**17th Meeting of the COSCAP-NA Steering Committee (SCM)**
**Busan, Republic of Korea 10 to 12 May 2017**

**Information Paper**

# Transport Canada Civil Aviation Transformation Initiative

***(Presented by Denis Guindon, Director General Aviation Safety Oversight and Transformation – Transport Canada)***


**SUMMARY**

The purpose of this paper is to provide the Meeting with information on Transport Canada Civil Aviation's strategic initiative to modernize and improve its Program – the ***Transport Canada Civil Aviation Transformation (TCCAT)*** initiative.


## 1. INTRODUCTION

1.1. In April, 2015, Senior Executives changed the leadership structure for Transport Canada Civil Aviation (TCCA), putting in place two Directors-General rather than the traditional one. The goals of this change were to:

- Provide capacity to react to emerging trends brought about by rapid global change and technological advancements.
- Have sufficient program leadership to ensure coherent strategic leadership and sustained pace of modernization

1.2. As a key element of this, one of the newly appointed Directors-General was tasked with "transforming" the Civil Aviation Program, resulting in the creation of the *Transport Canada Civil Aviation Transformation*" initiative.

## 2. DISCUSSION

2.1. A number of factors drive the need for transformation of the TCCA Program:

- The need to enhance agility and ability to modernize/react to changes in the global aviation industry;
- The size, complexity and matrix environment of the TCCA structure (Headquarters/Regions) – making it challenging for the executive leadership and management of aviation oversight and regulatory programs.
- The degree of restructuring of the TCCA organizational structure over the past 10 years – with a complete national organizational structure change between 2005-2013; design and implementation of Safety Management Systems for commercial air services, aerodromes and Air Navigation Service providers; and system-based surveillance for all aviation enterprises.
- The need to maintain and enhance credibility with external organizations – including international entities.

- The size/diversity of the Canadian Aviation environment: 15 million km2 of airspace; 35,000 registered aircraft; 68,000+ licensed pilots/15,800+ aircraft maintenance engineers; 560+ certified aerodromes.
- The expected growth rate within the Canadian aviation industry: 45% growth in emplaned/deplaned passengers (2005-2104)' 29% growth in Canadian aerospace manufacturing from 2004-2014, with civil aviation aircraft production expected to grow at twice the global rate.

2.2. TCCAT projects were developed through extensive consultations with senior Transport Canada executive management; TCCA executive management; representative aviation groups; and TCCA staff – both Regional and Headquarters.

2.3. This consultation identified seven key "Areas for Action": Governance; Leadership and Management; Oversight; Regulatory Program Modernization; Supporting Our People; Organizational Structure; and Technological Improvements. The following sections provide an overview of these Areas for Action, with a focus on the Oversight and Regulatory Program Modernization areas.

- **Goverance**

  Five projects examining accountabilities, roles, responsibilities and interfaces in various areas of the TCCA Program. The key project in this Area for Action (recently completed) refined the overall governance of the TCCA program though examining of the program executive committee and its relationship with subordinate management committees.

- **Leadership and Management**

  Related to the Governance Area for Action, Leadership and Management looked at putting in place the processes and tools needed to support TCCA governance structures. Notably, this included the establishment of Project Management functions to support the Directors-General; and work toward enhancing management review processes and tools (Dash-boarding).

- **Oversight**

  As a key TCCA Program area, oversight has been a focal point for the TCCAT initiative:

  *Establishment of a National Oversight Office*

  Oversight, within the TCCA Program, has largely been conducted on a Regional basis. To achieve a national accountability, the National Oversight Office was established through this TCCAT project. This office, reporting to the Director-General, fosters national consistency and standardized approaches to oversight.

  *Establishment of a National Oversight Advisory Board*

  This TCCAT project established a national board to review and manage TCCA response to problematic aviation enterprises. Previously handled on a case-by-case basis, responses to such situations often varied. The establishment of the national board has permitted the rapid gathering of the right personnel (oversight, management, enforcement, legal, senior executives, etc.) to review the situation and ensure consistent and appropriate responses.

  *Surveillance – Risk Indicators, Planning and Staff Guidance*

  After establishing strong processes for oversight planning (based on risk indicators), conduct and follow-up several years ago, TCCA, as one of the major TCCAT projects, has been undertaking a detailed review of these processes to identify and implement areas for continuous improvement. The initial phase of this TCCAT project (detailed review) is

largely complete, with the results and proposed changes currently under review by TCCA executive management. Key themes emerging from the review include:
-Enhanced quality control and quality assurance processes to support the continuing evolution/strengthening of TCCA oversight;
-The need to have scaled approaches to surveillance – tailoring the surveillance methodology used to the complexity/risk profile of the sector/enterprise;
-Integration and balancing of the various oversight activities undertaken to validate compliance and safe operation of an enterprise – certification, system level surveillance (assessments and program validation inspections), as well as compliance level inspections.
Once confirmed by TCCA executive management, the project team will be working to implement the changes to the oversight program by the end of 2017.

