



Thirty First Regional Aviation Safety Group — Pan America Executive Steering Committee Meeting (RASG-PA ESC/31)

Buenos Aires, Argentina, 8 to 9 November 2018

Agenda Item 2: Items related to RASG-PA’s internal operation

RASG-PA Communication Plan

(Presented by Secretariat)

EXECUTIVE SUMMARY

This working paper presents for approval of the ESC the first version 1.0 of RASG-PA Communication plan (V 1.0) in follow up the agreement of the ESC 29th meeting of October 2017, regarding the preparation and implementation of the RASG-PA communication plan for the correct and efficient handling of information.

The communication plan would provide a framework to manage and coordinate the wide variety of RASG-PA information as part of the permanent activities for strengthening aviation safety in the Pan-American region. The communication plan covers who will receive the communications, how will be delivered, what information, who communicates, and the frequency. This document seeks to improve the reach of the information and the impact that it has on all stakeholder.

<i>Strategic Objectives:</i>	<ul style="list-style-type: none"> • Safety • Air Navigation Capacity and Efficiency
<i>References:</i>	<ul style="list-style-type: none"> • RASG-PA Procedural Handbook • GASP • ANNEX 19

1. Introduction

1.1 Communication Management represents the activities associated with the creation, collection, distribution, storage, and end disposition of project or activities information, and the identification of responsibilities for project team members and other project stakeholders who participate in project communication management. It provides the critical links among people, ideas, and information that are necessary for project management success.

1.2 In the ESC 29th meeting held in Mexico City in October 2017, it was agreed on the preparation and implementation of the RASG-PA communication plan for the correct and efficient handling of information related to the work of the group in the Pan-American region. In follow up this agreement, the Secretariat initiated the development of the first draft of the document and identified six main areas for improvement with the implementation of the Communication Plan:

- i. To increase the participation of the States of the NAM/CAR and SAM Regions: The attendance of the States representatives to RASG-PA meetings and the participation in the workgroups has diminished during the last years. It is necessary to improve the communication with the States Authorities to encourage the involvement in the meetings and work of the teams.
- ii. Improvement in the results obtained from RASG-PA products and activities: Although a considerable number of products have been developed, such as circulars, information kits, bulletin and other tools for safety improvement; the Secretariat has identified some stakeholders whom these RASG-PA advances have not reached. It is necessary to improve the communication strategy to increase the impact of RASG-PA developments.
- iii. Improved communication with stakeholders for preparation and meeting development: It is essential to strengthen communication with internal and external stakeholders, before, during and after the RASG-PA meetings to enhance the results from these reunions.
- iv. Improvement in the tasks follow-up progress of the working groups: One of the primary roles of the Secretariat is the follow-up to the tasks progress, it is necessary to improve communication to strengthen the monitoring from the Secretariat to obtain better results in the task development.
- v. Establishment of a process to measure the stakeholder satisfaction and to receive feedback that will allow the identification of areas of strength and areas for improvement.
- vi. Strengthening the image of the RASG-PA in the Pan-American Region: Through the use of existing electronic tools such as professional networks, and the participation of RASG-PA representatives in safety events and other activities to increase the exposure of the group to strengthen the image.

2. The Plan

2.1 The implementation of the communication plan would provide to the secretariat and all involved in the RASG-PA process guidance for exchanging, coordinating, and collaborating on information management.

2.2 Scope: The communications plan address:

- a. Stakeholder Management - identification of RASG-PA stakeholders, analysis of their communication requirements, and planning for their needs.
- b. Communication Planning - the communication and information needs of stakeholders. Who needs what information, when, in what format, by what means and how to receive input and feedback.
- c. Information Distribution - how information will be distributed to all stakeholders.

