



CELANGE

Jamaica's



Experience

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CHANGE IS NOT ONLY ABOUT:

- Transitioning from AIS to AIM
- Evolving from manual operations to automation
- Transforming from paper-based to digital
- Shifting from product centric to data centric
- Attaining recognition and acknowledgement of our importance in aviation
- Yearning for better work environment and emolument



OUR (AIM) CHANGE IS ABOUT:

Definitions of CHANGE:

- An act or **process** through which something becomes different.
 - AIS to AIM Transition
 - Quality
- To make **something** different (modify, replace, substitute).
 - Products (paper-based to electronic to digital); and
 - Services (real time)
 - Environment (structure, space, equipment)
- To make **someone** different (competence, mindset)
 - People (Culture, Competency, Compensation)



JAMAICA'S EXPERIENCE

We identified the NEEDS:

- Transition from AIS to AIM (ICAO)
- Existing Staff (mindset, competence, culture)
 - Importance of AIS/AIM,
 - Understanding the purpose of AIM,
 - Accepting the roles of AIM,
 - Owning AIM and our functions,
 - Change how we treated the profession
- Human resource (required additional staff)
- Vision (change in structure, culture, competencies, compensation, potential)
- Expand (offer more than NOTAM and Flight Planning)

JAMAICA'S EXPERIENCE

We changed our **APPROACH** (from complaining to strategic):

- Devised a change strategy (Quality, People, Processes, Space and Equipment):
 - Transition Plan (ICAO Transition Road Map)
 - Merge AIS and OEPD
 - Director AIM, Managers and Additional Staff
 - New Facility
 - New Equipment (including upgrade AMHS)
 - Automated Processes, Workflow management
 - Specialised Training
 - Database, Web and Digital Products
 - Quality Implementation and Risk Management

Process, People and Product



JAMAICA'S EXPERIENCE

We COMMUNICATED:

- Formed an AIS to AIM Transition Team (documented, communicated and actioned the Plan)

- Communicated the Vision and Strategic Plan to:
 - Existing staff
 - Air Navigation Division (AIM, ATM, CNS)
 - Executive Management, Board of Directors
 - Government Minister(s)
 - External stakeholders (one-on-one discussions)



JAMAICA'S EXPERIENCE

We **ACTIONED**:

➤ **PROCESSES**

- Established AIM Manuals
 - Standard Operating Procedures (SOPs)
 - Manual of Operations (MANOPS)
 - Unit Specific Manuals (USMs)
 - Quality Manual (QM)
- Aeronautical Data and Information Quality (ADQ)
- WIP - Data Chain Management (AIM Portal and Workflows)
- Alignment of AIM budgetary items with organisational goals
- Enforcement of the AIRAC System
- Hiring Process (academics, aptitude and psychometric tests, medical)
- WIP - LOAs with stakeholders (external and internal)
- Established contingencies



