

GASR/1-08



INTERNATIONAL CIVIL AVIATION ORGANIZATION

REPORT

GLOBAL AVIATION SAFETY ROADMAP WORKSHOP

(Bogota, Colombia, 19 to 23 May 2008)

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of ICAO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

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HISTORY OF THE WORKSHOP

PLACE AND DURATION OF THE WORKSHOP

The Global Aviation Safety Roadmap Workshop was held at the *Hotel Crowne Plaza Tequendama*, in Bogotá D.C., Colombia, from 19 to 23 May 2008.

The workshop participants included representation from most of the civil aviation authorities of the Western Hemisphere, airlines, aircraft manufacturers, regional organizations, airport operators, universities, the Director of the ICAO South American Regional Office, Mr. José Miguel Ceppi, the Director of the ICAO North American, Central American and Caribbean Regional Office, Mrs. Loretta Martin, and the ICAO Deputy Director of Air Navigation, Mr. Paul Lamy, showing their commitment to enhancing safety.

OPENING CEREMONY AND OTHER MATTERS

The Global Aviation Safety Roadmap Workshop (GASR) was organized by the members of the Industry Strategy Safety Group (ISSG)¹, ICAO and the Civil Aviation Administration of Colombia.

Dr. Fernando Augusto Sanclemente Alzate, Director General of the Republic of Colombia Civil Aeronautics Special Administrative Unit (UAEAC), welcomed the participants on behalf of the Government of Colombia and highlighted the importance of this event.

Mr. José Miguel Ceppi, Regional Director of the ICAO South American Office, welcomed the participants on behalf of ICAO and thanked the Colombian authorities for their attendance and continuous support of events carried out in Colombia. A brief explanation of how the Roadmap was developed at ICAO's request and the challenges being confronted by civil aviation in the Region to improve current safety rates was provided.

Mr. Paul Lamy, Deputy Director of ICAO Air Navigation Bureau, provided a presentation on the relationship between the Global Aviation Safety Plan (GASP) and the GASR, explaining they are similar and that the term GASP is used in the ICAO environment and GASR is used by industry.

Next, the Boeing representative, as member of the ISSG, explained the workshop methodology, introduced the facilitators and addressed inquiries from the participants.

The presentations made during the first day of the workshop may be obtained on the following website www.lima.icao.int, option Meetings.

¹ Nota: El ISSG está compuesto por ACI (Consejo Internacional de Aeropuertos), Airbus, Boeing, CANSO (Organización de Servicios de Aeronavegación Civil), FSF (Flight Safety Foundation), IATA e IFALPA.

SCHEDULE, ORGANIZATION, WORKING METHODS, OFFICERS AND SECRETARIAT

The workshop was conducted between 0800 to 1500 hours, with appropriate breaks. The workshop working method adopted consisted of a plenary and corresponding working groups.

The Tuesday session, involving analysis of Focus Area 3 corresponding to the States, was conducted by Mr. Sergio Paris from the UAEAC. The Wednesday session, involving the analysis of Focus Area 12 corresponding to industry, was conducted by Mr. Mauricio Morán from IATA, the Thursday session, involving Focus Area 5 corresponding to Regions, was conducted by Mr. Oscar Quesada from the ICAO South American Regional Office, and the final session on Friday was conducted by Mr. Alfonso Escobar from the ICAO North American, Central American and Caribbean Regional Office.

WORKING LANGUAGES

The working languages of the workshop and its relevant documentation were English and Spanish.

AGENDA

The final agenda for the workshop was agreed by the ISSG Organizing Committee, ICAO and the UAEAC during the days previous to the workshop.

ATTENDANCE

19 States of the CAR, NAM and SAM regions, as well as 22 commercial aviation operators, 4 International Organizations (ALTA, COCESNA, IATA, IFALPA), 2 aircraft manufacturers, and 4 airport operators attended the workshop, totalling more than 120 participants. The list of participants is shown on pages iii-1 to iii-22.

