



Measuring Our Performance – Action plan

First biennial survey of the health of CASA’s relationship with industry

Introduction

This action plan has been prepared in response to the findings of the first biennial Measuring Our Performance survey which was also aligned to one of the recommendations from the Aviation Safety Regulation Review (ASRR). Using six key indicators, the survey measured aviation industry satisfaction levels with the Civil Aviation Safety Authority (CASA). Overall the survey found that many of the respondents rated their overall relationship with CASA as dissatisfactory. The survey findings are detailed in a separate report prepared by market researchers Colmar Brunton.

There are a number of initiatives already underway that also address the findings of the survey. This action plan both identifies those initiatives and others required to build on and improve CASA’s relationship with industry over time. The second biennial survey will be conducted in November 2017.

Background

In November 2015 CASA conducted a survey of the health of its relationship with industry. This was in response to the Government’s acceptance of recommendation 8b in the 2014 Aviation Safety Regulation Review that: CASA conducts a stakeholder survey every two years to measure the health of its relationship with industry. The Government directed that the survey results be provided to the CASA Board and Director of Aviation Safety (DAS) to assist in monitoring and making improvements in CASA’s performance and relationship with industry.

Market researchers Colmar Brunton were engaged by CASA to develop and deliver the survey. The consultancy consisted of two parts:

1. Qualitative market research to develop the key indicators that would be measured by the survey.
2. Conduct of the survey itself (quantitative component).

Part one involved engagement – through one-on-one interviews and focus groups – with 40 members of the aviation community, the CEO/DAS, CASA’s executive managers group and CASA operational staff.

In part two, the aviation community was invited to participate in the survey through a number of communication channels including direct email, media coverage, social media and online engagement, and personal invitations to industry associations. The total number of surveys completed was over 1200, exceeding CASA’s expected target of 800 responses. The number of completed surveys is considered statistically significant.

Key indicators

The six key indicators of the health of CASA's relationship with industry used in the survey are:

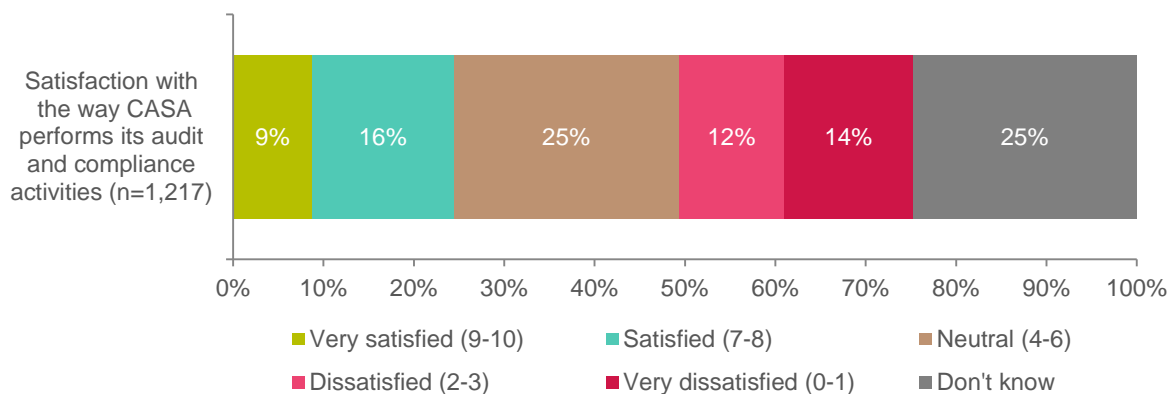
1. Satisfaction with the way CASA performs its audit and compliance activities
2. Satisfaction with relationship with CASA
3. Satisfaction with CASA's service delivery
4. Satisfaction with CASA's ongoing dialogue with industry
5. Satisfaction with the consistency of decision making
6. Satisfaction with CASA's development of aviation safety regulations.