2.3 Stakeholders

2.3.1 Stakeholders are the individuals who have some type of vested interest in achieving a successful project outcome. These individuals can be internal or external to the performing organization, and it is essential that their responsibilities, affiliations, and participation be identified as a means to understanding the nature of their project or business interests. While stakeholders normally have a common interest in achieving a successful project outcome, it should be noted that various stakeholders could also have different views or perspectives with regard to how project success is achieved

2.3.2 RASG-PA has a long list of stakeholders both internally and externally; the communication plan identifies all interested parties and the role and the relationships to implement a well-organized and targeted communication strategy. The communication plan includes a matrix of the RASG-PA key stakeholders. Table I, Appendix I.

2.4 Feedback and Satisfaction surveys

2.4.1 The communication plan proposes the establishment of a feedback monitoring mechanisms to ensure and measure the ongoing effectiveness of RASG-PA. By monitoring and responding to feedback regularly, the group can continue addressing the needs and concerns of key stakeholders.

2.4.2 It is essential to establish a process to measure the satisfaction of stakeholders; this measurement will allow identifying areas for improvement. Once a year the Secretariat will conduct a satisfaction survey, the results will be presented at the first ESC meeting where the respective actions will be agreed depending on the results obtained in the evaluation.

2.5 Communication Matrix

2.5.1 The communication matrix is one of the main elements included in the communication plan, which identifies the audience, the type of communication, the frequency, responsible and the method for delivering the information. The communication Matrix is included in Table II, Appendix I.

3. Process

3.1 The secretariat with the support of a development team has ended the first version (V 1.0) of the RASG-PA Communication Plan. The development of the document consisted of the proposal of a first draft of the communication plan for the analysis and comments of the development team, at the end of the period, the secretariat received contributions and comments from:

- a) Brazil
- b) Transport Canada
- c) FAA

3.2 The secretariat incorporated these contributions and comments to the document and was sent again for analysis of all the members of the communication plan work team. In version 1.0 all the comments have been included, which has made it possible to obtain a robust document that would support the activities as part of the RASG-PA mission.

4. Conclusion

4.1 The communication plan will provide a framework to manage and coordinate the wide variety of RASG-PA communications, improving the reach of the information and the impact that it has on all stakeholder.

5. Suggested actions

5.1 The meeting is invited to:

- a) Take note of the information presented regarding the Communication Plan;
- b) approved the RASG-PA Communication Plan V 1.0; and
- c) request all RAGS-PA stakeholder to use the plan as a framework for the development of communications related to RASG-PA.

Appendix I

Table I - Stakeholders

Stakeholder	Comments
ACI	
AIRBUS	
ALTA	
ATR	
Boeing	
CANSO	
CASSOS	
ECCAA	
EMBRAER	
ESC Members	
Flight Safety Foundation	
IATA	
IFATCA	
ANSP	
ICAO	Including but not limited to: Secretariat ICAO Council Regional Directors PIRGS
States Aviation Authorities	
Other Aviation Organization	
General Public	



WORKING PAPER

Table II – Communication Matrix

ID	Item	Target Audience	Description/Purpose	Frequency	Responsible	Channel	Authority to release	Comments
1	RASG-PA Plenary Meetings invitation	All stakeholders	To invite stakeholders to the meeting.	Issue at least 90 days before the meeting	Secretariat	Website email	Secretariat	
2	WP/IP for RASG-PA Plenary Meetings	All stakeholders	WP/IP with the issues to be include in the meeting Agenda.	Received by the Secretariat at least 20 days before the meeting, and uploaded to the website 15 days before the meeting.	Secretariat	Website email	Secretariat	
3	RASG-PA Plenary Meetings	All stakeholders	To address the issues included in the Agenda	Every two years.	Secretariat	Face to face	Secretariat	
4	RASG-PA Plenary Meetings reports	All stakeholders	Update stakeholders on progress	Every two years.	Secretariat	Website email	Secretariat	
5	Executive Steering Committee ESC Meetings invitation	All RASG-PA internal stakeholders	To invite RASG-PA internal stakeholders to the meeting.	Issue at least 90 days before the meeting	Secretariat	Website email	Secretariat	

