

System Safety Program
Revised Business Plan (2004-2005)

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Introduction

Purpose

The purpose of this revised business plan is to demonstrate how System Safety will continue to contribute to achieving the goals of *Flight 2005, A Civil Aviation Safety Framework for Canada* as well as new priorities and initiatives that have emerged. This iteration of the System Safety Business Plan reflects these changes.

This revised plan serves to guide the development of detailed plans for each region and divisions between now and the end of 2005. It also sets out the framework for measuring the performance and results of our program. Progress will be monitored regularly and reported on an annual basis.

Background

In the fall of 2002, the Minister of Transport approved System Safety's Program Renewal Plan. The renewed program served to refocus energies and resources to meet new priorities and address evolving issues and directions, such as safety management systems (SMS) and initiatives to reduce runway incursions.

Many of the projects contained in the original business plan have been accomplished. However, a variety of issues have emerged that require a response. These include, the evolution of the Integrated Management System (IMS) project, the evolution of System Safety's role in advancing the implementation of safety management systems, and System Safety's participation in regulatory audits to name but three.

Highlights

This iteration of System Safety's Business Plan captures items discussed at a Headquarters Workshop held in March 2004 as well as a National Workshop held in October 2004. It was agreed that the Vision, Mission, Key Results Areas and overall priorities remain valid. It was also agreed that this plan remains in effect until the end of this fiscal year when Civil Aviation's next Strategic Plan, should be published.

In Appendix A, a matrix details System Safety Program Operational Priorities for 2004-2005 and 2005-2006 and demonstrates the links from the business plan to the performance model activity areas and key outputs.

1. Our Vision

A focal point for safety intelligence* in Civil Aviation that enhances system safety.

2. Our Mission

System Safety's mission is to provide Transport Canada Civil Aviation and the Canadian aviation community with timely, relevant, and reliable safety intelligence and guidance to manage risks.

3. Our Key Result Areas

To meet our mission, we must be successful and make significant progress in the following areas:

- Occurrence Response
- Safety Evaluation
- Program Management
- Safety Communications

**Safety Intelligence activities include:*

- gathering safety data;
- analyzing that data;
- determining the cause of problems, identifying trends, hazards, assessing risks; and
- communicating this intelligence to stakeholders

Key Result Areas (KRA)

Meeting the performance measures indicates success and significant progress.

Priorities are an indicator of where the program will find the best value for resources and will assist in detailing action plans.

To meet our mission, we must be successful and make significant progress in the following areas:

KRA	Description	Performance Measures	Priority
Occurrence Response	Duty officers, contingency operations, Minister's Observers Program, reporting systems, response plan implementation	<ul style="list-style-type: none"> Meets management and client needs Standard response times Response efficiency Reports meet established QA standards 	A 1
Safety Evaluation	Performance measurement, human factors, analysis, definitions, communications, safety reviews, Minister's Observer Program, risk assessment, data collection, evaluation framework development, Safety Information Management System (SIMS) development	<ul style="list-style-type: none"> Quality reporting Quality data sources Follow-up to evaluations Client satisfaction Increase in demand Increase in understanding within Civil Aviation of contributing factors and accident causation Support for SIMS project from internal and external stakeholders 	A
Program Management	Planning, client service, standards, Human Resources (HR)/training, Quality Assurance (QA), performance measurement, risk management, national consistency, contingency planning, communications	<ul style="list-style-type: none"> Employee satisfaction Low turnover, no staffing shortages Continuous improvement Targets met Accountability for resources Client satisfaction and confidence Common HQ/region client service expectations Efficient and effective processes 	B
Safety Communications	Promotions and communication of safety intelligence	<ul style="list-style-type: none"> Quality products Client satisfaction Increase in service demand Relevance of products and services 	B

Actions

Objectives	Goals	Output Measure	Target	Accountable
KRA: Occurrence Response				
To provide Civil Aviation with qualified personnel...	...by selecting and training personnel	On-the-Job Training Program (CAD 26 completed) ...by conducting exercises	On-going	Chair, Functional Learning Committee (training) Managers (selection) Manager, CACO
To contribute to improving occurrence reporting systems (external and internal)...	...by participating in appropriate regulatory forums to broaden data capture ...by the Crisis Management Team (CMT	Decision records	When promulgated	Manager, Safety Evaluation and Standards Manager, CACO
KRA: Safety Evaluation				
To contribute to improving occurrence reporting systems (external and internal)...	...by developing SIMS	Successful pilot project completion & requirement definitions	Pending Capital Funding	Manager, Safety Evaluation and Standards

