

Session 9

Drafting Goals, Targets and Indicators



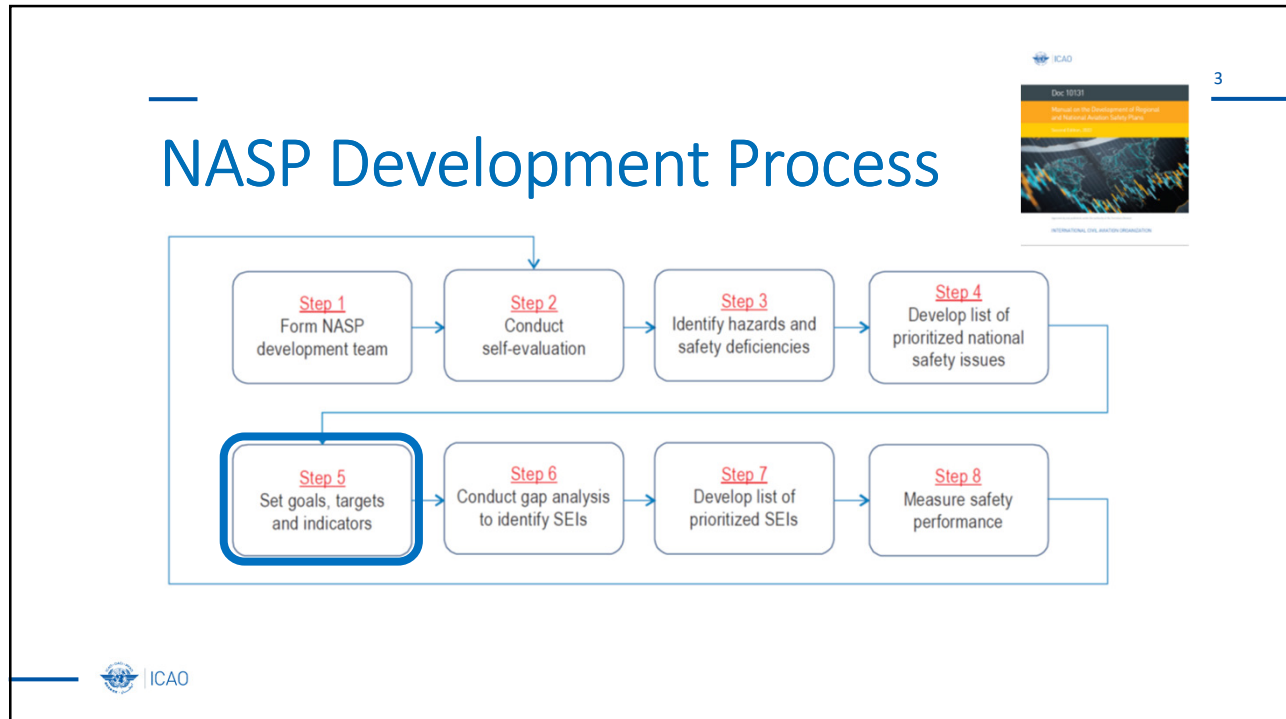
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Overview

- Challenges when drafting
- Framework for goals, targets and indicators
- Writing goals, targets and indicators
- Specific points for consideration
- Facilitated Exercise II



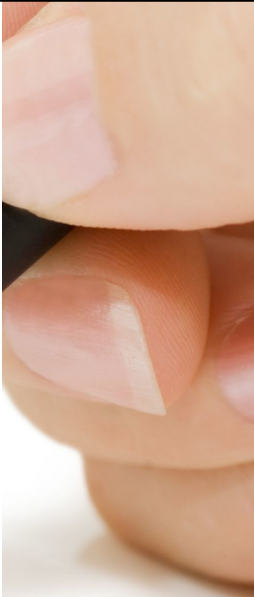
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Challenges When Drafting

- How do you write Goal?
 - vs target or indicator
- Level of granularity
 - how far to drill down?
- How many items can you measure?
- Do you have data to measure?
 - target & indicators



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Use of Framework

- **Standardized Framework for Development of Goals, Targets and Indicators**
 - in Aviation Safety Plans
 - drafting goals, targets and indicators
- **Addresses**
 - Drafting criteria
 - Specific points for consideration
 - Examples & rationale



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Writing Goals

- **Describes high-level outcome State aims to achieve**
 - desired results that strategy aims to produce
- **Qualitative manner**
 - e.g., using terms such as “strengthen” or “enhance”
- **General manner, without citing specifics**
 - e.g., “strengthen safety oversight”, not “recruit inspectors”
 - enables goal to remain high-level & linked to more than 1 target
- **Can be understood as standalone statement**
 - avoid including reference to documents
 - or anything that would require reader to crosscheck other source



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Specific Points for Consideration

