



TE OPE KĀTUA O AOTEAROA
DEFENCE FORCE

Directorate of Engineering and Technical Airworthiness

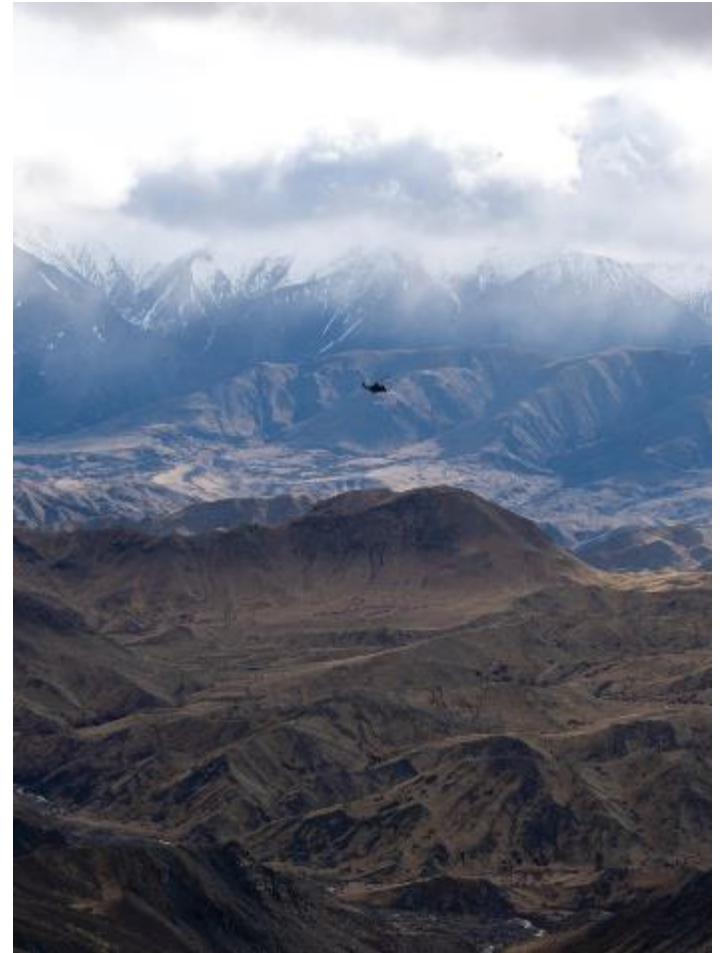
EMAR IMPLEMENTATION DOWN-UNDER

**From prescription to performance – New
Zealand's experience**

UNCLASSIFIED

Scope

- NZ context
- Implementation journey
- Driving performance
- Results
- Future



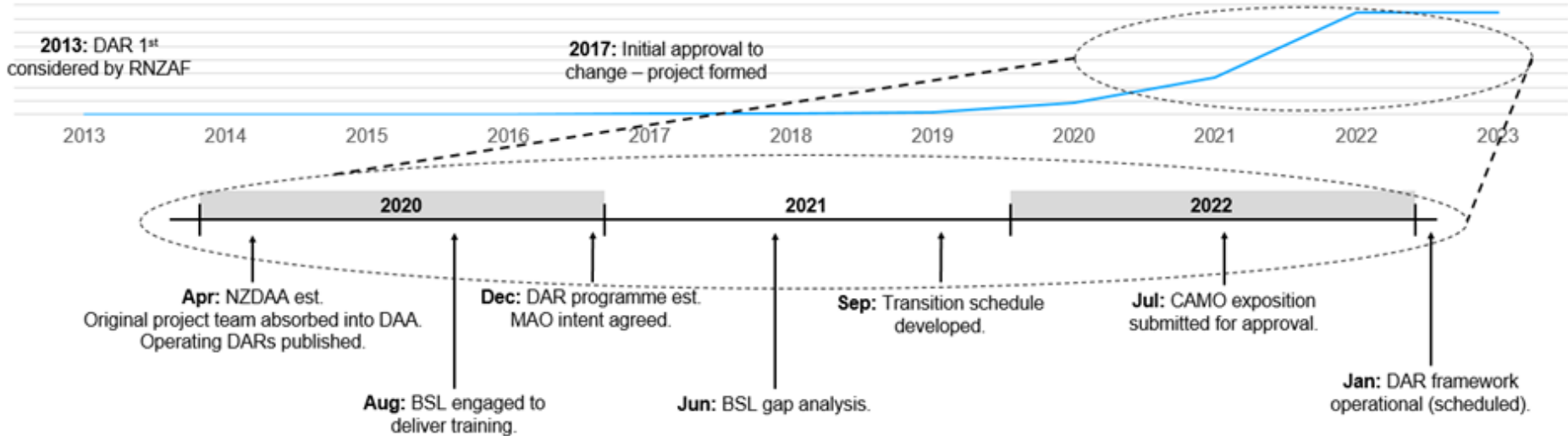
NZ Context

- 3 hour flight to nearest neighbour
- 4th largest EEZ in the world
- Circa 2500 uniformed personnel
- 8 aircraft types
 - Rotary & fixed wing
 - Maritime & transport
 - Training & operational