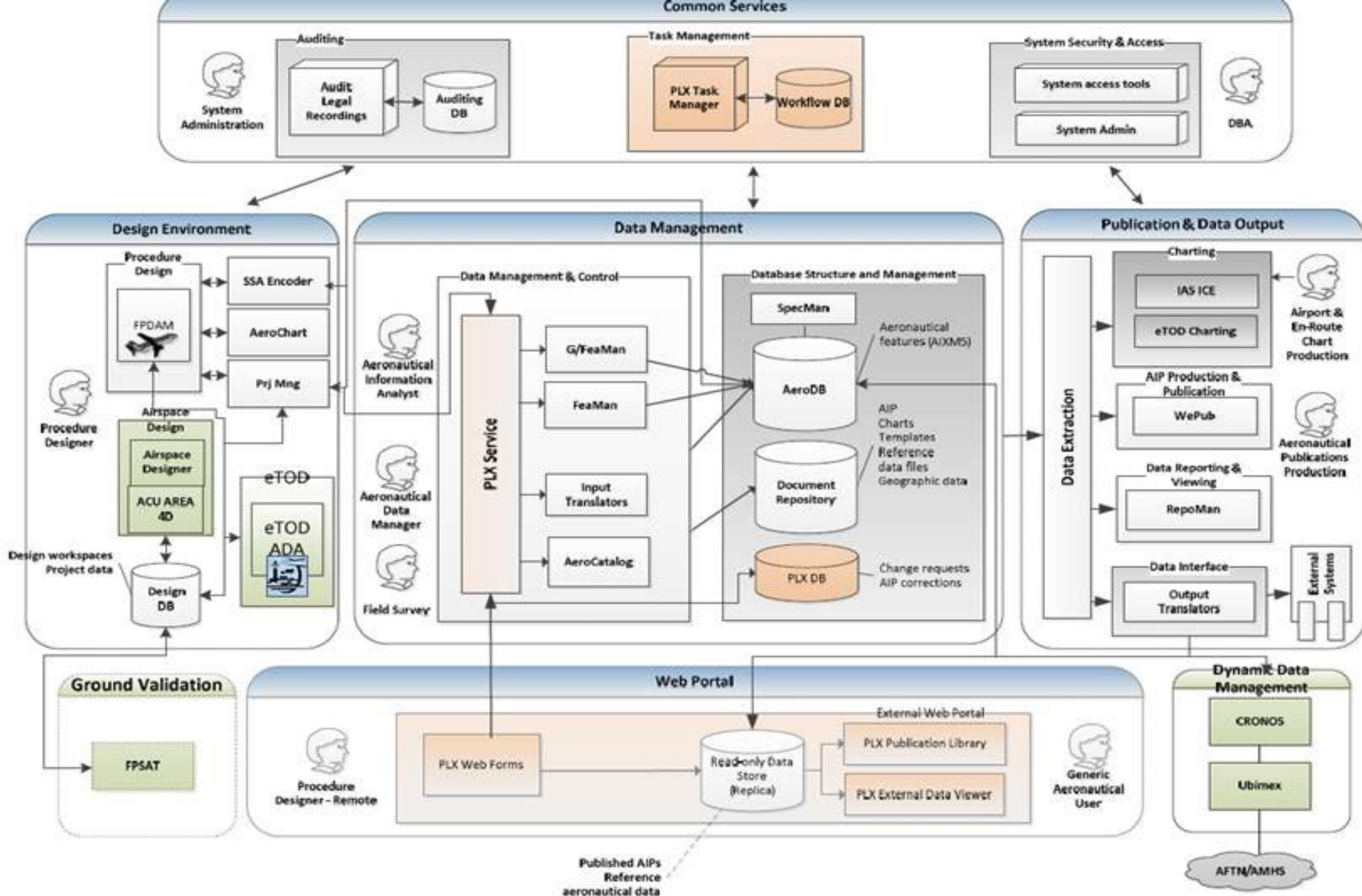
JAMAICA'S EXPERIENCE

We **ACTIONED**:

➤ **PRODUCTS**

- Equipment and Environment
 - Automated Systems
 - Merged AIS with OEPD (Obstacle Evaluation and Procedures Design)
 - Expanded from 3 to 7 Units
 - New AIM Structure
 - AIM Centre (new space)
- AIM Products and Services
 - Expanded AIM products offered (e.g. VFR chart)
 - Expanded Services offered (e.g. obstacle evaluation)
 - AIRAC (strict adherence for SUP and AMDT)





JAMAICA'S EXPERIENCE

We **ACTIONED**:

➤ PEOPLE

- Researched, documented and submitted
 - Evolving and new competencies of AIM personnel
 - AIM Staffing needs and justifications
 - New Job Descriptions (existing and new positions)
- Training
 - Existing staff (GIS, QMS, ISO, SMS, developmental, job)
 - STP (AIO-IT) created by CAATI, AIM, ICAO-TRAINAIR Plus
 - Standardised training of new hires (AIO-IT)
 - New Equipment Training, Verification and Validation
 - Created SNOWTAM training, OJT, Verification, Validation
 - Ongoing



JAMAICA'S EXPERIENCE

We **ACTIONED**:

➤ **PEOPLE** (*continued*)

- Mindset and Culture (dedicated to quality and safety)
 - Team approach (engaged existing staff)
 - Training (OJTI, Human Factors-FRMS)
 - Changed the mindset to quality-driven
 - Enhanced Recruitment process and qualification requirements
 - Integration of new hires into the new culture (team approach, goal oriented, quality driven)
 - continuous cycle of evaluation, feedback, correction and improvement
 - We are proud of what we do, and we own it



