International Military Airworthiness Regulation Conference

Implementation of a new Regulatory System and national cultural impacts

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Agenda

• Why Change?
• Regulatory System Change vs. new Regulations
• Common Pitfalls
• Cultural Implications
• Summary
Why Implement a new Regulatory System?

- Regulatory Change is inevitable, but a major ‘regulatory system’ change presents great opportunities;
  - An opportunity to transform, rather than evolve
  - A new way of thinking is required to realise the benefits from the intent behind the words of new regulations (EMARs)
  - Efficiencies, continuous improvement and cost savings
    - Get more out of your aircraft
    - Alignment of contracts, expositions, quality systems and commercial terms with the regulations will drive continuous improvement
Regulatory System Change vs. New Regulations

- The regulations form only one part of a system.
- The system will work best if the following areas are also considered:
  - Regulatory philosophy (e.g. granting privileges, acceptance of certificates between entities, stakeholder interfaces.....)
  - Regulator style (does the MAA ‘own’ the problem or focus on being satisfied?)
  - A management system approach, focusing on delivering objectives and continuous improvement
  - Standardisation / adoption is preferable
Where can it all go wrong?

• Adding too much detail – The challenge of letting go of historic lessons
  – More words = more ‘box ticking’ and less focus on meeting the intent of the regulations
• Not allowing approved entities / organisations to own compliance, determining ‘Adequate, Suitable and Appropriate’
  – Focus on the desired organisation output, not compliance
• Roll-out order – don’t be tempted to do the easy parts first
  – May require some re-structuring
• Not investing in competence development and cultural change
• Interface with Flight Operations and transitional arrangements
Managing Change

A focused managed change programme approach works best;
• Understand the gap between the two systems
  – Regulations / Resources / Competence
• Stakeholder engagement and collaborative working
• Alignment with national law and/or regulatory systems
• Cultural development
• Phased competence development
• Clear leadership, roll-out strategy and transitional arrangements
The impact of culture on change

Cultures that exist at many different levels will have an impact on any regulatory system implementation;

• Expect ‘old’ behaviours to persist and resistance to change
• A learning and generative culture is needed to support change and a new way of working. Processes are only part of the fix.
• Implementation plans must include a cultural change programme;
  – ‘Selling’ new roles and responsibilities and benefits
  – Assess culture on an ongoing basis and adapt change initiatives
  – Expect the programme to last years
Summary

• Consider implementing the whole regulatory system, not just the new regulations
• Stick as closely as possible to the originating standard (EMARs). And achieving their intent.
• Take a transformational approach, rather than evolution
• Focus on driving cultural change as part of any implementation programme

Then sit back and enjoy the benefits!!
Thank you