

Transport Canada – Civil Aviation

Aircraft Certification

Business Plan

2003 – 2010

22 December 2003
(Updated November 2006)

Changes made at the November 2005 Revision

The November 2005 revisions reflect the conclusions of the review that took place at the Aircraft Certification Management Team meeting in Ottawa on 5 October 2005.

The changes are intended to make the document more current and to align it with Flight 2010 and the Civil Aviation Service Line. There is no change in strategic direction of the document, only the addition of the new Key Result Area # 6, (Develop and Implement the Accountability Framework).

Changes have been made in the following areas:

- Introduction – Description of how the Business Plan was prepared was removed.
- Mandate - Changes have been made to recognize the Minister's responsibility to promote aviation safety.
- Mission – “Principles of the Organization” relocated from the “Value” section and “Accountability” and “Continuous Improvement” have been added. “Descriptions” has been updated.
- Mission – “Activity Areas”, description has been updated.
- Mission – Immediate Outcomes from the Service Line Plan and linkages to Flight 2010 have been added.
- Values – Minor Changes have been made.
- Vision – Change have been made to reflect Directorate initiatives.
- Key Result Areas – “Development and Implementation of the Accountability Framework” has been added.
- Key Result Areas – Updates have been made to show the status of closed projects and the integration of projects, where appropriate.
- Key Result area – The name of Key Result Area #3 has been changed to make it applicable to the Certification Program in general.
- Key Result Areas – The dates have changed to reflect the current plan.
- Appendices – Appendices were originally included to show the origin of the Plan and the direction it was taking. As the document matures, these have been removed.

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Business Planning

Aircraft Certification has undertaken to maintain a consistent approach to business planning in response to the following influences:

- The process of strengthening Aircraft Certification's contribution to Flight 2005's directions and key results and the need to provide inputs to Flight 2010
- The Needs Analysis and Data Gathering Report on Issues, Problems and Conflicts, reflecting the need for enhanced communication between the Branch and its clients, and within the Branch
- A strategic planning session held by the Regional Managers to review issues facing Aircraft Certification nationally, and to propose a renewed accountability framework and realignment of ACMT in anticipation of implementation of the Integrated Management System (IMS)
- Work sessions held with industry on Delegation Principles and Level of Involvement in certification activities
- The changes in the environment for our clients occurring since the last plan was produced in August 2000, including increased pressure on security
- Emerging pressures at the Directorate and Department level related to Integrated Management Systems, Safety Management Systems, Risk Management, and Human and Organizational Factors

Key Features of the Business Plan

The **Business Model**, which is a companion document to this Business Plan, describes the organizational processes, practices and features of Aircraft Certification, and is the foundation upon which the Business Plan is based.

The **Business Plan**:

- Provides a clear statement of Aircraft Certification's Mandate, Mission, Values and Vision for the future,
- Describes where Aircraft Certification must be successful (**Key Result Areas**) and what must be achieved (**Strategic Objectives**), together with detailed actions required to ensure that these directions are realized. Each section of the Plan is inter-related.

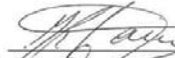
Aircraft Certification acknowledges that this Plan is a shared headquarters and regional commitment to strategic action, and that an annual review process is required to make this Business Plan a living document. This is reflected in the following commitment by the members of the Aircraft Certification Management Team (ACMT) in 2003:

Signatures:

The members of the Aircraft Certification Management Team confirm their commitment to this plan:



Martin J. Eley,
Director, Aircraft Certification



Maher Khouzam,
Chief, Regulatory Standards



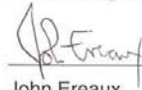
Denise Vachon,
Manager, Administrative Services



Derek Ferguson,
Chief, Delegations and Quality



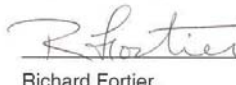
Peter Cowling,
Chief, Policy, Technology & Special Projects



John Ereaux,
Regional Manager, Atlantic



William Jupp,
Chief, Flight Test



Richard Fortier,
Regional Manager, Quebec



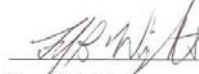
Jodi Diamant Boustead,
Chief, Engineering



Shaun P. O'Reilly
Regional Manager, Ontario



Frank Davies,
Chief, Project Management



Fred Wright
Regional Manager, Prairie & Northern



Bohdan Goyaniuk,
Chief, Continuing Airworthiness



John Nehera,
Regional Manager, Pacific

AIRCRAFT CERTIFICATION: MANDATE AND MISSION

Mandate

Aircraft Certification is responsible for the promotion of aviation safety through the regulation of aeronautical product design in Canada, including the development and administration of policies and standards for the certification of domestic and foreign aeronautical products, and a shared responsibility for product continued airworthiness.

