



# **PNG Accident Investigation Commission**



**OUR VISION:**

*Aiming to be respected nationally and internationally as an independent organisation dedicated to improving transport safety in Papua New Guinea.*



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## Part A: Background

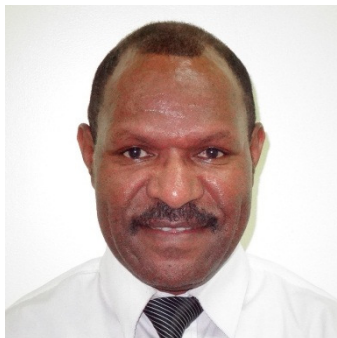
### 1 MINISTER, COMMISSIONERS, EXECUTIVE MANAGEMENT, AND AIC STRUCTURE

#### Minister for Civil Aviation



**Hon. Davis Steven LLB, MP**  
Minister for Civil Aviation and Member for Esa'ala Open

#### Commissioners



**Nemo Yalo, LLB**  
Chief Commissioner and Chairman



**David Tawae**  
Deputy Chairman and Commissioner



**Captain Minson Peni**  
Commissioner

## Executive Management



**Captain David Inau ML**  
Chief Executive Officer



**Alfred Kramer**  
Manager Engineering Investigation



**Arlene Pitil**  
Manager Finance and Administration

## Foreword by the Minister for Civil Aviation

I am delighted to present the 2016-2020 Corporate Plan for the Papua New Guinea Accident Investigation Commission (hereinafter “the AIC”). The AIC established as an independent agency has made important contributions to aviation safety, not only in PNG but worldwide. The modification to the propeller system of the Bombardier DHC-8 fleet around the world following publication of the AIC’s report AIC 11-1010 into the crash of MCJ in 2011 near Madang is a good example of what we can achieve in PNG.



In conformity with Article 26 of the Convention on International Civil Aviation, PNG must institute an inquiry into the circumstances of any aircraft accidents and serious incidents, and publish the findings.

The Civil Aviation Act 2000 (hereinafter “the Act”) states that the principal purpose of the AIC is to determine the circumstances and causes of accidents and serious incidents and make safety recommendations with a view to avoiding similar occurrences in the future rather than to ascribe blame to any person and/or organisation.

While the AIC’s focus is aviation I am empowered in my role as Minister by the Act to direct the Commission to investigate any serious land or marine transport accident or incident. In this connection, it is the Government of Papua New Guinea’s (hereinafter “GoPNG”) aspiration that the AIC should develop over the coming years into a multi-modal transport safety investigator in line with international best practice.

This Corporate Plan will enable the AIC to improve aviation safety in PNG and internationally, and fulfil PNG’s aviation safety investigation obligations as a signatory to International Civil Aviation Organisation (hereinafter “ICAO”), building capacity and strengthening the organisation through prudent and compliant management of resources, refining and formalising administrative processes, and careful selection and training of the right person for each role and function in the organisation. Stakeholder relationships and confidence will be strengthened through effective communication. It is a small but essential agency, with a vital role to play in maintaining and enhancing PNG’s standing in the international aviation community and an important contribution to make to our economic development.

While other PNG civil aviation-related entities enjoy some revenue from their activities the AIC is wholly appropriation-funded. This is a challenge, given the many worthy causes which compete for Government funds. As the Minister responsible for the AIC, it is my responsibility to champion the agency and to ensure its importance is understood at the highest levels in Government so it is adequately resourced to carry out its functions in accordance with national and international legislation. This is a matter I take very seriously and which I am actively pursuing.

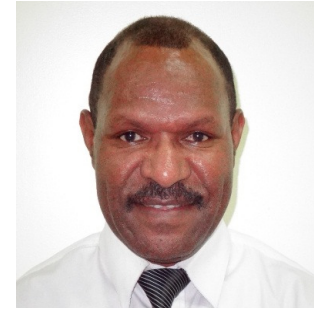
PNG has a proud aviation history and this will continue as we modernise and expand in the 21<sup>st</sup> century. The AIC, collaborating with its PNG sister aviation agencies, has its part to play in the continual improvement and development of the industry. The period 2016 to 2020 will see the AIC build its capacity steadily on both the technical and administrative fronts by pursuing the goals in this Corporate Plan. It is a well-thought out and achievable roadmap, and I commend the Commissioners, Chief Executive Officer (hereinafter “CEO”), and staff of the AIC for their excellent work in compiling it. I ask them all to pursue it vigorously and I will be watching their progress with great interest.



**HON. DAVIS STEVEN LLB, MP**  
Minister for Civil Aviation and Member for Esa’ala Open

## Statement by the Chief Commissioner

Prior to 2001, aviation occurrences in PNG were investigated by an accident investigation unit in the Department of Civil Aviation known as the Air Safety Investigation Branch (ASIB). Between 2001 and 2010, this function was discharged by a unit in the Department of Transport also called the Air Safety Investigation Branch (ASIB). This was in accordance with the relevant civil aviation legislation at the time.



In 2000 the National Parliament amended the Civil Aviation Act separating and establishing the current four separate State Aviation Enterprises in the sector, namely the Civil Aviation Safety Authority (CASA PNG), PNG Air Services Limited (PNGASL), the Accident Investigation Commission (AIC), and the National Airports Corporation (NAC). This makes the AIC an independent agency responsible for investigating and reporting on aviation occurrences and making safety recommendations in accordance with ICAO Annex 13. The AIC has three (3) Commissioners who are responsible for supervisory oversight over the organisation and a CEO responsible for day-to-day administration and operations.

There is growth in the aviation sector to cater for the increase in transportation requirements as a result of the increase in resources development and other industries. This increases the potential for aviation accidents and serious incidents. This potentially places demand on the limited resources and capacity of the AIC.

The combination of resource and capacity issues means that the AIC is yet to realise its full potential for the purposes of meeting PNG's international obligation in aviation safety investigation and reporting. In this context we value the assistance from our international partners in particularly the Australian Government through the Memorandum of Understanding (MoU) and the Agency Support Arrangement (ASA).

The development of a Corporate Plan spells out the AIC's organisational strategy, strategic directions and the goals it must achieve to improve efficiency.