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Objectives	Goals	Output Measure	Target	Accountable
To produce safety intelligence...	...by collecting data, performing analyses, identifying trends and disseminating information ...by developing an automated safety information management system	Reports (including Routine reports, Hazard reports Hazard tracking Special reports Special studies CADORS reports Reports, Decisions records, Minutes Risk Assessments)	Ongoing	Manager, Safety Evaluation and Standards, Regional Managers
	...by facilitating evaluation in other branches by providing standardized methods and approaches to aviation safety analysis	Reports	Ongoing	Manager, Safety Evaluation and Standards, Regional Managers
	...by improving: - data input to CADORS; and - ASTRA user interface	New version of ASTRA Both systems to provide improved reports	April 2005	Director, System Safety
To improve access and integration with other existing sources of data...	... by collaborating with other divisions in defining evaluation and presentation of aviation safety information	Service Line Agreement and Plan	Ongoing	Manager, Safety Evaluation and Standards
	...by sharing evaluation techniques and existing tools within Civil Aviation to optimize available safety data for decision-making	Plan and reports Subject Matter Experts for Risk Management training and facilitation	Ongoing	Regional and HQ Managers
	...by collecting and presenting information in support of <i>Flight 2005</i> safety targets	Report	Annually	Manager, Safety Evaluation and Standards
	...by implementing evaluation framework	Transition Plan Develop training Provide training Develop tools Use of framework	On-going	Manager, Safety Evaluation and Standards

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Objectives	Goals	Output Measure	Target	Accountable
	...by transitioning to audits	Transition Plan Develop training Provide training Develop tools Use of framework	On-going	Manager, Safety Evaluation and Standards
KRA: Program Management				
To improve program management...	...by participating in developing and implementing IMS and associated Working Groups and Projects	Integrated Risk Management Framework Working Groups Performance Measures Working Group NIMSAT Levels of Service Working Group IMS FLC Documentation Framework Working Group A Framework included in Appropriate documents	Pending IMS	HQ and Regional Managers
To ensure success of program changes	...by implementing user/client focused communication strategies	Strategy(ies)	Ongoing	Director, System Safety

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Objectives	Goals	Output Measure	Target	Accountable
To continuously improve	...by using tools and approaches to measure performance and by using mechanisms and forums continuously examining ways to improve	ARASS SOJT National Workshops System Safety National Management Team (SSNMT) meetings	Ongoing	HQ and Regional Managers
KRA: Safety Communications				
To establish appropriateness and relevance of safety communication products and services...	... CASS Management Plan	Policy and Procedures Amendments t	On-going	Manager, Safety Promotion and Education
		Policy and Procedures Amendments	Completed	
	... by developing new products to meet the needs of Flight 2005	New products and initiatives	Ongoing	Manager, Safety Promotion and Education
	... by creating internal development teams with broad program representation to develop educational and promotional products and initiatives	Teams established, new products	Ongoing	Manager, Safety Promotion and Education
To communicate safety intelligence...	...by developing newsletters, websites, pamphlets, seminars, videos, presentations etc	Follow-up report Evaluations from participants (IPAT, Tool management, Repetitive heavy Lift, etc.)	Ongoing	Regional and HQ Managers

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Objectives	Goals	Output Measure	Target	Accountable
To provide safety intelligence for guidance to manage risksby providing information to internal and external clients on identified hazards and trends, and to provide prevention and mitigation strategies in briefings, newsletters, websites, pamphlets, seminars, videos, presentations etc	Follow-up report Evaluations from participants Aviation Councils CASS	Ongoing	Regional and HQ Managers
	...by developing, packaging, promoting and distributing thematic safety products	New products and Kits	On-going	Manager, Safety Promotion and Education
	...by encouraging partnerships and horizontal integration of the Education and Promotion Program across the Transport Canada Service Line	Canadian Aviation Executives' Safety Network (CAESN), Safety Councils, Partnerships, CASARA, etc.	On-going	SSNMT
	... by developing and coordinating partnerships within Transport Canada to support the implementation of Safety Management Systems (SMS)	Briefings on SMS concepts and principles M4C Solutions	On-going	SSNMT
	...by participating in Civil Aviation policy development to support safety educational and promotional activities	Policies	Ongoing	Director, System Safety

