



**Thirty Fourth Pan American – Regional Aviation Safety Team Meeting
(PA-RAST/34)
Miami, 13 to 14 November 2018**

Agenda Item 3: Results from ESC/31 Meeting

Project Based Approach for RASG-PA activities

(Presented by Secretariat)

EXECUTIVE SUMMARY	
The present paper presents a series of opportunities for improvement for several RASG-PA processes, as identified by the RASG-PA ESC and Teams, as well as by the Secretariat.	
Action:	The Meeting is invited to: a) Take note of ESC/31 actions as listed in (3); and b) Implement Project Management Methodology for PA-RAST activities.
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"> • Safety
<i>References:</i>	

1. Introduction

1.1 ICAO has assigned a Safety Officer to coordinate RASG-PA Secretariat activities. This condition presents a great opportunity to provide better delivery to its program. After a thorough review of current processes, as well as previous reports and interviews with PA-RAST/ASRT members, a series of opportunities for improvement on RASG-PA Processes have been identified, most of which were already registered on various ESC/PA-RAST Reports.

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

1.3 These initiatives aim at RASG-PA to work in more efficient manner.

2. Discussion

2.1 After thorough review of current processes, the following opportunities for improvement have been identified:

1. Improved availability of documents, processes and deliverables through the new webpage and ICAO Secure Portal Group
2. RASG-PA Webpage upgrade
3. Timely delivery of meetings invitations
4. Advanced availability of WPs and IPs
5. Reports quality and availability
6. Membership update
7. Defined projects, timelines, stakeholders, accountabilities, deliverables, report, etc.
8. Implementation of RASG-PA (PA-RAST/ASRT) Internal KPIs
9. Number of face-to-face meetings and virtual meetings based on project needs.

2.2 These initiatives are not new to RASGPA, there has been discussions about them but but implementation has been delayed for several reasons.

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

2.4 Implementation of these opportunities for improvement will depend on ESC's approval of:

- a) RASG-PA's Communications Plan (As proposed on WP/04);
- b) Project management methodology for PA-RAST's SEI/DIP related activities (as proposed in this WP); and
- c) Outcome oriented/Project based work program concept to determine place, time and frequency of meetings (as proposed in this WP).

2.5 **Appendix A** describes each opportunity for improvement in detail.

2.6 **Appendixes B** and **C** describe the project management methodology for PA-RAST's SEI/DIP related activities.

2.7 **Appendix C** presents a suggested Project description format.

3. ESC/31 Related Actions

3.1 ESC/31 Approved the adoption of improvement from 1 through 8 via the Approval of:

- a) Approval of the adoption of Project Based Approach for RASG-PA activities; and
- b) Approval of RASG-PA Communications Plan.

4. Suggested actions

4.1 The PA-RAST/34 Meeting is invited to:

- a) Take note of ESC/31 actions as listed in (3); and
- b) Implement Project Management Methodology for PA-RAST activities.

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APPENDIX A OPPORTUNITIES FOR IMPROVEMENT

I. Each opportunity for improvement, referred as “Improvement initiative” has been grouped into 3 categories:

- A. Communications Plan Implementation
- B. Project Management Methodology Implementation
- C. Outcome oriented/Project based work program concept reinforcement

II. Specific improvement incentives within each category are the following:

A. Communications Plan Implementation

- 1. Improved availability of documents, processes and deliverables through the new webpage and ICAO Secure Portal Group
- 2. RASG-PA Webpage upgrade
- 3. Timely delivery of meetings invitations
- 4. Advanced availability of WPs and IPs
- 5. Reports quality and availability
- 6. Membership update

B. Project Management Methodology implementation for PA-RAST

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

C. Outcome oriented/Project based work program concept reinforcement

- 9. Project based determination of the number of face-to-face meetings and telecons

III. Detailed description of each initiative:

- 1. 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, mainly those related to PA-RAST SEI’s and DIPs for easier collaboration and follow-up.
- 2. 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.
- 3. 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.
- 4. 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 comments every WP/IP via pre-meeting telecons (See 12 below).

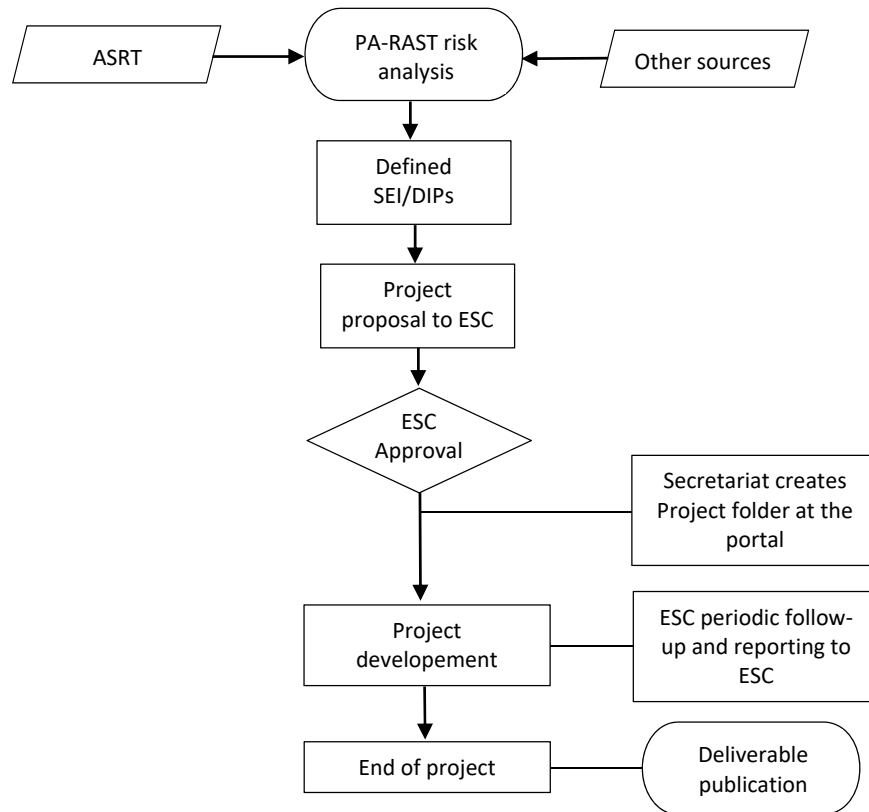
5. **Reports quality and availability.** – Reports will be published without delay. Every aspect discussed during the meetings will be adequately registered on the report for future consultation. Improved standard forms and formats will be implemented for increased uniformity.
6. **Membership update.** – ESC, PA-RAST and ASRT membership information will be updated to improve and streamline the communication process.
7. **Defined projects, timelines, stakeholders, accountabilities, deliverables, report, etc.** – Implementation of specific elements of Project Management Methodology, without creating unnecessary bureaucracy, to the extent that they are useful or necessary, will be incorporated to the PA-RAST activities. Refer to **Appendix B** for more information.
8. **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.
9. **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. A proper balance between regular teleconferences/calls and meetings should be attained, to increase the productivity of the group.