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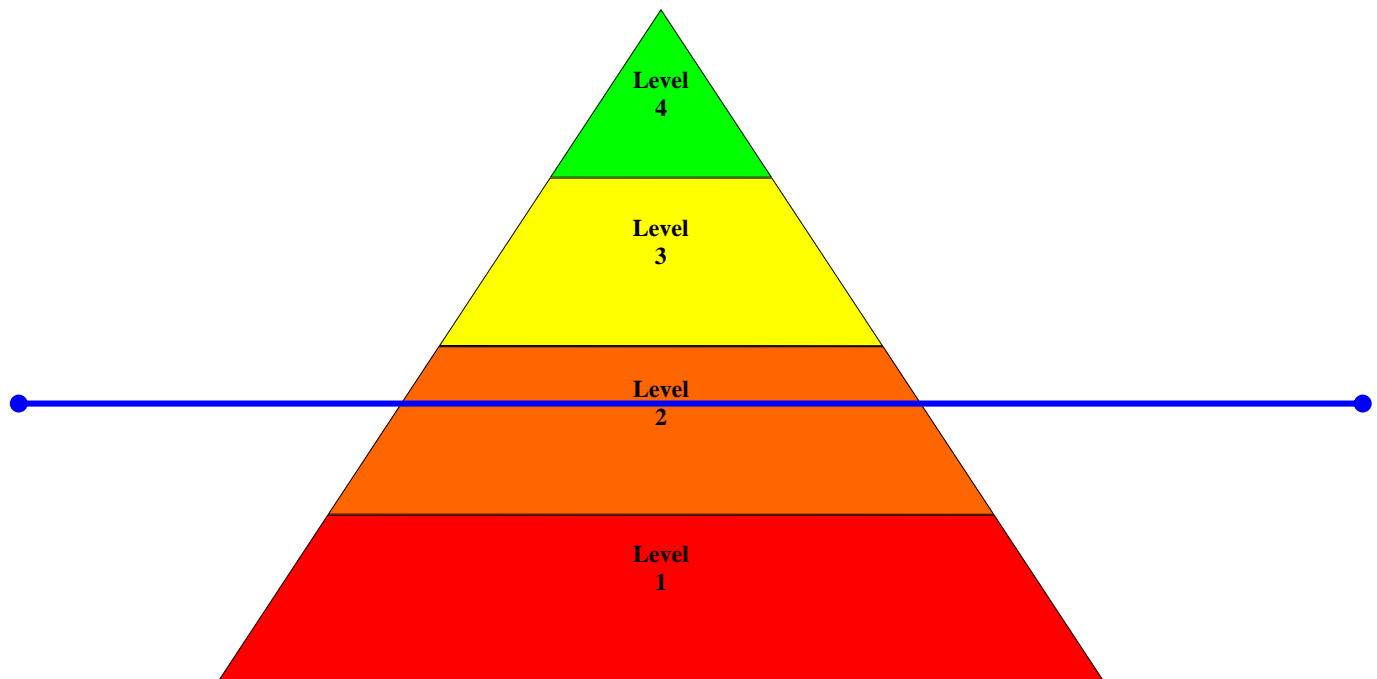
Focus Area: States**Focus Area 3 – Impediments to reporting errors and incidents**

3.1 Analysis of Focal Area 3, which deals with the problem of impediments to reporting errors and incidents, began with a presentation by the Regional Director of the ICAO North American, Central American and Caribbean Regional Office, Mrs. Loretta Martin. The presentation included an explanation of Chapter 8, Attachment E to Annex 13, describing ICAO guidelines for the protection of error and incident information and reporting systems.

3.2 For the working session, 10 work groups were created and tasked with analyzing Focus Area 3 using the GASR methodology (See **Attachment 1**).

3.3 At the end of the working session, facilitators collected the recommended actions produced by each group as solutions to the impediments for reporting errors and incidents. Using these results, the recommended actions presented in **Appendix A** to this part of the Workshop Report were outlined. Some recommended actions were placed in the “*parking lot*”* (**Appendix B**) for future consideration.

3.4 The maturity level of the region with regard to the impediments for reporting errors and incidents is presented in the figure below. **Table 3e** of Part 2 of the Roadmap (next page) includes a description of each maturity level.



* A “parking lot” document was created for recommendations or ideas that were not closely associated with Focus Area, but were notable.

3.5 **Table 3e** of the Global Aviation Safety Roadmap consists of the following maturity levels with regard to Focus Area 3.

Table 3e

**Maturity Models for Focus Area 3
Reporting of Errors and Incidents**

Maturity level	Capability
Level 1 Developing	<ul style="list-style-type: none"> • The information from safety data collection and processing system is not protected. • No voluntary reporting system is in place. • Inappropriate* use of no use is made of the report. <p><i>*as defined by ICAO Annex 13, Attachment E, paragraph 1.</i></p>
Level 2 Areas identified for improvement	<ul style="list-style-type: none"> • The information of the safety data collection and processing system is not protected, but use of safety data is appropriate in most cases. • No voluntary reports are submitted. • Safety data are not always analyzed • Action is not taken in a systematic way to correct identified deficiencies
Level 3 Evolving – Changes in work	<ul style="list-style-type: none"> • The principles of a “just culture” are widely accepted, but are not fully implemented at the national and/or corporate level. • The information from the safety data collecting and processing system is protected. • Mandatory reporting is effective, but voluntary reporting is limited to specific group of professionals. • Safety data are analyzed, but action is not always taken.
Level 4 Highly evolved	<ul style="list-style-type: none"> • A “just culture” is applied at a national and corporate level. • The information from safety data collecting and processing system is properly protected. • Safety data are actively collected at all levels of the industry. • The safety data are used to the fullest extent to feed safety management systems and for other safety purposes.