Achievements

Objectives	Goals	Output Measure	Target	Accountable
KRA: Occurrence Response				
To establish/confirm policies and procedures	...by reviewing existing policies and procedures contained in Civil Aviation Contingency Operations (CACO) manual	Draft manual approved	Completed Fall 2001	Manager, CACO
	...by reviewing and standardizing Regional Occurrence Manuals	Standard template	Completed Fall 2001	Manager, CACO
To provide Civil Aviation with qualified personnel...	...by selecting and training personnel	System Safety Specialist Course to verify knowledge and skills	Completed Spring 2002	Chair, Functional Learning Committee (training) Learning Program Manager
KRA: Safety Communications				
To establish appropriateness and relevance of safety communication products and services...	...by conducting a review of current products CASS Management Plan	Report with recommendations	Complete	Manager, Safety Promotion and Education
KRA: Safety Evaluation				
To improve the access, and responsiveness to safety data...	...by appropriating responsibility for ASTRA (Complete)	OCP or MOU	Completed	Director, System Safety

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To improve safety evaluation... and safety intelligence	...by establishing an efficient and effective safety evaluation program Framework	A Framework included in the System Safety Policies and Procedures Manual	Complete, on-going maintenance	Director, System Safety
KRA: Safety Communications				
To establish appropriateness and relevance of safety communication products and services...	...by conducting a review of current products	Report with recommendations	Completed 1 st Q of FY03/04	Manager, Safety Promotion and Education
...by conducting ongoing reviews, evaluations, and assessments (needs analysis)	Decisions on products Policy and Procedures Amendments	Completed	Manager, Safety Promotion and Education	

**Appendix A
System Safety Program Operational Priorities 2004-05 & 2005/06**

Activity Area/Priority	Key Outputs	Program Priority (Business Plan)	Product/Activity	Regional Priorities	HQ Priorities
Oversight of the Aviation System	Information on hazards and risks	<ul style="list-style-type: none"> • Occurrence Response; • Safety Evaluation 	<ul style="list-style-type: none"> • Occurrence Response • Emergency planning and contingency operations; • Minister's Observer Program; • CADORS input, follow-up and qa • Risk Assessments; • Aviation Safety Council Meetings and Forum; • IPAT (Special Operational Work Assignment/Committee/Working Group Participation) 	<ul style="list-style-type: none"> • Occurrence Response and Operation of /Support to Situation Centre • Minister's Observer Program; • CADORS input and follow-up; • Risk Assessments; • Regional Civil Aviation Safety Councils; • IPAT (Special Operational Work Assignment) 	<ul style="list-style-type: none"> • Occurrence Response; • Emergency planning and contingency operations; • Minister's Observer Program; • CADORS quality assurance; • Risk Assessments; • National Civil Aviation Safety Committee (NCASC); • IPAT (Committee/Working Group Participation)
Education/Promotion/Evaluation	<ul style="list-style-type: none"> • Promotional materials • Seminars and Workshops • Campaigns • Guidance (Advice) • Safety Intelligence (Analysis) • Research Reports 	<ul style="list-style-type: none"> • Deliver safety promotion and education products and services on emerging safety hazards and risks; • Provide timely safety intelligence for RDCAs and functional managers 	<ul style="list-style-type: none"> • CASS/CAESN • Safety Briefings and materials (e.g. Summer and Winter Briefing Kits) • Support SMS Implementation with safety promotion and education products • Analysis of CADORS/ASTRA • Provide facilitators to assist in the Risk Management process within Civil Aviation; 	<ul style="list-style-type: none"> • Safety Briefings (e.g. Summer and Winter Briefings Kits); • Analysis of CADORS/ASTRA; • Provide facilitators to assist in the Risk Management process within Civil Aviation; • CASS 	<ul style="list-style-type: none"> • CASS, CAESN • Safety Briefings and materials (e.g. Summer and Winter Briefing Kits) • Communications, promotion and education activities for SMS Implementation • Analysis of CADORS/ASTRA; • Provide facilitators to assist in the Risk Management process within Civil Aviation;
Leadership and Management	Integrated Management Practices	<ul style="list-style-type: none"> • Program Management 	<ul style="list-style-type: none"> • Develop the Safety Information Management System (SIMS) to support the safety process from occurrence reporting, to analysis, corrective action, and follow-up evaluation • Enhance safety evaluation framework (policies and procedures) to improve analysis and reporting techniques to support safety monitoring/oversight functions • Develop, review and implement policies and procedures; enhance planning, measurement and reporting to support Civil Aviation IMS initiatives and continuous improvement (System Safety Program Policies and Procedures Manual). 	<ul style="list-style-type: none"> • Support the development of SIMS • Provide input to the Safety Evaluation Framework • Provide input and feedback to the System Safety Program Policies and Procedures Manual 	<ul style="list-style-type: none"> • Develop SIMS • Enhance, update the Safety Evaluation Framework • Enhance existing Safety Evaluation tools (CADORS, ASTRA) • Develop, review and implement policies and procedures; enhance planning, measurement and reporting to support Civil Aviation IMS initiatives and continuous improvement