

# Design Delegation Seminar 2019

CAA Organisational Change



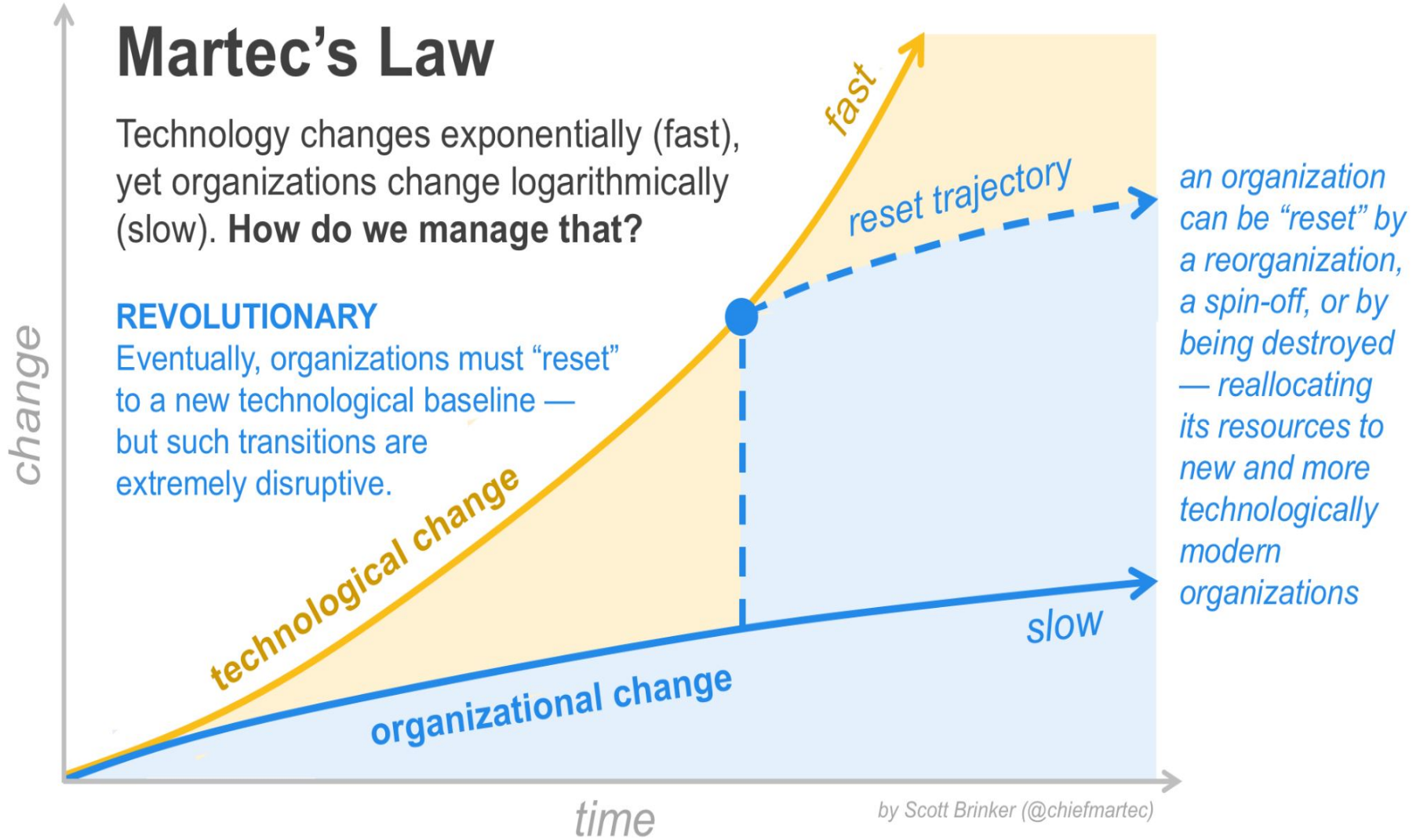
Shaun Johnson - CAA

# Martec's Law

Technology changes exponentially (fast), yet organizations change logarithmically (slow). **How do we manage that?**

## REVOLUTIONARY

Eventually, organizations must “reset” to a new technological baseline — but such transitions are extremely disruptive.



