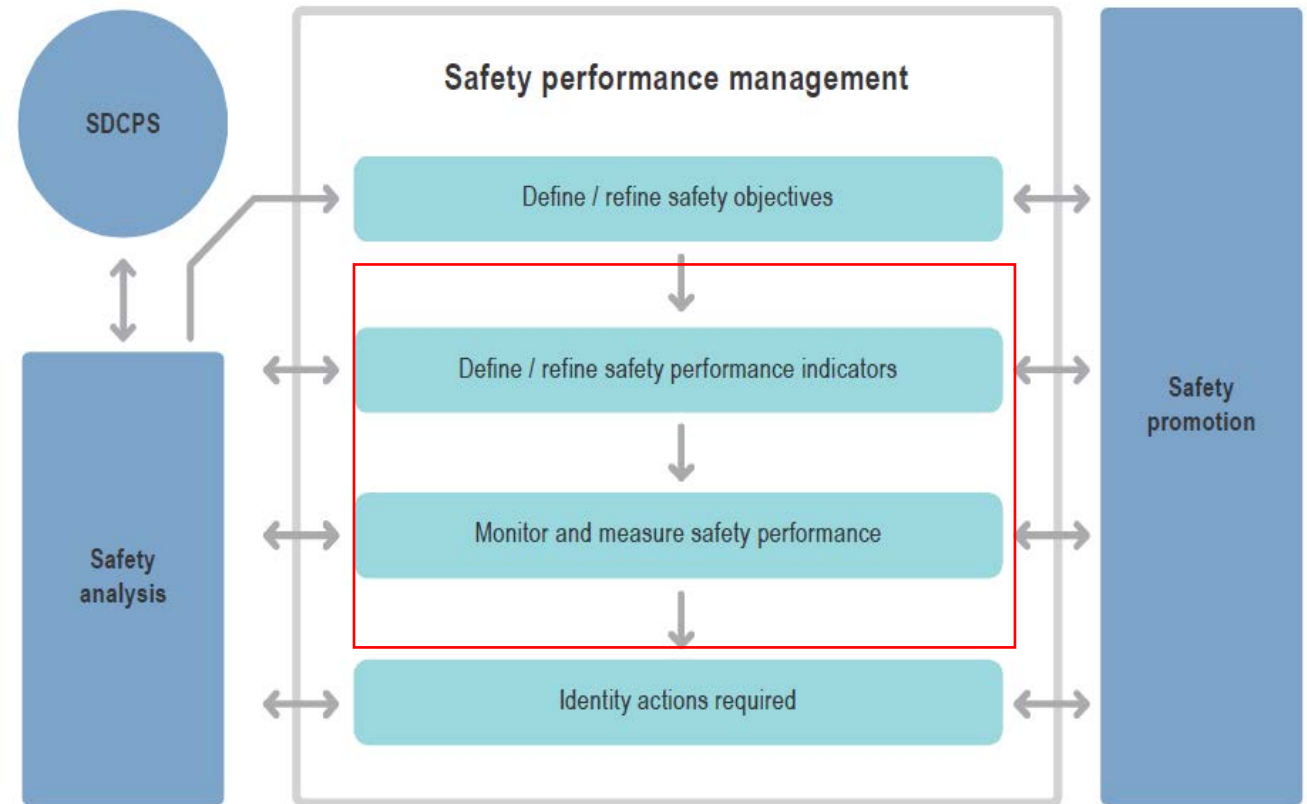


State Safety Performance & Change Management

