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INTEGRATED MANAGEMENT SYSTEM OF THE DOMINICAN CIVIL AVIATION INSTITUTE (IMS-IDAC)

(Presented by the Dominican Republic)

EXECUTIVE SUMMARY

This information paper shares the accomplishments and the institutional strengthening achieved by the Dominican Civil Aviation Institute with respect to the management of aviation activities, through implementation of the Integrated Quality, Environmental Impact and Occupational Health and Safety Management System. This has been achieved by using processes based on the norms and standards of the International Organization for Standardization (ISO).

Use of the facilitating tools in IDAC's integrated management system, combined with the objective and impartial management of the regulatory party and the service provider party, has allowed all of the activities to be correlated with each other, in order to build one single management system. New organizational solutions are consistently being incorporated into this system for the management of the civil aviation-related elements, thereby achieving an increase in the efficiency and effectiveness of the institution's performance.

Strategic Objectives:	This information paper relates to the Safety and Environmental Protection and Sustainable Development of Air Transport Strategic Objectives.
Financial implications:	No additional resources required.
References:	• Law 491-06, together with its amendment 67-13 on Civil Aviation in the Dominican Republic • Dominican Aeronautical Regulation (DAR) • ISO Standards: 9001:2008, Quality; 1400:2004 on Environmental Management and OHSAS 18001:2007 on Occupational Health and Safety • www.idac.gov.do

1. INTRODUCTION

1.1 The new trends and perspectives of the administration dictate that the main goal when developing products and the provision of services is not just customer satisfaction and meeting customers' requirements, but rather to succeed in exceeding their expectations. This is achieved by optimizing the use of resources and showing objective evidence of performance that maintains the operational efficiency level through a permanent process of continuous improvement.

1.2 That is why many organizations associated with the aeronautical industry must concern themselves with the evolution of international markets and the way in which they are developing, since they have an impact on the speed and efficiency of operations where optimal safety levels must be maintained, while incorporating risk-based management processes. This leads us to consider the sustained, unprecedented growth in air traffic forecast that is forecast for coming decades as the most important challenge we face.

1.3 When one adds together the need for regional harmonization and the need to comply with aviation standards and regulations, coupled with the trend towards evolving management models, where compliance with certifiable standards on quality, the environment and security, amongst others, are becoming ever stricter, this all results in a paradigm shift in aviation. Safety of activities is not the only objective: customer satisfaction and the satisfaction of any interest group or interested party, which sees itself affected by the organization's actions, are other objectives that have to be taken into account.

1.4 In this regard, many service organizations have been adopting the management model based on ISO Standards over the last few decades. This model draws on principles such as leadership, staff participation, a process and fact-based system for taking decisions, the search for continuous improvement, relations that are mutually beneficial for providers, human resources and processes, etc., and forms the basis for obtaining positive results that effectively and efficiently meet strategic objectives and institutional commitments.

2. BACKGROUND

2.1 New global requirements have meant that organizations believe that it is vital to objectively measure the outcome of their actions in order to achieve customer satisfaction and continuous improvements. At the same time, compliance with other requirements related to interested parties also have to be taken into account, such as environmental protection and occupational health and safety. This has motivated the Dominican Civil Aviation Institute (IDAC), in the Dominican Republic, to implement the current "Integrated Management Systems" (IMS). These systems consistently integrate the ISO 9001:2008 model, in compliance with the applicable legislation and the customer's quality requirements as well as ISO 14001:2004 on environmental management tools and OHSAS 18001:2007 on occupational health and safety management. The organization is thus equipped with mechanisms, methods and practices to ensure that commitments on quality, the environment and employee health are the responsibility of each and every one who makes up this organization.

2.2 In July 2007, after a process of revising and adjusting its legal and administrative framework, as well as ensuring strict compliance with international standards, the IDAC authorities saw the opportunity to search for a mechanism to offer service users the highest possible levels of quality, efficiency, transparency and competitiveness. Faced with the demand for more and better services, a culture of excellence had to be developed amongst IDAC's "clients", both internally (employees) and externally. Implementation of the "Integrated Quality, Environmental and Occupational Health and Safety Management System" (IMS–IDAC) permitted the development of appropriate responses to these demands that were also consistent with the fulfilment of institutional objectives.