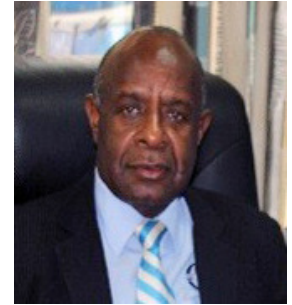
This Corporate Plan for 2016-2020 has been framed to meet the present and the future challenges unique to the AIC, to strategically position the agency to improve aviation safety in PNG, and to meet international obligations.



**NEMO YALO, LLB**  
Chief Commissioner

## Statement by the Chief Executive Officer

The PNG aviation environment is well known for its operational challenges and this increases the risk of aircraft accidents and serious incidents. An independent air safety investigation agency is therefore critical to maintaining and enhancing aviation transport safety in PNG through an understanding of the factors underlying accidents and serious incidents and recommending changes that reduce systemic risks. The AIC conducts objective and independent investigations of civil aircraft accidents and serious incidents, and the sole objective of these investigations is the improvement of aviation safety. It is not AIC's purpose to apportion blame or liability.



The AIC was established as a legal entity in 2000 although it had no approved organisational structure or staff. Thereafter the first three Commissioners were appointed in 2008. The CEO of the AIC was appointed in 2010. Following the appointment of the CEO, an organisational structure was established, staffs were appointed, and the organisation became fully functional.

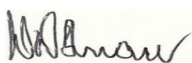
The AIC is responsible to the Minister for Civil Aviation, and operates under the Act. For the purposes of carrying out its functions and duties the AIC has the same powers as are conferred on a Commission of Inquiry under the Commission of Inquiry Act 1951.

PNG is a member of ICAO and is therefore obliged to conform to ICAO standards, rules, and regulations. Failure to comply would result in safety concerns being raised by ICAO, which could ultimately lead to sanctions by other member states and the withdrawal from PNG of in-country and over-flight approvals. The AIC continues to improve its processes and procedures on an ongoing basis to comply fully with ICAO's requirements.

ICAO promotes cooperation between Contracting States in all matters relating to civil aviation. There is an acknowledgement that some States lack the resources to comply with ICAO standards and recommended practices (SARPs) on their own and that the international community has a responsibility to assist those States to meet acceptable standards. This underpins the AIC's strong agency-to-agency relationship with the Australian Transport Safety Bureau (ATSB) which is assisting PNG to develop the AIC's capacity with funding through Component 2 of the Transport Sector Support Program. This continues a long history of PNG/Australia cooperation in aviation safety, illustrated by the AIC/ATSB cooperation in the investigation of the Kokoda (P2-MCB) and Madang (P2-MCJ) accidents which resulted in changes recommended to the use of flight data recorders, ground proximity warning systems, cockpit voice recorders, and the DHC-8 propeller system around the world.

It is my privilege and responsibility to take the AIC forward as it embarks on the organisational development detailed in the pages of this Corporate Plan. I encourage everyone to visit our website [www.aic.gov.pg](http://www.aic.gov.pg) in order to follow our activities and development, and to read our reports which are all in the public domain.

The AIC will most assuredly play its part in the improvement of aviation safety in PNG and I look forward as CEO to ensuring that, at the conclusion of the period covered by this Plan, the AIC is well on its way to being a truly self-sufficient and internationally respected transport safety investigation agency.