# Organisational Change



## Why Change:

- Continuous improvement
- Gaps in current structure
- Opportunities for further performance improvement
- Lift in leadership focus
- Increasingly complex environment
- Stakeholder expectations

# Organisational Change



## Change Process:

- Functional and Leadership (T2 & T3) – led by Director’s vision statement.
- Staffing Structure (T4 & T5) – to be developed and led by new T2 & T3 leadership team.
- AvSec not impacted

# Organisational Change



## Design Principles:

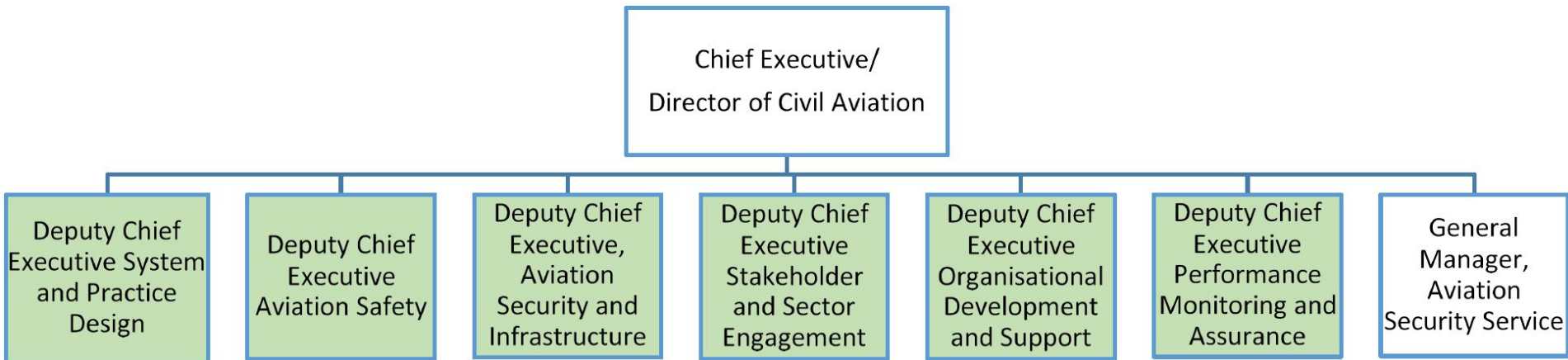
- Drives improved regulatory practice and performance
- Aligned with legally mandated roles set out in the Act, HSWA, Hazardous Substances and New Organisms Act
- Recognises critical international connections and obligations
- Breaks down silos, supports cross-functional working
- Fosters specialisation vs generalisation
- Intelligence driven and risk led – targeted use of resources



# Confirmed Functional Groupings



- |                                                                                                                                                                       |                                                                                                                                                                                                                                                 |                                                                                                                                                                               |                                                                                                                                                                                     |                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Stakeholder Engagement</li> <li>• Sector Engagement and Education</li> <li>• Communications, Media and Complaints</li> </ul> | <ul style="list-style-type: none"> <li>• Regulatory Strategy, <b>Government and International Relations</b></li> <li>• Operational Policy, Practice and Guidance</li> <li>• Regulatory</li> <li>• NSS</li> <li>• RSMS</li> <li>• RCP</li> </ul> | <ul style="list-style-type: none"> <li>• Certification</li> <li>• Licensing</li> <li>• Oversight – Monitoring and Inspection</li> <li>• Investigation and Response</li> </ul> | <ul style="list-style-type: none"> <li>• Certification</li> <li>• Oversight – Monitoring and Inspection</li> <li>• Inter-agency and international collaboration-security</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Strategy and Planning</b></li> <li>• Finance</li> <li>• Procurement</li> <li>• HR</li> <li>• Business Systems/ICT</li> <li>• Property</li> <li>• <b>Organisational Improvement</b></li> </ul> | <ul style="list-style-type: none"> <li>• System Performance Monitoring</li> <li>• Organisational Performance Monitoring</li> <li>• Intelligence Analysis</li> <li>• Assurance and Risk</li> <li>• <b>Quality Systems</b></li> <li>• <b>Legal</b></li> </ul> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

