

**Transport Canada – Civil Aviation**

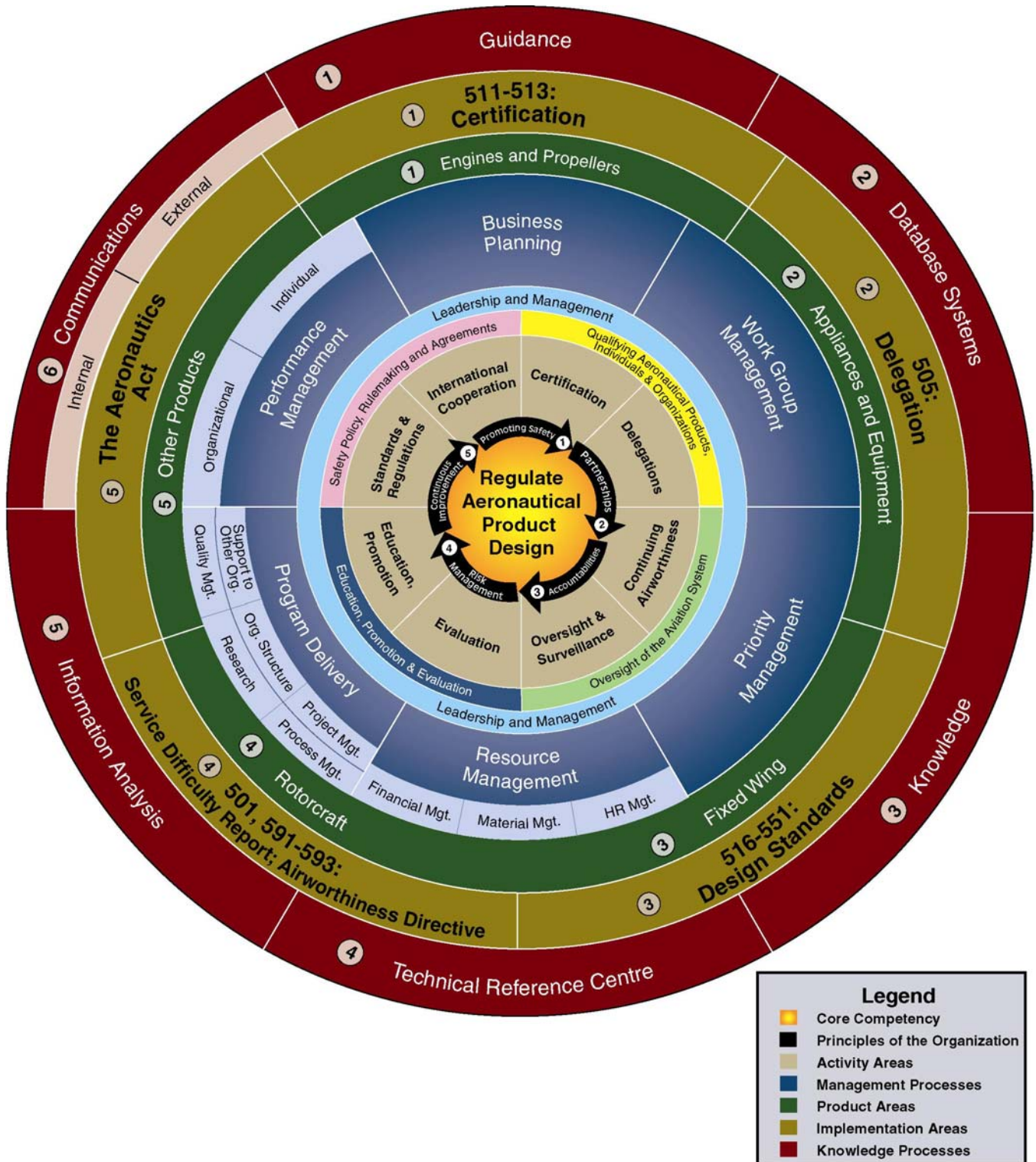
**Aircraft Certification –  
Business Integration Model**

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**Prepared by RANA International Inc.**

# AIRCRAFT CERTIFICATION BUSINESS MODEL





# AIRCRAFT CERTIFICATION BUSINESS MODEL: DESCRIPTIONS

Ring Name	Description
<b><i>Core Competency:</i></b>	The raison d'être for Aircraft Certification.
<b><i>Principles of the Organization:</i></b>	The operating rules of conduct within of Aircraft Certification.
<b><i>Activity Areas</i></b>	The priority activities for Aircraft Certification.
<b><i>Management Processes:</i></b>	The practices by which Aircraft Certification is managed.
<b><i>Product Areas:</i></b>	The types of aeronautical products overseen by Aircraft Certification.
<b><i>Implementation Areas:</i></b>	The regulatory structure overseen by Aircraft Certification.
<b><i>Knowledge Processes:</i></b>	The methods of managing information in support of Aircraft Certification activities.
<b>Core Competency</b>	
Regulate aeronautical product designs.	
<b>Principles of the Organization</b>	
Organizational Principles	Description
Promoting Safety	Adopts and promotes a systems approach to safety and oversight of aeronautical product design
Having Clear Accountabilities	Clarifies with staff the internal accountabilities for program delivery and with industry the shared accountability for the safety of Canadian aeronautical products
Developing & Maintaining Partnerships	Exercises shared accountability with industry through consultation, joint initiatives and open lines of communication
Using Risk Management Approach	Employs appropriate risk management processes in decision-making
Fostering Continuous Improvement	Works towards a more effective and efficient Aircraft Certification contribution to the safety framework and implements performance measures and goals