3. IMPLEMENTATION OF THE IMS-IDAC

3.1 Initially, one institutional area was prioritized on a trial basis for the implementation of this system, namely in the Operations, Airworthiness and Licenses processes within the Flight Standards Branch. In July 2009, with the commitment and involvement of the personnel, it was decided to extend implementation of IMS to the whole organization. In addition, on this date, other institutions from the aeronautical sector were incorporated into this initiative with IDAC's support, such as the Higher Academy for Aeronautical Sciences (ASCA), the Civil Aviation Council (JAC) and the Airport and Civil Aviation Security Specialized Corps (CESAC), as well as some Dominican air operators.

3.2 The main activities implemented at the start of the IMS were:

3.2.1 *A Workshop on validation of procedures:* The different activities involved in operational, support, control and improvement processes were classified in order to document them appropriately and adapt them to the applicable regulatory requirements. This involved optimizing job outlines and standardizing the formats and registers that will demonstrate whether they are functioning correctly.

3.2.2 *Definition and adjustment of integration mechanisms:* We defined the attributes of the processes, clients, inputs, external and internal providers and above all of IDAC's products and services that are needed to comply with the necessary requirements and service agreements with key providers. The areas and processes that need to communicate with each other were put into a client-provider chain.

3.2.3 *IMS dissemination:* Working sessions were organized with all of the personnel, clients and providers, in order to explain the new approach to them that was going to be rolled out for the management of processes within the institution. These sessions also served to initiate the cultural change needed to achieve the expected results, namely transversal instead of vertical management.

3.2.4 *Revision and updating of human resource competencies:* The defined human resource competencies were revised and adjusted. The persons designated as "Process Owners" and "Management Coordinators" were trained; their main function is to define the actions needed to adjust the processes, procedures and guidelines of the new outline, standardize practices, their interactions and subsequent monitoring thereof.

3.2.5 *Commitment from Management:* Senior management communicated the implementation and execution of the new IMS-IDAC in a timely manner which demonstrated its commitment to the project and served to motivate change in the rest of the institution.

4. RESULTS AND BENEFITS OF THE IMS-IDAC

- processes, procedures and activities were standardized, documented, recorded and controlled. That is, products and/or services are organized to set standards, by using quality attributes, performance times, traceability, etc.;

- the continuous improvement process and the change in the organizational culture are evident in the annual follow-up audits, from the year 2010 up until the past month of July 2013 when IDAC obtained its recertification;

- the system improves decision-making in collaboration with aeronautical interest groups by using a measurement system that includes surveys and consultations with

focal groups about service quality and expectations. It also considers corrective actions in the event of the detection of real or potential faults;

- the system has facilitated the introduction of organizational solutions that promote institutional consolidation and competitiveness and which also contribute to compliance with national legislation. Amongst the most significant of these, we can cite the creation of the Planning and Development Branch, the Transparency and Citizen Services Branch, the Internal Control system and the Human Capital Management system;

- as a regulatory body, IDAC has used the system to set up the state safety management programme amongst operators. These operators have benefitted from the benchmarking process thanks to the training and audits received during the process for certification of its safety management system, since IMS-IDAC provides the foundation for the administrative management of the documentation and register needed during this process; and

- at the same time, IDAC's air navigation services provider party can rely on its processes, certified to ISO quality standards, and make use of measurement, control and follow-up mechanisms that are applied to air traffic management and aeronautical information management. This party is taking advantage of the change in the staff organizational culture regarding policy compliance, the reporting culture and the process-based approach in order to implement the first phase of the safety system.

5. CURRENT STATE OF THE IMS-IDAC

5.1 IDAC, as the regulatory civil aviation institute of the Dominican Republic, is currently promoting responsible management in the exercise of leadership and staff involvement through its integrated management system, with the aim of preventing and correcting all possible deficiencies that may be having an impact on the system. This is being done to develop strategies and procedures that smooth out deviations, which thus strengthens the system, by measuring and controlling of the results obtained during the processes, as well as promoting continuous improvements. This has contributed to a decision-making that is directed towards achieving one of the organization's essential objectives – safety, while promoting the sustainable development of air transport. This has been demonstrated by the award of the Silver Medal which was attained as part of the National Quality and Promising Practices Prize that is awarded to national institutions by the Public Administration Ministry.

6. SUGGESTIONS

6.1 Given the countless number of techniques and tools that are available for implementation, management and improvement thanks to this kind of integrated management system, it is recommended that activities such as the ones described here should indeed be adopted. It is also recommended that the experience acquired by IDAC should be soaked up by others, and IDAC is happy to share its best practices with others on the improvement and harmonization of all of the shared administrative aspects that support civil aviation systems.

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