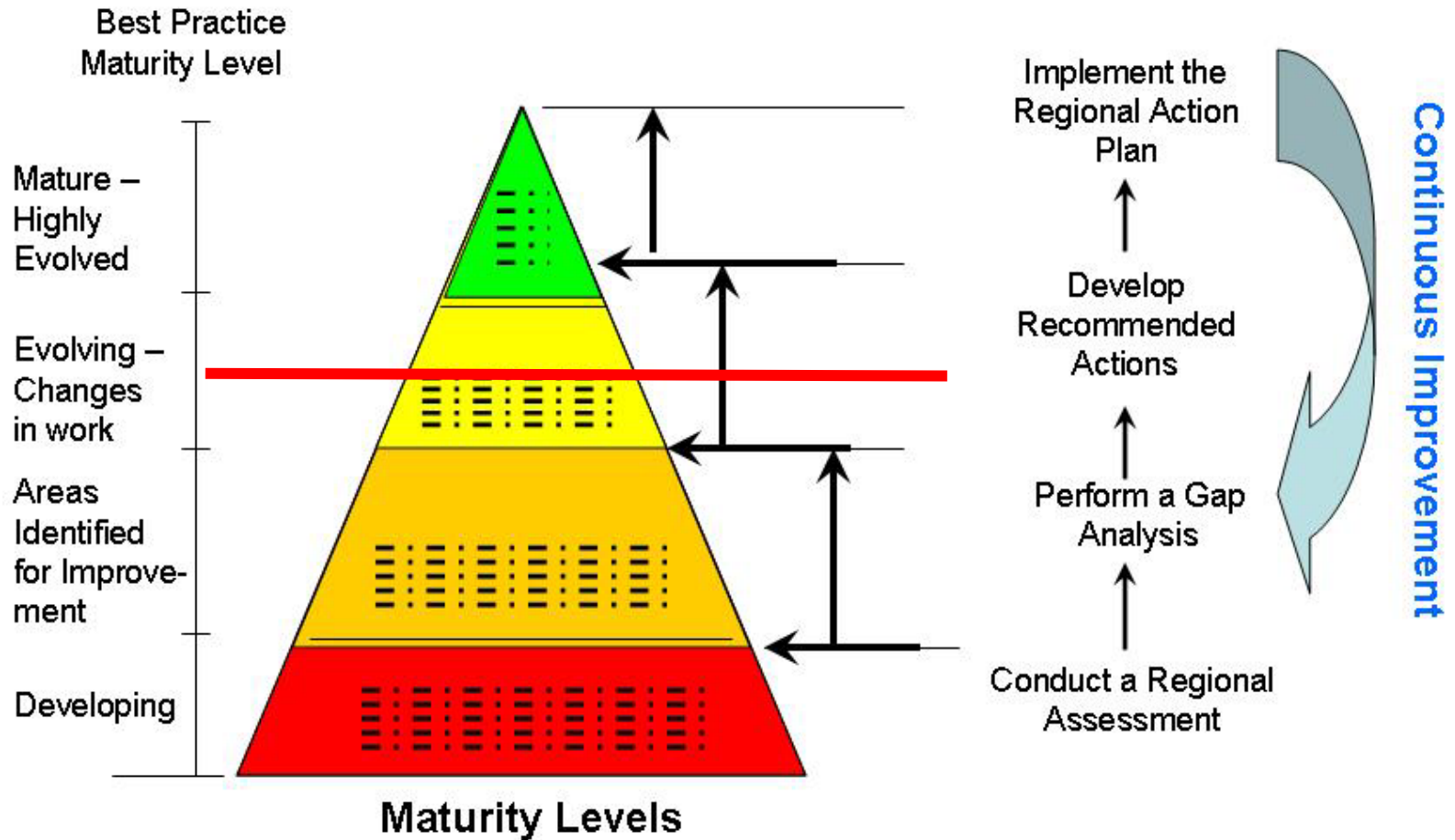
Step 5 Output – Recommended Actions

Step 6 – Develop Prioritized Recommended Actions

Step 1

Select the Region for Analysis

Step 2

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Step 3

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Recommended Actions

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Monitor the Implementation

Develop Prioritized Recommended Actions

- Refer to *Global Aviation Safety Roadmap*, Section 3.1.6.

- For Each Recommended Action identified in Step 5:

  1. Identify the safety "Impact" if the action is implemented

  2. Determine the "Changeability" for the potential action – How difficult will it be to implement?

- Rank order the list of "Recommended Actions" into a prioritized list

Determining the Safety Impact

- Using the group knowledge, determine the potential safety impact of the recommended action, assuming that it is fully implemented.