6	WP/IP for Executive Steering Committee ESC Meetings	All RASG-PA internal stakeholders	WP/IP with the issues to be include in the Agenda	Received by the Secretariat at least 20 days before the meeting, and uploaded to the website 15 days before the meeting.	Secretariat	Website email	Secretariat	
7	Executive Steering Committee Meetings ESC	All RASG-PA internal stakeholders	To address the issues included in the Agenda	Twice a year.	Secretariat	Face to face	Secretariat	
8	Executive Steering Committee Reports (ESC)	All RASG-PA internal stakeholders	Update RASG-PA internal stakeholders on progress	After ESC Meeting	Secretariat	email	Secretariat	
9	PA-RAST Meetings invitation	All stakeholders	To invite stakeholders to the meeting.	Issue at least 90 days before the meeting	Secretariat	Website email	Secretariat	
10	WP/IP for PA-RAST Meetings	All stakeholders	WP/IP with the issues to be include in the Agenda	Received by the Secretariat at least 20 days before the meeting, and	Secretariat	Website email	Secretariat	

				uploaded to the website 15 days before the meeting.				
11	PA-RAST Meetings	All stakeholders	To address the issues included in the Agenda	Four meetings during the year.	Secretariat	Face to face	Secretariat	
12	PA-RAST Summary of Discussions	All stakeholders	To Update stakeholders on task progress and other significant issues	After PA-RAST Meeting	Secretariat	Website email	Secretariat	
13	Information Analysis Team Meetings Summary of Discussions	All stakeholders	To Update stakeholders on task progress and other significant issues		Secretariat	Website email	Secretariat	
14	RASG-PA Safety Advisory (RSA)	All stakeholders	To present to stakeholders safety information on technical matters analyzed within the RASG-PA.	As required	Secretariat	Website Email Networks	Secretariat	The secretariat will be responsible for annually evaluating the validity of the document and discarding it or identifying it appropriately if it is outdated.
15	RASG-PA Procedural Handbook	All Stakeholders	Establishes the RASG-PA procedures				Secretariat	

16	Network Posts	All stake holders	To share safety information	Monthly	Secretariat	Networks	Secretariat	
17	Feedback	All stake holders	Receive information or inputs regarding RASG-PA activities	As required	Secretariat	Email Telephone Mail Networks	Secretariat	
18	Satisfaction surveys	All stake holders	To assess stakeholder satisfaction related to the activity of RASG-PA	Yearly	Secretariat	Email	Secretariat	



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Communications Plan

Prepared by: Secretariat
Date: NOV/2018
Version No: V 1.0



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Document Change Control

The following is the document control for the revisions to this document.

Version Number	Date of Issue	Author(s)	Brief Description of Change
Version 1.0	October 30 th 2018		
Version 1.1			
Version 1.2			

Definition

The following are definitions of terms, abbreviations and acronyms used in this document.

Term	Definition
RASG-PA	Regional Aviation Safety Group Pan America
ESC	Steering Committee



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1. Introduction

The Regional Aviation Safety Group- Pan America (RASG-PA) was established in November 2008 to be the focal point to ensure harmonization and coordination of safety efforts aimed at reducing aviation risks in the North American, Central American, Caribbean (NAM/CAR), and South American (SAM) Regions, and promote the implementation of resulting safety initiatives by all stakeholders.

RASG-PA membership includes representatives from all States/Territories of ICAO NAM/CAR and SAM Regions, international organizations and industry. ICAO serves as the group Secretariat, providing administrative, coordination and technical support to the RASG-PA, its working groups, and committees.