# New Authority Leadership Team Roles – Final Structure



 New Role  
 Unchanged Role

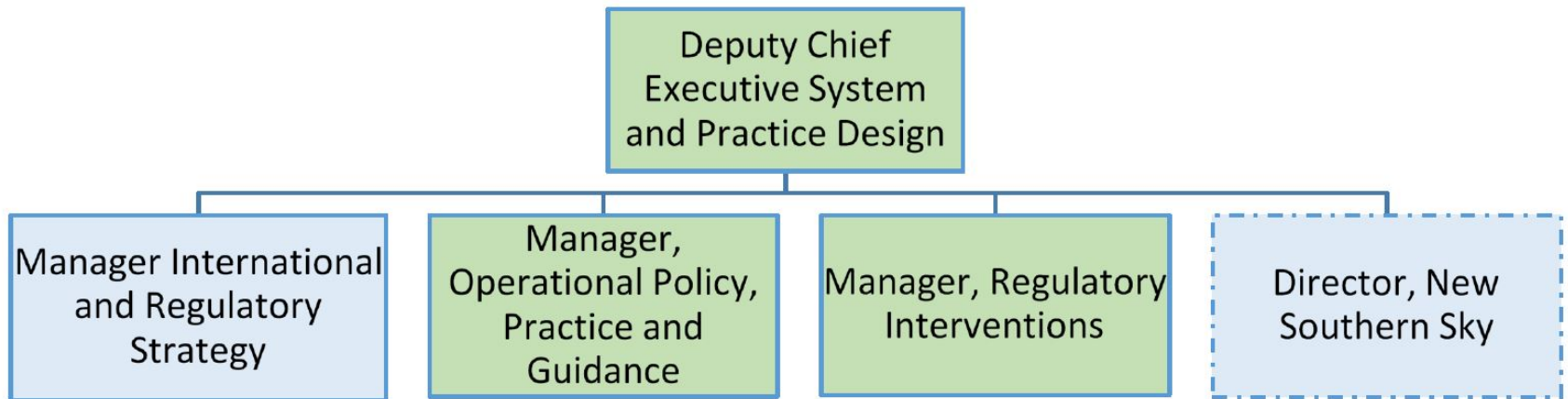
# System and Practice Design Group – Decisions



- Legal function to be incorporated as a business unit within the new Performance Monitoring and Assurance Group, reporting to the DCE, Performance Monitoring and Assurance
- Government and International Relations to remain aligned with Regulatory Strategy and Policy – has flow on impacts to Strategy and Stakeholder Engagement group – discussed later
- New Southern Sky and RSMS to remain part of the System and Practice Design group
- Regulatory Interventions function critical to driving more effective cross-cutting, multi-faceted interventions to improve safety outcomes, working with regulatory, sector engagement and education, system design and practice design units.