- **Regulatory Program Modernization**
  Another key TCCA program area, the focus of the projects under this Area for Action are on reviewing the processes used to develop and maintain the Canadian aviation regulatory framework. This includes process re-engineering (LEAN exercises) of the regulatory life-cycle approach; refining training programs for personnel engaged in the regulatory process – through provision of focused and specific program training; and the enhancement of policy and analytical capacity in setting regulatory priorities and the selection of appropriate regulatory instruments.
- **Supporting Our People**
  Projects in a wide number of areas ranging from improving communications with staff, review and improvement of processes used by staff, identification of means to maintain the technical currency of TCCA personnel, focusing of staff work on value-added areas – with delegation of work of lesser import to industry delegates.
- **Organizational Structure**
  This Area for Action includes several projects focusing on realigning and improving the TCCA organizational structure. A major project in this Area for Action has been with respect to strategic resource allocation. Given a rapidly changing industry and a, largely, decentralized TCCA program, imbalances in the allocation of human and financial resources have arisen. A national Strategic Planning and Resource Allocation project, has recently successfully concluded, providing concrete resource balancing targets to meet TCCA program requirements. This project will carry on to establish ongoing tools and management review processes to maintain appropriate resourcing nation-wide.
- **Technological Improvements**
  This Area for Action principally coordinates and supports IT initiatives undertaken by Transport Canada to improve service to the overall Transportation industry.

## 3. **ACTION BY THE MEETING**

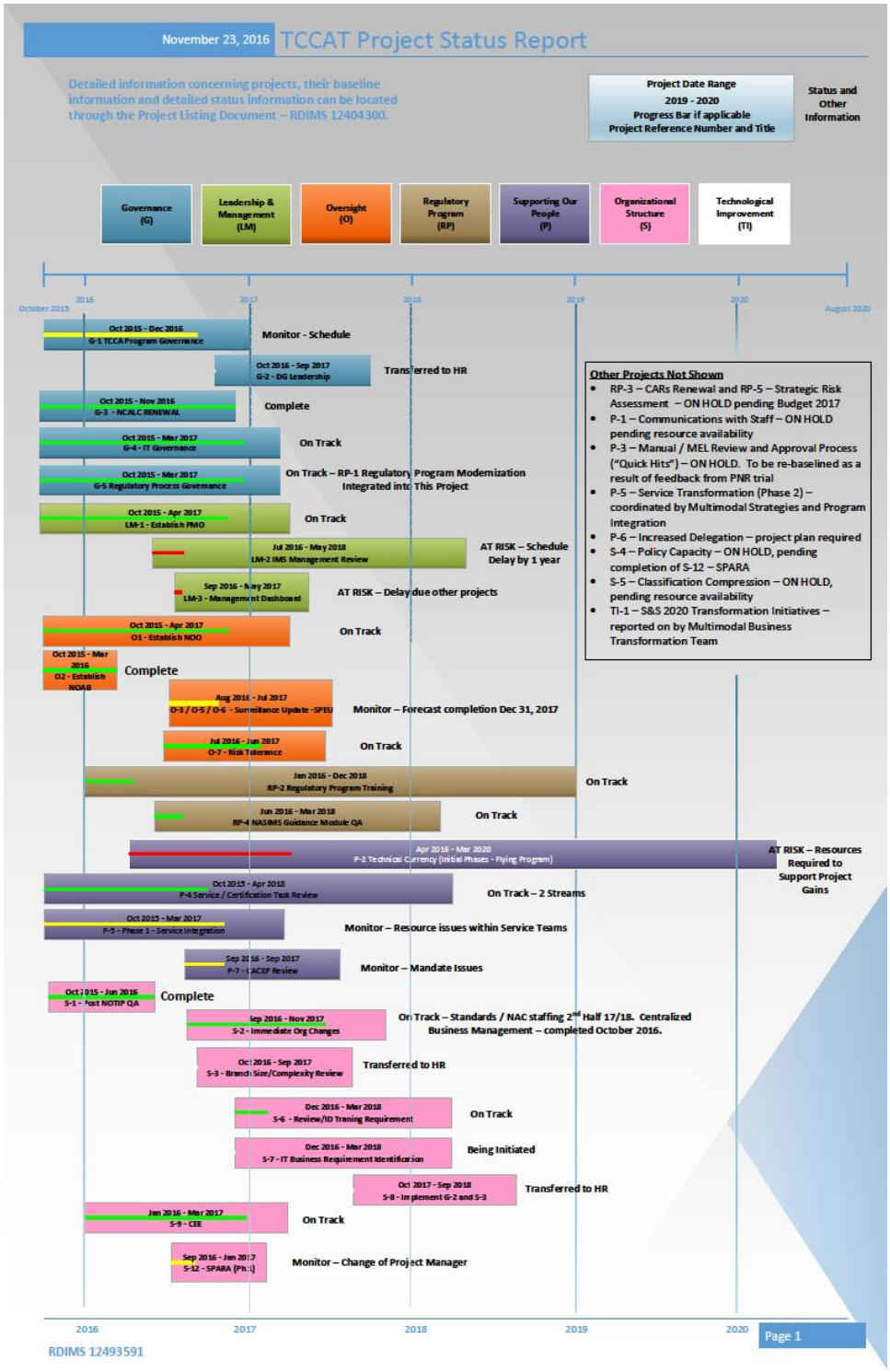
3.1. The Meeting is invited to note the information provided in this paper.

**APPENDICES:**

**A.** TCCAT “Areas for Action”
B. TCCAT Summary Status Report November 2016

**APPENDIX A – TCCAT AREAS OF ACTION**

## APPENDIX B – TCCAT PROJECT STATUS REPORT (NOVEMBER 2016[1])




[1] Updated TCCAT Project Status Report available late May 2017).