



# AIM RBIS Project – Workshop on Go-team methodology

## Experience Sharing on QMS Implementation for Ghana Civil Aviation Authority (GCAA)

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# Outline

- Introduction
- Description of the Implementation Process
- Challenges Encountered
- Lessons & Recommendations

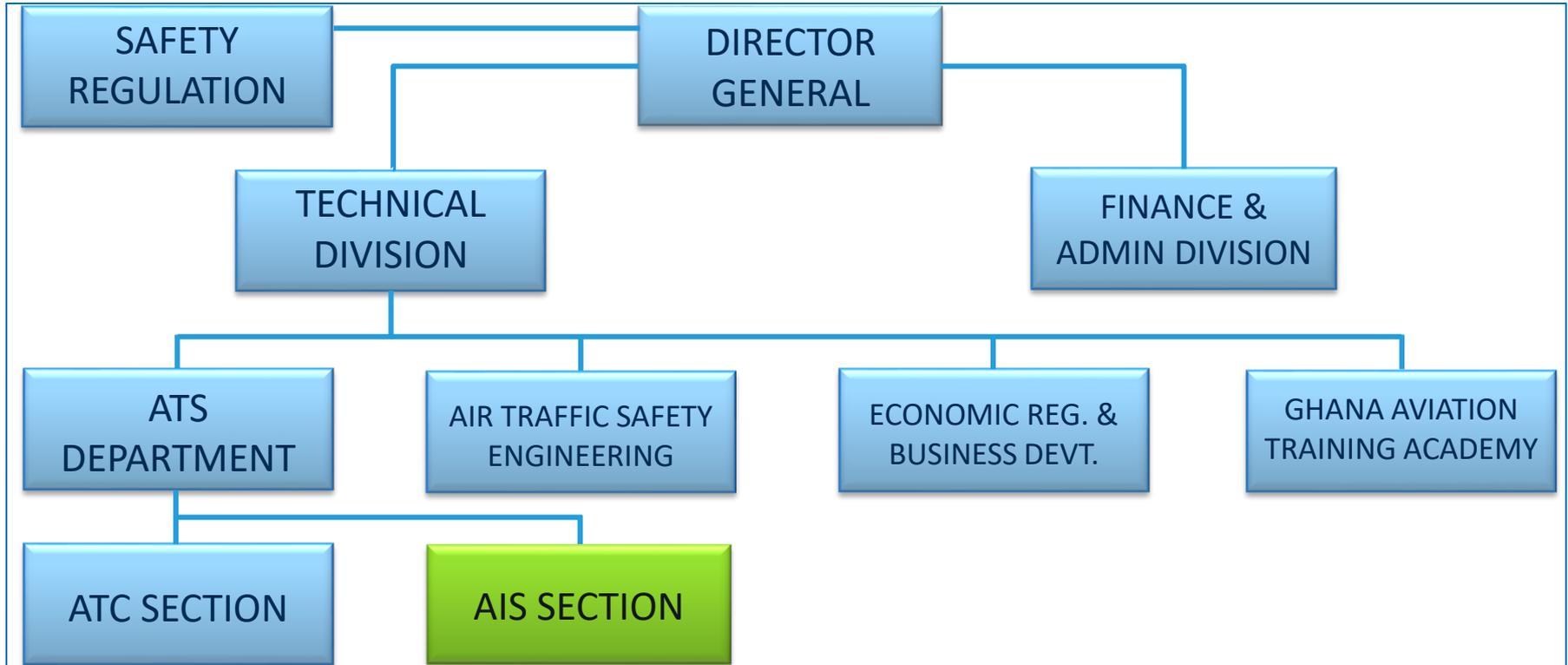


# Introduction

- *The Ghana Civil Aviation Authority (GCAA) is the regulatory agency of the Republic of Ghana for air transportation in the country.*
- *It also provides air navigation services within the Accra Flight Information Region (FIR), which comprises the airspace over the Republic of Ghana and a large area over the Atlantic Ocean in the Gulf of Guinea.*
- *QMS (ISO 9001:2015) has been implemented in the Aeronautical Information Services (AIS) section of the Air Traffic Services (ATS) Department of GCAA.*
- *The Ghana Standards Authority (GSA) certified GCAA AIS in April 2022.*



