Eight critical elements of safety oversight

ICAO will translate its findings on the eight audit protocols into eight critical elements (CE) of safety oversight. They are:
CE 1 - Primary aviation legislation
CE 2 - Specific operating regulations
CE 3 - State civil aviation system and safety oversight functions
CE 4 - Technical personnel qualification and training.
CE 5 - Technical guidance, tools and the provision of safety-critical information
CE 6 - Licensing, certification, authorization and approval obligations.
CE 7 - Surveillance obligations.
CE 8 - Resolution of safety concerns
A more detailed description of each critical element will be given in another newsletter.

Supporting safety improvements in African Aviation

Increasing international pressure

The ICAO system does not provide any classification or judgement to the findings in the report. And so some countries and regions wanted to go further then that. One of the main motivations is that they want their citizens to know on which airlines they can fly safely. Also, they want to make sure that aircraft or airlines entering their country and airspace, operate safely.

Most of those assessments may lead to some sort of 'blacklisting' of a country or an airline. Being on one of those blacklists can have an enormous impact on the economy of a country. It means that airlines from blacklisted countries are no longer allowed to fly to those countries. The first case of a long standing airline that flew cargo to Europe but that has gone bankrupt as a result of being blacklisted, has already been reported.

The most important of these assessment programs are the ones from the United States and Europe. Both programs want to know whether the government of a country makes sure airlines from its country operates safely. They check if a country properly implements the ICAO minima. Another program that has started to apply pressure on government to make sure they provide adequate safety oversight is an airline program called IOSA.
The latest version of the EU blacklist of November 2008 bans some 150 airlines from flying to Europe, most of whom come from Africa.

Just culture

In a *just culture*, human error is not an automatic reason to take disciplinary action. It protects people's honest mistakes from being seen as culpable .

AVIASSIST FOUNDATION

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How will outcome of ICAO audit be presented?

The results of the upcoming ICAO audit will be presented in the format below. The light grey boxes depict the world average for each critical element. The black boxes represent the level of SARPs implementation of the country (left graph depicts DR Congo, right graph depicts South Africa). So although ICAO does not classify the outcome, it doesn't take a rocket scientist to figure out that a country that scores many low numbers, isn't doing well.

Safety Oversight Audit Results Under The Comprehensive Systems Approach

State: Democratic Republic of the Congo — Audit Period: 18-26 Sep 2006

Level of Implementation of the Critical Elements of a Safety Oversight System

1 = Not Implemented
10 = Fully Implemented
■ = States Level of Implementation
□ = Global Average

Critical Element	1	2	3	4	5	6	7	8	9	10
Primary Aviation Legislation	□	□	□	■	□	□	□	□	□	□
Specific Operating Regulations	□	■	□	□	□	□	□	□	□	□
State Civil Aviation System and Safety Oversight Function	□	■	□	□	□	□	□	□	□	□
Technical Personnel Qualification and Training	■	□	□	□	□	□	□	□	□	□
Technical Guidance, Tools and the Provision of Safety-Critical Information	■	□	□	□	□	□	□	□	□	□
Licensing, Certification, Authorization and Approval Obligations	■	□	□	□	□	□	□	□	□	□
Surveillance Obligations	■	□	□	□	□	□	□	□	□	□
Resolution of Safety Concerns	■	□	□	□	□	□	□	□	□	□

Safety Oversight Audit Results Under The Comprehensive Systems Approach

State: South Africa — Audit Period: 5-16 Jul 2007

Level of Implementation of the Critical Elements of a Safety Oversight System

1 = Not Implemented
10 = Fully Implemented
■ = States Level of Implementation
□ = Global Average

Critical Element	1	2	3	4	5	6	7	8	9	10
Primary Aviation Legislation	□	□	□	□	□	□	□	□	■	□
Specific Operating Regulations	□	□	□	□	□	□	□	□	■	□
State Civil Aviation System and Safety Oversight Function	□	□	□	□	□	□	□	□	■	□
Technical Personnel Qualification and Training	□	□	□	□	□	□	□	■	□	□
Technical Guidance, Tools and the Provision of Safety-Critical Information	□	□	□	□	□	□	□	□	■	□
Licensing, Certification, Authorization and Approval Obligations	□	□	□	□	□	□	□	□	■	□
Surveillance Obligations	□	□	□	□	□	□	□	■	□	□
Resolution of Safety Concerns	□	□	□	□	□	□	□	■	□	□

State Safety Program - Organisational & Just culture

The introduction of an SSP should do away with merely prescribing regulations in favor of a more interactive approach to setting safety targets (see table 1 below). Such interactive approach will work best in a generative organisational culture within the aviation department. Try and make your contribution to getting there! You'll see from other samples in the region (e.g. Tanzania) that the international recognition you'll earn may make your job much more interesting.

Three possible organizational cultures
regarding the management of information

	Pathological	Bureaucratic	Generative
Information	Hidden	Ignored	Sought
Messengers	Shouted	Tolerated	Trained
Responsibilities	Shirked	Boxed	Shared
Reports	Discouraged	Allowed	Rewarded
Failures	Covered up	Merciful	Scrutinized
New ideas	Crushed	Problematic	Welcomed
Resulting organization	Conflicted organization	"Red tape" organization	Reliable organization

Table 1: Organizational culture

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