



**Thirty Third Pan America — Regional Aviation Safety Team Meeting
(PA-RAST/33)**

Quito, Ecuador, 13 to 15 August 2018

Agenda Item 6: Opportunities of improvement for RASG-PA/PA-RAST/ASRT Processes

OPPORTUNITIES OF IMPROVEMENT

(Presented by Secretariat)

EXECUTIVE SUMMARY	
<p>The present paper presents a series of opportunities of improvement for several RASG-PA processes, as identified by the RASG-PA ESC and Teams, as well as by the Secretariat, to be presented at the ESC/31 for consideration.</p> <p>Comments from PA-RAST are requested to improve the proposal.</p>	
Action:	Action is suggested in Section 3
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"> • Safety
<i>References:</i>	<ul style="list-style-type: none"> • GASP 2020-2022

1. Introduction

1.1 In May 2018, RASG-PA Secretariat was transferred to the ICAO SAM Office in accordance to ICAO’s Regional Offices Manual, and consequently GREPECAS Secretariat was assumed by ICAO NACC Office.

1.2 ICAO has assigned a Safety Officer to almost exclusively run RASG-PA Secretariat activities. This condition presents a great opportunity to boost several RASG-PA initiatives which were suspended or delayed.

1.3 After a thorough review of current processes, as well as previous reports and interviews with PA-RAST/ASRT members, a series of opportunities of improvement on RASG-PA Processes have been identified, most of which were already registered on various ESC/PA-RAST Reports.

1.4 These opportunities of improvement are discussed on the following paragraphs and detailed on **Appendix A**.

1.5 A Working Paper describing these improvements will be presented by the Secretariat during the upcoming RASG-PA ESC 31 Meeting to be held in November for consideration.

2. Discussion

2.1 A total of 14 opportunities of improvement have been identified, and grouped in 4 categories as detailed in Appendix.

2.2 Most of these initiatives were already identified and discussed by the RASG-PA during ESC and PA-RAST Meeting but implementation efforts are needed.

2.3 The implementation of these initiatives will mostly fall on the Secretariat, therefore, member's roles and responsibilities will not be affected.

2.4 Even though it's an ESC decision to implement or discard each of these initiatives, feedback from the PA-RAST Membership is very important and appreciated.

3. Suggested actions

3.1 The Meeting is invited to:

- a) Make comments on the proposed initiatives;
- b) Discuss the following during the break-up session:
 - Suitable Dashboard indicators for each GASP Target, based on data availability or the feasibility to get reliable sources; and
 - Suitable PA-RAST KPIs.

APPENDIX A OPPORTUNITIES FOR IMPROVEMENT

I. Each opportunity for improvement, referred as “Improvement initiative” has been grouped into 4 macro-activities:

- A. Alignment to the GASP 2020-2022 Structure
- B. Communications Plan Implementation
- C. Project Management Methodology Implementation
- D. Outcome oriented/Project based work program concept reinforcement

II. Specific improvement incentives within each macro-activity are the following:

A. Alignment to the GASP 2020-2022 Structure

- 1. Structure of ESC Meetings and reports based on GASP Structure
- 2. Development of a web dashboard to monitor regional performance based on GASP targets
- 3. Membership and safety data sources
- 4. Addressing of Emerging Issues by the PA-RAST
- 5. Addressing of Commercial Non-Scheduled above 5.700 kg

B. Communications Plan Implementation

- 6. Improved availability of documents, processes and deliverables through the new webpage and ICAO Secure Portal Group
- 7. RASG-PA Webpage upgrade
- 8. Timely delivery of Meeting invitations
- 9. Advanced availability of WP and IP
- 10. Reports quality and availability
- 11. Membership update

C. Project Management Methodology implementation

- 12. Defined projects, timelines, stakeholders, accountabilities, deliverables, report, etc.
- 13. RASG-PA (PA-RAST/ASRT) Internal KPIs