- Use list of national safety issues to set national safety goals
 - list points to topics State wishes to address through strategy
- Consider results toward which efforts in safety are directed
 - what is reason for wanting to hire more inspectors
 - or modify existing regulation?
- Identify what State wants to achieve, in terms of management of safety
 - e.g., better collaboration with stakeholders; improved oversight capabilities
- Express goal through qualitative action statements
 - on selected high-level/high-consequence outcomes
 - e.g., reduce ops safety risks



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Specific Points for Consideration (2)

- Do **not** include quantification
 - number
 - % increase/decrease
 - trend
 - e.g., improve by 25%
- Do **not** identify who actions are directed to
 - e.g., CAA
- Each goal should contain at least 1 target



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Example

Increase effective safety oversight capabilities

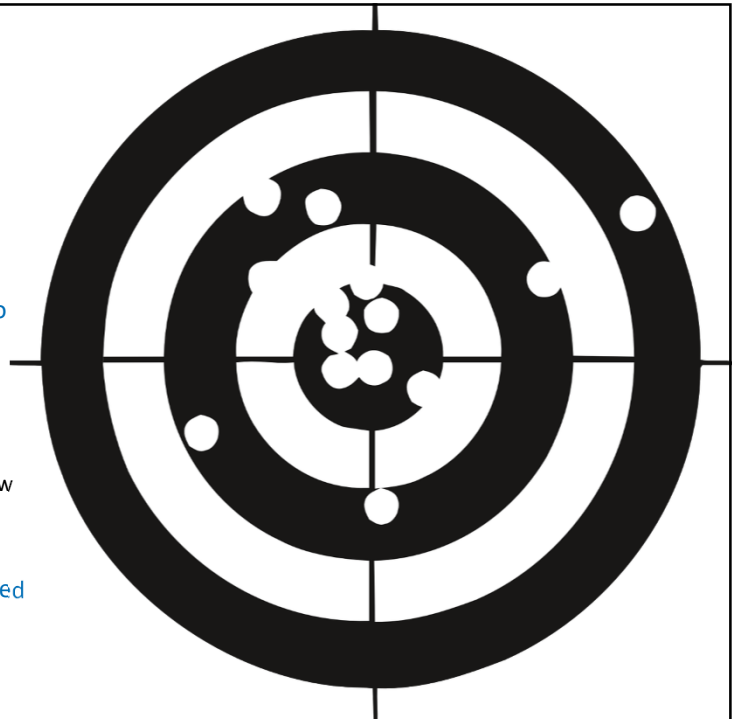
- ✓ High-level outcome
- ✓ Qualitative & general
- ✓ Easily understood



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— Writing Targets

- Describes specific desired outcome
 - from specific actions taken
 - to achieve goal, at certain point in time
- Identifies who specific outcome is directed to
- Quantitative or reference completed actions
 - e.g., using numerical values or percentage – “achieve 75% score”
 - e.g., “complete recruitment process of all new inspectors”
- Date by which outcome needs to be completed
- Can be understood as standalone statement



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Specific Points for Consideration

- Use list of national safety issues to set national safety targets
 - at this level, list can be used to address specific items
 - vs general ones at level of goal
- Target should provide measurable way
 - of ensuring and demonstrating effectiveness of actions (i.e., SEIs)
 - linked to NASP
- Target is quantifiable benchmark State wants to reach, to meet goal
 - expressed in numerical terms
- Each target should be linked to goal (from which it is derived)



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Specific Points for Consideration (2)

- Realistic & achievable, yet ambitious
 - with incremental increases towards (long-term) goal
- Acceptable to stakeholders
- Avoid writing target to level of task
 - e.g., holding meeting, completing checklist
 - tasks contributing to outcome may be captured by indicators



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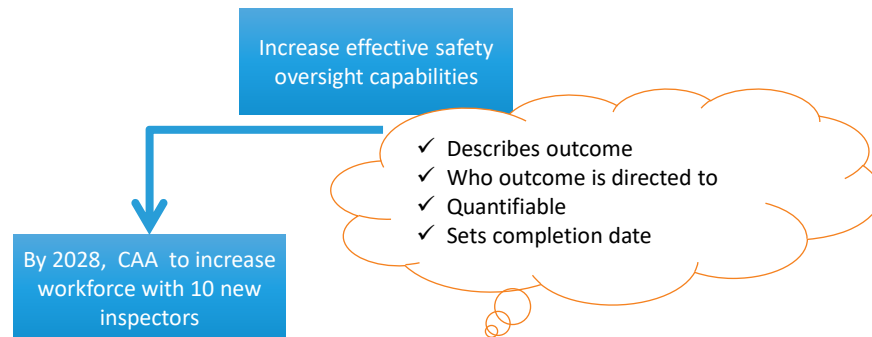
— Specific Points for Consideration (3)