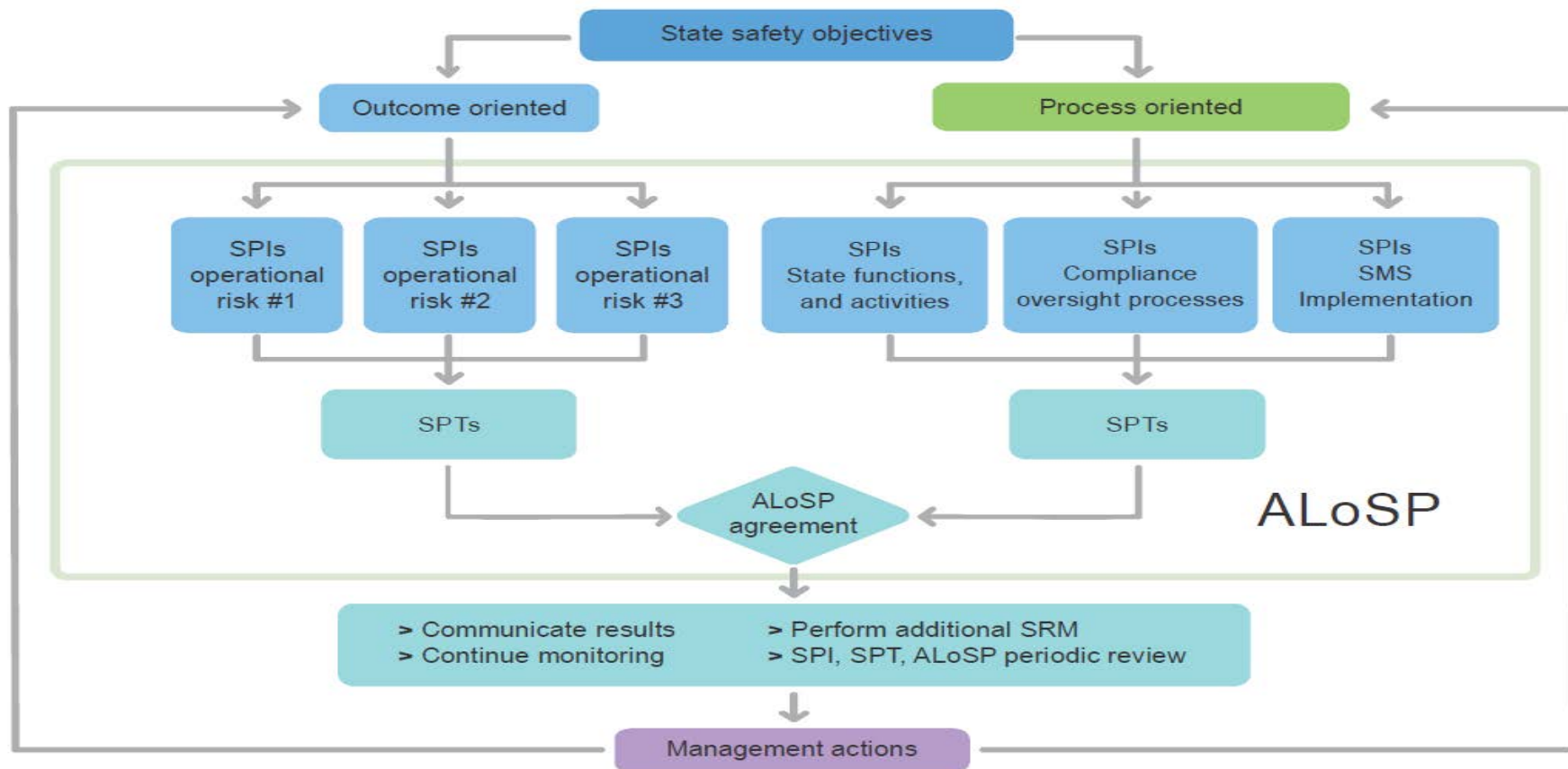
5th Safety Summit
26th - 28th Nov 2024
Kuwait