D. Outcome oriented/Project based work program concept reinforcement

- 14. Number of face-to-face meeting and telecons needed

III. Detailed description of each initiative:

- 1. **Structure of ESC Meetings and reports based on GASP Structure.** - ICAO is developing a global standard report format for PIRGs and RASGs based on the structure of the GASP 2020-2022 structure as follows: Organizational Issues, Infrastructure, Operational Risk, and Performance Measurement. Adopting this structure for ESC Meetings and therefore its reports, will greatly

reduce efforts required to adjust Meeting proceeding to the reporting format. The actual outputs of RASG-PA probably fall under the Operational Risks and Performance Measures processes, so the impact of this changes are not envisaged to be traumatic. It is work in progress and ICAO Regional Offices are actively participating on a focus group.

- 2. Development of a web dashboard to monitor regional performance based on GASP targets.** – GASP 2020-2022 Edition contains 6 goals and 11 targets. A Dashboard will be developed and made available through the website, to allow for real-time monitoring of safety performance in the region.
- 3. Membership and safety data sources.** – States, Regional and International Organizations that traditionally did not provide data to the RASG-PA, have begun to generate a growing amount of safety information, which can greatly contribute to the objectives of group. Continuous safety data exchange mechanisms should be identified.
- 4. Addressing of Emerging Issues by the PA-RAST.** – As mandated by the GASP, Emerging Issues that may have an impact on safety should be regionally defined and addressed. PA-RAST should have a Safety Enhancement Team dedicated to manage the risks related to emerging issues.
- 5. Addressing of Commercial Non-Scheduled above 5.700 kg.** – Our region has witnessed tragic accidents that claimed too many lives in Commercial Non-Scheduled above 5.700 kg. PA-RAST should have a Safety Enhancement Team dedicated to manage the risks related to emerging issues.
- 6. Improved availability of documents, processes and deliverables through the new webpage and ICAO Secure Portal Group.** – Public RASG-PA Documents will be easily accessible through the webpage. A members-only group within the ICAO Secure Portal will be created to organize and make available all RASG-PA non-public and supporting papers for easy accessibility.
- 7. RASG-PA Webpage upgrade.** – An improved, cleaner and friendlier version of the webpage will be available during the last quarter of 2018, that incorporates every suggestion made by the ESC and PA-RAST.
- 8. Timely delivery of Meeting invitations.** – Communications Plan implementation will allow for the timely delivery and publication of Meeting invitations, making scheduling and planning easier for all members.
- 9. Advanced availability of WP and IP.** – Timely available Working and Information Papers give everybody the chance to contribute and discuss the contents of the papers. Members unable to attend face-to-face meetings, will have the opportunity to comment every WP/IP via Pre-meeting telecons (See 14 below).
- 10. Reports quality and availability.** – Reports will be published without delay. Every aspect discussed during the meetings will be adequately registered on the report for future consultation. Improved standard forms and formats will be implemented for increased uniformity.
- 11. Membership update.** – ESC, PA-RAST and ASRT membership information will be updated to improve and streamline the communication process.
- 12. Defined projects, timelines, stakeholders, accountabilities, deliverables, report, etc.** – Implementation of specific elements of Project Management Methodology, to the extent that they are useful or necessary, will be gradually incorporated to the RASG-PA activities.

- 13. RASG-PA (PA-RAST/ASRT) Internal KPIs.** – In order to monitor its own performance, RA-RAST and ASRT should determine their own targets and define a set of indicators. These measurements will allow for continuous improvement and an increased awareness on the efficiency of its processes.
- 14. Number of face-to-face meeting and telecons needed.** – There is strong need to re-establish periodic teleconferences for the ESC, PA-RAST and ASRT. Not only because it allows a larger number of States/Organizations participations in the analysis and discussion of key regional issues, but because, during time, the group seem to rely too much in face-to-face meeting, with little or no previous discussions of the subjects. Relying solely on face-to-face meetings is very inefficient because it forces the discussion of administrative and other non-safety related issues during meetings. A proper balance between regular teleconferences/calls and meetings should be attained, to increase the productivity of the group.

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