- Target needs to include 4 items
 1. Describes outcome
 2. Indicates who outcome is directed to
 - or who will be responsible for related actions to achieve outcome
 3. Includes quantifiable benchmark
 - is measurable
 4. Sets completion date
- Include more than 1 target per goal
 - to enable data collection from more than 1 source/activity
- Each target should include list of indicators
 - to measure progress towards achieving it



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Example



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— Writing Indicators

- **Quantitative manner**
 - without including values i.e., actual numbers or data
- **Use quantifiers such as “percentage of” or “number of”**
 - e.g., should **not** state “50%” or “5 occurrences/month”
- **Indicator defines what will be measured**
 - data to fill in the blanks will come during actual SPM
- **Provides evidence about whether outcomes occurred**
 - “negative” outcomes/occurrences that State wishes to avoid
 - “positive” achievements & indicative of desired outcome
- **Can be understood as standalone statement**




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Specific Points for Consideration

- **Indicator is measurement index**
 - used to evaluate if NASP yields expected results (evidence)
- **Measurable value to track progress in activities related to target**
- **Avoid writing indicator at high-level, or capturing several tasks**
 - favour indicators that are specific & capture single tasks
 - indicators may measure tasks that contribute to desired outcome
 - or they may measure outcome itself
- **Avoid use of qualitative references**
 - favour quantitative ones
 - measure concrete action/task & be tangible



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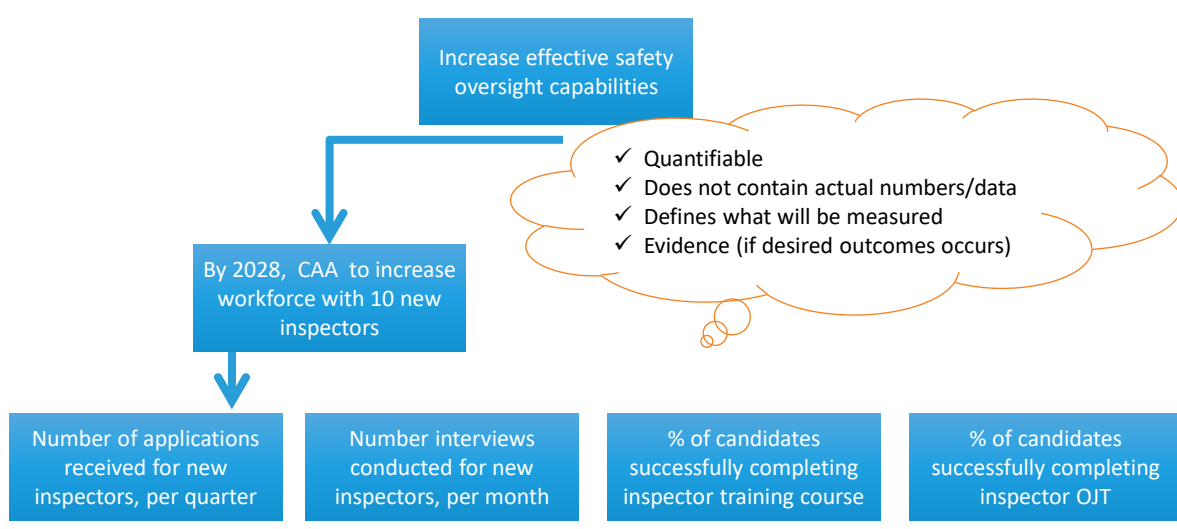
Specific Points for Consideration (2)

- Each indicator should be tied to target
- Find right balance in terms of numbers
 - include more than 1 indicator per target
 - to enable data collection from more than 1 source/activity
 - limit number of indicators
 - to amount that is realistically manageable

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Example



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    graph TD
      A[Increase effective safety oversight capabilities] --> B[By 2028, CAA to increase workforce with 10 new inspectors]
      B --> C[Number of applications received for new inspectors, per quarter]
      B --> D[Number interviews conducted for new inspectors, per month]
      B --> E[% of candidates successfully completing inspector training course]
      B --> F[% of candidates successfully completing inspector OJT]
      G(Quantifiable, Does not contain actual numbers/data, Defines what will be measured, Evidence)
  
```

✓ Quantifiable
 ✓ Does not contain actual numbers/data
 ✓ Defines what will be measured
 ✓ Evidence (if desired outcomes occurs)

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Points to Remember

- SPM process requires NASP to include goals/targets/indicators
- Framework assists with drafting
- Striking right balance is key

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Facilitated Exercise II

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Set National Goals, Targets and Indicators



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Your Tasks

- Based on list of prioritized national safety issues (Ex I)
 - draft national goals, targets and indicators
 - for inclusion in StateX's NASP
- Refer to Standardized Framework for guidance
- Review Appendix A
 - identify any other goals, targets and indicators, as per GASP
 - decide if to add any of these to list of national ones
- Complete Appendix B
 - Time allocated: 1h30



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Goal	Target	Indicators	Link to GASP/RASP



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