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Agenda Item 4: Collaborative Approaches to Safety

**PROMOTION OF COLLABORATIVE SAFETY TEAMS (CST) AS A KEY STRATEGIC TOOL TO MITIGATE
PRIORITY SAFETY RISKS IN THE NAM/CAR REGIONS**

(Presented by ALTA)

EXECUTIVE SUMMARY

This Working Paper Note highlights that the promotion and implementation of Collaborative Safety Teams (CSTs) in the States of the NAM/CAR regions is one of the priority strategic objectives of the Latin American and Caribbean Air Transport Association (ALTA), given that the CSTs represent the most effective and pragmatic mechanism currently available to mitigate the main operational safety risks affecting the region.

The CST model addresses in a direct and complementary way:

- a) the priority operational risks identified by the Regional Operational Safety Group – Pan-America (RASG-PA); and
- b) the systemic risks and challenges identified through the ALTA Regional Safety Survey, which collects the operational experience and safety concerns of airlines operating in the region.

In addition, the accumulated experience at both the regional and international levels demonstrates that the sustained implementation of collaborative safety mechanisms—including Commercial Aviation Safety Teams (CASTs) and other national and subregional CSTs—contributes significantly to sustained improvements in the management and mitigation of priority operational risks and constitutes a key facilitator for the effective implementation of State Operational Safety Programs (SSP).

In this regard, CSTs strengthen safety governance and safety culture, by promoting an environment of trust for the exchange of safety information between the State and industry, in line with the principles of just culture, confidentiality and non-punitive use of data, promoted by ICAO.

This paper explains why CSTs are the most appropriate safety governance tool for the NAM/CAR context, and why Civil Aviation Directors should take note of this approach and actively support its promotion and implementation at the state and sub-regional levels.

Action:	Under Section 7.
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<i>Strategic Objectives:</i>	<ul style="list-style-type: none"> • Every Flight is Safe and Secure • Aviation Delivers Seamless, Accessible, and Reliable Mobility for All • No Country Left Behind
<i>References:</i>	<ul style="list-style-type: none"> • Safety Risk Prioritization and Regional Safety Plan of the RASG-PA • ALTA Regional Safety Survey Results

1. Introduction

1.1 The NAM/CAR regions present a diverse and complex operational environment, characterized by varying levels of State maturity in safety oversight, as well as common and recurring challenges that transcend national borders.

1.2 In this context, effectively addressing these challenges requires collaborative, data-driven, and action-oriented safety mechanisms that complement and, although being a separate initiative, reinforce the implementation of State Safety Programs (SSPs) as well as ICAO-led regional safety planning.

1.3 ALTA has identified Collaborative Safety Teams (CSTs) as a central strategic priority, as they allow the principles of the SSP to be operationalized, facilitating coordinated risk management, the effective exchange of safety information and the execution of mitigation actions agreed between authorities and industry.

2. Alignment with Regional Risk Identification

2.1 The safety priorities identified by the RASG-PA highlight the existence of systemic and operational risks that cannot be effectively mitigated by isolated actions at the level of each State or operator.

2.2 Consistently, the ALTA Regional Safety Survey confirms these priorities from the operators' perspective and identifies limitations in the effective use of safety data, fragmentation of efforts, and challenges in State-industry coordination, which directly impact the effectiveness of SSP implementation.

2.3 CSTs provide a structured and systematic mechanism that directly connects:

- the strategic identification of regional risks and priorities of the RASG-PA.
- the state responsibilities associated with the SSP, particularly in terms of risk management and safety assurance, and
- The data, analysis and operational experience provided by the operators and other actors in the system.

3. Why CSTs are the Most Suitable Tool for the NAM/CAR Region

3.1 Risk-oriented and results-oriented approach

3.1.1 CSTs are established to address clearly defined priority risks, supported by safety data and analytics, and to execute concrete mitigation actions, with clearly established responsibilities, timelines, and monitoring mechanisms, in full consistency with the components of the SSP.

3.2 Effective implementation of the SSP

3.2.1 CSTs act as a practical vehicle for SSP implementation, facilitating hazard identification, risk assessment and mitigation, and monitoring the effectiveness of actions, ensuring that SSP principles translate into real operational improvements.