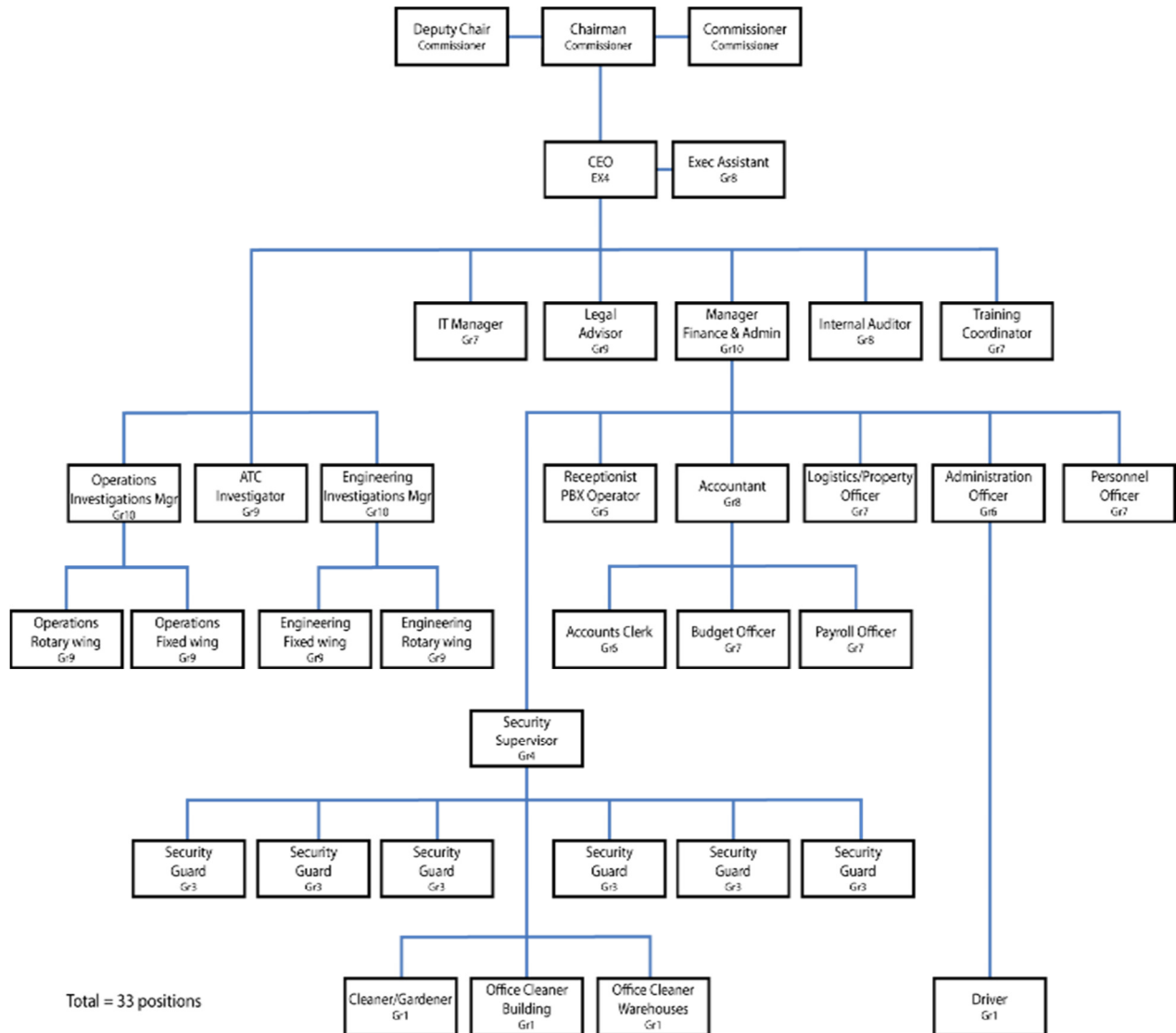


**DAVID INAU, ML**  
Chief Executive Officer



## Organisational Structure

### Current SCMC-approved AIC Structure



The AIC organisational and remuneration structures were initially comprised of 19 positions. It was approved by the Salary and Conditions Monitoring Committee (hereinafter “the SCMC”), Department of Personnel Management (hereinafter “the DPM”) in April 2011. In March 2012 the SCMC approved the addition of 14 new positions, which brought the total number of staff positions to 33. The current approved structure is shown in the chart above.

A submission to the SCMC will be made in 2016 for the following positions necessary to ensure continuity of the AIC’s business in the medium to long term: an Investigations Manager, a Technical Analysis Manager, and 8 *ab initio* trainee investigators. These will be requested through a combination of reclassification of existing position and the creation of some new positions.



## Part B: Corporate Strategy

### 2 INTRODUCTION

**Mission:** *The AIC's mission is to improve aviation safety by conducting no-blame safety investigations to establish the causes of accidents and serious incidents, and to communicate our findings and recommendations through public reports which comply with the requirements of ICAO.*

#### 2.1 The PNG Accident Investigation Commission's Functions and Approach

The AIC conducts investigations, compiles reports and makes safety recommendations under the Act. Papua New Guinea is a signatory to the Convention on International Civil Aviation. In consequence, the GoPNG is required to investigate aviation accidents and serious incidents, and to publish the findings, in accordance with Annex 13 to the Convention. Not doing so would place PNG in breach of its international obligations and could compromise the country's standing as a member of the international aviation community.

The AIC was established in 2000 as an independent agency of the Government under Section 218 of the Act and is accountable to Parliament through the Minister for Civil Aviation. The AIC cooperates with other Government agencies that have powers relating to transport safety, in particular the Department of Transport, the Civil Aviation Safety Authority (CASA PNG), PNG Air Services Limited (PNG ASL), the National Airports Corporation (NAC), and the National Maritime Safety Authority (NMSA). The AIC works with the transport safety investigators of other countries under the provisions of Annex 13.

The AIC's primary function is to improve aviation safety by investigating accidents and serious incidents, determining the factors that affect, or may affect, aviation safety, and communicating its findings to relevant stakeholders. The AIC conducts its investigations on a 'no-blame' basis. This means the AIC does not apportion blame or liability, and does not seek to determine any liability of persons or organisations in transport matters. Investigations that focus on future safety rather than blame increase stakeholder awareness of, and action on, safety issues and foster industry and public confidence in the transport system. Publishing reports which explain how and why accidents and serious incidents occurred increases safety awareness and knowledge, and forms the basis for stakeholders to improve safety action.

Annex 13, other relevant annexes to the Convention on International Civil Aviation, and ICAO documents and circulars relevant to aircraft accident and serious incident investigation set out the standards and procedures against which the AIC benchmarks its work. The AIC has full-time investigation staff with a background in the aviation industry (flying operations, engineering, and air traffic control). These investigators are trained to conduct investigations and write reports in accordance with the standards and recommended practices of Annex 13. In addition to its own staff, the AIC may draw on industry expertise, both national and international, by appointing Expert Assessors to investigations if necessary and as provided for by Section 242 of the Act.

Independent investigation of aviation accidents and serious incidents by a capable PNG safety investigation agency will make a significant contribution to domestic aviation safety and in some circumstances will contribute to aviation safety worldwide. The AIC is thus a key player in aviation safety.

## 2.2 Highlights of the Corporate Plan

This Corporate Plan sets out how the AIC will develop the capacity, over the next five years, to fulfil the nation's aviation safety investigation and reporting obligations without requesting investigation assistance from overseas except in the event of a major accident. The AIC will achieve this by focussing on the following principal activities.

1. Contribute to improved aviation safety by investigating aviation accidents and serious incidents in accordance with the provisions of the Act and of ICAO Annex 13.
2. Meet international standards in fulfilling PNG's obligation to develop and maintain its aviation safety investigation capability.
3. Consistently move towards PNG's aspiration for a self-sufficient aviation safety investigation capability<sup>1</sup> in five years.
4. Operate efficiently and effectively as an organisation through the development and implementation of Human Resources systems and processes.
5. Improve governance through monitoring, reporting, and evaluating progress towards Corporate Plan objectives, with high-level oversight provided by the commissioners in their executive board role.

## 2.3 Purpose of the Corporate Plan

This Corporate Plan explains the AIC's mandate and clearly communicates its vision, mission, and goals. The Plan has been developed with input from all staff, and the vision, mission, and values statements reflect the shared understanding of the organisation's purpose and objectives, and describe the activities that will be undertaken by AIC to achieve these objectives.

## 2.4 Structure of the Corporate Plan

This Corporate Plan begins with the vision for the organisation reflected in the statements by the Minister, the Chief Commissioner and the CEO. This is placed in the context of PNG's aviation history, the importance of aviation to PNG's economic and social development, and PNG's international obligations concerning aviation safety investigation and reporting.

This Plan gives a comprehensive overview of the legislative environment which defines the AIC's mandate, powers, and function, and describes what the agency needs to achieve over the course of the next five years to fulfil PNG's international obligations and contribute to the Government's objectives in the transport sector. This is laid out broadly in Section 6 with detailed deliverables and performance targets in Section 7.