- Rate each action according to the following scale:

  1. Little Safety Impact

  2. Some Safety Impact
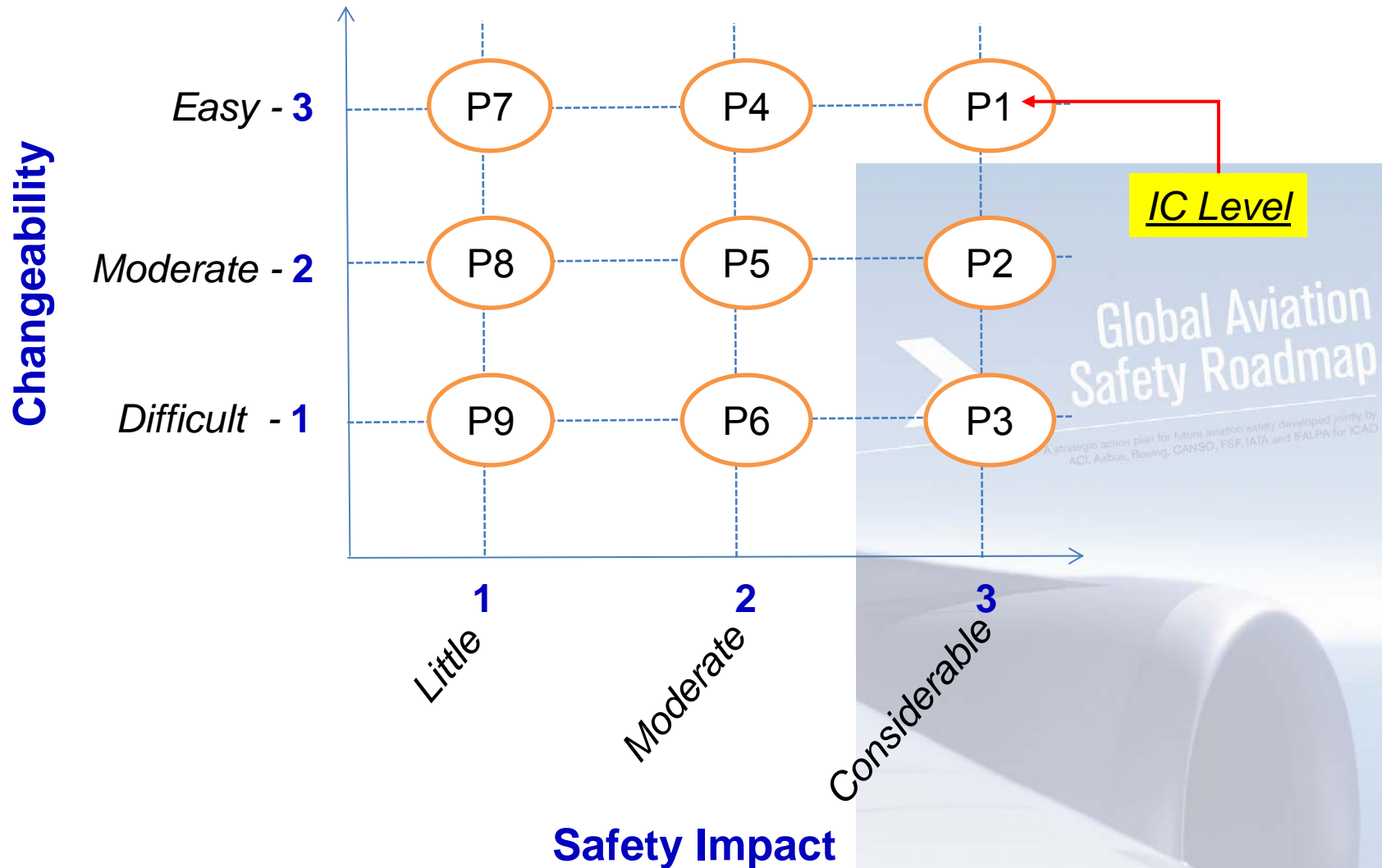
  3. Considerable Safety Impact

Determining the Changeability

- Using the group knowledge, determine the difficulty in implementing each recommended action.

- Rate each action according to the following scale:

    1. Difficult to Implement
    2. Moderate Effort Required to Implement
    3. Little or No Effort Required to Implement

- When rating each item, consider the following:

    - Political Will/Commitment/Consensus

    - Resource Requirements/availability for implementation

    - Potential Blockers – what conditions exist that could prevent implementation

Determine the Impact-Changeability Level Using the Chart

Changeability

Easy - **3**   P7   P4   P1

Moderate - **2**   P8   P5   P2   *IC Level*

Difficult - **1**   P9   P6   P3

1   **2**   **3**

Little   Moderate   Considerable

Global Aviation Safety Roadmap

Safety Impact

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

Recommended Action	Impact	Change-ability	IC Level	Selected Priority
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Presentation Overview

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Breakout Groups

- The Workshop is designed to have all key regional stakeholders participate on an equal basis.