# System and Practice Design Group – Final Structure



New Role

Minor Changes To Role And/Or Changed Reporting Line

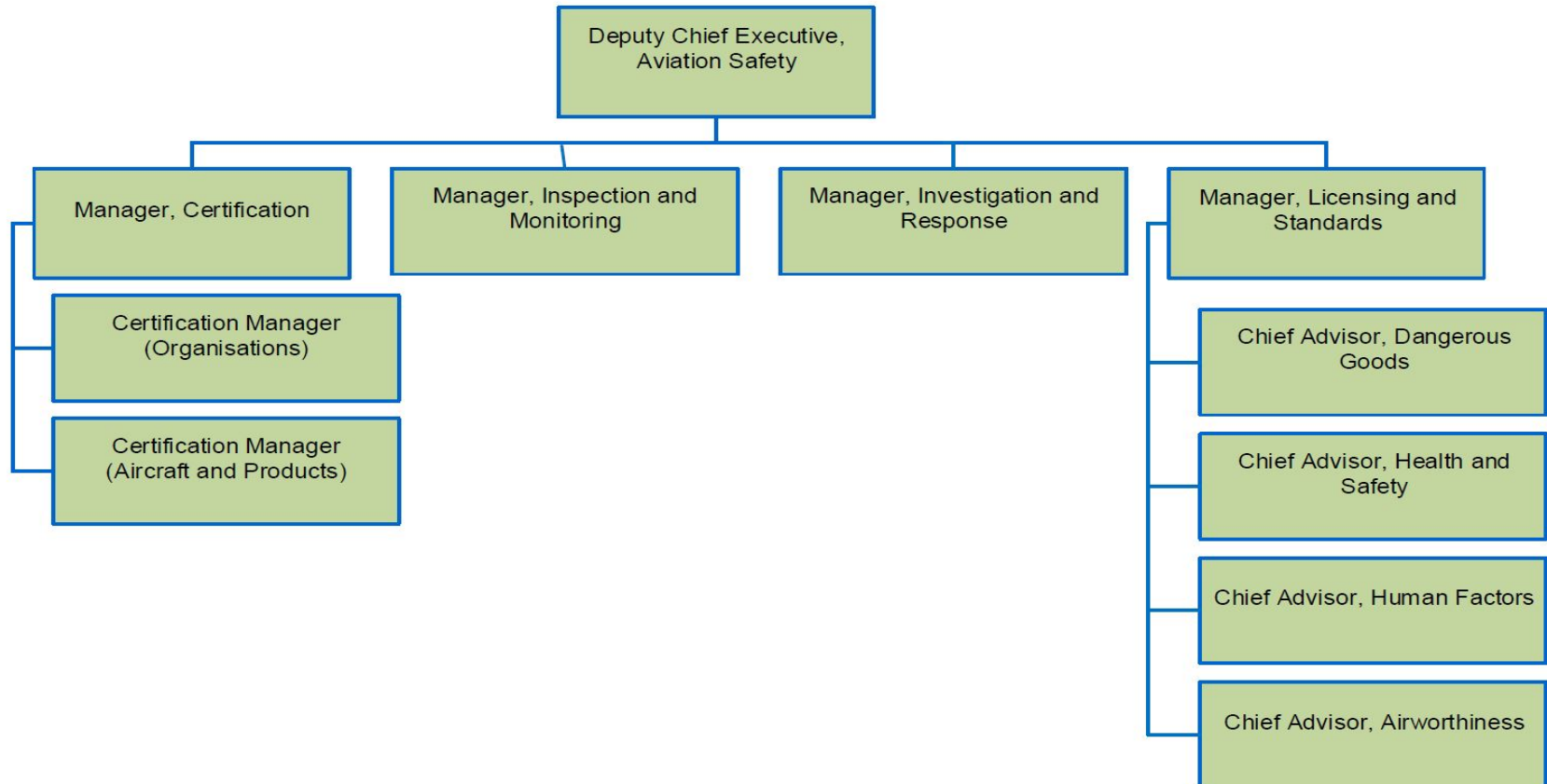
Changed Reporting Line, Fixed Term

# Aviation Safety Group – Decisions



- Confirming functional structure for Aviation Safety, and acknowledging that Stage Two should give consideration to how such a model can be applied to the Aviation Security and Infrastructure group, noting the narrower focus and smaller number of roles makes this more challenging, and impossible at a leadership level
- Retention of separate Aviation Security and Aviation Security and Infrastructure groups – not ruling out possibility of amalgamation once our regulatory performance has improved but combining now would place too much strain on the organisation
- Appropriate management structure will ensure that the DCE role is manageable – seeking a significant lift in both Tier 2 and Tier 3 leadership roles. DCE role is to be focused on the business, not in the business.
- Personnel Licensing to be separated from Certification Unit to create Licensing and Standards unit, which will also incorporate the Chief Advisor roles
- Chief Advisor roles confirmed in Airworthiness, Dangerous Goods, Health and Safety and Human Factors