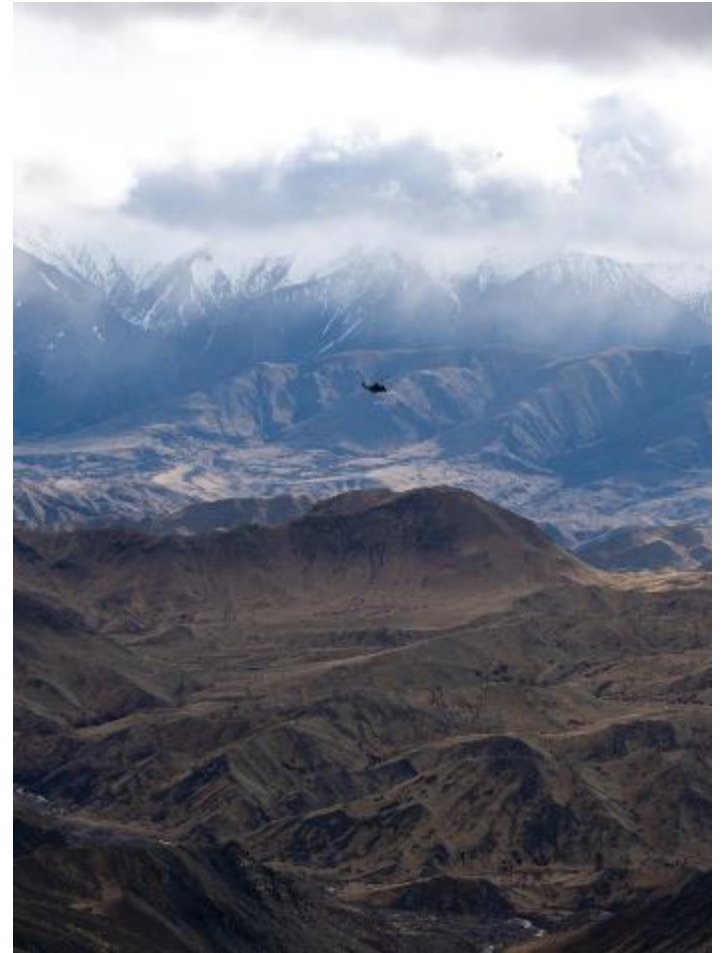
Implementation Journey

- Timeline: 2013 – 2023...



Implementation Journey

- Approach: Go-it-alone vs. SMEs
- Operations and maintenance
- Organisational framework



