



Collaborative Safety Team (CST) Strategy

December 2022

1. Introduction

1.1 Over the past 20 years, several ICAO member States and Industry partners have established safety collaboration mechanisms to facilitate the sharing of safety information with the objective to identify potential safety deficiencies and mitigate their associated risks through the development of safety enhancement initiatives (SEI). These State-Industry safety collaboration mechanisms are created according to a variety of different models influenced by safety management requirements and context within each State, and are generically referred to as Collaborative Safety Teams (CSTs). CSTs may be integrated as part of State Safety Information Sharing Networks supporting accident prevention activities at State level.

1.2 CSTs consistently demonstrate positive safety benefits where they have been implemented, and the concept is considered to be a key contributor to achieving greater and more targeted improvements to aviation safety in the Pan American Region.

1.3 RASG-PA leads, coordinates, supports and monitors the implementation of CST in the Pan-American Region, based on safety risk data analysis performed by the PA-RAST.

1.4 PA-RAST proposes the CST Strategy articulated in this document as a means to improve overall safety in the Pan American Region by:

- (1) effectively supporting the adoption of State and Region level CSTs; and,
- (2) fostering safety collaboration between PA-RAST and local CSTs.

2. CST Strategy

2.1 Updated CST Guidance Material

2.1.1 PA-RAST previously drafted guidance material with the objective to support the development and implementation of new CSTs. While this guidance is valuable and based on a CST model that has proven effective, it is recognized that implementation of such a model would

require legislative changes and financial investments that would present implementation challenges for most States in the Pan American Region.

2.1.2 Understanding that each State has its own different structure, a CST does not need to be overly complex to function. To better enable adoption of CSTs, PA-RAST will undertake the development of simplified guidance material that will provide clear and scalable guidance to help States (or groups of States) create their own local or regional CST.

2.2 CST Support Plan (for current and new CSTs)

2.2.1 Criteria for identifying priority States/Regions for CST development

2.2.1.1 As resources and time are limited, it is important for RASG-PA to prioritize how resources will be allocated for supporting CST development in the region. While PA-RAST can provide support to existing CSTs on an ongoing and ad-hoc basis, PA-RAST does not have unlimited resources available to help setup several CSTs simultaneously. In this context, it will be important to have clear criteria to help prioritize where PA-RAST help will be provided to ensure effective engagement and smooth implementation of any new CST.

2.2.1.2 To assist PA-RAST in making the decision to recommend supporting development of a CST, all the following criteria should be considered, while confirming that foundational criteria a) and b) are met:

- a) Interest to create a CST has been demonstrated by the State, or by industry members within the Region/State;
- b) PA-RAST safety data identifies safety opportunities or any other relevant safety condition in the State/Region;
- c) Safety culture within the State is known to be conducive to the CST concept;
- d) Conditions exist within the State for the self-sustainability of the CST; and
- e) Operators will support the CST (e.g. active engagement, sharing operational safety information)

2.2.2 Engaging with prioritized States/Regions for CST development

2.2.2.1 When PA-RAST evaluates the criteria in 2.2.1.2, and considers the necessary conditions to be met, it will provide its recommendation on CST prioritization to RASG-PA Executive Steering Committee (ESC). The ESC will approve RASG-PA support for the implementation of a CST by a formal Conclusion. Once a State has been prioritized for CST development, CST implementation can be initiated as follows:

- a) Based on the ESC Conclusion, the corresponding ICAO Regional Office (NACC or SAM) will formally contact the relevant State to share RASG-PA's intention to support the implementation of a CST, and will propose an initial meeting between PA-RAST and the State.

- b) Hold an initial meeting with local State and/or Industry to assist in the determination of the most appropriate CST implementation strategy
 - i. Provide demo of guidance material
 - ii. Q&A session
- c) After the initial meeting, provide support for local CST partners to establish their implementation timeline and implementation plan.
- d) Provide support in development of documentation/processes/templates that will be used by the local CST.
- e) Facilitate a pre-launch meeting with local partners to address outstanding items and concerns; and
- f) Support local partners in planning and initiating their CST activities.

2.3 Regional Integration of CSTs

2.3.1 There is an opportunity to generate synergy and further safety benefits by encouraging collaboration between PA-RAST and local CSTs in the Region. Currently, when a risk is identified based on regional PA-RAST data, local intelligence is not available to contextualize the safety issue.

2.3.2 PA-RAST will continue to engage with individual States when data that is reviewed at PA-RAST identifies safety opportunities for improvement or safety issues that warrant local intervention, and then organize a RASG-PA Go-team to facilitate local action on the issue.

2.3.3 Where there is a local CST, that CST may be an active partner of the PA-RAST and directly contribute by improving the safety intelligence available to evaluate safety issues, and help in the design and implementation of local safety enhancements. Observations and conclusions can be reported back to PA-RAST for evaluating applicability of local strategies at the regional level.

2.3.4 Safety issues identified locally (by CSTs) may also be reported at the PA-RAST level, to facilitate identification of systemic issues across CSTs in the Region. CSTs may also liaise with PA-RAST when safety issues that relate to risks observed with foreign operators operating within the State, or in the context of domestic operators activities' in other States in the region. Enabling active data-driven efforts and interaction of aviation stakeholders at local and regional level are intended to provide additional safety benefits for States, and the entire region.

2.3.5 CST representation and attendance at PA-RAST in-person meetings are highly encouraged. Participation at in-person meetings can facilitate awareness, engagement and support between PA-RAST and individual CSTs as well as a platform to exchange best practices among safety experts.

2.4 CST Promotion and monitoring

2.4.1 Once the guidance material is updated and strategy is approved by RASG-PA, RASG-PA entities will actively promote the development of CSTs in the Pan American Region. This will include:

- a) Promotion of the concept at aviation events and/or meetings in the Pan American Region
- b) Presentation of a Paper (working paper or information paper) on the CST Strategy at the ICAO General Assembly
- c) Inclusion of the CST strategy in the Regional Aviation Safety Plan (RASP).

2.4.2 PA-RAST will work with CSTs to establish non-sensitive metrics to support monitoring progress of CSTs and track outputs of each CST, aggregating the results to obtain a broad system view. This approach will help determine if the CST approach is producing results as intended. If results are not as intended, evaluate the reasons and consider how RASG-PA can support individual CSTs and/or if the PA-RAST strategy needs to be amended.

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