JAMAICA'S EXPERIENCE

Lessons Learnt:

- 1) It is the responsibility of AIS management to establish the quality and safety culture within the AIS. *(ICAO Doc 8126 Pt 1 Ch 3 para 3.2.4.9)*
- 2) Change can energise, ignite people, and lead to success
- 3) Need a united common purpose, else people are demotivated and divided, which can be costly.
- 4) Change requires uniformity
 - One Voice (agreement and communication)
 - One Aim (vision and action)
 - One Destiny (end result)



JAMAICA'S EXPERIENCE

Lessons Learnt:

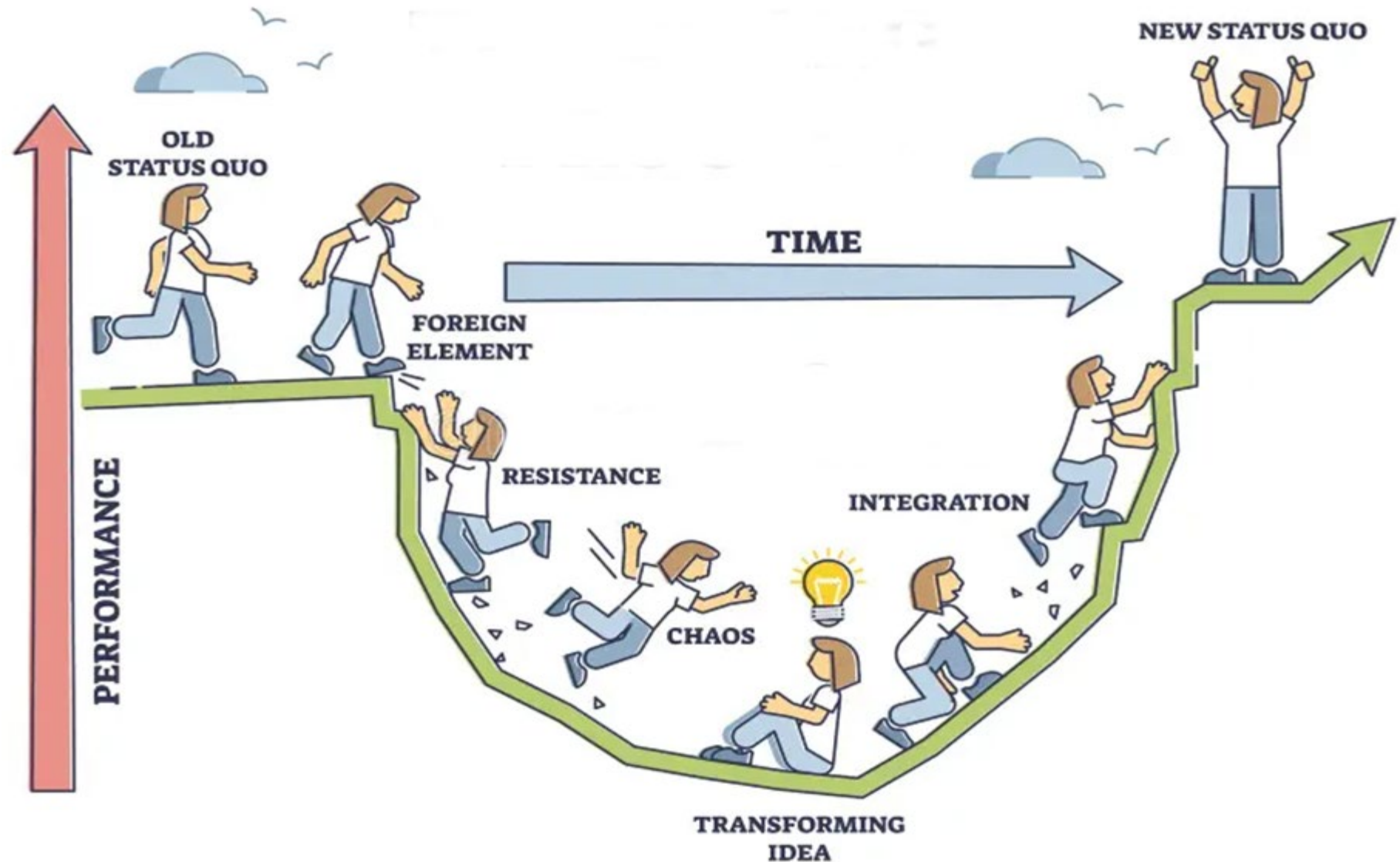
5) Benefits of Uniformity

- Makes things and change easier to understand and navigate,
- Creates a sense of cohesion, organisation/standardization,
- Consistency (procedures, products, services, operations),
- Maintains positive work culture and conformance,
- Increases efficiency (saves time and increase output),
- Improves quality (reduce errors and oversights),
- Increases proficiency (understand and master your performance), and
- Increases accountability.