In 2018, the RASG-PA reached the milestone of a decade of work in the Pan-American region. The Secretariat, in compliance with its functions, has identified opportunities for improvement in the management of the group to increase the impact on safety and meet the objectives defined within the Global Aviation Safety Plan (GASP). The Secretariat identified six main areas for improvement, which this communications plan will address:

- i. To increase the participation of the States of the NAM/CAR and SAM Regions: The attendance of the States representatives to RASG-PA meetings and participation in the workgroups has diminished during the last few years. It is necessary to improve the communication with the States Authorities to encourage the involvement in the meetings and work of the teams.
- ii. Improvement in the impact on safety of RASG-PA products and activities: Although a considerable number of products have been developed, such as circulars, information kits, bulletins and other tools for safety improvement; the Secretariat has identified some stakeholders whom these RASG-PA advances either have not reached or were not implemented as recommended. It is necessary to improve the communication strategy to increase the awareness, implementation, and impact of RASG-PA activities.
- iii. Improved communication with stakeholders for preparation and meeting development: It is essential to strengthen communication with internal and external stakeholders, before, during and after RASG-PA meetings to enhance efficiency and results.
- iv. Improvement in the DIPs follow-up progress: One of the primary roles of the Secretariat is the follow-up on the tasks progress, it is necessary to improve communication to strengthen the monitoring from the Secretariat to obtain better results in the task development.
- v. Establishment of a process to measure stakeholder satisfaction and to receive feedback: The measurement of the satisfaction will allow the identification of areas of strength and areas for improvement.
- vi. Strengthening the image of the RASG-PA in the Pan-American Region: Through the use of existing electronic tools such as professional networks, and the participation of RASG-PA representatives in safety events and other activities to increase the exposure of the group to strengthen the image.

At the Executive Steering Committee (ESC) 29 meeting held in Mexico City in October 2017, it was agreed on the preparation and implementation of the RASG-PA Communications Plan for the correct and efficient handling of information related to the work of the group in the Pan-American region. This Communications Plan is the framework for the timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, and the ultimate disposition of RASG-PA information.

This Communications Plan addresses all the information that must be communicated as part of the RASG-PA activities, to ensure the relevant, accurate, and consistent information to stakeholders and other appropriate audiences is delivered. By effectively communicating the



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information, RASG-PA will be able to support the implementation of the GASP and address global aviation safety matters from a regional perspective.

The Communications Plan provides a framework to manage and coordinate the wide variety of RASG-PA communications as part of the permanent activities for strengthening aviation safety in the Pan-American region. The communication plan covers who will receive the communications, how the communications will be delivered, what information will be communicated, who communicates, and the frequency of the communications.

This Communications Plan seeks to improve the reach of the information and the impact that it has on all stakeholder. This document includes the use of a variety of communication channels to reach expeditiously all stakeholders related to aviation safety.

This document will be the responsibility of the secretariat. The updating will be bi-annually.

2. Scope

This document will cover:

- a. Stakeholder Management - identification of RASG-PA stakeholders, analysis of their communication requirements, and planning for their needs.
- b. Communication Planning - the communication and information needs of stakeholders. Who needs what information, when, in what format, by what means and how to receive input and feedback.
- c. Information Distribution - how information will be distributed to all stakeholders.

3. Communication Objectives

One of the objectives of RASG-PA is to avoid the duplication of effort through the establishment of cooperative regional safety programs, to reduce both financial and human resource burdens on States while delivering measurable safety improvements. The effective communication with all aviation safety stakeholders is essential to achieve this objective. The key communication objectives are:

- i. Promote and gain support for the RASG-PA;
- ii. Ensure a consistent message;
- iii. Give accurate and timely information;
- iv. Ensure the distribution of accurate and updated information;
- v. Ensure sensitive information is handled in an appropriate manner;
- vi. Ensure to reach all stakeholders that may be affected by the RASG-PA activities

4. Communication Strategy

This section identified all the elements that have an impact in the RASG-PA communication strategy.

4.1 Stakeholders



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RASG-PA has a long list of stakeholders both internally and externally. For the correct establishment of a communication strategy, it is essential to identify all the stakeholders and the role that each one has and their relationships to creating and implementing a well-organized and targeted communication plan.