- Four simultaneous breakout sessions with proportional representation from diverse groups

- Participants assigned on basis of domain knowledge, home country, professional role, etc.

- Facilitator teams composed of ISSG members and ICAO/AFI leaders

- Observers are attending to learn about the process and assist participants develop action plans.

- Detailed instructions will be provided in breakout.

Group Discussion Guidelines

- Contribute your knowledge to the discussion and ask questions

- Maintain mutual respect for other's ideas

- The facilitators will involve everyone

- Any participant may submit a point anonymously in written format

- Participants can change their minds at any time

- Facilitators will be mindful of potential language barriers and will attempt to ensure clear communication

- Facilitators and participants are expected to remind others of these guidelines

- Facilitators will ask for volunteers to keep notes of the ideas, facts, consensus, and questions raised
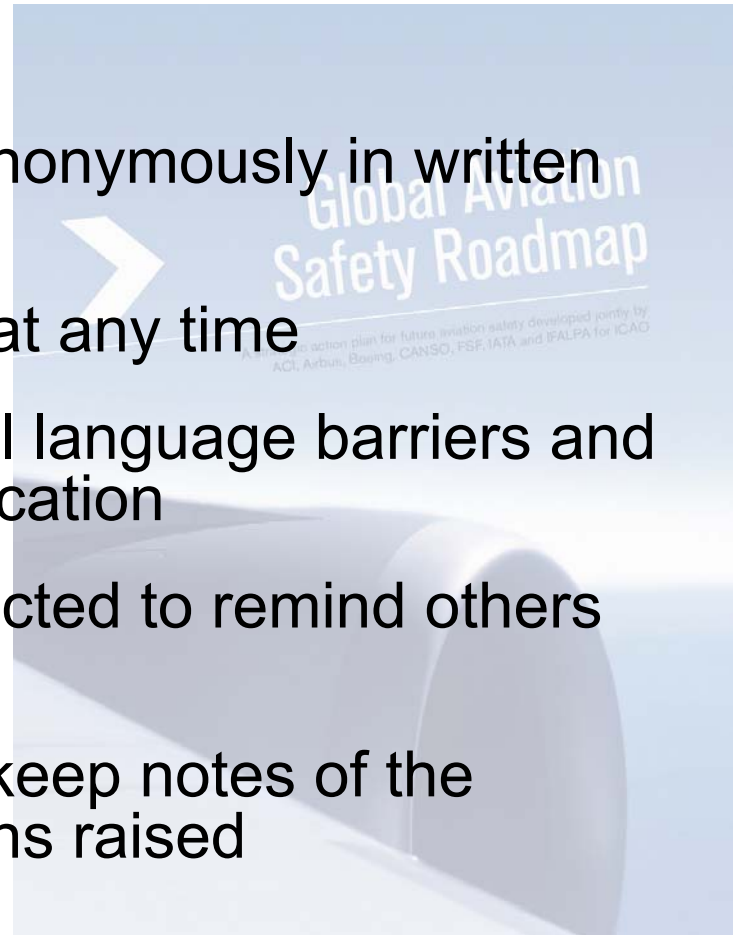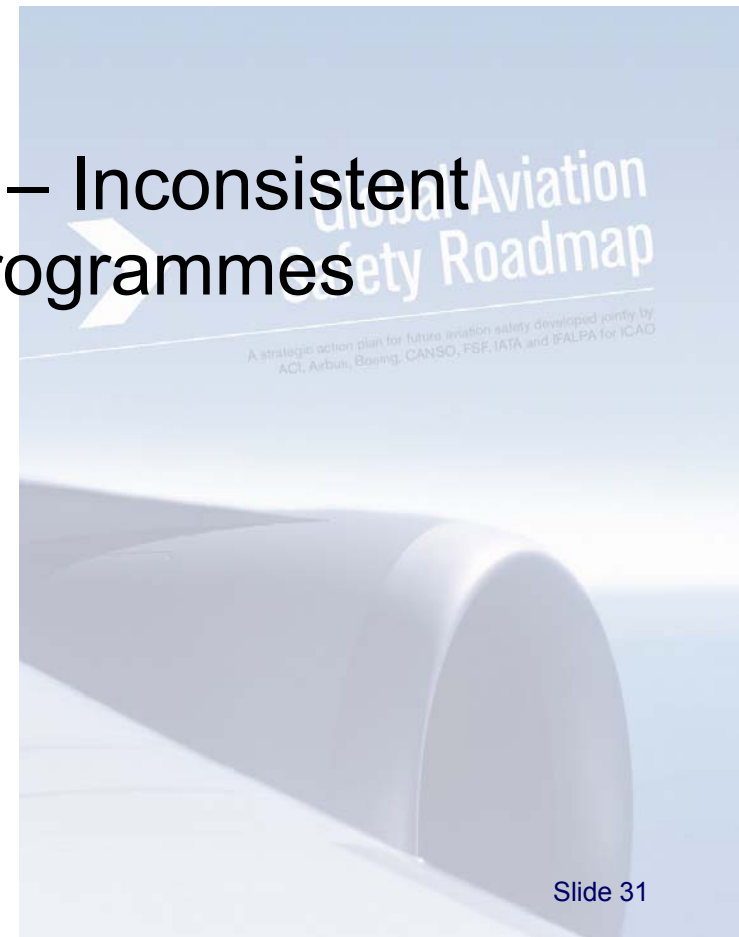
Breakout Groups