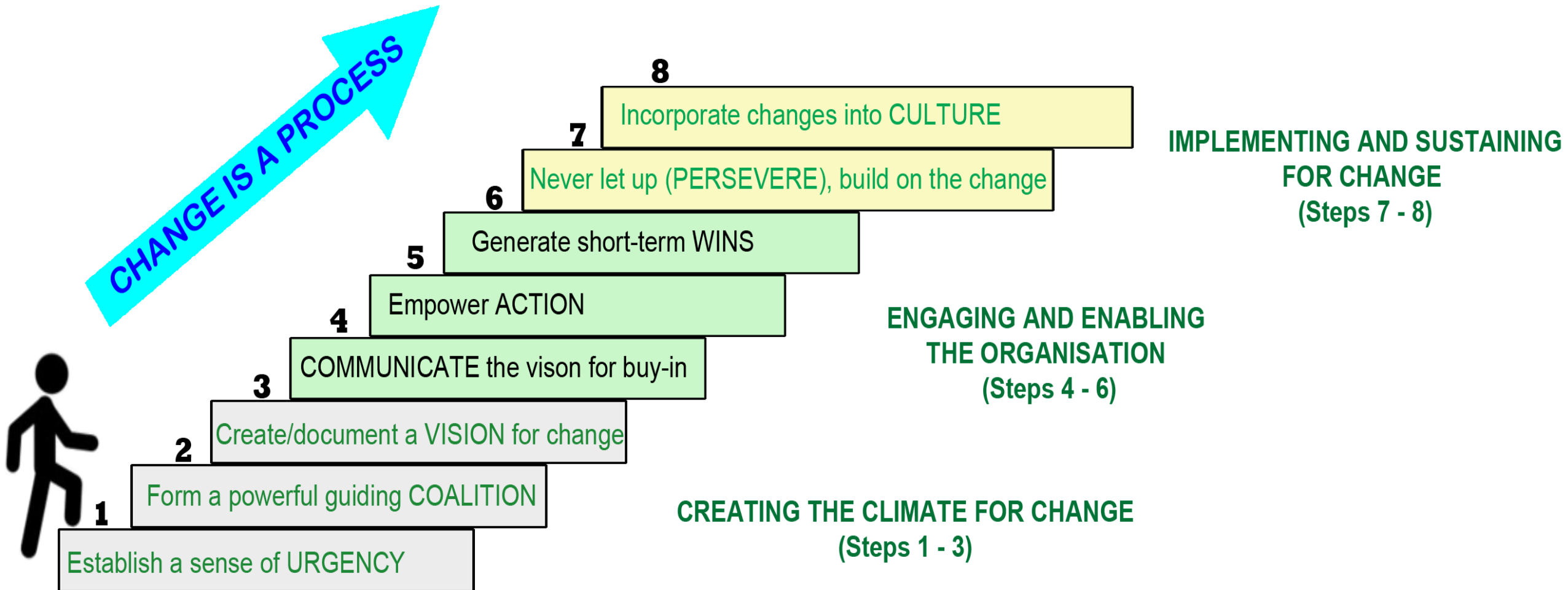
JAMAICA'S EXPERIENCE

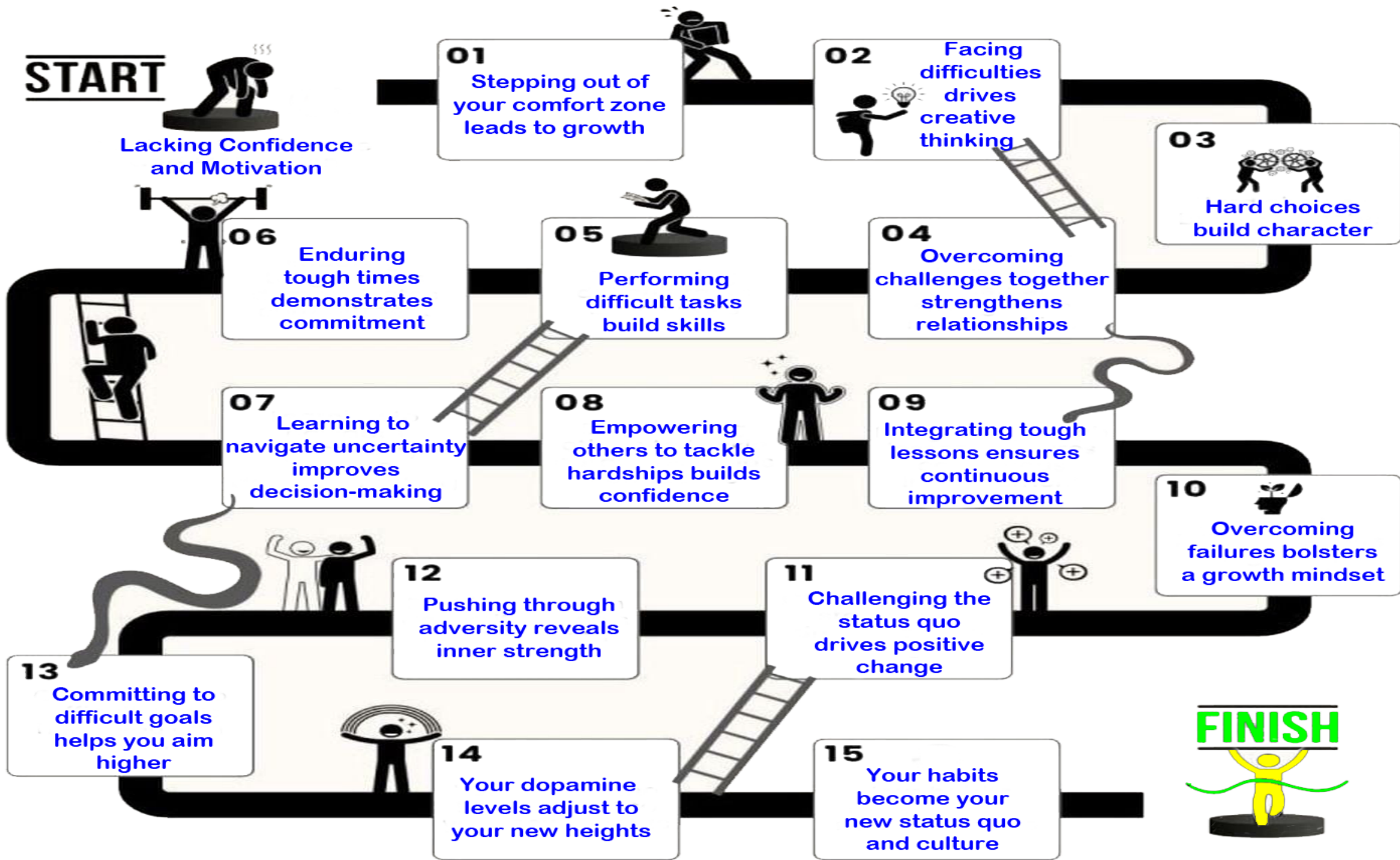
Lessons Learnt: 6) People experience phases during Change



JAMAICA'S EXPERIENCE

Lessons Learnt: 7) Change is a process with several steps





FUTURE OF AIM

➤ Process:

- Data Chain Management
- Data protection
- Amend Job Descriptions

➤ Product:

- SNOWTAM (2024)
- Information Briefing (2024)
- Digital datasets
- eAIP and eCharts
- Digital NOTAM
- SWIM
- Other (new)