Mission

The Aircraft Certification Mission is to fulfill its Mandate for aviation safety through the effective use of internal and externally delegated resources and through international cooperation with foreign aviation authorities.

Principles of the Organization

Aircraft Certification applies the following principles in guiding Aircraft Certification towards achieving its Mission:

To Promote Safety

By adopting and promoting a systems approach to safety and oversight of aeronautical product design

To Have Clear Accountabilities

By clarifying with staff the internal accountabilities for program delivery and with industry the shared accountability for the safety of Canadian aeronautical products

To Develop & Maintain Partnerships

By exercising our shared accountability with industry through consultation, joint initiatives and open lines of communication

To Use a Risk Management Approach

By employing appropriate risk management processes in decision-making

To Foster Continuous Improvement

By working towards a more effective and efficient Aircraft Certification contribution to the safety framework and by implementing performance measures and goals

Aircraft Certification achieves its Mandate and Mission in the following activity areas:

Qualifying Aeronautical Products, Individuals and Organizations:

Immediate outcome: Reasonable expectations that individuals, organizations and/or products can operate safely.

Certification: Aircraft Certification certifies the design of Canadian aeronautical products on behalf of the Minister of Transport.

Delegation: Aircraft Certification manages the ministerial delegation of authority to organizations and individuals in the aerospace industry.

Oversight of the Aviation System:

Immediate outcome: Determination of the level of compliance and confirmation that hazards and risks are systemically managed.

Oversight / Surveillance: Aircraft Certification exercises due diligence on behalf of the Canadian public by overseeing:

- a) aeronautical product design certification; and
- b) 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.

Education, Promotion and Evaluation:

Immediate outcome: Increased understanding of hazards and risks as well as techniques for proactively managing them.

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.

Leadership and Management:

Immediate outcome: Effective organization that embraces continuous improvement.

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.

Safety Policy, Rulemaking and Agreements

Immediate outcome: Regulatory framework and agreements focused on performance and risk management.

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.

VALUES

Aircraft Certification embraces the Transport Canada values of:

- **Professionalism**, by being competent, conscientious and impartial, and by adhering to high standards of conduct;
- **Service**, by responding to stakeholders while being sensitive to the needs of the public;
- **Respect**, by treating colleagues and stakeholders with fairness, honesty and trust;
- **Teamwork**, by working together with colleagues in different disciplines and stakeholders to achieve common aims.

ACMT Commitment

In enhancing the management processes and practices, the Aircraft Certification Management Team (ACMT) recognizes the need to consistently respect and respond to the needs of employees. ACMT will seek to work to ensure an environment that will provide staff with clear roles and responsibilities, challenges and opportunity for growth, and balance in their work and personal lives.

VISION 2010

Aircraft Certification will be well equipped to respond to the ever-changing civil aviation environment, with an enhanced nationally and internationally recognized reputation as a regulatory organization.

WHERE AIRCRAFT CERTIFICATION MUST BE SUCCESSFUL – KEY RESULT AREAS AND STRATEGIC OBJECTIVES

The following **6 Key Result Areas** describe where Aircraft Certification must be successful in moving forward its strategy:

- 1. *Implementation of Safety Management Systems***
- 2. *Enhancing client relationships***
- 3. *Implementation of delegation principles***
- 4. *Ensuring adequate regulatory materials and policies***
- 5. *Enhancing management processes and practices***
- 6. *Implementation of the new Accountability Framework for aeronautical product certification***

KEY RESULT AREAS

KEY RESULT AREA 1: IMPLEMENTATION OF SAFETY MANAGEMENT SYSTEMS

Strategic Objective: To implement Safety Management Systems within the aeronautical product design industry				
Projects		Resp.	Planned	IMS
1.1	By developing the Aircraft Certification approach to the implementation of Safety Management Systems This project is CLOSED. Regulations and recommendations have been presented to CARAC. Deliverable will be included in CAR 521.	AARDL	CLOSED	4.2
1.2	By implementing the Aircraft Certification approach to Safety Management Systems This project is Closed as the activity will be addressed in KRA 6.1	AARDL	CLOSED	4.2

KEY RESULT AREA 2: ENHANCING INDUSTRY RELATIONSHIPS

Strategic Objective: To continuously improve the effectiveness of the relationship between aircraft certification and the aeronautical product industry				
Projects		Resp.	Planned	IMS
2.1	By implementing the findings of the Report on Issues, Problems and Conflicts, including the implementation of a protocol aimed at managing key issues	AARD	2003 - 2006	4.2
2.2	By developing and implementing a strategy for coherent delivery of delegates conferences, joint meetings, and workshops	AARDD	2003 - 2006	4.2
2.3	By establishing the means of monitoring the quality of the relationship on a continuing basis	AARDC	2005 - 2006	5.1