Action plan for each indicator

Indicator 1 – the way CASA performs its audit and compliance activities

What the survey found:

- mean 4.8 on a scale of 0 – 10
- 25% very satisfied or satisfied
- 25% neutral
- 26% dissatisfied or very dissatisfied.



Key issues:

- Perception that CASA can be overly punitive rather than collaborate to solve an issue.
- Maintenance organisations were more satisfied than other groups.
- Recreational and private flyers were the most dissatisfied.
- CASA's auditing role is considered critical by 6.5 out of 10.
- CASA staff: 6.2/10 professional; 5.5/10 fair and reasonable; 5/10 constructive manner to improve safety.

Actions to improve CASA's performance:

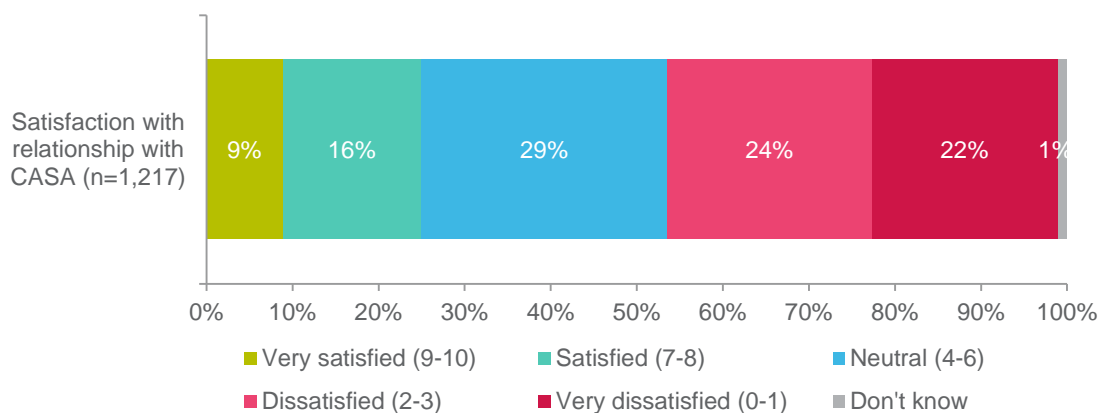
- CASA is developing a number of new and/or refined mandatory training courses for its inspectorate that focus on CASA's surveillance framework, including the regulatory philosophy, and audit principles. The Lead Audit course is continuing to be rolled out.

- Key manuals that clarify both the process and rules for conducting assessments are being redrafted. These improved documents will provide both inspectors and the aviation community with enhanced information and will set out the methodology for applying the rules and a framework for interpretation.
- CASA will undertake additional research to develop a greater understanding of the issues underlying the rating of 'dissatisfied' and 'very dissatisfied' in order to focus its efforts in the most appropriate areas.
- CASA will highlight through communication activities examples of collaborative solutions to problems found through auditing, particularly with recreational and private flyers, and how this links with CASA's regulatory philosophy.
- Communication resources that explain the role and importance of auditing activity to Australia's system of aviation safety will also be developed and disseminated.

Indicator 2 – relationship with CASA

What the survey found:

- mean 4.2 on a scale of 0 – 10
- 25% very satisfied or satisfied
- 29% neutral
- 46% dissatisfied or very dissatisfied.



Key issues:

- Notable percentage of respondents were neutral (noting nearly half dissatisfied).
- Respondents in the industry for three years or less were more likely to be satisfied.
- Unsatisfactory service and support was the greatest issue identified.
- CASA: 2.3/10 costs and charges; 2.7/10 accountable; 2.8/10 innovative and open to new ideas; 3/10 balances consistency with flexibility.