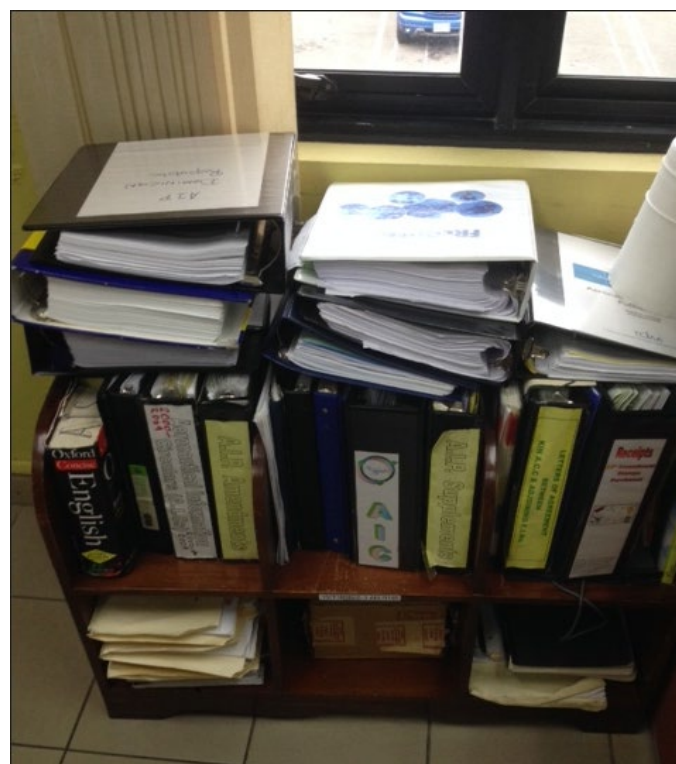
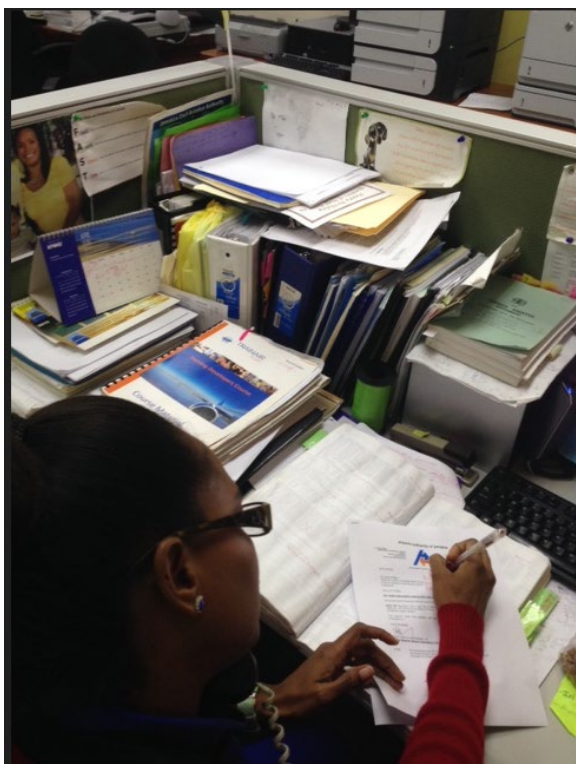
FUTURE OF AIM

➤ People

- Training:
 - New Competencies added to curriculum
 - Data quality
 - Data/Information Management
 - Information Technology
 - Safety, Risk and Quality Management
 - AIXM
 - GRF and SNOWTAM
- Culture Change:
 - digital age



