

# Strategic Consulting

## Regulator Improvement – Safety Oversight Review



## Organisational Safety Oversight Review General Civil Aviation Authority, Dubai



Baines Simmons was commissioned by Aerospace Solutions UAE to conduct an internal efficiency review of GCAA in respect to how it functions as an organisation when exercising safety oversight within the UAE and report the audit outcome to the director general of Civil Aviation at GCAA.

### Client Profile

The GCAA, which is the sole authority for the control and regulation of civil aviation in the UAE, is responsible for the provision of en-route air navigation services and all aspects of flight safety. In late 2009, the GCAA opened its new Air Navigation Centre, the Sheikh Zayed Centre, which is considered the largest and busiest air traffic management facility in the Middle East. The main office is located in Abu Dhabi and the regional office is located in Dubai to serve the northern Emirates.

### The Challenge

The director general of Civil Aviation UAE required a high level audit, review and benchmark of GCAA efficiency and performance as an organisation when exercising safety oversight of the aviation community in UAE. The Dubai audit scope needed to cover the following aviation regulatory activity:

Flight Operations (ICAO Annex 6)	Personnel Licensing (ICAO Annex 1)	Airworthiness of Aircraft (ICAO Annex 8)
Aerodrome Standards (ICAO Annex 14)	Search and Rescue (ICAO Annex 12)	Accident Investigation (ICAO Annex 13)
Security and Facilitation (ICAO Annex 9)		

*“The Baines Simmons consulting team demonstrated a high level of expertise and experience in rapidly dealing with the challenge, extracting the information and getting straight to the key issues.*

*“We were very impressed with the outcome and final report – the work became a key contributor to instigate a change programme within the GCAA.*

*“They gave us what we wanted - just what we expected from a world class organisation”*

Henry Angel, Aerospace Solutions UAE

### The Solution

Due to imposed time constraints, the Baines Simmons consulting team built a detailed audit plan and timetable before arrival in order to hit the ground running.

- ▶ The project was started with an initial meeting with the director general and his deputy and then rolled out across the whole organisation.
- ▶ In order to meet the objectives within the project scope, a number of key interviews were scheduled and conducted with GCAA departmental managers and staff.
- ▶ The final report identified a short list of primary risks to GCAA and outlined a number of key recommendations under the headings of Regulation, Staff Competence/Training, Organisational Structure, Communications and Quality System.
- ▶ Within a relatively short timeframe, Baines Simmons consultants impressively processed a significant amount of data, which had to be compiled, assimilated, benchmarked, evaluated, interpreted and reported.

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### The Outcome

The GCAA review successfully evaluated and reported on the full scope of the organisation's management and technical processes and reported within the pre-agreed timescales.

- ▶ Advice and insight was provided on the structural arrangements, communications, competence levels and effectiveness of the quality system.
- ▶ Specific and prioritised GCAA departmental recommendations were outlined.
- ▶ The audit successfully concluded at a director general GCAA and deputy debrief meeting which supported the development of the organisation improving its effectiveness and efficiency.

### Summary of Baines Simmons services utilised

#### Consulting support:

National Regulatory Authority Organisation and Oversight - strategic & operational support.