## 2.5 Responsibility for Implementation of the Corporate Plan

Overall responsibility for the implementation of this Corporate Plan lies with the CEO, with executive oversight provided by the commissioners. The CEO will report progress to the commissioners against the milestones in Annual Plans derived from the Corporate Plan and jointly discuss and agree any changes that need to be made to timelines or objectives. Each employee of the AIC will have an individual work plan with direct linkage to the objectives and outcomes in the Corporate Plan. Individual employees are responsible for fulfilling their personal work plans as agreed with their supervisor.

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<sup>1</sup> Able to conduct investigations of up to medium complexity without external assistance.

## 2.6 Review of the Corporate Plan

This Corporate Plan will be reviewed and may be updated annually by the Commission on advice from the CEO as the organisation's capacity increases. The Corporate Plan will be fully revised after five (5) years. All changes will be submitted to the commissioners for approval.

## 3 VISION, MISSION, AND VALUES

### 3.1 Vision

The AIC aims to be respected nationally and internationally as an independent organisation dedicated to improving aviation safety in PNG.

### 3.2 Mission

The AIC's mission is to improve aviation safety by conducting no-blame safety investigations to establish the causes of accidents and serious incidents, and to communicate its findings and recommendations through public reports which comply with the requirements of ICAO.

### 3.3 Values

The AIC's values are:

*Accountability* Accountable for the way it conducts its investigations and for its findings and recommendations.

*Respect* Committed to treating all with whom it interact with courtesy and consideration.

*Integrity* Guided by honesty and accountability for its actions and decisions.

*Competence* Adopt a learning culture and maintain a highly skilled and knowledgeable team of professionals through leadership and continuous improvement.

*Fairness* Treat all individuals and organisations equitably.

*Safety* Promote a culture of aviation safety in all that it does.

## 4 AIC's MANDATE

The AIC's primary mandate, determined by the Parliament through the Act, is to conduct independent investigations of aviation accidents and serious incidents. In addition, Section 220 (2) of the Act empowers the Minister to direct the AIC to investigate any serious land or marine transport accident or incident. Furthermore the AIC is obliged to conduct independent investigations under ICAO Annex 13 to the International Convention on Civil Aviation.



**P2-MCJ, 35 km SSE of Madang, Madang Province, 13 October 2011. Final Report AIC 11-1010.**





**P2-HFZ, Bobcat Rig Site near Wabo, Gulf Province, 15 February 2015. Final Report AIC 15-1001.**



P2-HCY, 80 km NE of Kikori, Gulf Province, 2 July 2012. Final Report AIC 12-1007.



## 5 AIC PLANNING FRAMEWORK

This Corporate Plan is the over-arching document in the AIC's planning framework and includes deliverables and performance targets.

The AIC will develop an annual Budget Submission by 31 July each year for inclusion in the annual Transport Sector Integrated Budget. This Submission will be consistent with the Government Budget Limits Circular issued by the Department of Treasury. This circular sets the budget ceiling for each Department or Government Agency.

A workforce planning strategy aligned with the priorities of the Corporate Plan will be developed with the assistance of the Transport Sector Support Program (TSSP) once the AIC's organisational structure has been reviewed.

		<i>International</i>	<i>National</i>	<i>Transport Sector</i>	<i>AIC Corporate</i>	<i>AIC Planning</i>
Planning Horizon	<i>Long Term 20-40 years</i>		Vision 2050  Development Strategic Plan 2010-2030	National Transport Strategy		Chicago Convention on International Civil Aviation
	<i>Medium Term 5-20 years</i>	Millennium Development Goals  Sustainable Development Goals	Medium Term Development Plan 2 2016-2017	Medium Term Transport Plan 2014-2018  Transport Sector Education and Training Strategy	AIC Corporate Plan 2016-2020  Workforce Development Strategy	ICAO Annex 13 on Aircraft Accident Investigation  ICAO USOAP audit cycle
	<i>Short Term 1-3 years</i>		GoPNG National Budget  Alotau Accord	Transport Sector Integrated Annual Budget	AIC Annual Plan  AIC Annual Budget  Individual work plans  AIC training program	AIC Annual Plan  AIC Annual Budget  Individual work plans  AIC training program

**AIC Planning Framework**

## 6 STRATEGIC DIRECTIONS

The AIC has identified three areas which will guide its strategic direction. The areas are corporate affairs, investigations, and capacity building.



## 6.1 AIC Desired Outcomes

The outcomes listed in the Corporate Plan describe the impact on government objectives which the AIC will have in PNG from the implementation of its Corporate Plan.

The AIC will contribute to the Government's Vision 2050 Transport Sector goal which states:

*"A well-integrated, competitive, safe, affordable and environmentally sustainable transport system that serves the economy and society of Papua New Guinea",*

through public reporting of high-quality no-blame investigations which meet PNG's international obligations, contribute directly to aviation safety through actionable findings and recommendations, and increase public trust in the transport system.

The AIC will contribute to the Government's National Transport Strategy (NTS) goals which state:

*"Deliver a safe and secure transport system for users and the public;*

*Provide better GoPNG institutional structures to deliver transport infrastructure services;*

*Strengthen human resource capacity of the GoPNG transport agencies; and*

*Develop capacity and capability of PNG national enterprises in the transport sector",*

by selecting and hiring appropriately qualified nationals and giving them the right training to succeed in carrying out their personal work plans which together will achieve the objectives and outcomes of the AIC Corporate Plan.

In respect of good corporate governance the AIC espouses:

*"Effective corporate governance which leads to achievement of corporate goals and accountable management of assets and resources".*

The AIC will improve its corporate governance by explicitly linking the individual work plans of its personnel to the objectives and outcomes in the Corporate Plan. Whole-of-organisation performance towards achievement of Corporate Plan objectives and outcomes will be overseen by the commissioners in their executive board role.

## 6.2 Overview of AIC Outputs and Performance Targets

The outputs described below reflect what the AIC needs to achieve to progress towards the outcomes above. A 2020 performance target has been established for each output. Each output will be achieved through a number of deliverables detailed below.