Work Group A: Focus Area 2 – Inconsistent Regulatory Oversight

   Facilitators:

Work Group B: Focus Area 5 – Inconsistent Coordination of Regional Programmes

   Facilitators:
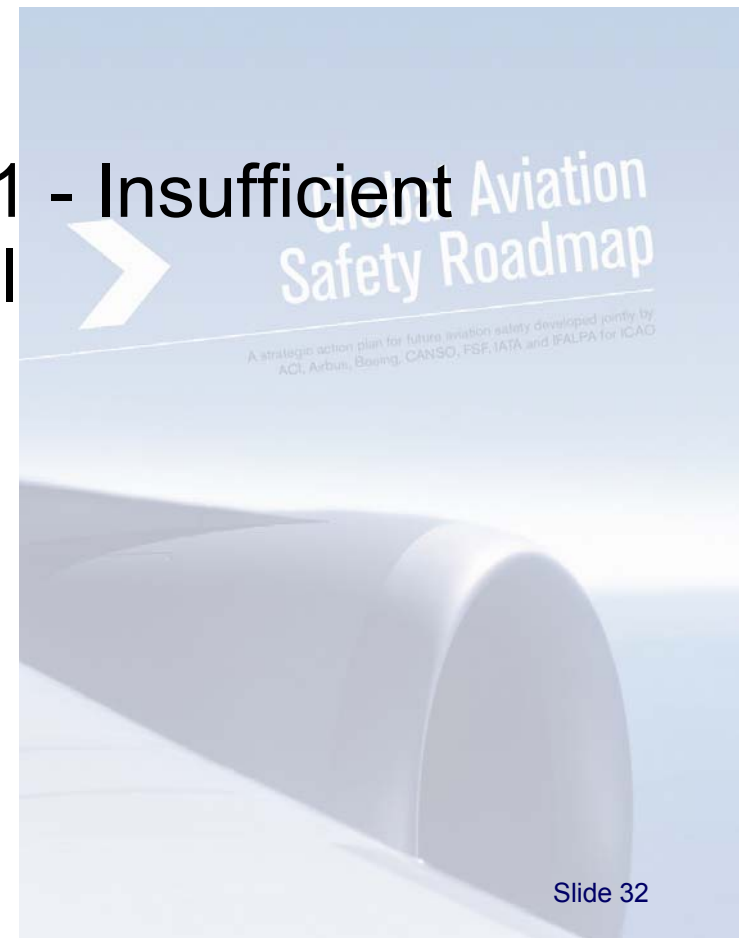
Breakout Groups

Work Group C: Focus Area 7 – Inconsistent Use of Safety Management Systems Facilitators

Facilitators:

- Gerardo Hueto

Work Group D: Focus Area 11 - Insufficient Number of Qualified Personnel

Facilitators:

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Safety Roadmap

A strategic action plan for future aviation safety developed jointly by
ACI, Airbus, Boeing, CANSO, FSF, IATA and IFALPA for ICAO

Workshop Objectives

1. Develop a thorough understanding of the Global Aviation Safety Plan and its analytic process based upon the Roadmap.

2. Understand how to use the process to support development of AFI safety action plans for your region.

3. Help the ISSG and ICAO understand how the GASR/GASP can be improved.

Key Workshop Goals

- A viable self-sustaining industry-government regional safety team.

- Initial regional action plans initiated for the four focus areas

  - Initial Gap Analysis has been completed

  - Data requirements defined and sources identified

- All sectors commit to continue the process.

  - Commit to holding next Workshop

  - Commit to cover the remaining focus areas

- Participants believe that Workshop was worthwhile and that progress in being made.

It's Your Opportunity!