Once the PA-RAST and ASRT adopt the Project-based methodology, the project team members will define the need for face-to-face meetings, only when other means of collaboration are inadequate.

For annual planning, coordination and evaluation, the ESC and PA-RAST will have one face-to-face meeting during the last quarter of the year, except at plenary years, where the ESC will meet before the plenary meeting.

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APPENDIX B
PROJECT MANAGEMENT METHODOLOGY FOR PA-RAST



1. PA-RAST to analyse risk information derived from the ASR and other ESC approved safety data and information sources.
2. PA-RAST to determine SEIs and DIPs according to PA-RAST TORs.
3. PA-RAST members will define a team leader and other team members as required, based on their field of expertise, for each project.
4. Each DIP will be considered a Project, and will make use of the standardized project form for ESC consideration and approval. Refer to **Appendix C** for Project form.
5. ESC will manage the project portfolio, and will be responsible for follow-up. Secretariat will provide support as required. . Follow-up, coordination and reporting will be accomplished by telecon and email.
6. For every ESC approved project, the Secretariat will create a shared folder at the RASG-PA group, within the ICAO Secure Portal.
7. Each team will work to meet the project’s objectives, and will determine the number, frequency and type of meetings as required by the project. These meeting will not be considered PA-RAST Meetings.
8. The Secretariat will hold periodic (at least bi-monthly) virtual meetings with project leaders to assess project status, continuity and other relevant information.
9. The Secretariat will prepare quarterly reports for the ESC regarding the status of each project.
10. At the end of each project, unless otherwise required, the Secretariat will publish the corresponding deliverable at RASG-PA webpage for public access.

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APPENDIX C Project Charter Format

Project Name:	02		
Date:	[Publish Date]	Area of interest: Choose an item.	Version:
Author:			
Project Sponsor:			
Senior User:			
Client:			
Document ID:	<i>(Priority area + Subject + Year + Ref #)</i>		
Document link:			

Note: This document is only valid on the day it was printed

1. Executive Summary

2. Problem / Opportunity Statement

What problems are we addressing or opportunity are we pursuing?

3. Business Options

Analysis and reasoned recommendation for the base business options of: do nothing, do the minimal or do something.

1. Do Nothing
2. Do the minimal
3. Do something

4. Expected Benefits

The benefits that the project will deliver expressed in measurable terms against the situation as it exists prior to the project.

5. Expected Disbenefits

Outcomes perceived as negative by one or more stakeholders. Dis-benefits are actual consequences of an activity whereas, by definition, a risk has some uncertainty about whether it will materialize.

6. Project Objectives

Objectives are statements that specifically describe what is to be achieved within the project's mandate in order to meet the overall project goal. Wherever possible, objectives should be quantified and "SMART" (Specific, Measurable, Achievable, Realistic, and Time-Based).

7. Scope Statement / Project deliverables

Defines what is being produced. Deliverables relate to, and satisfy, the specific project requirements or capabilities. Deliverables must cross-reference and satisfy the project’s objectives.

8. Critical Success Factors

Defines what is needed as necessary conditions for project success.

9. Budget / Costs / Funding

Source and funding amount (whether annual or in total) not be exceeded.

10. Stakeholder / Communications Plan

*Identifies the key individuals or organizations that have a clear **stake** in the project’s success. Who is impacted by the project, and how should they be involved?*

Key Individuals/Organizations:	Specific Needs/Concerns:	Actions/Means/Frequency of Communication

11. High Level Milestone/Stages Schedule

Identification of the major project phases and when they will be completed

#	Major Project Phases / Milestones	Completion Date

12. Quality Plan including Acceptance Criteria

Identify the quality standards and criteria that apply to the project. Explain how the plan will ensure adherence to these standards and criteria.

13. Risk Management Plan

List of major risks confronting the project. Assessment of severity (H/M/L, or high, medium or low) as determined by (1) probability, and (2) potential impact. For each High risk item, develop appropriate mitigation plans.

#	Major Risks	Assessment	Mitigation

14. Project Team Organization

Who will be involved in managing the project and how will they interface?

Project Sponsor:	Role:	Responsible for:
Project Manager:	Role:	Responsible for:
Team Member:	Role:	Responsible for:

15. Project Control Procedures

Anticipated processes for monitoring and ensuring work progress, including: Status reporting and frequency, Review meetings (including who and when), Tracking methods and tools