### Output 1 Investigations

AIC will undertake investigations into accidents and serious incidents to improve aviation safety in PNG and internationally, and to fulfil PNG's aviation safety investigation obligations as a signatory to ICAO. If at any time during an investigation the AIC believes there is a need for immediate action in the interests of aviation safety, it will communicate its findings and recommendations at once to the CASA PNG and other stakeholders.



## Output 1.1 Quality

Investigations will be conducted in accordance with the standards and recommended practices (SARPs) in ICAO Annex 13 and supporting documentation, and detailed in the AIC's Policy and Procedures Manual. This will involve prompt and thorough evidence gathering and documentation, communication with stakeholders in accordance with legislative requirements and AIC's policies and procedures, accurate presentation of facts and clear analysis, and reports that are compliant with ICAO Doc 9756 in regard to format and content. All reports will show clear linkages between the evidence and AIC's conclusions and safety recommendations. Prior to publication of Final Reports AIC will invite any significant and substantiated comments from the parties specified in Annex 13 and, where necessary, AIC will revise Final Reports in the light of these comments. All Safety Recommendations will be published and the AIC will actively monitor actions taken in response to Safety Recommendations. The AIC will seek to establish Memorandum of Understanding (MoU) with other aviation agencies in PNG to formalise its working relationships with them and facilitate working with them in the interests of aviation safety.





### Output 1.2 Timing

With a minimum of delay, the AIC aims to complete all initial notifications of accidents and serious incidents to the parties specified in Annex 13 within 24 hours of being advised of an occurrence. Within 30 days of an occurrence AIC will publish a Preliminary Report containing the factual information that is known at the time. Once an investigation is complete AIC will publish a Final Report as promptly as is consistent with a thorough investigation leading to a good understanding of the causes underlying the occurrence and the safety implications of our findings. AIC will use long-form and short-form Final Reports, depending on the complexity of the investigation. When Final Reports cannot be published within 12 months, an interim statement will be published on the anniversary of the occurrence.

### Output 1.3 Costs

Quantifying the cost of AIC's work on a 'per investigation' basis is difficult because no two aviation accidents and serious incidents are the same. Nevertheless, AIC will progressively analyse its investigation outputs and the time taken to complete investigations and publish reports to establish average costs per investigation. This will improve its annual budgeting and enable the Government to understand the outputs it can expect from the AIC given the funds allocated to it. It will increase confidence in the AIC's budget submissions and provide a basis for estimating the funds required in the event that PNG needs to respond to a major aircraft accident.

### Output 1.4 Compliance

AIC will comply with the standards expected of the national aviation safety investigation agency from an ICAO signatory state and will monitor and improve compliance with the ICAO universal safety oversight audit protocol (USOAP) accident investigation group (AIG) questions.



## Output 2 Corporate

The AIC will implement this Corporate Plan with a focus on finance, administration, personnel, governance, and communication. This will build and strengthen the organisation through prudent and transparent management of its resources, through refining and formalising its administrative processes, and through careful selection and training of the right person for each role and function in the organisation. AIC will communicate with its stakeholders to strengthen its relationships with them and increase their confidence in it.

### Output 2.1 Finance

In accordance with the Public Finances (Management) Act and the Public Services (Management) Act and the Public Service General Orders, the AIC will:

- prepare the agency's annual budget (recurrent and capital expenditures) in timely fashion for approval by the Department of Treasury and the Department of National Planning and Monitoring in accordance with the budget ceiling;
- complete quarterly budget revisions on schedule;
- comply with the requirements of the Auditor General's Annual Financial Audit;
- complete the Annual Financial Report;
- comply with PNG Public procurement procedures;
- comply with Trust Account monitoring procedures;
- prepare Supplementary Budget Submissions as required; and
- comply with all other applicable Public Finances (Management) Act procedures and direction from Departments of Treasury and Finance in respect of managing the AIC's finances.

### Output 2.2 Administration

To ensure the continuity and support of all AIC business functions in accordance with the Public Services (Management) Act, the Public Service General Orders, and the Public Finances (Management) Act, the AIC will:

- maintain and manage its major assets and property;
- maintain and improve its website and IT system (email, intranet, back-up facility);
- ensure AIC premises and property are secure;
- ensure continuity of utilities (electricity, water, telephone);
- provide staff with the office furniture and office supplies they need for their work;
- provide staff with uniforms and personal protective equipment (PPE) as required;
- maintain and insure official vehicles and ensure they are used in accordance with PNG Public Service guidelines for official vehicle use; and
- provide support services to the Commissioners, the Executive, and Investigation areas.

### Output 2.3 Personnel

The AIC will employ staff in compliance with the organisational structure and remuneration approved by the SCMC and the DPM. AIC will recruit personnel in accordance with Public Service General Orders and the Public Finances (Management) Act, and with full consideration of gender equality issues. Gender will be considered in the Annual Plan where appropriate, with strategies and related activities to be implemented to address potential discrimination. Staff will understand their roles and responsibilities through their individual work plans which will be aligned with objectives in this Corporate Plan. Performance will be reviewed and documented annually against individual work plans. The AIC will remunerate staff in accordance with approved Public Service pay scales and allowances, noting the agency compete with the aviation industry for well-qualified employees.

## **Output 2.4 Governance**

AIC will strengthen its governance through transparent implementation of this Corporate Plan and by empowering the commissioners and CEO through regular exchanges with their senior counterparts. The Corporate Plan will be reviewed annually and revised as necessary, and an Annual Plan will align with and be a roadmap for the achievement of the Corporate Plan. The CEO will prepare the Annual Management Report and Annual Training Report and these will be submitted to the DPM, Departments of Treasury and Finance, and the Department of National Planning and Monitoring. The AIC will implement ongoing management audits of its activities and actively seek to improve its organisation.

## **Output 2.5 Communication**

AIC will publish all Reports and Safety Recommendations on its website [www.aic.gov.pg](http://www.aic.gov.pg) to bring the AIC's findings and safety recommendations to the widest possible audience. AIC will articulate its resourcing and budget needs clearly to ensure the long-term sustainability of the organisation and thereby PNG's compliance with its international safety investigation obligations. Through transparent communication we will strengthen our stakeholder relationships and increase the impact of its findings and recommendations. To increase government confidence in the AIC we will develop a regularly-updated briefing program for the Minister for Civil Aviation in accordance with the parliamentary cycle and the Minister's requirements. The AIC will maintain proactive communication and engagement with the Department of Transport to support effective policy making in the PNG aviation sector.