# Aviation Safety Group – Final Structure



New Role

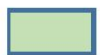
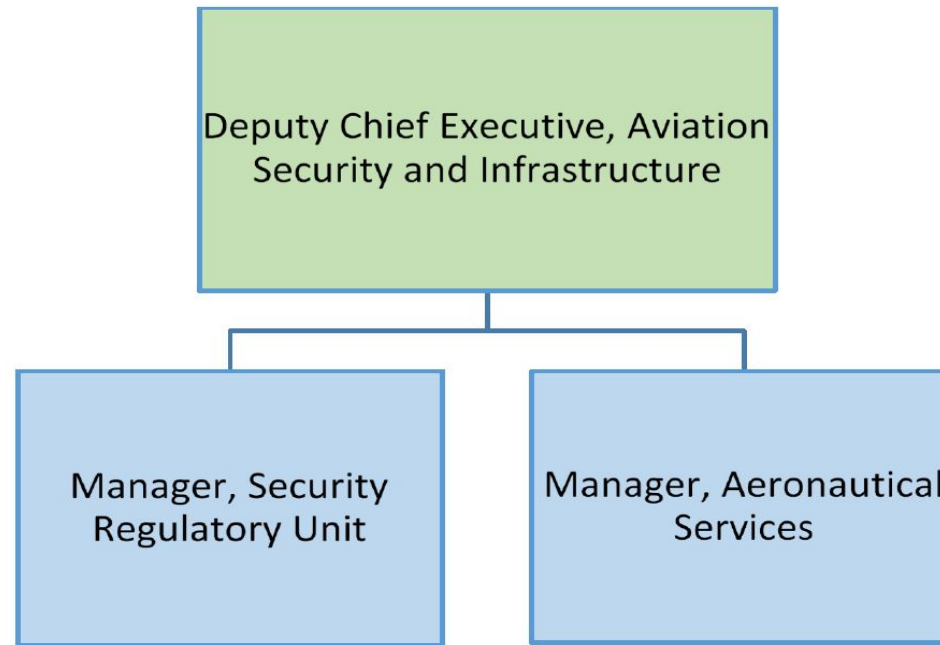
# Aviation Security and Infrastructure Group

## – Decisions



- As covered under Aviation Safety Group decisions
- Not possible to create functional leadership structure in this group given its size, but functional structure will be considered in the development of staffing structures for this Group in Stage Two.
- No changes to proposal.

# Aviation Security and Infrastructure Group – Final Structure



New Role



Changed Reporting Line

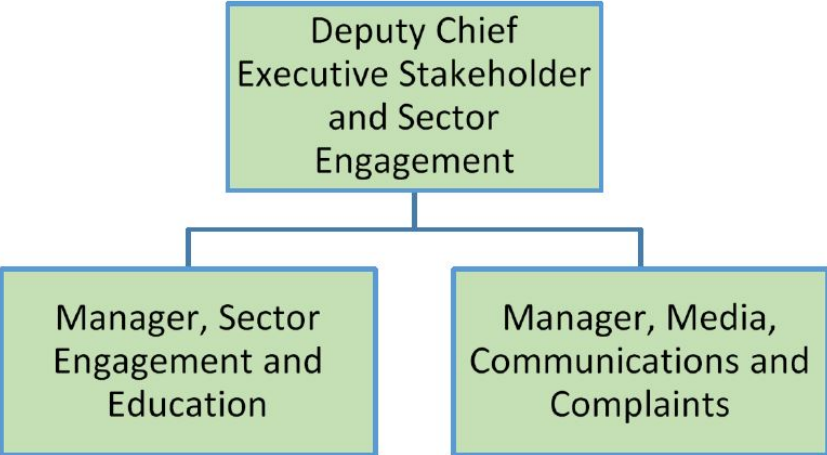
# Strategy and Stakeholder Engagement Group – Decisions



- Government and International Relations to remain aligned with Regulatory Strategy and Policy unit, noting that this Group will still have responsibility for overseeing, at an organisational level, all interactions with other government entities to ensure alignment with Stakeholder Engagement Strategy
- Strategy and Planning function moved to Organisational Development and Support group
- Critical that Communications and OIA functions are aligned, therefore decision to include OIA function within this Group confirmed.
- As a result refocus of this group to Stakeholder and Sector Education Group, noting that this group will drive our Stakeholder Engagement Strategy but other groups and units will continue to have a critical role to play in managing and contributing to the effective establishment, maintenance and ongoing development of those relationships