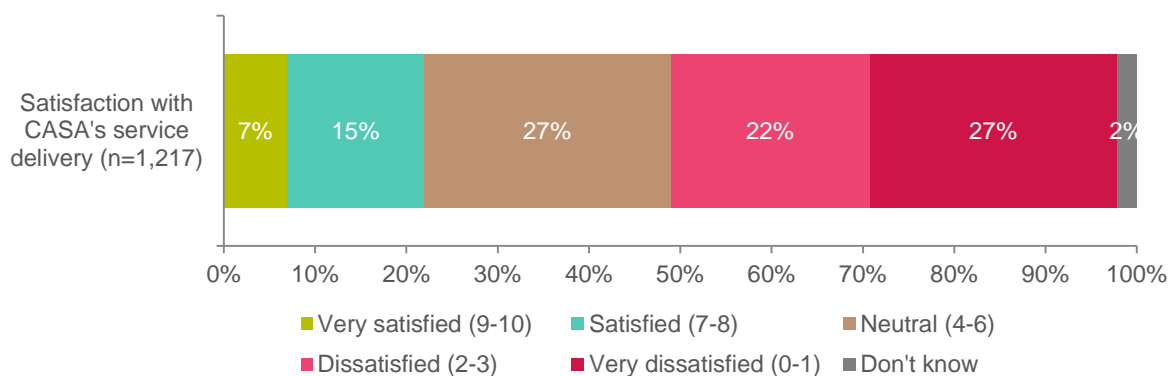
Actions to improve CASA's performance:

- Under the renewing CASA program CASA's structure has been reorganised to provide a greater focus on service delivery and engender a client focus. A service centre is being established and is designed to improve the efficiency and timeliness of service requests.
- The position of Stakeholder Engagement Group Manager has been established as an initiative from the ASRR and a team of industry liaison officers is being formed.
- A Designated Aviation Medical Examiner (DAME) liaison officer position has been created to improve communication with DAMEs.
- CASA is reviewing the forums it participates in and the way in which it interacts with the aviation community through these forums and workshops. The Director's Advisory Panel held its first meeting in July 2016 and elected a chair and deputy chair.
- Significant work is underway to further improve CASA's website to make it easier for the aviation community to find the information it needs.
- Targeted competency training for CASA's workforce will continue to focus on improving our relationship with industry. This will include improved staff knowledge and skills on communicating as a regulator, developing interview skills and good administrative decision making.
- Many of CASA's key manuals are being revised and updated to ensure there is standardised, current information on rules, processes and how assessments are undertaken.

Indicator 3 – CASA's service delivery

What the survey found:

- mean 3.8 on a scale of 0 – 10
- 22% very satisfied or satisfied
- 27% neutral
- 49% dissatisfied or very dissatisfied.



Key issues:

- Respondents see 'service delivery' primarily as applying for licences and medicals.
- Staff are perceived as 'doing their best' but are under-skilled/resourced. CASA staff: 5.7/10 helpful; 5.6/10 understood issue.
- 'Chasing up' is considered a necessary part of the process.
- Higher satisfaction levels on 'most recent' interaction: 27% very satisfied and 17% satisfied.

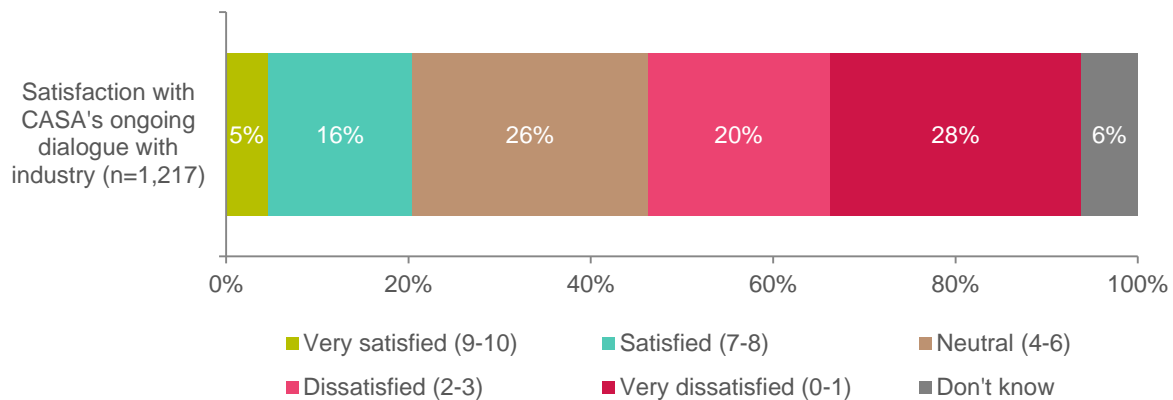
Actions to improve CASA's service delivery:

- CASA is centralising service delivery and streamlining processing, approval processes and timelines. Internal business processes are being refined to ensure high standards and appropriate targets.
- A culture change process is underway within CASA to drive continuous improvement and strengthen commitment to consistently meeting service delivery timeframes. This includes introducing an investigative phase for all service delivery requests that incur a negative/rejection response. In these instances automated messages will not be sent until a quality assurance process by a staff member has been undertaken that includes consultation, enquiry and research into the particular circumstances. A pragmatic and service oriented approach will be applied.
- Through the service centre, CASA is revising its more complex forms so they are easier for the aviation community to complete. More services will be automated and available online.
- At the same time detailed planning is underway to improve the client experience for CASA stakeholders. Through a single digital portal, the aviation community will be able to complete more transactions online – and more easily.
- The aviation community will receive more accurately targeted information through the portal. They will also be able to monitor the status of their applications and easily provide documentation to CASA through the upload facility. Automatic renewal reminders will be issued for all services within the portal.
- CASA will develop a new Service Charter and revise the quarterly performance report which will continue to be published on the website and distributed more widely as a printed publication.
- Improvements to the service centre and delivery processes will be supported by a communication campaign. The campaign will raise awareness of delivery timeframes and current service experiences by clients/stakeholders.
- CASA is exploring working with Australia's major airlines on sharing aviation medical expertise within the regulated industry. This would address a critical problem with a shortage of expertise in this area.

Indicator 4 – CASA’s ongoing dialogue with industry

What the survey found:

- mean 3.7 on a scale of 0 – 10
- 21% very satisfied or satisfied
- 26% neutral
- 48% dissatisfied or very dissatisfied.



Key issues:

- Industry does not think CASA value their input or takes the time to get to know them.
- CASA is not widely perceived as being actively involved in relevant committees and events.
- A quarter of respondents do not think CASA is vital to ensuring aviation safety in Australia – particularly commercial pilots and respondents living in Queensland.
- CASA staff are perceived as professional and courteous by most respondents.

Actions to improve CASA’s ongoing dialogue with industry:

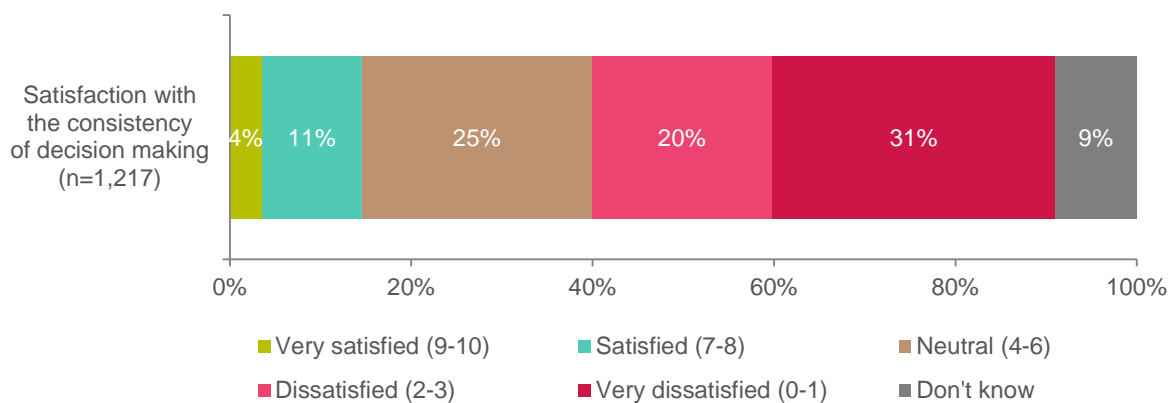
- CASA’s CEO/DAS has established the Director’s Advisory Panel to provide him with informed, high-level advice.
- CASA has established a Stakeholder Engagement Group that provides dedicated stakeholder engagement functions.
- An Industry Relations Branch is being established within the Stakeholder Engagement Group, bringing together the current team of aviation safety advisors and a new team of industry liaison officers that will provide an initial point of contact between stakeholders and CASA. This includes the general aviation community, aviation associations and peak bodies and airlines and airports.
- CASA’s Principal Medical Officer will continue to engage individually and in forums with the aviation medical community on key issues including training, psychological issues and emerging trends.
- CASA will develop a detailed stakeholder consultation protocol and it will be actively communicated to the aviation community. It will explain the process, mechanisms and opportunities for participation and the opportunities to provide advice and feedback.

