

## Management of Change Policy

### 1. Rationale

The ability for RAAus and its members to remain responsive and flexible to change is the cornerstone by which we will collectively achieve operational success. This policy provides a risk aware approach to managing change and clearly defines how all parties will communicate the management of change and effectively capture control measures to ensure safety. Change Management contributes to ensuring a **Safe, Accessible, Fun and Enjoyable** aviation experience for all participants.

### 2. Definitions

<b>Board</b>	RAAus' governing body, elected from the membership.
<b>CEO</b>	The person occupying the position of Chief Executive Officer.
<b>Executive Leadership Team (ELT)</b>	Executive Leadership team as per the organisation structure that includes the CEO, the National Finance and Administration Manager (NFAM), National Safety, Risk and Compliance Manager (NSRCM), National Technical Manager (NTM) and National Operations Manager (NOM).
<b>Policy</b>	<p>A statement about what* is to occur in relation to the operations of RAAus, which has the corporate authority of the board or, by delegation, the CEO.</p> <p>* Policy statements are not normally concerned with how the policy will be implemented—this is a matter of processes, procedures and guidelines as used by those responsible for implementing the policy.</p>
<b>RAAus</b>	Recreational Aviation Australia Ltd.
<b>Service Provider</b>	A school or other organisation authorised by RAAus to provide services. e.g. Flight Training Schools; L2, L3 and L4 Maintainers; Pilot Examiners; and Regional Operations Coordinators.
<b>Staff Member</b>	Any person who is an employee of RAAus. This includes full-time, part-time casual staff members and volunteers.
<b>Stakeholder</b>	Person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity. <sup>1</sup>

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<sup>1</sup> Definition from AS/NZS ISO 31000:2009 – Risk management: Guidelines and procedures

### **3. Scope and Application**

This policy applies to the Board and Staff members of RAAus. It is intended that service providers will align to this policy as far as reasonably practicable and Staff members are encouraged to use the policy to assist and guide service providers. The scope of managing change for RAAus and its Service providers is diverse. The management of change must embody robust risk analysis and quality assurance measures to truly be effective. This policy steers the organisation towards ISO 9001:2015 Quality Management Systems compliance and should be used to guide organisation wide continuous improvement strategies. This policy should be applied in conjunction with the RAAus Risk Management Policy and Framework.

#### **3.1. Service Providers to RAAus**

The provision of services supporting flight training, hire and reward activities often involves service providers and suppliers. As the administrating organisation, RAAus requires service providers adhere to this policy as far as practicable, or have in place a policy that is equivalent in nature.

### **4. Policy Statement**

RAAus and its service providers must remain responsive to change. A willingness for continual improvement and an ongoing learning approach are key elements to managing and ensuring acceptance of organisation change.

A change proposal is required when proposed changes in processes, program, organisation, structure or technology are likely to have a significant effect on staff members, RAAus members, service providers or other stakeholders. As a guide, any changes that result in residual risks of greater than LOW must be accompanied by a change proposal. See Appendix A – Change Proposal and the Risk Management Framework at Appendix A to the Risk Management Policy.

### **5. Implementing the Policy**

#### **5.1. Establishing the Context of a Change Proposal**

When developing a change proposal it is essential that the context of the task (what management want to achieve) is clearly understood. From here you must determine the context within which change will occur. Who will this effect? How will stakeholders react? How can affected parties interoperate? To set this context correctly will generally require an initial consultation phase with stakeholders (such as CFIs, Owners, RAAus managers and other stakeholders such as nearby FTS, LAMEs, Air Traffic Control, donors or even a manufacturer). This initial consultation will generally help form an accurate operating context and some basic parameters to guide the change proposal.

## **5.2. Hazard Identification and Risk Analysis**

The next stage of planning is to identify all hazards and associated risks that may occur as a result of the change. This process affords the organisation time to create mitigation strategies that reduce its exposure to potential risk. Successful hazard identification and risk analysis is generally accompanied by a small working group of stakeholders (3-4 individuals) who follow a process of brainstorming hazards, identifying all possible risks associated with each hazard and finally putting actions and processes in place that can be easily communicated to all participants that may interact with the risks and mitigation strategies. Refer to the Risk Management Policy and Checklist for further guidance and required documentation to be raised.

## **5.3. Stakeholder Involvement**

Where possible RAAus management will seek feedback from all stakeholders and will consider input from members, staff members and other affected stakeholders when considering and/or developing change proposals. Likewise, service providers are encouraged to engage with stakeholders as this engagement will contribute to a more robust risk analysis and change process.