State Safety Performance

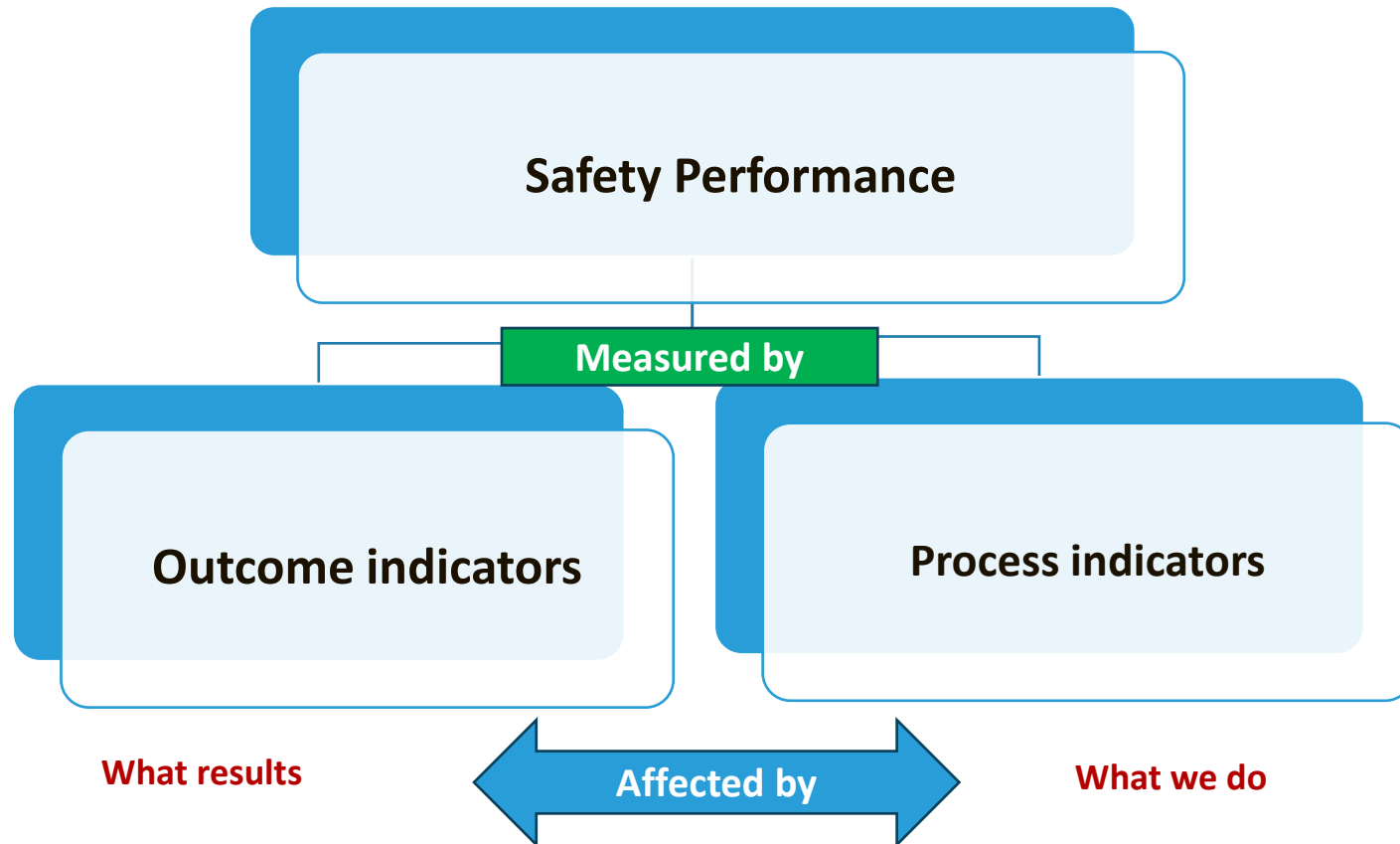
- *States should develop and maintain a process to evaluate the effectiveness of actions taken to manage safety risks and resolve safety issues.*
- States should evaluate the effectiveness of their individual SSPs to maintain or continuously improve their overall level of safety performance