KEY RESULT AREA 3: ENHANCING THE CERTIFICATION PROGRAM

Strategic Objective: To enhance the effectiveness and national consistency of the certification program, including oversight.				
Projects		Resp.	Planned	IMS
3.1	By completing the establishment of delegation principles This project has been closed CLOSED. Guidance material has been delivered	AARDL	CLOSED	4.2
3.2	By establishing a process for defining and implementing Level of Involvement	AARDD	2004 - 2005	4.3
3.3	By developing a procedure for assessing delegate performance, providing feedback, and taking necessary corrective action. This project has been merged with Project 3.6.	RAED	Merged	5.4
3.4	By developing and implementing a strategy for national consistency in delegation	PAI	2005 - 2006	2.5
3.5	By developing an oversight strategy and procedures Develop audit procedures for the Aircraft certification and promulgate audit checklists for all functional areas.	AARDL	2005 – 2006	2.5
3.6	By developing an oversight strategy and procedures (Oversight Strategy) Develop an oversight approach and strategy for Delegates (SMS organizations) in line with Directorate guidance.	NAI	???????	2.5

KEY RESULT AREA 4: ENSURING ADEQUATE REGULATORY MATERIALS AND POLICIES

Strategic Objective: To ensure that regulatory materials and policies are in place to ensure consistency in the delivery of the Aircraft Certification program				
Projects		Resp.	Planned	IMS
4.1	By identifying and implementing a national strategy for identifying priority regulatory materials and policies to be updated and / or put in place	TAI	2004 - 2006	4.2

4.2	By designing a process to ensure that policy material is produced and promulgated in a timely fashion, taking into account the need to match policy development and updating with the emerging trends in Delegation, Level of Involvement, Level of Service and Safety Management Systems This project has been merged with project 4.1.	AARDH	Merged	4.2
4.3	By developing a strategy to develop, update and enhance international agreements	AARDH	2007 - 2008	4.2

KEY RESULT AREA 5: ENHANCING MANAGEMENT PROCESSES AND PRACTICES

Strategic Objective: To continuously improve the management of the aircraft certification function				
Projects		Resp.	Planned	IMS
5.1	By establishing agreement on roles, responsibilities and expectations within Aircraft Certification, starting with ACMT	AARDE	2003 - 2005	4.2
5.2	By aligning Aircraft Certification management processes and practices with the Directorate level Integrated Management System initiative This project has been closed. The Branch will support the Directorate IMS initiatives, as required outside the Business Plan.	AARDB	CLOSED	4.2
5.3	By strengthening and maintaining links between headquarters and regions including a review of communications	MAI	2003 – 2005	2.5
5.4	By strengthening links between Aircraft Certification and other Branches within Transport Canada, departments and agencies This project has been closed. Better communication between Branches has resulted from the CivAv re-organization.	AARDC	CLOSED	2.5

5.5	By ensuring a continuous dialogue, and a rigorous decision making approach on strategies and priorities aimed at reducing the silo effect among divisions, and between headquarters and regions This project has been merged. Para 2.3 was merged with Project 5.1, and Para 2.4 merged with Project 5.3	NAI	Merged	4.2
5.6	By identifying and collecting the data necessary to make strategic and informed decisions within the Branch	AARDG	2005 - 2006	5.4
5.7	By developing a standardized integrated approach to project management	AARDE	2005 - 2006	4.3
5.8	By integrating systems that perform similar functions and reducing the amount of data in circulation This project has been CLOSED. No specific needs were identified. Any subsequently identified will be addressed outside the Business Plan.	AARDB	CLOSED	5.2

KEY RESULT AREA 6: IMPLEMENTATION OF THE ACCOUNTABILITY FRAMEWORK AND SAFETY MANAGEMENT SYSTEMS FOR AERONAUTICAL PRODUCT CERTIFICATION

Strategic Objective: To implement the Accountability Framework and Safety Management System requirements within the aeronautical product design industry				
PROJECTS		RES.	PLANNED	IMS
6.1	By managing the overall approach (including project plan) for the implementation of the Accountability Framework and Safety Management Systems within Aircraft Certification. [RDIMS#1381372]	ADO Team (M.Eley, J.Ereaux, G.Morin, D.Ferguson)	2005-2010	4.2

6.2	By developing the regulatory materials (regulations, standards, advisory material) necessary to implement the Accountability Framework and Safety Management Systems. This project includes the integration of the New Framework and SMS within CAR 521. [RDIMS#1390517]	AARDH	2006-2008	4.2
6.3	By developing a comprehensive and standardized certification and oversight program for accredited design agencies. [RDIMS#1390610]	AARDL	2007-2008	4.2
6.4	Reserved.			
6.5	By managing the transition from the existing framework to full implementation of the new accountability framework. This project will include change management aspects of transition to the Accountability Framework and Safety Management Systems within Transport Canada Aircraft Certification (Internal) and Industry (external). [RDIMS#1977001]	AARDL	2008-2012	4.2