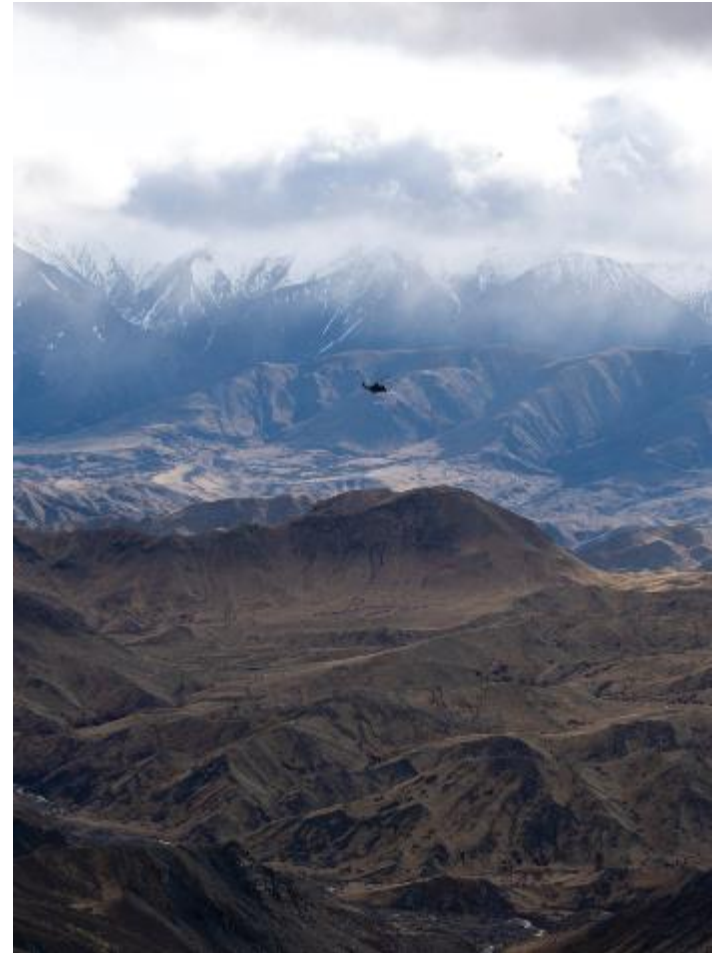
Driving Performance

- Biggest change is philosophical
- Challenges military thinking
- Enables smart people
- Decentralises functions
- Ownership at shop floor



Results

- Approved organisations
- Senior leadership buy-in
- Addressing interfacing issues
- MAML



Future

- 12 month governance oversight
- Programmed external reviews
- Culture success markers
- MAML introduction
- Explore interoperability benefits





**HEI MANA MŌ AOTEAROA
A FORCE FOR NEW ZEALAND**

**Getting value out of
an EMAR
Implementation**

The NZ Example

Bob Simmons

Director

19/10/2023

Content

What is 'value' – *Return On Investment?*

Implementation – *'Led from the top'*

Growing organisation maturity *and monitoring progress*

New philosophies *and Organisation structure to suit*



RNZAF Leaders are focused on 'Value' **- why is this important?**

Understanding the **tangible benefits** of implementation to the RNZAF secured;

- **leadership commitment** to 'do it properly', to take the 'pain' of the change that is needed and resource the transition
- a focus on **setting up for success** within the regulatory framework – not just showing compliance to the regulations!
- commitment to apply **continuous improvement** philosophies and develop **new competences / competencies** and a new way of behaving (**Culture**)
- a focus on the realisation of benefits through **maturity growth**.