APPENDIX A

Recommended Actions

	Recommended actions	Impact	Changeability	IF	Selected Priority
1	Civil aviation regulations should include Annex 13 requirements.	Moderate	Moderate	P5	1
2	States law should permit the inclusion in civil aviation regulations of the open incident notification.	Moderate	Difficult	P6	1
3	Include in the aeronautical legislation of each country the voluntary nature and not mandatory of the events' reports; establishing a legal framework (laws, regulations and standards) for the protection of flight safety data.	Considerable	Difficult	P3	1
4	The States promote industry participation in the flight safety data collection and analysis process in a non-mandatory framework.	Considerable	Difficult	P3	2
5	Implementation of ICAO/CAST common nomenclature (ADREP/ECCAIRS S/W) for flight safety data collection.	Minimum	Moderate	P8	3
6	ICAO promotes effective use of tools based in the Internet to access flight safety data.	Moderate	Moderate	P5	4
7	Establishment of a data collection and analysis regional mechanism with the purpose of identifying flight safety problems.	Moderate	Moderate	P5	5
8	States include as a requirement for the operators' instruction and training programmes, information on the procedures to carry out voluntary reports.	Considerable	Moderate	P2	6
9	ICAO Regional Offices implement awareness seminars in order that the States generate Flight Safety data.	Few	Few	P9	7

	Recommended actions	Impact	Changeability	IF	Selected Priority
10	Promote cooperation among States for the exchange of flight safety information.	Considerable	Moderate	P2	8

APPENDIX B**Recommended Actions “Parking Lot”**

Recommended Actions	Impact	Changeability	IC Level	Selected Priority
Availability of well qualified human resources	3	1	3	6
Access post implementation of advanced technologies	2	2	5	8
Develop a program to encourage young graduates leaving schools to enter the aviation industry	3	2	2	2
Follow up of the processes	Moderate	Moderate	P5	5
Create formation and training methods	Considerable	Difficult	P3	3
Organizational culture assessment	Considerable	Moderate	P2	2
Commitment of operators in the provision of information	Considerable	Difficult	P3	9
Assignment of resources	Considerable	Difficult	P3	1
States should provide necessary resources in this problematic	3	1	P3	3
Education, just culture	3	3	P1	1
AC Systems (FQUA-LOSA) for ATS	3	2	P2	2
It is recommended that all the elements of the Service Difficulty Reports be analyzed in detail to unify the EFFECTIVENESS of the reports for implementation benefits.	Moderate	Few	P4	5
Create a multidisciplinary group with equitable participation of the sectors to establish a national safety programme.	Considerable	Moderate	P2	2
Surveillance, inspection and follow up regulations.	2	2	P5	5
Induction, training and recurrence.	3	1	P2	6
Regular audits, follow up and backing.	1	3	P7	8

Recommended Actions	Impact	Changeability	IC Level	Selected Priority
Users awareness	3	2	P2	7
Depends of the AR 3.	3	1	P3	12
Separate, through the configuration of independent entities, the regulation and control functions	Considerable	Difficult	P3	1
Apply quality and constant improvement standards (ISOs) at a regional level for use of the information.	Considerable	Moderate	P2	4
Exert additional surveillance by the State for the operators to report all the accidents and incidents.	3	2	P2	4
SMS implementation by the operators.	3	1	P3	6
Formation of a CAR/SAM Safety Oversight ICAO Group with membership of each State.	3	1	P3	7
That ICAO General Assembly encourages the States to establish formal organizations in charge of flight safety.	3	3	P1	3