State Safety Performance

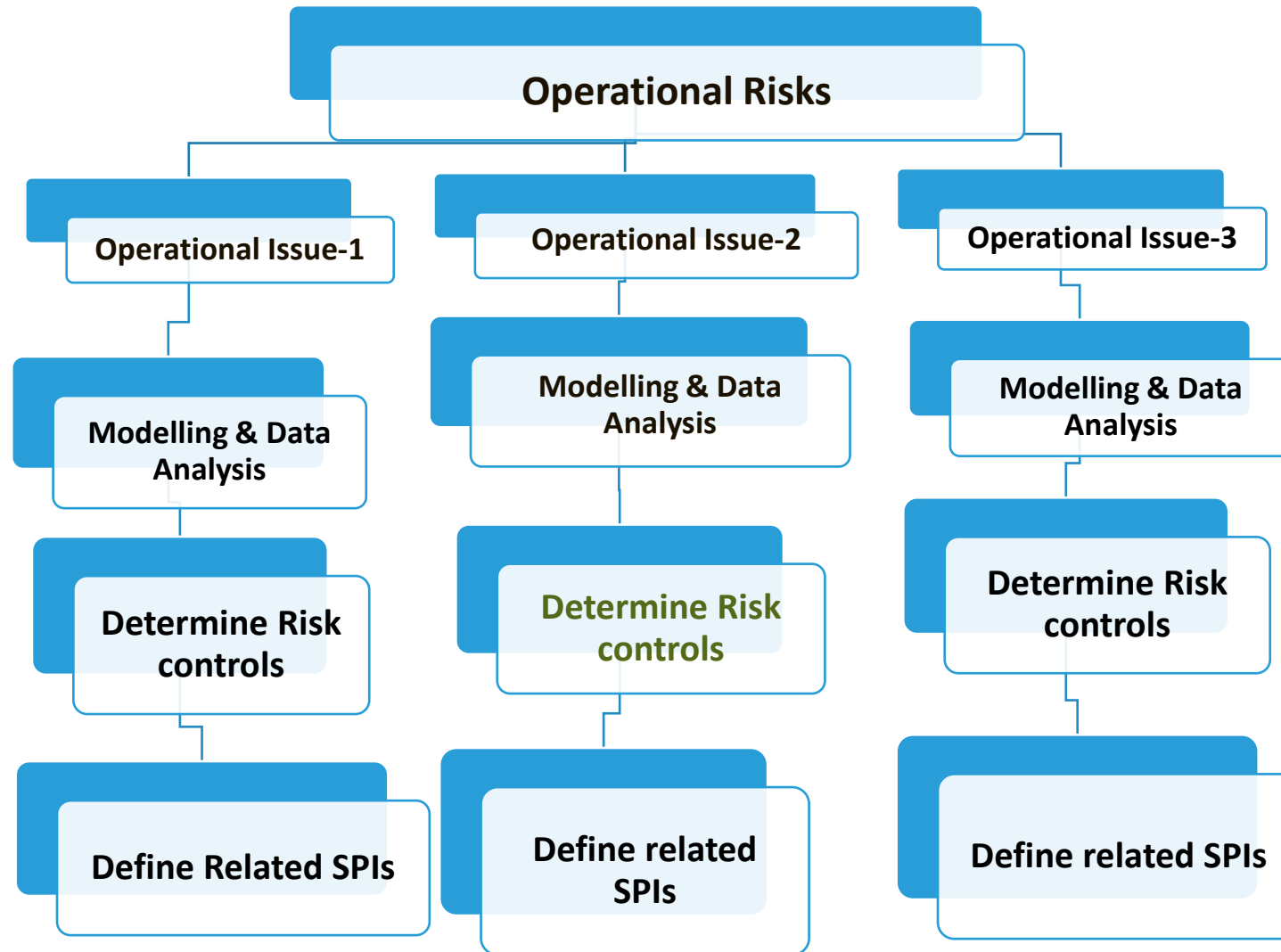


Measuring Safety Performance



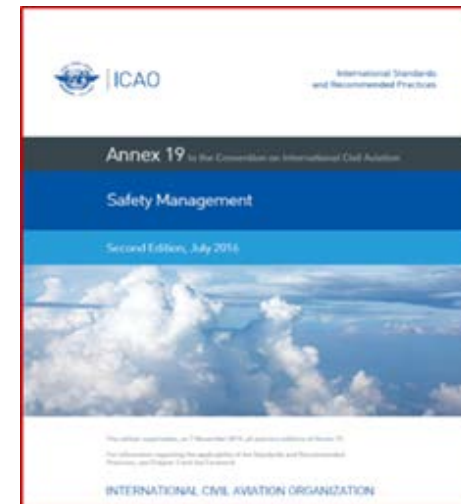
The safety performance is determined by measuring the impact of safety management processes on the actual results achieved

Operational Risk Analysis - Example



Process Implementation Risk Analysis- Example

- Compliance with ICAO Annexes
- SMS implementation by the industry, and
- SSP implementation by the State.