## **Output 3 Capacity Building**

By developing its staff and the organisation the AIC will increase its ability to meet its mandate and become the self-sufficient national transport safety investigator envisaged by the Minister for Civil Aviation, the Chief Commissioner, and the CEO. Through its capacity building, the AIC will progressively move towards the goal of being a self-sufficient (national) aviation safety investigation agency capable of conducting investigations of medium complexity without external assistance in five years.

### **Output 3.1 Selection**

The AIC will select staff on the basis of merit and in accordance with the requirements of the Public Service General Orders and AIC's policies and procedures. Applicants will be assessed against criteria drawn up to reflect the capabilities (technical and administrative) required for the AIC to meet its mandate. The AIC will strictly observe the principles of gender equality.

### **Output 3.2 Training and Development**

The AIC will train its staff to carry out their roles competently and develop and prepare them for professional advancement where justified on the basis of merit. The AIC will do this through new employee orientation, professional skills/technical training, annual performance reviews, and occupational health and safety training. Investigators will be trained to be ICAO-compliant in all aspects of investigation, on-site safety, report writing, safety recommendations, and the information storage/management needed to manage evidence and administer investigations properly. Staff involved in support and administration will be trained as required to enable them to carry out their duties to a high standard and in accordance with Public Service General Orders. Wherever possible, staff will be encouraged to develop their careers and to progress within the organisation.



### Output 3.3 Retention

AIC will seek to be a respected and sought-after Public Service employer, retaining staff through fair remuneration according to approved scales, a good working environment, a sense of shared purpose and pride in being part of the nation's transport safety investigator, a firm grasp of its mandate and mission, and an understanding of the importance of its work both in PNG and internationally. The AIC will implement a strategy which will encourage a healthy, supportive working environment emphasising knowledge sharing, joint ownership of learning and development, and proactive performance management by all managers and supervisors.

## 7 AIC DELIVERABLES AND PERFORMANCE TARGETS

The deliverables below reflect what the AIC needs to deliver to achieve the outputs in Section 6 of this Corporate Plan.

### 7.1 Output 1 Investigations

Improve aviation safety in PNG and internationally, and fulfil PNG's aviation safety investigation obligations as a signatory to ICAO.

Deliverable	2020 Performance Target	Measurement
<b>7.1.1 Investigations and Reports</b>	All investigations into aviation accidents and serious incidents are conducted - and the reports published - in accordance with ICAO Annex 13 and supporting documents. AIC conducts investigations of medium complexity with no external assistance.	Investigation reports are published on the AIC website. Reports meet the requirements of Annex 13 and Doc 9756 in regard to - content - format. AIC has conducted investigation of up to medium complexity without external assistance.
<b>7.1.2 Data Collection / Storage</b>	Investigation data collection and storage is reliable, consistent, and systematic.	Evidence and other data are stored securely at AIC premises. Data are easily-retrievable. Data are stored in a systematic and consistent manner.
<b>7.1.3 Next-of-kin and Other Stakeholder Management</b>	Needs and expectations of next-of-kin and other stakeholders are proactively managed during investigations. Records of next-of-kin and other stakeholder management are documented.	Feedback from next-of-kin and stakeholders recognises proactive AIC management. Management of next-of-kin and other stakeholders is documented.
<b>7.1.4 Directly Involved Party (DIP) Process Management</b>	Directly involved party (DIP) processes are conducted in accordance with ICAO Annex 13 prior to publication of Final Reports.	Correspondence is sent in the correct format to DIPs. DIPs correspondence, including all responses, is filed systematically. DIPs correspondence on file shows that timelines have been adhered to. Amendments made to reports following DIP comments are documented.
<b>7.1.5 Safety Recommendations</b>	AIC safety recommendations are systematically monitored / followed-up / closed-out.	Safety recommendations are reference numbered systematically. Correspondence relating to safety

Deliverable	2020 Performance Target	Measurement
		<p>recommendations is filed.</p> <p>Responses to safety recommendations are monitored in accordance with the schedule advised to recipients of recommendations.</p> <p>Safety actions are documented and recorded on the AIC website.</p>
<b>7.1.6 Reporting Timeliness</b>	<p>Notifications and reports are completed in accordance with ICAO timelines.</p> <p>Investigations and reports are completed in a timely manner.</p>	<p>Initial notifications of accidents and serious incidents are made within 24 hours.</p> <p>Preliminary Reports (factual information) are published within 30 days.</p> <p>Final Reports are completed promptly, consistent with a thorough investigation. If longer than 12 months, interim statements detailing investigation progress will be published on the occurrence anniversary.</p>
<b>7.1.7 Investigation Backlog</b>	The investigation backlog pre-dating the AIC (pre-2010) is cleared.	<p>Investigations relating to pre-2010 occurrences are completed or formally discontinued and ICAO notified.</p> <p>Final reports are published on the AIC website.</p>
<b>7.1.8 Investigation Costs</b>	<p>The average costs on a per-investigation basis are broadly known.</p> <p>Resources are allocated to investigations with consideration given to likely safety lessons to be learned.</p>	<p>A simple methodology to estimate costs on a per-investigation basis is developed/ documented.</p> <p>Likely safety lessons vs. costs are carefully considered by executive management when allocating resources to ongoing investigations.</p>
<b>7.1.9 ICAO Audit Compliance</b>	Improved performance and compliance against accident and incident investigation (AIG) questions in the ICAO Universal Safety Oversight Audit Program (USOAP).	PNG is progressively rated more highly by ICAO against accident and incident investigation (AIG) questions in successive audits.
<b>7.1.10 Legislation</b>	A stand-alone AIC Act has been enacted and implemented.	A new AIC Act is in force or well advanced.
<b>7.1.11 MoUs with Other Agencies</b>	MoUs with other agencies are in place or being developed which define interagency working arrangements on matters of mutual interest.	<p>High-level (CEO-CEO) agreement reached on the areas of mutual interest to be covered by MoUs, and documented.</p> <p>MoU drafting processes documented.</p> <p>MoUs in place or nearing completion.</p>

## 7.2 Output 2 Corporate

Build and strengthen the organisation through prudent and compliant management of resources, refining and formalising administrative processes, and careful selection and training of the right person for each role and function in the organisation. Strengthen stakeholder relationships and confidence through effective communication.