3.3 Effective collaboration and safety culture

3.3.1 CSTs foster an environment of structured cooperation and trust between Civil Aviation Authorities, airlines, ANSPs, airports and research bodies, creating the necessary conditions for an open and protected exchange of safety information, an essential element for the strengthening of a mature safety culture.

3.4 Efficient use of resources

3.4.1 For States with capacity constraints, CSTs make it possible to optimize resources, avoid duplication, and maximize the impact of existing safety programs, in line with ICAO's principle of leaving no country behind.

3.5 From data to action

3.5.1 By integrating reporting systems, trend analysis, and operational expertise, CSTs enable the SSP loop to be closed, accelerating the transition from risk identification to effective mitigation implementation and continuous improvement.

3.6 Scalable and replicable model

3.6.1 CSTs can be implemented at the national, sub-regional or regional level, allowing for flexible and consistent application with local realities, without losing alignment with regional and global safety objectives.

4. Experience of CAST and CST in the region and internationally

4.1 The experience of CAST and CST consolidated at the international and regional level shows that these mechanisms not only contribute to risk reduction, but also significantly reinforce the effectiveness of the SSP and the safety culture.

4.2 In the United States, the Commercial Aviation Safety Team (CAST) has shown that data-driven collaboration, in an environment of State-industry trust, allows sustainable Safety Enhancements to be implemented and a mature safety culture to be strengthened over time.

4.3 In Canada, the Collaborative Analysis Groups (CAGs), linked to the SSP, have consolidated an approach that promotes the non-punitive use of information, favoring the active participation of operators and the continuous improvement of the system.

4.4 In Brazil, the Brazilian Safety Groups (BAST) have made it possible to institutionalize technical collaboration, strengthen the safety culture, and improve the exchange of safety information, without increasing the regulatory burden.

4.5 These experiences confirm that CSTs are a critical enabler of SSP and a pillar for the development of a safety culture based on trust and collaboration.

4.6 Although the primary geographical scope of this Study Note is limited to the NAM/CAR regions, it is pertinent to mention, as a reference, the experience of States in the South American region (SAM) – such as Argentina, Chile, Colombia and Peru – where there have been precedents of collaborative safety initiatives.

4.7 These States:

- have developed, at different times, technical groups or working groups on operational safety.
- currently face the need to resume, consolidate, or strengthen these mechanisms, aligning them in a more structured way with the SSP and with regional safety priorities.

4.8 These references do not extend the regional scope of this Note but reinforce the strategic value of the CST model as a replicable, adaptable, and sustainable instrument of safety governance.

5. Why Directors Should Take Note

5.1 High strategic value

5.1.1 CSTs offer Civil Aviation Directors a concrete instrument to strengthen the implementation of the SSP, demonstrating leadership and commitment to regional safety objectives.

5.2 Strengthening governance and safety culture

5.2.1 By promoting state-industry trust and the protected exchange of safety information, CSTs strengthen both safety governance and safety culture, without creating additional regulatory burdens.

5.3 Tangible and sustainable result

5.3.1 The CSTs allow for observable improvements in the short and medium term, supporting the sustainability of the SSP and the continuous improvement of safety.

6. **Conclusion**

6.1 ALTA invites Civil Aviation Directors to take note of the strategic relevance of the Collaborative Safety Teams as a key tool for risk mitigation, effective implementation of the SSP, and strengthening the safety culture in the NAM/CAR regions.

6.2 CSTs are the most effective, collaborative, and efficient instrument for translating regional safety planning into tangible and sustainable operational improvements, in line with the principles and objectives of ICAO, RASG-PA and GREPECAS.

7. **Suggested action**

7.1. NACC/DCA/14 is invited to:

- a) take note of the strategic relevance of the Collaborative Safety Teams (CSTs) as a key tool for the mitigation of priority safety risks in the NAM/CAR regions, consistent with the principles of the State Safety Programme (SSP) and ICAO regional planning;
- b) encourage States to promote and strengthen the implementation of CSTs, at the national or subregional level as appropriate, as a practical mechanism to translate the identification of regional risks of the RASG-PA into concrete and sustainable mitigation actions; and
- c) Invite States and industry to consider lessons learned and good practices derived from international and regional collaborative safety experiences, as an input to strengthen safety governance and safety culture within the framework of the SSP.