## **5.4. Governance**

Where the proposed change is significant in nature or relating to constitutional reform, governance, or is a consequence of a board decision, the CEO will place the matter on the agenda for the Board to review. The Board may put forward comments, other strategies, suggestions and proposals for improving the Change Proposal or for averting or mitigating any potential adverse effects on the organisation.

Once the final draft has been developed the CEO will consider approving the change proposal. RAAus will consult with the affected stakeholders and communicate strategies and timelines for the implementation of change and a subsequent review of the process and/or change.

## **5.5. Audit and Assurance**

RAAus will maintain and administer risk registers as part of the change management process and to support continuous improvement strategies employed to support its members and service providers. These risk registers will form part of the ongoing safety audit and assurance process.

## **5.6. Essential Documentation**

The Change Proposal document at Appendix A provides guidance on the required documentation.

## 6. Key Reference Documents

RAAus Operations Manual

RAAus Technical Manual

RAAus SMS Manual (draft)

## 7. Code of Professional Conduct

All RAAus employees have the responsibility to understand, implement and conform to RAAus' Code of Professional Conduct as it relates to this policy.

## 8. Responsibilities

Change Management Policy Approval:	BOARD
Implementation:	CEO and leadership team
Review:	BOARD
Improvement:	CEO and leadership team

## 9. Resources

Staff Members and Service providers are encouraged to consult RAAus Safety [safety@raa.asn.au](mailto:safety@raa.asn.au) when embarking on change proposals for guidance.

## 10. Review Schedule

This policy will be reviewed annually.

## 11. Lapse Date

This policy does not have a lapse date.

## 12. Meta Data

<b>ID</b>	POL-2017-22 <sup>2</sup>
<b>Version</b>	1.0
<b>Version date</b>	07 Nov 2017
<b>Type</b>	Board
<b>Approval date</b>	07 Nov 2017
<b>Availability</b>	All staff members, Board, members on request
<b>Keywords</b>	Policy development
<b>Responsible officer</b>	National Safety, Risk and Compliance Manager
<b>History</b>	This is first version of this policy. This policy has been developed as a requirement of the Safety Management System implementation.
<b>Review date</b>	07 Nov 2018
<b>Related documents</b>	RAAus SMS Manual (Draft) RAAus Risk Management Policy and Framework RAAus Code of Professional Conduct
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<sup>2</sup> Nomenclature: year edited, policy number of year edited, check master policy list

## Appendix A – Change Proposal

### 1. Why is this change required?

*What is the opportunity/challenge this change intended to address?*

### 2. What is the Proposed Change?

*Provide an outline of the changes proposed and how it addresses the opportunity/challenge.*

### 3. What is the change expected to achieve?

*Provide intended outcomes and benefits of the proposed changes.*

### 4. How will the success of the change be measured or evaluated?

*Determine if the success of the change is measurable or if it is a cultural shift*

### 5. How will the proposed changes impact staff members and operations?

*Identify benefits and potential adverse effects.*

*Describe in dot points under relevant category in the table below.*

*Only complete categories that are relevant to the change.*

People	Process
<i>E.g. Impact on roles, new skills/training required and cultural issues to be considered.</i>	<i>E.g. Impact on current organisational processes, policies and procedures.</i>
Technology	Structure
<i>E.g. Impact on current systems, facilities.</i>	<i>E.g. Changes to structure, roles, decision making.</i>

**6. How will the proposed changes impact stakeholders?**

*Identify stakeholders outside of management (i.e. schools) and/or areas external to the organisation.*

*Identify benefits and potential adverse effects.*

**7. What are the estimated timeframes for this change?**

*Provide anticipated timeframe in terms of preparation, planning, consultation, implementation and evaluation.*

**8. What other factors need to be considered for the successful management of this change?**

*Consider factors such as organisational culture, awareness of the need for change, prior experiences of change and leadership capability, past occurrence reports that may be of relevance?*

**9. Include a Risk Management Plan.**

*See Risk Management Policy and Framework*

**10. What are the estimated costs of this change?**

*Consider External Funding (I.e. Grants, CASA, ATSB or other revenue opportunities)*

**Sign and Date**

Compiled By: \_\_\_\_\_

Manager Review: \_\_\_\_\_

CEO Approval: \_\_\_\_\_