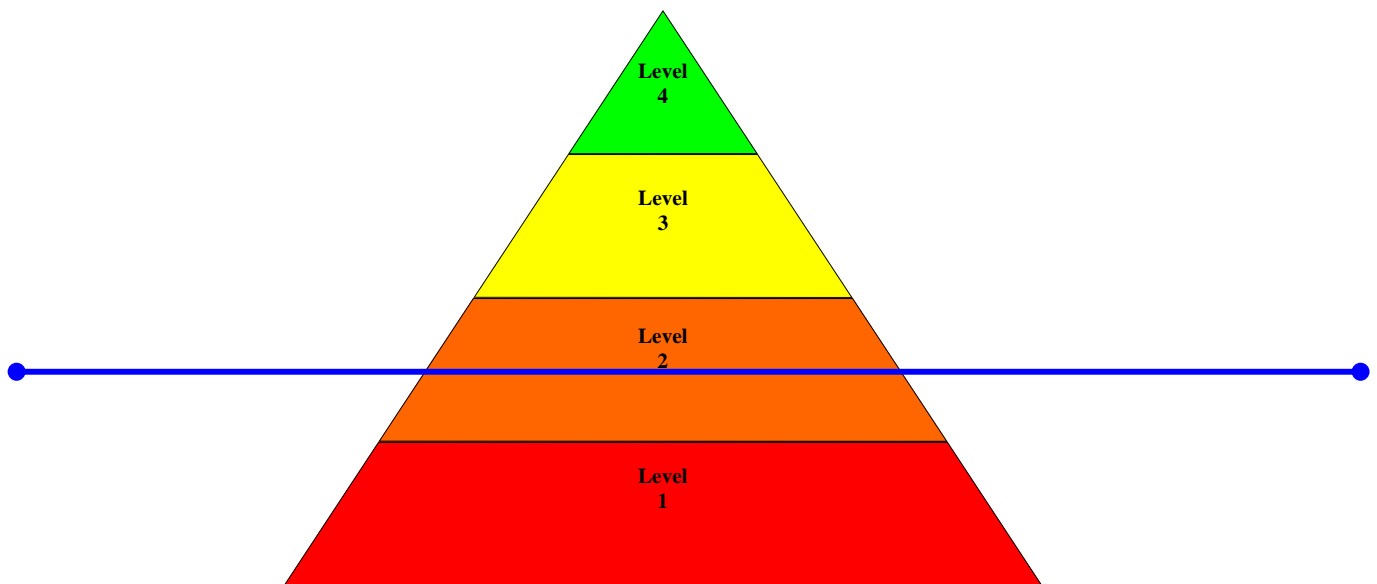
Focus Area: Industry**Focus Area 12 - Gaps in use of technology to enhance safety**

12.1 Analysis of Focus Area 12, which deals with the problem of gaps in use of technology to enhance safety, began with a presentation by Mr. Peter Cerda, IATA Director for Safety, Operations and Infrastructure, the Americas and Atlantic. The presentation highlighted the progress in technology, sub-utilization of aircraft avionics resources in the region and information on the variety of technological alternatives that can considerably increase safety levels in the region.

12.2 For this working session, 13 work groups were created and tasked with analyzing Focus Area 12 using the GASR methodology (See **Appendix 1**). For this task, participants were requested to limit recommended actions to three.

12.3 At the end of the working session, the facilitators collected the recommended actions produced by each group as solutions to reduce the gaps in use of technology to enhance safety. Using these results, the recommended actions presented in **Appendix A** to this part of the Workshop Report were outlined. Some recommended actions were placed in the “*parking lot*” (**Appendix B**) for future consideration.

12.4 The maturity level of the region with regard to the gaps in use of technology to enhance safety is presented in the figure below. **Table 12d** of Part 2 of the Roadmap (next page) includes a description of each maturity level.



12.5 **Table 12d** of the Global Aviation Safety Roadmap consists of the following maturity levels with regard to Focus Area 12.

Table 12d
Maturity Model for Focus Area 12
Use of Technology to Enhance Safety

Maturity level	Capability
Level 1 Developing	<ul style="list-style-type: none"> • No identification of threats. • No identification/lack of understanding of safety-enabling technologies. • No plan for or deployment of safety-enabling technologies. • No integration efforts to communicate or share knowledge or planning.
Level 2 Areas identified for improvement	<ul style="list-style-type: none"> • Threats are identified. • Safety-enabling technologies acknowledged and capabilities are understood. • Initial efforts to plan for deployment of technologies. • Initial deployment of technologies by limited numbers of operators/airports/air traffic control centres. • Initial efforts to integrate information and analyze how safety-enhancing technologies may have prevented regional/organizational accidents.
Level 3 Evolving – Changes in work	<ul style="list-style-type: none"> • Safety-enhancing deployed in at least 50% of the commercial fleet/airports/air traffic control centres. • Integration and sharing of information regarding the benefits safety-enhancing technologies. • Regulatory requirements being developed/implemented to mandate installation of safety-enhancing technologies.
Level 4 Highly evolved	<ul style="list-style-type: none"> • Safety-enhancing technologies deployed in a large majority of the commercial fleet/airports/air traffic control centres fleet. • High degree of integration and information-sharing among organizations, including Regulatory Authority regarding safety-enhancing technologies. • Regulatory requirements exist regarding installation of safety-enhancing technologies.

