



Civil Aviation Flight 2010

Practising the Art of the Possible

2006 meeting of the Canadian Aviation Executives' Safety Network

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RDIMS 1796622



Overview

- Current Perspectives
- Evolving Directions
- Key Results
- Mission
- Definition of Safety
- Goals
- Partnering
- Challenges
- The Next Five Years
- Beyond 2010



Current Perspectives

- Review & amend regulations, policies
- Contribute to healthy, competitive, safe, secure
& sustainable transportation system
- Regulations focused on safety results
- Fewer regulatory interventions
- Flexibility in achieving compliance



Current Perspectives

- Delegation to achieve cost effective safety performance
- Delegation promotes shared commitment for safety performance
- Civil Aviation retains ultimate responsibility for oversight



Current Perspectives

- Delegation
 - helps us achieve cost effective safety performance
 - promotes shared commitment for safety performance
- Civil Aviation retains ultimate accountability for oversight
- Regulatory partnerships benefit industry



Evolving Directions

• FLIGHT 2005

- Safety Focus
- New way to manage risks
- Build on safety culture
- Introduce concepts of SMS

• FLIGHT 2010

- Business of managing risks
- A systems environment
- Transparent processes
- Clear lines of accountability
- Implementation of SMS – externally
- Implementation of IMS – internally
- Organizational change – a reporting culture



Key Results

- Continued Improvement on the high level of aviation safety in Canada
- A high level of Public Confidence in our Civil Aviation program



Modified Mission

- To develop and administer policies and regulations for the safest civil aviation system for Canada and Canadians **using a systems approach to managing risks.**



Safety

- The condition where risks are managed **to acceptable levels.**



Intermediate Outcomes = Goals

- Develop a safety culture throughout aviation in Canada (helicopter safety record?)
- Trust and confidence of stakeholders in the Civil Aviation Program
- Alignment of expectations for Civil Aviation and stakeholders
- Compliance with regulatory requirements



Safety Culture

GOAL: Commitment to strong safety culture

OBJECTIVES:

- Implement SMS
- Assist in transition to SMS
- Engage associations in SMS
- Create a proactive safety culture
- Align IMS & SMS practices
- Build constructive relationships



Trust & Confidence

GOAL: Stakeholder trust & confidence in Civil Aviation's program

OBJECTIVES:

- Optimize delegation & its oversight
- Realign interrelated activities in context of SMS
- Continually improve program (IMS)
- Integrate risk management & performance measurement
- Revitalize recruitment, competency & learning program
- Redesign & integrate CA program activities



Manage Expectations

- GOAL:** Alignment of Civil Aviation & stakeholder expectations
- OBJECTIVES:**
- Optimize service delivery based on available resources
 - Support ICAO & North American trilateral
 - Harmonize with ICAO & other civil aviation authorities
 - Acceptance of Civil Aviation Documents & products abroad
 - Reconcile safety & sustainable transportation requirements
 - Create proactive safety culture internally
 - Strengthen risk based decision making/resource allocation
 - Move to e-delivery
 - Increase diversity of workforce



Regulatory Requirements

GOAL: Compliance with regulatory requirements

OBJECTIVES:

- Continue development of “smart” regulations
- Complete SMS regulatory framework
- Implement of *Public Service Modernization Act*
- Integrate federal policies (IMS accountability framework)



Overview of Priorities

MISSION:

To develop and administer policies and regulations for the safest civil aviation system for Canada and Canadians using a systems approach to managing risks.

KEY RESULTS:

Continued Improvement on the high level of aviation safety in Canada
A high level of Public Confidence in our Civil Aviation program

GOALS	OBJECTIVES	
	Safety Management System (SMS) (External focus)	Integrated Management System (IMS) (Internal focus)
1. Commitment from the aviation community to sustain a strong safety culture	1.1 Implement SMS as the cornerstone of the aviation community's business operations 1.2 Assist the transition of the aviation community to SMS 1.3 Engage industry associations in the aviation community's safety management framework 1.4 Create a proactive culture within the industry where the focus is on addressing issues and concerns and not on imposing punitive measures	1.5 Align the IMS and SMS assessment practices 1.6 Build constructive relationships with stakeholders to promote accountability
2. Trust and confidence of stakeholders in the Civil Aviation Program	2.1 Establish a confidence building process to optimize delegation and its oversight 2.2 Realign all interrelated activities necessary to manage and conduct the Civil Aviation program within the context of SMS 2.3 Adapt and coordinate communications to enhance the transparency of the Civil Aviation program	2.4 Continually improve the Civil Aviation program based on the IMS framework 2.5 Integrate risk management and performance measurement in support of continuous performance improvement 2.6 Implement a revitalized recruitment, competency and awareness program and a stronger continuous learning program 2.7 Redesign the Civil Aviation program to integrate the changed practices with the advent of SMS and better integrate program activities



Partnering

- You can have a role in developing a positive safety culture
 - Encourage and apply the essentials of SMS by incorporation into your actions and by encouraging a safety culture among your management teams
 - Providing safety services to members (risk assessments, root cause analysis {HOF}, corrective actions, etc)
 - Associations becoming active partners to whom we can delegate activities



Challenges

- Canadian Business Aviation Association-style delegation depends on proof of strong safety culture (profit-motive)
- Creation of a non-adversarial relationship (partnership for safety)



The Next Five Years

- Strengthen safety oversight framework
- Targeted interventions
- Observable & measurable results
- Maximum level of delegation
- Flexibility to meet safety standards
- Performance based regulations



Beyond 2010

- Robust Safety Culture
- Public & regulator confidence
- Less regulatory intervention
- Further delegation
- Self-managed regulation
- Risk based oversight programs
- More association involvement
- Effective performance based regulations
- Flexibility & operating efficiencies
- “Safer skies”