Deliverable	2020 Performance Target	Measurement
<b>7.2.1 Corporate Plan</b>	<p>The AIC Corporate Plan is a well-established reference for the organisation's day-to-day and medium-term work. It remains up-to-date and relevant to its business through annual review and revision.</p> <p>Staffs are given annual Corporate Plan awareness training to ensure it continues to inform the agency's efforts and activities.</p>	<p>AIC Corporate Plan is in place.</p> <p>Corporate Plan has been reviewed annually since its adoption.</p> <p>Corporate Plan reviews are documented.</p> <p>Annual staff awareness session conducted.</p>
<b>7.2.2 Suite of Strategic and Operational Corporate Policies, Systems, and Processes</b>	<p>There is a coherent suite of strategic and operational corporate policies, systems, and processes which complement the Corporate Plan.</p> <p>Annual training is given in AIC policies and procedures.</p> <p>Annual compliance audits undertaken to confirm compliance with approved policies and procedures.</p>	<p>Strategic and operational policies, systems, and processes are documented.</p> <p>Policies, systems, and processes can be demonstrably linked to the Corporate Plan.</p>
<b>7.2.3 Finance and Budgeting</b>	<p>AIC budget and financial management capability supports timely planning to achieve the goals in the Corporate Plan.</p> <p>Annual Financial Report is prepared and submitted on time.</p> <p>Quarterly Financial Reports are prepared and submitted on time.</p> <p>Comply with Public Finances (Management) Act.</p> <p>Comply with Trust Account procedures.</p>	<p>Budget submissions are prepared and submitted on time.</p> <p>Budget submissions reflect and can be linked to the Corporate Plan.</p> <p>Annual Financial Report prepared and submitted on time.</p> <p>Annual Financial Audit by Auditor General is satisfactory.</p>
<b>7.2.4 Administration</b>	<p>AIC premises and property are secure.</p> <p>Continuous supply of utilities (electricity, water).</p> <p>All staffs have the furniture and office supplies they need to do their job.</p> <p>All staffs have correct uniforms.</p> <p>AIC vehicles are serviceable and insured.</p>	<p>No break-ins to the AIC.</p> <p>No theft of AIC property.</p> <p>AIC Assets Register is kept up-to-date.</p> <p>No staff needs additional furniture to carry out their duties.</p> <p>No staff lack uniforms.</p> <p>No unserviceable vehicles.</p> <p>No vehicle left uninsured.</p>
<b>7.2.5 Information Technology Management</b>	<p>AIC information technology systems support the agency's internal and external communications needs, corporate and investigations data storage and retrieval, and provide comprehensive data backup.</p>	<p>IT systems are stable and fit-for-purpose.</p> <p>IT systems correspond to the needs of the Executive, Finance/Admin, and Investigation areas.</p> <p>An AIC-wide back-up facility exists.</p> <p>The AIC has an intranet with access to shared document folders.</p> <p>The AIC website reflects the organisation's purpose and activities, and is regularly updated.</p>
<b>7.2.6 Organisational Structure</b>	<p>The organisation's structure is well-aligned with the AIC's strategic goals and direction.</p>	<p>The organisation's structure has been reviewed with regard to the Corporate Plan and the findings documented.</p>

<b>Deliverable</b>	<b>2020 Performance Target</b>	<b>Measurement</b>
<b>7.2.7 Individual Work Plans</b>	Individual work plans are directly linked to the Corporate Plan. Employees are achieving the targets in their individual work plans.	All employees have individual work plans. Each work plan is linked to objectives in the Corporate Plan. Work plans are documented and kept on an employee's file. Employees are regularly provided with feedback from management in relation to their progress towards achieving their individual work plan.
<b>7.2.8 Individual Performance Reviews</b>	Individual performance is assessed and documented annually against individual work plans.	Supervisors conduct an annual performance exchange with staff against the employee's work plan. Annual performance exchanges are documented.
<b>7.2.9 Support Areas Staff Succession Planning</b>	A succession planning strategy for the AIC's non-technical workforce has been developed and implemented.	There is a documented succession strategy for staff in the AIC's Finance/Admin and Executive areas. The succession strategy is reviewed with any changes to the Corporate Plan.
<b>7.2.10 Investigator Staff Succession Planning</b>	An investigator workforce succession plan is in place and is addressing the current shortage of qualified applicants for AIC positions.	There is a documented succession strategy for Investigations staff. The succession strategy is reviewed with any changes to the Corporate Plan.
<b>7.2.11 Reporting Framework</b>	Timely, comprehensive internal reporting provides accurate information to support monitoring and evaluation of organisational activities to the CEO and the commissioners.	An internal reporting framework is drawn up for fortnightly progress reports to the CEO and commissioners.
<b>7.2.12 Leadership and Management</b>	Senior management meetings are consistently held on a fortnightly basis, with an agenda and minutes maintained, and with action items being consistently completed and reported against.	Meetings are held fortnightly. Meetings follow an agenda. Minutes are produced, with action items. Action items are reported against consistently.
<b>7.2.13 Commissioner Mentoring</b>	Annual mentoring of AIC commissioners occurs at joint AIC/ATSB commissioner meetings.	Joint commissioners' Meeting is held annually in PNG or Australia. Minutes are produced, with action items, and circulated. Action items are followed-up; this is documented.
<b>7.2.14 Executive Training</b>	AIC CEO and commissioners receive additional executive management training, as required.	Additional training is described and justified through the Exception Report process. Attendance at additional training is documented.
<b>7.2.15 Ministerial Communication</b>	A Ministerial Briefing Pack is current, with regular updates according to the parliamentary cycle and in response to aviation safety issues as they arise.	A briefing cycle has been agreed with the Minister and is documented. Briefs are prepared in a timely manner in accordance with the agreed briefing cycle. Ad hoc briefs are prepared promptly in