The different roles of the stakeholders will impact the communication strategy. Within this Communications Plan we identify two primary roles:

- a. Strategic: Related to the planning, control and decision making of the RASG-PA. This role will normally be associated to active members of the RASG-PA.
- b. Tactical: Related to the development and implementation of the instruments and initiatives developed by RASG-PA. This role may be associated to RASG-PA participating members as well as to any external stakeholders that could be involved in the execution of activities of the groups or that could ultimately benefit from the results of deliverables from the RASG-PA.

Depending on the role of each stakeholder, the products, communication channels and the updating frequency will be determined and established in the communication matrix. The key stakeholders identified for this plan:

Table I - Stakeholders

Stakeholder	Comments
ACI	
AIRBUS	
ALTA	
ATR	
Boeing	
CANSO	
CASSOS	
ECCAA	
EMBRAER	
ESC Members	
Flight Safety Foundation	
IATA	
IFATCA	
IFALPA	
ANSP	
ICAO	Including but not limited to: Secretariat ICAO Council Regional Directors PIRGS
States Aviation Authorities	
Other Aviation Organization	
General Public	

4.2 Communication channels



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Communication channels are the 'delivery mechanism' for information sharing and receiving feedback from stakeholders. The different communication channels will allow RASG-PA to reach all stakeholders for the distribution of information. The communication channels may include, but are not limited to:

Table II – Communication Channels

Channel	Comments
Web site	
Electronic documents	RASG-PA decides who will sign or be responsible for the document.
Website	ICAO will maintain an updated website where stakeholders can find updated information
Paper documents	RASG-PA decides who will sign or be responsible for the document.
Emails	
Social Networks	
Telephone	
Presentations	
Annual Reports	
Face to Face	
Telecom	

Electronic Communication is one of the most critical means used by the RASG-PA; however, it is necessary to manage these channels adequately. The establishment of a process to review and update the information on the website is vital to improving communication.

4.3 Feedback

Feedback is essential to ensure and measure the ongoing effectiveness of RASG-PA. By monitoring and responding to feedback regularly, the RASG-PA can continue to address the needs and concerns of key stakeholders. Feedback monitoring mechanisms will include:

- a. Direct Feedback – Telephone communications will provide an expedited opportunity for the audience to give feedback directly to the secretariat.
- b. Formal Feedback – Formal communications by email or other means may be directed to the secretariat who will manage this information at the appropriated RASG-PA level.
- c. Internal Feedback – With information received by any RASG-PA active member or produced in any RASG-PA meetings (e.g. actions, conclusions, decisions, etc.), provided directly to the secretariat. This is the basic mechanism to follow up on active topics of the RASG-PA by the secretariat.

4.4 Satisfaction Surveys

It is essential to establish a process to measure the satisfaction of the stakeholders regarding the RASG-PA; this measurement will allow identifying areas for improvement of the group. Annually, the secretariat will conduct a satisfaction survey in which the results will be presented at the first



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ESC meeting where the respective actions will be agreed depending on the results obtained in the evaluation.

4.5 Key elements and timing:

Some communication elements are vital for the correct functioning of the RASG-PA and the adequate dissemination of their activities. Among these, we have:

Table III - Key elements and timing

Element	Issue or review date	Comments
RASG-PA Activity Plan	Issue no later than the end of September of every year.	
Annual Safety Report	Issue no later than the first week of November of every year.	
RASG-PA Procedural Handbook	Reviewed every two years	
RASG-PA Plenary Meetings invitation	Issue at least 90 days before the meeting.	
RASG-PA Plenary Meetings	Face to face meeting	
RASG-PA Plenary Meetings reports	Issue within 30 days after the meeting.	
Executive Steering Committee (ESC) Meetings invitation	Issue at least 90 days before the meeting	Secretariat will take action with ESC co-chairs when this period is expected to change.
Executive Steering Committee (ESC) Meetings	Face to face meeting	
Executive Steering Committee (ESC) Reports	Issue within 30 days after the meeting	
PA-RAST Meetings invitation	Issue at least 60 days before the meeting	Secretariat will take action with PA-RAST co-chairs when this period is expected to change.
PA-RAST Telecom	As required	
PA-RAST Meetings	Four Annual Face to face meeting	
PA-RAST Summary of Discussions	Issue within 30 days after the meeting	
WP/IP for Meetings	Received by the Secretariat at least 20 days before the meeting, and uploaded to the website 15 days before the meeting	
RASG-PA Safety Advisory (RSA)	As required	
Network Posts	Monthly	