2016 just before Transition in a back office...
.... we called NEVER-NEVER LAND



LOOKING
AHEAD



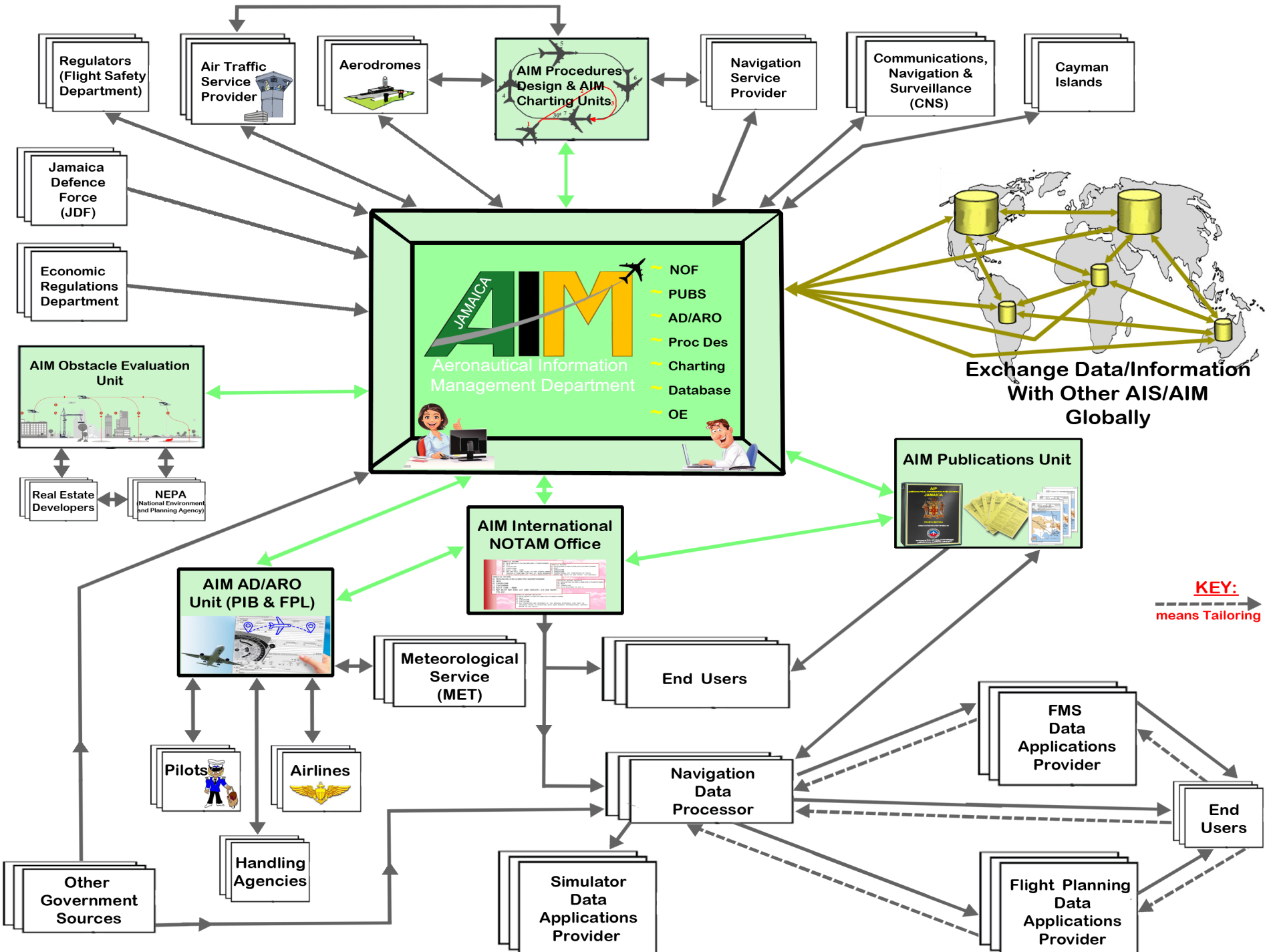
Today



LOOKING
AHEAD



Current and Future Identity: AIM is a HUB



CLOSING:

- ✓ AIM is **critically important and indispensable** for the aviation industry,
- ✓ Do not fear the evolving and new developments emerging,
- ✓ Embrace our profession with dignity, commitment, discipline,
- ✓ Acquire competence through training (KSA)
- ✓ Persevere during the transition (don't give up)
- ✓ Jamaica's experience taught:
 - Changed mindset → changes outlook → changed attitude → changes action → changes how others see you and recognise your worth.



CLOSING:

- ✓ The PAST is a closed door (do not let the past define, destroy, deter or defeat you, instead let it strengthen you).
- ✓ The PRESENT is an open door (so embrace it).
- ✓ The FUTURE is approaching (so work towards it).





THANK YOU
Gracias