Deliverable	2020 Performance Target	Measurement
		response to occurrences and developments in the aviation sector.
<b>7.2.16 Ministerial Brief Templates</b>	Ministerial briefs are completed in briefing templates to ensure consistency, and comprise General Briefing, Briefing for Possible Parliamentary Questions, and Briefing for the Minister's Folder.	Ministerial briefing templates have been drawn up and are used to prepare briefs. Templates for the following have been completed <ul style="list-style-type: none"> <li>- General Briefing</li> <li>- Briefing for Possible Parliamentary Questions</li> <li>- Briefing for the Minister's Folder.</li> </ul>
<b>7.2.17 Communication with Stakeholders</b>	Communicate with stakeholders in a timely, open, and informative manner.	Feedback from stakeholders at the annual CASA PNG Aviation Conferences regarding AIC performance is positive.

### 7.3 Output 3 Capacity Building

Increase the AIC's ability to meet its mandate and become the nation's self-sufficient transport safety investigator by developing its staff to meet its mandate.

Deliverable	2020 Performance Target	Measurement
<b>7.3.1 Corporate Training and Support</b>	Staff in Finance, Human Resource (HR), and other corporate areas performing their functions to the standards required by their work plans. Any training required to improve performance to meet these standards has been delivered.	Staffs are achieving performance targets in their work plans. Staffs have attended relevant training. Staff training has been documented within AIC. Staff training has been reported through the Annual Training Report.
<b>7.3.2 Investigator Training</b>	An AIC investigator training program is in place comprising classroom modules and on-the-job training leading to the entry-level investigator position.	An AIC investigator training program has been developed and documented based on ATSB Transport Safety Investigation Diploma training materials. AIC investigator training course has been delivered to new trainees. Refresher training has been delivered to existing investigators.
<b>7.3.3 Investigator Standards</b>	Work level standards are followed to allow objective benchmarking and career progression of investigators.	Investigators are assessed against approved work level standards. Promotion based on work levels standards has occurred in the AIC and has been documented.
<b>7.3.4 Investigations Manager</b>	An Investigations Manager will have been appointed and is managing the AIC's investigators and giving on-the-job training in all aspects of aviation safety investigation.	AIC will have an Investigations Manager in place. Investigators are receiving on-the-job training and mentoring in all aspects of safety investigation and report writing from the Investigations Manager.
<b>7.3.5 Investigations Manager</b>	A succession planning strategy is implemented for the Investigations Manager position.	Possible PNG national candidates for the Investigations Manager position have been assessed against best practice

Deliverable	2020 Performance Target	Measurement
		benchmarks to ascertain their suitability for this career path and to eventually replace the international Investigations Manager.
<b>7.3.6 Staff Selection</b>	All recruitment processes comply with merit-based selection principles. Policies and procedures concerning merit-based selection and appointment have been developed.	Audits confirm selection and appointments conform to merit-based selection principles. Audits confirm that AIC's policies and procedures are being complied with.
<b>7.3.7 Career Planning</b>	Provide staff with skills development for their own career planning.	Staff members have completed training in career development skills.
<b>7.3.8 Staff Retention</b>	Newly recruited cadet investigators complete their training and are retained as qualified Level 1 investigators.	Cadet investigators remain with the AIC once their training is completed.

## Part C: Monitoring, Reporting, and Evaluation Framework

### 8 MONITORING, REPORTING, AND EVALUATION FRAMEWORK

Effective monitoring, reporting and evaluation are critical to the achievement of corporate goals. The AIC is committed to implementing ongoing monitoring and reporting of achievements in respect to corporate goals and planned activities, and annual evaluation of achievements.

In respect of reporting, the AIC will:

- report quarterly (end of March, June, September and December) on progress against the annual plan, which will be closely aligned with the Corporate Plan, and
- report annually against the deliverables and performance targets in the Corporate Plan, reporting progress of activities and also providing an analysis of achievements and evaluation of performance.

In respect of monitoring, the AIC will:

- hold Senior Management meetings fortnightly with agendas developed and minutes prepared from every meeting. A consolidated action list will be maintained and reviewed at every meeting to ensure that managers are held accountable for delivery of agreed actions, and
- CEO to present a summary of quarterly progress against performance targets in the first meeting held after the end of each quarter, and
- CEO to present a summary of annual progress against performance targets in the previous year at the first Senior Management Team meeting each February.

This monitoring and reporting will support the AIC undertaking effective evaluation of its own progress by ensuring managers are held accountable for timely and accurate reporting.

The Corporate Plan is to be reviewed annually in January and approved by the end of February to ensure it reflects current priorities, achievements in the previous year, approved budget and any National Executive Council approvals in the previous year.

The Annual Plan is to be reviewed annually in January, and approved by the end of February, to ensure it reflects changes to the Corporate Plan and the approved budget for the current year.

## GLOSSARY OF ACRONYMS

<b><u>ACRONYM</u></b>	<b><u>DESCRIPTION</u></b>
AIC	Accident Investigation Commission of Papua New Guinea
ACT	Civil Aviation Act 2000
AIG	Accident and Incident Investigation
ASA	Agency Support Agreement
ASIB	Air Safety Investigation Branch
ATSB	Australian Transport Safety Bureau
CASA PNG	Civil Aviation Safety Authority of Papua New Guinea
CEO	Chief Executive Officer
DPM	Department of Personnel Management
DIP	Directly Involved Party
ICAO	International Civil Aviation Organisation
GoPNG	Government of Papua New Guinea
HR	Human Resource
MoU	Memorandum of Understanding
NAC	National Airports Corporation
NMSA	National Maritime Safety Authority
NTS	National Transport Strategy
PNGASL	PNG Air Services Limited
PPE	Personal Protective Equipment
SARPs	Standards and Recommended Practices
SCMC	Salary and Conditions Monitoring Committee
TSSP	Transport Sector Support Program
USOAP	Universal Safety Oversight Audit Protocol



## APPENDIX 1: CURRENT MANAGEMENT & STAFFS OF PNG ACCIDENT INVESTIGATION



**COMMISSION**