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5. Communication Matrix

The following matrix identifies the audience, the type of communication to be delivered, the frequency, responsibility and method for delivering the information.

ID	Item	Target Audience	Description/Purpose	Frequency	Responsible	Channel	Authority to release	Comments
1	RASG-PA Plenary Meetings invitation	All stakeholders	To invite all stakeholders to the meeting.	Issue at least 90 days before the meeting	Secretariat	Website email	Secretariat	
2	WP/IP for RASG-PA Plenary Meetings	All stakeholders	WP/IP with the issues to be include in the Agenda	Received by the Secretariat at least 20 days before the meeting, and uploaded to the website 15 days before the meeting.	Secretariat	Website email	Secretariat	
3	RASG-PA Plenary Meetings	All stakeholders	To address the issues included in the Agenda	Face to face	Secretariat	Face to face	Secretariat	
4	RASG-PA Plenary Meetings reports	All stakeholders	Update stakeholders on progress	Yearly	Secretariat	Website email	Secretariat	
5	Executive Steering Committee ESC Meetings invitation	All internal stakeholders	To invite internal stakeholders to the meeting.	Issue at least 90 days before the meeting	Secretariat	Website email	Secretariat	
6	WP/IP for Executive Steering Committee ESC Meetings	All internal stakeholders	WP/IP with the issues to be include in the Agenda	Received by the Secretariat at least 20 days before	Secretariat	Website email	Secretariat	



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				the meeting, and uploaded to the website 15 days before the meeting.				
7	Executive Steering Committee ESC Meetings	All internal stakeholders	To address the issues included in the Agenda	Face to face	Secretariat	Face to face	Secretariat	
8	Executive Steering Committee (ESC) Reports	RASG-PA Internal Stakeholders	Update RASG-PA internal stakeholders on progress	After ESC Meeting	Secretariat	email	Secretariat	
9	PA-RAST Meetings invitation	All stakeholders	To invite stakeholders to the meeting.	Issue at least 60 days before the meeting	Secretariat	Website email	Secretariat	
10	WP/IP for PA-RAST Meetings	All stakeholders	WP/IP with the issues to be include in the Agenda	Received by the Secretariat at least 20 days before the meeting, and uploaded to the website 15 days before the meeting.	Secretariat	Website email	Secretariat	
11	PA-RAST Meetings	All stakeholders	To address the issues included in the Agenda	Face to face	Secretariat	Face to face	Secretariat	



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12	PA-RAST Summary of Discussions	All stake holders	To Update stakeholders on task progress and other significant issues	After PARAST Meeting	Secretariat	Website email	Secretariat	
13	RASG-PA Safety Advisory (RSA)	All stake holders	To present to stakeholders safety information on technical matters analyzed within the RASG-PA.	As required	PA RAST/ Secretariat	Website Email	Secretariat	The secretariat will be responsible for annually evaluating the validity of the document and discarding it or identifying it appropriately if it is outdated.
14	RASG-PA Procedural Handbook	All Stakeholders	Establishes the RASG-PA procedures				Secretariat	
15	Network Posts	All stake holders	To share safety information	Monthly	PA RAST/ Secretariat	Networks	Secretariat	
16	Feedback	All stake holders	Receive information or inputs regarding RASG-PA activities	As required	Secretariat	Email Telephone Mail Networks	Secretariat	
17	Satisfaction surveys	All stake holders	To assess stakeholder satisfaction related to the activity of RASG-PA	Annually	Secretariat	Email	Secretariat	