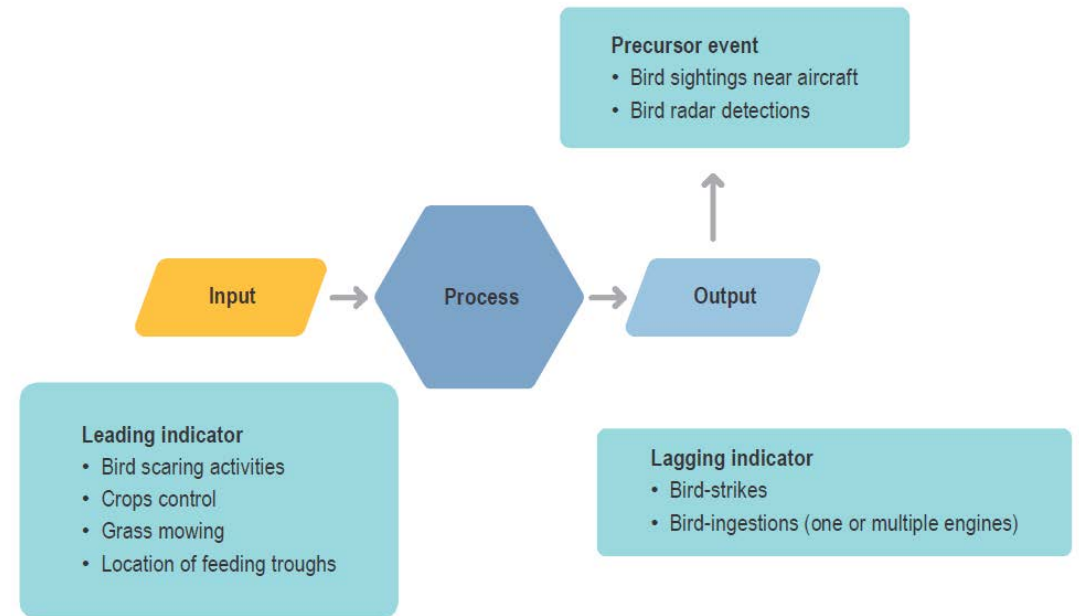


Safety Performance Monitoring

- Used to track progress toward safety objectives
- Used to measure the impact of processes and activities on the system
- Used to validate the effectiveness of safety risk controls
- Ensures decision-makers are properly informed about the system status

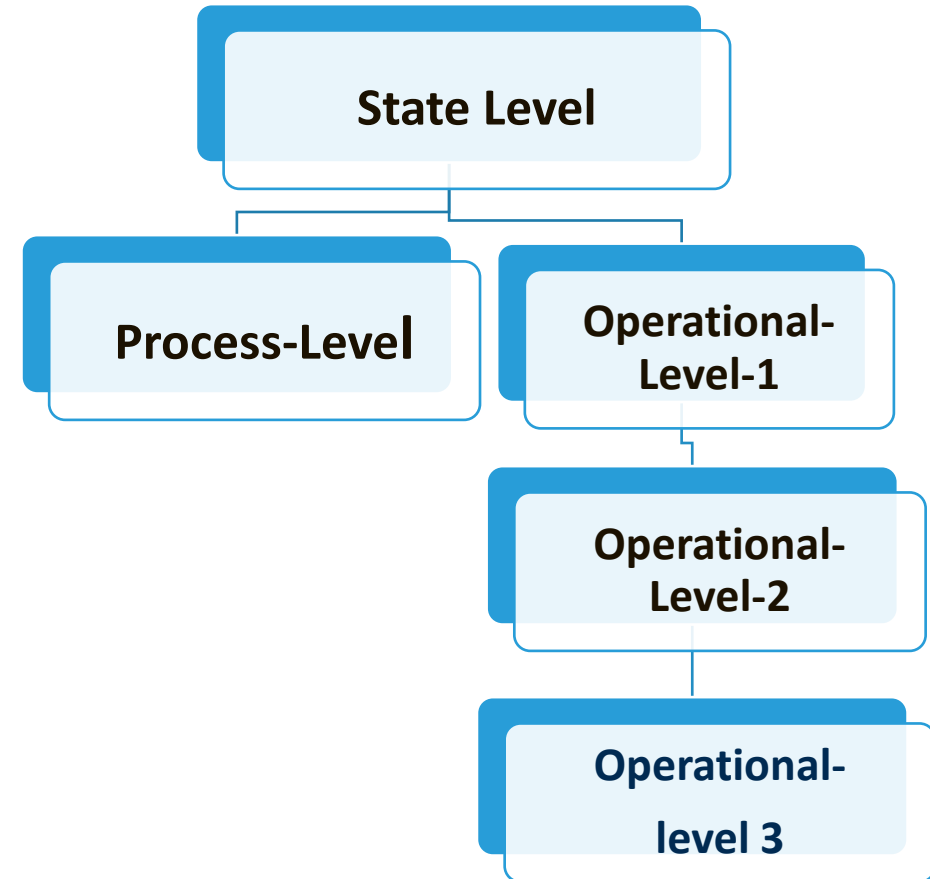


Leading and Lagging Indicators



SPIs -State Level - Example

SPIs to be monitored by State



Example: Operational Level: SPIs - CAT OPS FW

Level 2

CAT-FW- SPI-CFIT



Level 3

CAT-FW- SPI-CFIT/QNH

QNH

Incorrect altimeter pressure settings

Level 3

CAT-FW- SPI-CFIT/GPWS

GPWS

Ground Proximity Warning System terrain warnings

Level 3

CAT-FW- SPI-CFIT/CHART

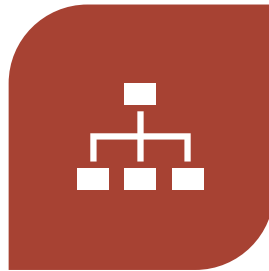
CHART

Errors, omissions and inconsistencies in aeronautical charts

Safety Performance Targets (SPTs)



state intended targets for a SPI over a given period that aligns with **the safety objectives**.