Present

Suitable

Operating

Effective



Benefits & Measures

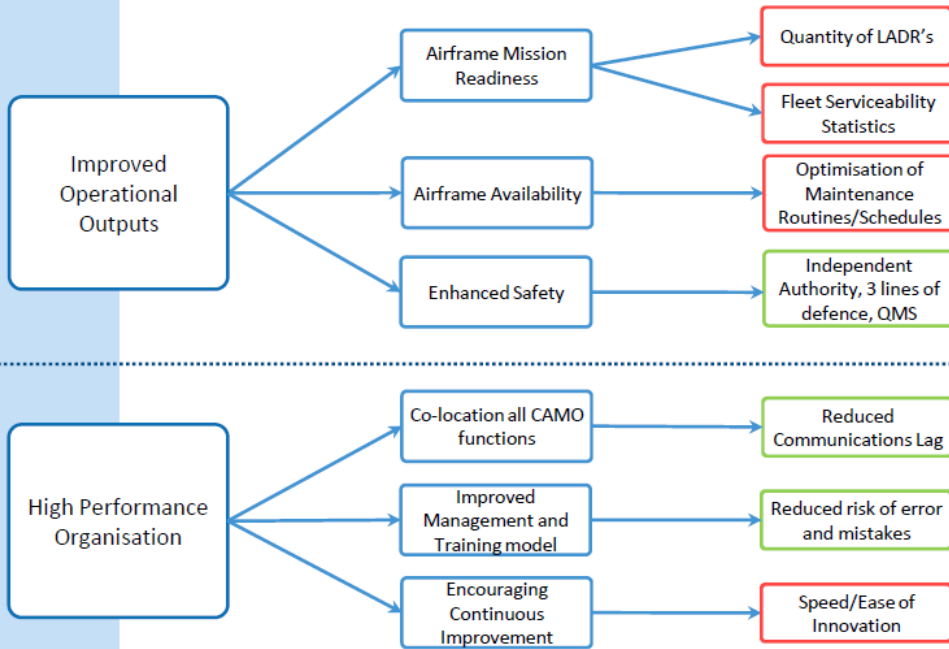
BENEFIT MANAGEMENT PLAN

Part 1: Benefit Map

BENEFIT

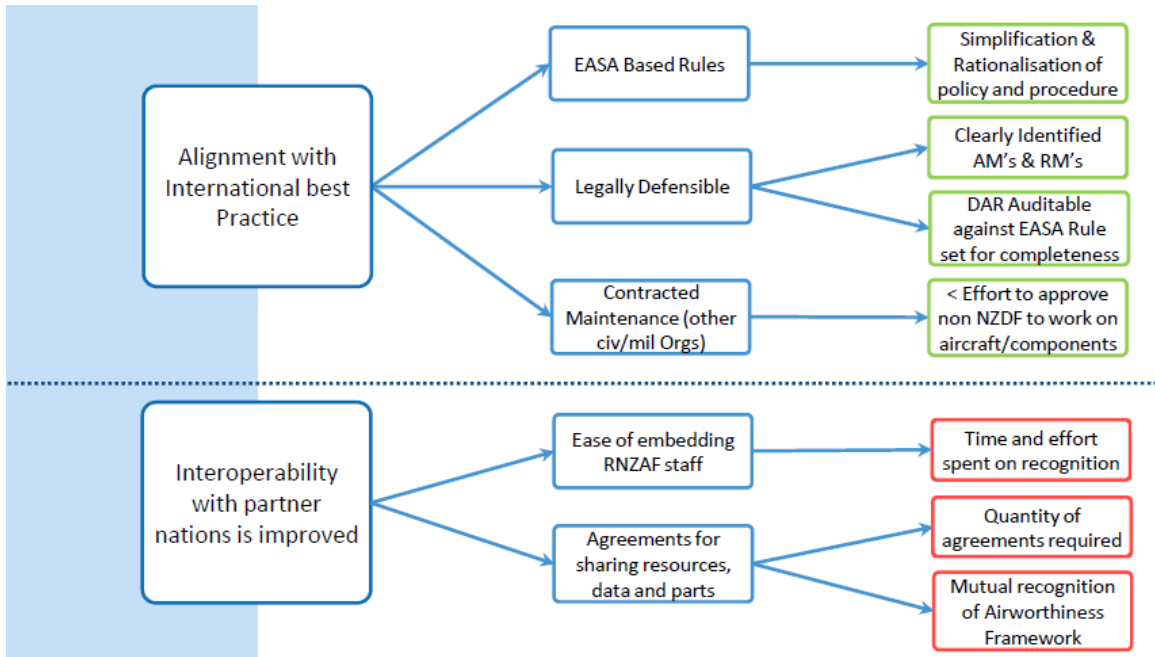
INVESTMENT KPI

MEASURE



Defence Aviation Rules Benefits to NZDF

Benefits & Measures



Defence Aviation Rules Benefits to NZDF

Maturity Growth – Building on solid foundations

Programme Stages



Maturity



↓ DAA 1st Intervention

↓ Performance-based oversight?



Maturity - *What will it look like in practice in NZ?*

Operating

- i. A functional and robust ‘ensure’ system within their organisation – this will include the likes of KPQs and KPIs along with sample routine reporting of performance against these**
- ii. Communications, requests and reports flowing between organisations, reflecting a clear understanding of the revised roles and responsibilities**
- iii. Organisation expositions being utilised as a living document – a regular and cyclic amendment process in action that evidences use of the exposition**
- iv. Language reflects DARs as the way we do business – personnel using the DARs lexicon rather than older practises and terms.**



Maturity -What will it look like in practice in NZ?

Effective

- i. A right balance of ‘ensure’ and ‘assure’ functions within the organisation – including a shift from the RNZAF’s current focus on audit**
- ii. Continuous improvement of the organisation’s processes and procedures – ownership of the business through review and major improvements to the expositions**
- iii. Growing organisational efficiency – better use of resources and less waste**
- iv. Enterprise restructuring to better reflect DARs lines of accountability**
- v. Organisational relationships with DAA are appropriate for an independent authority – i.e. organisations are coming with solutions that match their capabilities and capacity rather than approaching the DAA with their problems.**



New Philosophies and Organisation Structure to Suit

New philosophies, including roles and responsibilities were [trained and reinforced](#) and have resulted in a new way of thinking and talking, and some [new reporting lines](#)

Policies, Processes and Procedures are 'owned' by the end-users. Work is ongoing to ensure that [continuous improvement is the norm](#) for both Airworthiness and the Organisation

Accountability, Responsibility, and Assurance have all been applied in a clear and consistent way with development and approval processes reinforcing roles

KPIs and performance management are in development, bringing a greater focus on ['Ensure'](#) and less reliance on ['Assure'](#).



Summary

The Royal New Zealand Air Force has focused on setting up for success, from an understanding of 'What good looks like', for them

A once-in-a-generation opportunity mindset enabled the organisation to focus on 'Doing it once and doing it well', including taking some pain

A reinforcement of end-user responsibility for continuous improvement is shifting the perception that the system is fixed and is 'done' to people

An ongoing focus on realising the benefits of the implementation will reap rewards.



Thank you

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