APPENDIX A

Recommended Actions

Recommended actions	Impact	Changeability	IF	Selected Priority
Through a regional mechanism the aeronautical community and State’s high levels could access information and assistance and successful experiences on the use of the available technology to enhance flight safety.	2	2	P5	1
Service providers should access guidance and assistance material for the development of cost/benefit studies and arrange financing for the implementation of new technologies to enhance flight safety.	2	2	P5	2
Development of a regional plan for the implementation of new technologies in the industry to enhance flight safety.	2	2	P5	3

APPENDIX B

Recommended Actions “*Parking Lot*”

Recommended Actions	Impact	Changeability	IC Level	Selected Priority
Regional safety organizations (i.e. SRVSOP, RASOS) to develop internet based software application to collect, analyze and prioritize data on threats supplied by state authorities.	3	3	1	1
Regional safety organizations to evaluate deficiencies in each state then evaluate available technologies to determine if there is a viable solution.	3	2	2	2
Establish an incentive programme for the organizations’ qualified personnel.	3	1	P3	1
That the State and international organizations support the development of small industries to obtain safety reliability levels.				
Establish standards revision and update mechanisms according to the new technologies.	Considerable	Moderate	P2	2
Implement a more accurate control system regarding the standard compliance.	Considerable	Difficult	P3	3
ICAO should commit the States in the revision of the assignment of financing resources for technology implementation projects that strengthen safety, and the corresponding training.	Considerable	Difficult	P3	1
Creation of a Latin American Aircraft Accidents Prevention Committee.	Considerable	Moderate	P2	1
Determine a minimum ground technological equipment standard compatible with safety requirements.	Considerable	Moderate	P2	2
Creation of a regional organization to facilitate the exchange among countries, airlines and the aeronautical sector.	3	3	P3	1

Recommended Actions	Impact	Changeability	IC Level	Selected Priority
Standardization, to lower expenses and costs, besides enhancing safety by everyone using the same system.	3	2	P3	3
Creation of an organization to unify all safety involved entities in order to develop projects for research and implementation of the best technologies for the region.	3	2	P2	1
Promote the use of statistical and truthful tools that may collaborate so that the actors are in constant alert when confronting safety threats concerning technology.	Moderate	Moderate	P5	3
Integrate the DGCA's, Industry and educational community to have a feedback of technological concepts.	Considerable	Few	P1	2
Develop, at a regional basis, a master plan to harmonize on board aircraft technologies vs navigation services infrastructure	Difficult	Difficult	P3	3
Encourage States to commit in a higher compliance of SARPS and in the periods established by ICAO for their implementation.	Considerable	Few	P1	1
Create at a regional level a working group of permanent nature including all the actors originators and operators of technologies (linked to the standards regional group, proposed in previous conclusions).	Moderate	Moderate	P5	2
Regional leadership that conduct global solutions for the improvement and standardization of technology (hardware and software).	Considerable	Difficil	P3	1
Increase staff with necessary capacities to develop safety programmes and maintain training validity.	Considerable	Moderate	P2	1
Focus in training, qualification and certification of personnel involved in incoming technology.	3	2	P2	1

Recommended Actions	Impact	Changeability	IC Level	Selected Priority
Design capacities profiles for management levels to permit conduct and use technology in pro of safety.				

Focus Area: The Regions**Focus Area 5 - Inconsistent coordination of regional programmes**