- Programs of subject-specific travelling workshops/roadshows for industry in capital cities and regional areas will continue, building on the positive reception to these interactions including most recently the safety management systems and fatigue workshops held in the first half of 2016.
- A communication campaign will be implemented that explains CASA’s role through a ‘Guide to Our Operations’ booklet and other relevant activities.
- CASA staff will continue to participate in aviation events as both exhibitors and presenters and we will seek to support events through our sponsorship and events programs. The Aviation Safety Advisors will continue to present safety seminars and conduct on-site visits in regional and metropolitan locations.
- CASA will continue to publish an annual “Best of Flight Safety Australia” hard copy magazine in addition to the digital versions.
- Dialogue with the aviation community will continue to be expanded through our social media channels and continuous improvements to the CASA website.

Indicator 5 – consistency of decision making

What the survey found:

- mean 3.2 on a scale of 0 – 10
- 15% very satisfied or satisfied
- 25% neutral
- 51% dissatisfied or very dissatisfied.



Key issues:

- Respondents in Queensland were significantly more likely to be dissatisfied than those in other states/territories.
- Nearly two thirds of respondents think CASA’s decisions do not reflect an understanding of their activities or business.
- There is little understanding of why CASA makes the decisions that it does.
- There is a strong view that CASA staff make inconsistent decisions.

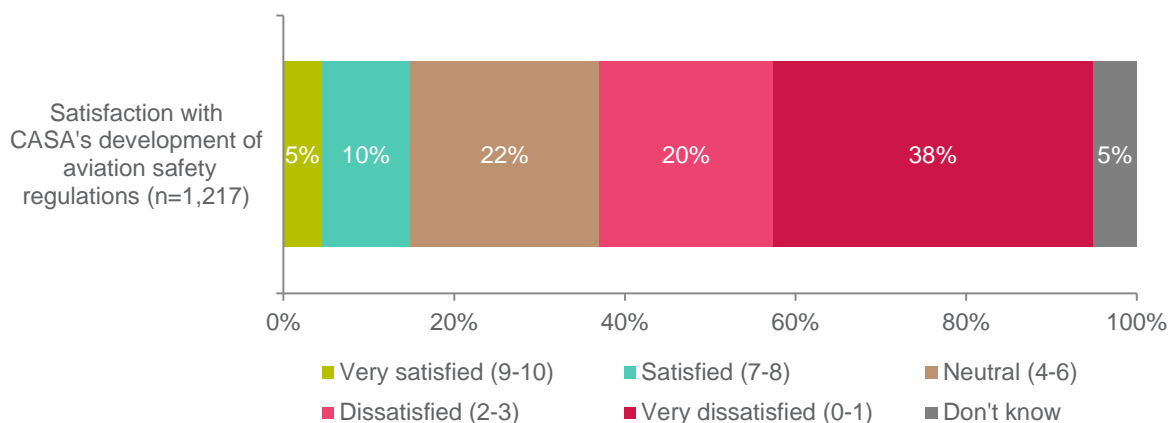
Actions to improve the consistency of decision making:

- CASA staff are continuing to apply the principles of the regulatory philosophy at the operational level. In this context, consistency is being balanced with flexibility.
- Internal communication and education activities focusing on the regulatory philosophy and how it applies in practice continue to be implemented and reinforced within CASA.
- CASA is incorporating an internal peer review process to the development of regulations within the organisation. This ensures that both regulatory development and operational staff review draft documentation throughout the development process, applying differing perspectives.
- CASA is redrafting its key manuals to clarify both the process and rules for conducting assessments. A communication campaign to raise awareness of the new manuals will also be implemented.
- Timely training and an internal communication program is being provided to the inspectorate on new regulations to promote a consistent interpretation of the rules.

Indicator 6 – development of aviation safety regulations

What the survey found:

- mean 3.6 on a scale of 0 – 10
- 15% very satisfied or satisfied
- 22% neutral
- 58% dissatisfied or very dissatisfied.



Key issues:

- Charter operators and people involved in flight training were the most dissatisfied.
- People in the industry less than three years, those working in aerodrome services and recreational/private pilots were more likely to be satisfied or neutral.

- More than half of the respondents felt their input would be useful to CASA; 36% said they were not aware they could participate in regulatory consultation.
- CASA is not considered to consult with the most appropriate people.
- CASA is not considered to do a good job providing practical guidance on legal obligations.
- Regulations are not considered to reflect current learning and innovation.

Actions to improve the development of aviation safety regulations:

- Under the renewing CASA program a new internal management structure for the development of regulations has been put in place to ensure greater consistency in the development process. This is enabling a more holistic approach (from development to implementation) and centralised accountability.
- CASA's manual for regulation development is being revised to reflect the lessons learnt through the implementation of the licensing regulations and the experience of the Part 61 Taskforce.
- Volunteers from the relevant sectors of the aviation industry will be invited to help operationalise new regulations to assist CASA to uncover any unintended consequences. This process is designed to identify unintended duplication, unnecessary rules and missing information, prior to the regulation commencing.
- The experience of these volunteers will be documented and, where appropriate, the findings incorporated into the final implementation. Industry experience may also be used to develop case studies that will be made available to others in the industry.
- Regulations will also be tested before introduction through an internal peer review process where regulatory development and operational staff both review the documentation and assess impacts on industry from their various perspectives.
- The new position of Industry Relations Officer for aviation associations and peak bodies will ensure that these organisations are involved in the regulatory development process early and their feedback considered and incorporated where appropriate.
- New methods of consultation will be trialled including enhanced online and greater face-to-face interaction with a view to incorporating them into the standard consultation activities for future regulations.
- A detailed timetable for the completion of the aviation regulatory reform program was released on 7 June 2016. It was developed after extensive consultation with groups and individuals in the aviation community.
- The timetable takes into account the aviation community's capacity to implement and adjust to regulatory changes. It also anticipates, and allocates time for, review and rework to ensure any unintended problems are resolved.
- CASA is allowing longer periods of time:
 - for consultation on the development of new regulations in order to listen and respond to feedback; and
 - for us to provide information, support and guidance before new regulations are introduced.
- The principles of the regulatory philosophy will be applied to future decision making on whether a regulation is the most appropriate mechanism to address an aviation safety issue.

Improved guidance and/or education will be considered as viable alternatives to regulations and the views of the aviation community taken into account.

- A concentrated high profile communication campaign will be implemented that explains the regulatory development process and how people can become involved. The campaign aim is to engender both greater understanding and trust in the process.

Conclusion

CASA will continue to work to improve its relationship with industry through the activities outlined in this action plan and its ongoing work as the regulator and service provider. Its progress over time will be measured every two years through the same survey and a comparison of findings with previous surveys. CASA is committed to improving its relationship with industry while maintaining the highest standard of aviation safety.