# Stakeholder and Sector Engagement Group

## – Final Structure



New Role

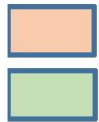
# Organisational Development and Support Group – Decisions



- Not persuaded by arguments to defer this change – difficult to separate impacts on current OD group because the functions are distributed across a number of groups, and keen to minimise period of uncertainty as much as possible
- Quality Systems to be part of Performance Monitoring and Assurance group
- Programme Management to be part of Strategy and Planning unit
- Business Improvement function now a core role of System and Practice Design group
- As a result, Organisational Improvement unit not required
- Chief Financial Officer and Chief Information Officer position titles will be retained
- Refocus of CIO role confirmed
- Inclusion of procurement with finance function confirmed
- HR Transformation/HR Services split to be retained under Manager, People role



# Organisational Development and Support Group – Final Structure



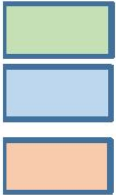
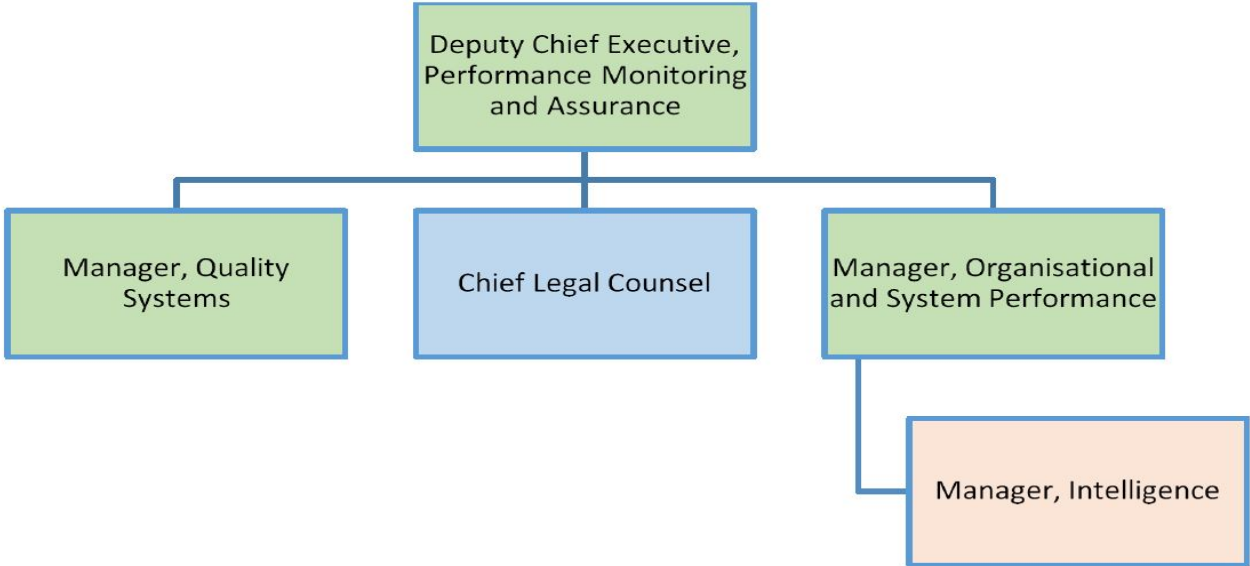
Changed Role and Reporting Line  
New Role

# Performance Monitoring and Assurance Group – Decisions



- Unit will be established as a Group, led by a DCE who is a member of ALT
- Retention of split between planning and performance – intention is to drive a dedicated, and independent, focus on performance oversight and assurance across all areas of the organisation including planning function
- Quality Systems function to be included in this group
- Legal function to be included in this group
- ISRA functions to be incorporated within this group, noting that stage two will consider whether any of the ISRA functions, e.g. triaging function, are better placed elsewhere
- Management structure for group confirmed

# Performance Monitoring and Assurance Group – Final Structure



New Role  
Changed Reporting Line  
Changed Role and Reporting Line



"There are no stupid questions, so let's also agree there are no stupid answers."