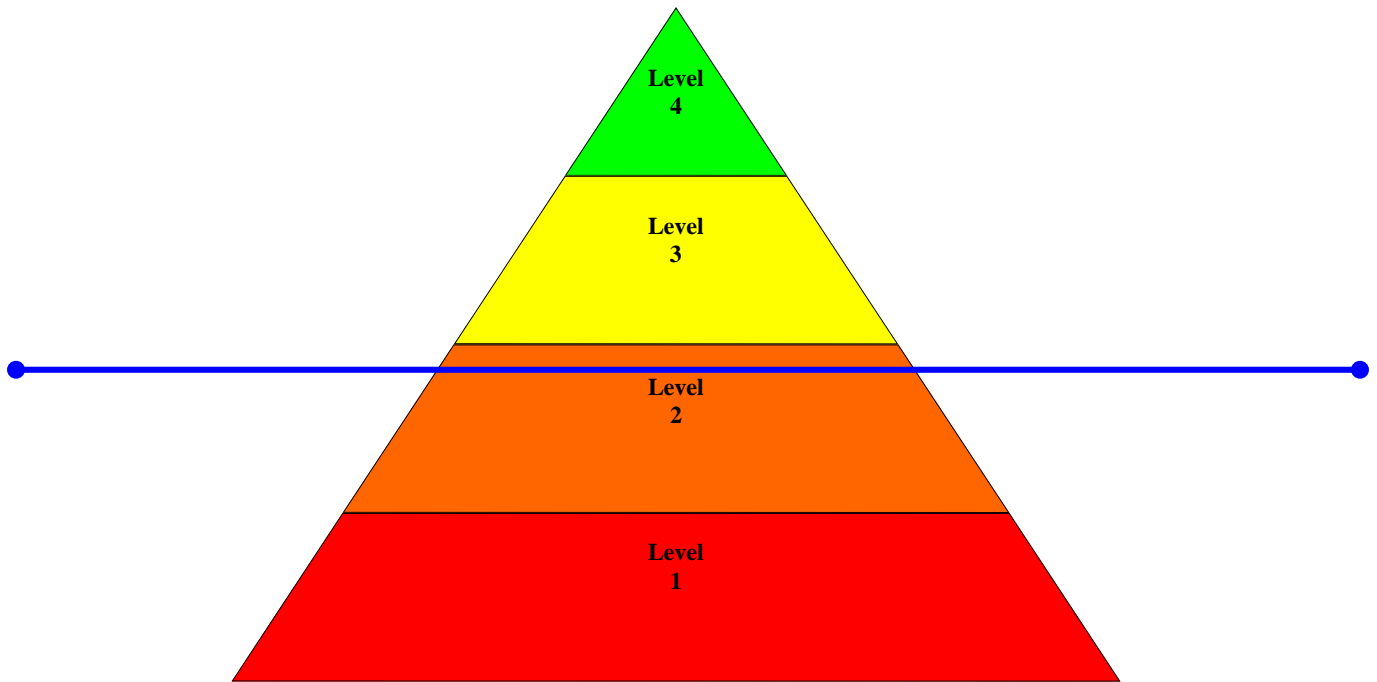
5.1 Analysis of Focus Area 5, which deals with the problem of inconsistent coordination of regional programmes, began with a presentation by Mr. Manuel Vega of the FAA on the role of the Commercial Aviation Safety Team (CAST) of the United States of North America, which was created in response to a directive by the President of the United States in 1997, which involved all industry stakeholders in an effort to reduce aviation accidents by 80% by 2007. Afterwards, Capt. Carlos Luque, head of Operations and Safety at the Latin American Air Transport Association (ALTA), presented an initiative to improve safety involving IOSA certification by their members, SMS, QMS and the application of an integrated management approach.

5.2 Mr. José Miguel Ceppi, Director of the ICAO South American Regional Office followed with a presentation on the Project “Regional Safety Oversight Cooperation System” (SRVSOP), which consists of 12 States from the region, one regional organization and two aircraft manufacturers. The project is a regional integration effort, whose goals to achieve a harmonized environment for aeronautical regulations is a first step to creating conditions for mutual recognition of certification and licences, inspector exchange, exchange of important safety information, support and assistance among States and, finally, the institutionalization of the project with a regional safety agency. The presentation included a comparison of how SRVSOP programmes are related to GASR best practices.

5.3 For the working session, 10 work groups were tasked with analyzing Focus Area 5 using GASR methodology (See **Attachment 1**). For this session, participants were requested to provide only one recommended action.

5.4 At the end of the working session, the facilitators collected the recommended action produced by each group as solutions to inconsistent coordination of regional programmes. Using these results, the recommended actions presented in **Appendix A** to this part of the Workshop Report were outlined. Some recommended actions were placed in the “*parking lot*” (**Appendix B**) for future consideration.

5.5 The maturity level of the region with regard to inconsistent coordination of regional programmes is presented in the figure below. **Table 5c** of Part 2 of the Roadmap (next page) includes a description of each maturity level.



5.6 **Table 5c** of the Global Aviation Safety Roadmap consists of the following maturity levels with regard to Focus Area 5.