Define **short-term and medium-term** safety performance management desired achievements.



Provide **confidence that the organization** is on track to achieving its safety objectives.



Provide a **measurable way of verifying the effectiveness** of safety performance management activities.



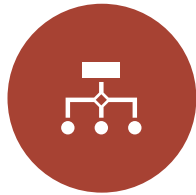
Change Management at the State Level

Defining Change Management

Change Drivers



Technological
Evolution



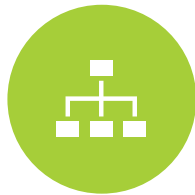
Process
Reviews



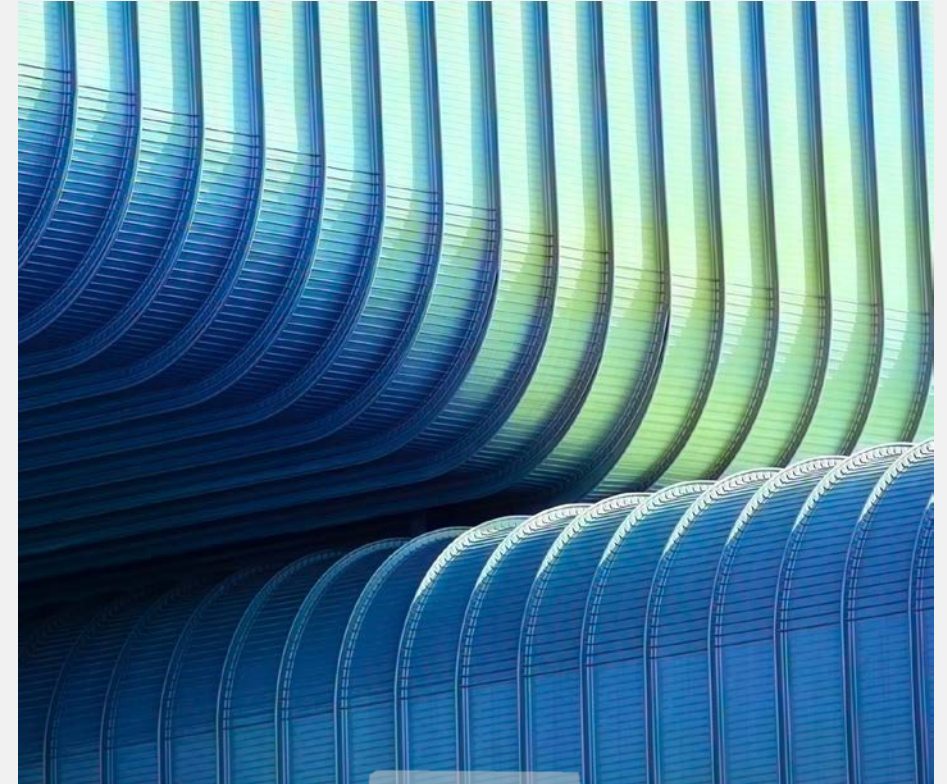
Crisis



Consumer
Habit Changes



Organizational
Restructuring





The Benefits of Effective Change Management



Improved understanding of the changes across the organization



High levels of awareness of context/performance



Team cohesion and clarity



Priorities continually well-managed On-going engagement loops



Good attention to capacity building and sustainability



Well defined outcomes and agreed upon implementable measures

Change Management Process



1. Define the Change



2. Identify Key Stakeholders



3. Align Change with Relevant Plans at the State level



4. Assess the Change



5. Develop and Implement an Action Plan



6. Continuous Monitoring



7. Review the Change

Human Aspects of Change Management

Cultural Aspects


Leadership Styles

Resistance to Change

Commitment to Change

Communication Aspects

Examples of Change Management at the State Level

- Adoption of New ICAO Standards Pertaining to Certification and Operations of Drones
 - Implementation of SSP
 - Introduction of a Risk-Based Oversight Model in a Given Technical Domain (Aerodromes and Ground Aids [AGA], Air Transport, ANSP)
 - Transition from Paper-Based to Electronic/Enterprise Systems in the CAA
 - Separation of the Aerodrome Operator and ANSP from the Aviation Regulatory Authority
 - Enhancing Urban Air Mobility
- 

Thank You