# Introduction Cont'd





# Description of the Implementation Process

- *Inception*
- *Gap Assessment*
- *QMS Planning*
- *QMS Documentation and Information*
- *Training and Implementation*
- *Internal Audit*
- *Management Review*
- *Certification*



# Description of the Implementation Process Cont'd

## *Inception*

- *Project commenced in December 2019.*
- *GCAA contracted a QMS consultant (HS+E Consulting Ghana Limited) to aid with the implementation of QMS in AIS.*
- *Kick-off meeting was held with management and some staff of the AIS section to create general awareness of the ISO project and to understand the scope of the QMS.*
- *Execution timelines were developed detailing the project work plan, deliverables and guidelines for the selection of Quality Champions (QC).*



# Description of the Implementation Process Cont'd

## *Gap Assessment*

- *Familiarization visits to all operational areas of the AIS Unit to get first-hand information on AIS operations to facilitate the identification of gaps and inform the QMS design.*
- *Existing documents of the AIS Unit were identified, obtained and confirmed in alignment with requirements of the ISO 9001:2015 International Standard.*
- *A gap assessment report and action plan was generated based on findings.*



# Description of the Implementation Process Cont'd

## *QMS Planning*

- *Selection of Quality Champions from the various units within the AIS Section.*
- *SWOT analysis of the AIS Unit was done, and quality risks and opportunities were developed.*
- *Quality Objectives, Targets and Programmes (OTPs) were defined for the AIS Unit/Processes consistent with the requirements of ISO 9001:2015.*



# Description of the Implementation Process Cont'd

## *QMS Documentation and Information*

- *QMS documented information were developed.*
- *The documented information included the Quality Policy Statement, QMS Manual, QMS Procedures, Process Descriptions, Standard Operating Procedures (SOPs), Manual of Operations (work instructions), Training Manual, Document Naming Policy, Forms, Templates, Registers and Service Level Agreements (SLAs) .*
- *Quality Champions extensively reviewed the documented information developed and ensured its finalization for implementation.*
- *Documents were approved by relevant authorities.*



# Description of the Implementation Process Cont'd

## *Training and Implementation*

- *Induction training was conducted for all Quality Champions.*
- *Induction training (QMS awareness) was conducted for Top Management, All AIS Staff (including temporary staff) and Stakeholders.*
- *The Internal Auditors' Training was conducted for all Quality Champions.*
- *Several QMS workshops and seminars were organized for stakeholders and AIS staff.*



# Description of the Implementation Process Cont'd

## *Internal Audit*

- *First internal audit was conducted in December 2020 by Quality Champions supported by the consultant.*
- *A follow up audit was carried out in September 2021.*
- *The internal audits gave the opportunity to identify non - conformities as well as areas for improvement of the QMS.*
- *All non-conformities were taken through the corrective action process and all outstanding issues satisfactorily resolved.*



# Description of the Implementation Process Cont'd

## *Management Review*

- *A management review meeting was held in October 2021..*
- *The agenda for the meeting was in line with the requirements of the ISO 9001:2015 International Standard.*
- *The meeting served as a platform to brief Top Management on the status of the QMS and its readiness for certification.*



# Description of the Implementation Process Cont'd

## *Certification*

Application Form Submission - 29<sup>th</sup> November 2021



Service Contract Signing – 14<sup>th</sup> December 2021



Stage 1 Audit – 3<sup>rd</sup> February 2022



Stage 2 Audit – 22<sup>nd</sup> & 23<sup>rd</sup> March 2022



Approval Meeting – 12<sup>th</sup> April 2022



Grant of Certificate – 25<sup>th</sup> April 2022



# Challenges Encountered

- *Outbreak of COVID-19.*
- Changes in Top Management of GCAA.
- Delays in confirming new roles based on restructuring of the AIS Section.



# Recommendations

- *Top Management needs to be fully dedicated and committed to the QMS.*
- *Quality Champions must be cooperative, willing and very committed to the QMS.*
- *All staff (both permanent & temporary) should be heavily involved in all QMS activities.*
- *Conduct regular refresher training and sensitization for staff and relevant stakeholders to harness their continued support and awareness of the QMS and its requirements.*
- *Maintain a robust non-conformity, root cause analysis and corrective action process to drive improvement of the QMS.*
- *Encourage quality management among other departments and units of your organization especially those that have direct linkages to the certified Unit (AIS)e.g., IT, Procurement, Human Resource and Finance Departments.*



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