Table 5c

**Maturity Model for Focus Area 5
Inconsistent Coordination of Regional Programmes**

Maturity level	Capability
Level 1 Developing	<ul style="list-style-type: none"> • Little or no knowledge by regional stakeholders of other safety activities within region. • No regional associations have been formed.
Level 2 Areas identified for improvement	<ul style="list-style-type: none"> • Some awareness by stakeholders of other safety activities within region, but their own safety activities do not reflect this knowledge. • Regional associations formed, but are not effective.
Level 3 Evolving – Changes in work	<ul style="list-style-type: none"> • Regional associations formed and processes developed for analyzing risk and evaluating the effectiveness of other regions' activities. • Mechanisms initiated to enable sharing of knowledge and best practices across different regions.
Level 4 Highly evolved	<ul style="list-style-type: none"> • There is consensus by regional and industry stakeholders on the allocation of resources. • Resources are shared in a manner best designed to attack key risk issues in a coordinated and effective fashion. • Appropriate attention is paid to significant risks and their mitigation. • Best practices of other regional associations are reviewed and accepted, as appropriate.

APPENDIX A**Recommended Actions**

Recommended actions	Impact	Changeability	IF	Selected Priority
Joining efforts, a regional entity, should coordinate flight safety hemispheric initiatives using the roadmap.	3	3	P1	1

APPENDIX B

Recommended Actions “*Parking Lot*”

Recommended Actions	Impact	Changeability	IC Level	Selected Priority
Regional Safety group should use risk assessment techniques to determine levels of risk.	3	3	1	1
Industry and government should use the risk assessment process to allocate resources within the regions.	3	2	2	2
PAAST should put more efforts in to using risk assessment processes to prioritize and coordinate the safety initiatives of the Region in accordance with ICAO GASR.	3	1	P3	1
PAAST should coordinate all the Regional Programs accordingly with the guidelines established by ICAO.				
That all the efforts and actions, be centralized in a regional adviser entity concerning safety in the SAM Region and to strengthen and make independent ACSA in the CAR Region.	Considerable	Moderate	P2	2
Update the dates established in the Roadmap.	Considerable	Difficult	P3	3
That ICAO promote associations among the States and the Industry in the Region with safety enhancing objectives and lead the efforts and objectives of each one of them in order to obtain supplementary results in the different safety issues.	Considerable	Difficult	P3	1
That ICAO disseminates and promotes the tools (SMS, risks analysis, threats evaluation, etc.) being implemented by the States and safety leading Organizations with successful results.	Considerable	Moderate	P2	1

Recommended Actions	Impact	Changeability	IC Level	Selected Priority
Develop regulations to support a unique Organization of the whole Americas Region.	Considerable	Moderate	P2	2
Seek for a mechanism for ICAO to promote the need that the States of the Region, at their highest level, could standardize the legislation and aeronautical standards in order to comply with the SARPS, with a view to harmonize safety systems that could permanently communicate among each other.	3	3	P3	1
ICAO Regional Office should create a flow information mechanism among the States to allow their awareness and the dissemination of the best practices where the roadmap follow up will be included with periodic half-yearly meetings.	3	2	P3	3
An expert team should be created at ICAO Lima Regional Office with members of all the States so that communication with ICAO is carried out in a regional rather than in a national basis. This group, together with ICAO Lima Regional Office, should seek for financing agreements with the industry to apply regional cooperation plans.	3	2	P2	1
A working team intended exclusively to make an analysis of international standards and updating of national standards should be created inside each State to seek for regional collaboration opportunities.	Moderate	Moderate	P5	3
To make the political conditions of the Region independent from safety needs.	Considerable	Few	P1	2
Plan a meeting between organizations and states to define the implementation of a unique roadmap for all the region.	Considerable	Difficult	P3	3
Promote, through the cooperation among countries, industry, organizations and associations, the	Considerable	Few	P1	1

Recommended Actions	Impact	Changeability	IC Level	Selected Priority
exchange of safety scientific knowledge (technological, qualified personnel, investigations, training programmes, etc.).				
Identify each country needs, searching for the necessary resources to implement the agreed regional programmes to maintain safety threshold.	Moderate	Moderate	P5	2
Implement mechanisms to enable the shared use of knowledge and best practices through different regions, making use of existing regional organizations.	Considerable	Difficult	P3	1
Harmonize the standards using taxonomy and regulations existing in the region.	Considerable	Moderate	P2	1

Final Session

F.1 The final session started with a noteworthy presentation by Mr. Fernando Augusto Sanclemente Alzate, Director General of the UAEAC, regarding the safety improvement situation and the commitment of his Administration to the objectives of the GASR. He encouraged participants to “*implement, implement and implement*” the recommended actions resulting from the joint efforts of all industry and civil aviation stakeholders in the continent.

F.2 The result of the analysis of Focus Area 5 was presented and a document with background and terms of reference for the creation of the Regional Aviation Safety Group - Pan American (RASG-PA) was read and distributed. The establishment of the RASG-PA received enthusiastic support from participants attending the workshop (See **Appendix A**).