<b>Activity Areas</b>	
<b>Activity Area Sub Heading</b>	<b>Description</b>
<b>Qualifying Aeronautical Products, Individuals and Organizations</b>	
➤ Certification	Aircraft Certification certifies the design of Canadian aeronautical products on behalf of the Minister of Transport.
➤ Delegations	Aircraft Certification Manages the ministerial delegation of authority to organizations and individuals in the aerospace industry.
<b>Oversight of the Aviation System</b>	
➤ Oversight and Surveillance	Aircraft Certification exercises due diligence on behalf of the Canadian public by overseeing aeronautical product design certification and design approval certificate holders and delegates.
➤ Continuing Airworthiness	Aircraft Certification monitors both Canadian designed and Canadian operated products, and takes the corrective actions necessary to resolve in-service aircraft airworthiness issues.
<b>Education, Promotion and Evaluation</b>	
➤ Education, Promotion	Aircraft Certification educates and provides training for stakeholders in safety management systems, and promotes design safety throughout the aerospace industry.
➤ Evaluation	Aircraft Certification uses safety intelligence information to support the continued airworthiness of aeronautical products.
<b>Safety Policy, Rulemaking and Agreements</b>	
➤ Standards and Regulations	Aircraft Certification develops, including research and development activities, regulations, standards and guidance material in support of Transport Canada Civil Aviation legislation.
➤ International Cooperation	Aircraft Certification sustains collaborative work relationships with foreign authorities and international agencies, through the use of international agreements.

<b>Activity Areas (cont'd)</b>	
<b>Activity Area Sub Heading</b>	<b>Description</b>
Leadership and Management	
	Aircraft Certification provides national leadership for all matters relating to the certification of aeronautical products in Canada and delivers its services through its cadre of committed staff and delegates in accordance with the Management Processes outlined below.
<b>Management Processes</b>	
<b>Management Process</b>	<b>Description</b>
1. Business Planning	Aircraft Certification sets strategic direction through an annual business planning process.
2. Work Group Management	Aircraft Certification assigns work groups to deal with specific government-industry activity, e.g. process improvements.
3. Priority Management	Aircraft Certification manages activity areas and initiatives arising from its Business Plan and daily operations.
4. Resource Management	Aircraft Certification manages its business practices in support of its activity areas, i.e. financial management cost and fee recovery, material management and human resources management, including ongoing staffing and the annual training and development.
5. Program delivery	Aircraft Certification manages its delivery through its organizational structure, project management, process management, quality management, research and support to other organizations.
6. Education and Promotion	Aircraft Certification educates and provides training for stakeholders in safety management systems, and promotes design safety throughout the aerospace industry.
7. Performance Management	Aircraft Certification solicits and provides feedback on organizational and individual performance.

<b>Product Areas</b>	
<b>Product Area</b>	<b>Description</b>
1. Engines and Propellers	Aircraft Certification segments the aeronautical industry in terms of key types to oversee.
2. Appliances and Equipment	
3. Fixed Wing	
4. Rotocraft	
5. Other Products	
<b>Implementation Areas</b>	
<b>Implementation Area</b>	<b>Description</b>
1. 511-513-Certification	Aircraft Certification fields professionals who oversee specific regulated areas of the aerospace industry.
2. 505: Delegation	
3. 516-551: Design Standards	
4. 591-593: Service Difficulty Reporting: AirWorthiness Directives	
5. The Aeronautics Act	
<b>Knowledge Processes</b>	
<b>Knowledge Process</b>	<b>Description</b>
1. Policies, Instructions and Guidance	Aircraft Certification provides knowledge processes in support of internal and external stakeholders implementing regulatory standards.
2. Database Systems	Aircraft Certification uses a number of technological systems to collect, track and make use of information related to its activities.
3. Knowledge	Aircraft Certification acts as the source of knowledge and expertise for issues and practices related to its services across Canada and abroad.

<b>Knowledge Processes (cont'd)</b>	
<b>Knowledge Process</b>	<b>Description</b>
4. Technical Reference Center	Aircraft Certification contributes to a Directorate level library of information.
5. Information Analysis	Aircraft Certification professionals interpret data in order to support the regulatory decision making process.
6. Communications	Aircraft Certification communicates within Transport Canada and externally to other government organizations, industry, and foreign and international agencies.