F.3 The RASG-PA document included the short and long term goals and the organizational structure and membership. A planning group will meet in August at ICAO NACC Regional Office to follow-up on workshop recommendations and to organize the First Regional Aviation Safety Group – Pan American Meeting, which the Sub-Director of the Costa Rican DGCA kindly offered to host during November 2008.

F.4 The Regional Director of the North American, Central American and Caribbean Regional Office, Mrs. Loretta Martin, addressed the participants on behalf of ICAO in closing by noting the excellent results achieved during the week and urged everyone’s continued efforts based on mutual effective and sustained cooperation. She also thanked the organizers and Government of Colombia for their outstanding support of this important event. Dr. Fernando Sanclemente Alzate, formally closed the workshop.

Regional Aviation Safety Group (Pan American) (RASG-PA)

Background

Quote from Assembly Resolution A36-7 - Global Planning for Safety and Efficiency

Resolved that these global plans [*Global Aviation Safety Plan and Global Air Navigation Plan*] shall provide the framework in which regional, sub-regional and national implementation plans will be developed and implemented thus ensuring harmonization and coordination of efforts aimed at improving international civil aviation safety and efficiency;

Recognized the importance of regional and national plans and initiatives based on the global framework for effective implementation;

Recognized that further progress in improving global safety and efficiency of civil aviation is best achieved through a cooperative, collaborative and coordinated approach in partnership with all stakeholders under the leadership of ICAO;

Urged Contracting States and the industry to apply the Global Aviation Safety Plan and Global Aviation Safety Roadmap principles and objectives and to implement its methodologies in partnership with all concerned stakeholders to reduce the number and rate of aircraft accidents;

Draft Terms of Reference

The Regional Aviation Safety Group (Pan American) will develop aviation safety initiatives to reduce aviation risks in the NAM/CAR and SAM Regions, to promote their implementation by all stakeholders and to enhance harmonization and coordination of efforts.

Short term

Develop and implement a work programme to continue implementation of the Global Aviation Safety Plan (GASP) and Global Aviation Safety Roadmap (GASR) in the region to ensure implementation of resulting action plans.

Longer term

- 1) Using the framework provided by the GASP and GASR, support the establishment and operation of a performance-based safety system for the Pan American region by
 - a) In part of the region where such a performance-based safety system does not exist, analyzing the risks to civil aviation at the regional level, develop action plans necessary to mitigate the risks and coordinate and support their implementation;
 - b) Facilitating the sharing of safety information and experiences among all stakeholders from the region;
 - c) Ensuring that all safety activities at the regional and sub-regional level are properly coordinated to avoid duplication of efforts; and
 - d) Conducting follow-up activities as required.
- 2) Provide feedback to ICAO and the ISSG to continually improve and ensure an up-to-date global safety framework (GASP and GASR).

Organizational Structure

Membership:

- ICAO contracting States of the NACC and SAM Regions
- International and Regional Organizations
- Aircraft Manufacturers
- ICAO (Regional Directors of the NACC and SAM Offices - one acting as the Secretary of the RASG-PA and Steering Committee)
- ICAO Contracting States from outside the region, other representative organizations, or any entity directly involved in aviation safety may be invited by the RASG-PA to join the group as a full member or observer as decided by RASG-PA

Steering Committee

A Steering Committee made of representatives from States and Industry will be established to guide the work of the RASG-PA and ensure that mandates are discharged in a timely and efficient manner. To that end, the Steering Committee will:

- a) Establish sub-groups as required to pursue specific activities related to the work programme;
- b) Propose to RASG-PA, amendments to the work programme to ensure relevancy;
- c) Decide on working procedures for RASG-PA, the Steering Committee and the sub-groups; and
- d) Undertake any action required to ensure that RASG-PA achieve its objective of reducing aviation risks in the NACC and SAM Regions

Roadmap Process

Guide for Group work

Table Discussion Guidelines

- Contribute their knowledge and raise questions frequently
- Mutual respect for other's ideas
- The facilitators will seek to involve everyone in the discussions
- Any participant may provide comments
- Participants can change their minds at any time
- Both participants and facilitators are expected to respect this guide
- The facilitator will ask for a volunteer in each table to prepare a daily report

Process Stages

- 1) Select Region for Analysis
- 2) Identify Key Stakeholders
- 3) Outline safety strengths and enablers
- 4) Identify existing and emerging risks
- 5) Perform Gap Analysis
- 6) Develop Prioritized Recommended Actions
- 7) Develop an Action Plan

Ref: Implementing the GASR, Fig. 3.2 & Appendix I

Roadmap Process Steps

