



Trigésimo Cuarta Reunión del Comité Directivo Ejecutivo del Grupo Regional sobre Seguridad Operacional de la Aviación – Pan América (ESC/34)

Ítem de la agenda 1: Aspectos relacionados con la operación interna del RASG-PA

Manual de procedimientos del RASG-PA

(Presentado por la Secretaría)

EXECUTIVE SUMMARY	
Esta Nota de Estudio presenta para consideración del ESC una propuesta de enmienda del Manual de Procedimientos del RASG-PA, de acuerdo al acuerdo alcanzado durante la reunión ESC/33.	
Acción sugerida:	Se invita a la Reunión a: a) Tomar nota del contenido de este documento de trabajo y hacer comentarios; y b) Si corresponde, endosar el contenido de la propuesta.
Objetivo estratégico:	<ul style="list-style-type: none">Seguridad operacional
Referencias:	<ul style="list-style-type: none">Manual de procedimientos del RASG-PAInforme de la reunión RASG-PA ESC/33Términos de referencia de la OACI para los RASGs

1. Introducción

1.1 Durante la Reunión RASG-PA ESC / 33 celebrada en Lima, el 11 y 12 de septiembre de 2019, se acordó que la Secretaría redacte una Enmienda del Manual RASG-PA, para incorporar los acuerdos alcanzados durante ESC / 33, y alinee el documento con los Términos de referencia RASG aprobados por la Asamblea de la OACI.

1.2 El 5 de marzo de 2020, la Secretaría distribuyó para comentarios un marco propuesto para el documento. Con base en el mandato de ESC / 33 y los comentarios recibidos, la Secretaría desarrolló la propuesta adjunta para una nueva edición del Manual RASG-PA.

1.3 El 24 de abril de 2020, la Secretaría distribuyó para comentarios una versión borrador de una nueva Edición del Manual RASG-PA, basada en la estructura propuesta.

1.4 Se recibieron comentarios de Brasil, Estados Unidos e IATA. El 14 de mayo de 2020 se celebró una teleconferencia para seguir discutiendo los comentarios.

2. Contenidos

2.1 Para reflejar tanto los acuerdos ESC / 33 como los nuevos Términos de Referencia (TOR) para los RASG, el Manual RASG-PA puede necesitar una estructura más organizada centrada en las actividades del grupo, la estructura de trabajo y las funciones y responsabilidades de los miembros.

2.2 El **Apéndice A** presenta la nueva edición propuesta del Manual RASG-PA y sus apéndices.

3. Acción sugerida

3.1 Se invita a la Reunión a:

- a) Tomar nota del contenido de este documento de trabajo y hacer comentarios; y
- b) Si corresponde, endosar el contenido de la propuesta.



International Civil Aviation Organization
Regional Aviation Safety Group - Pan America (RASG-PA)

INTERNATIONAL CIVIL AVIATION ORGANIZATION REGIONAL AVIATION SAFETY GROUP – PAN AMERICA

(RASG-PA)

PROCEDURAL HANDBOOK

DRAFT VERSION

FIFTH EDITION

RASG-PA Handbook

Acronyms

ESC	Executive Steering Committee
GASP	Global Aviation Safety Team
GREPECAS	CAR/SAM Regional Planning and Implementation Group
ICAO	International Civil Aviation Organization
NACC	North America, Central America and Caribbean
PA-RAST	Pan American Regional Aviation Safety Team
PMO	Project Management Office
RASG-PA	Regional Aviation Safety Group of Pan America
SAM	South America
SMRT	Safety Monitoring and Report Team
SPI	Safety Performance Indicators
SPs	Service Providers
SPT	Safety Performance Targets

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- 2.** Vision and Mission
- 3.** Objectives
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- 5.** Structure
- 6.** Roles and responsibilities
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- 9.** Coordination
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Amendment procedures

This RASG-PA Procedural Handbook is issued and maintained under the authority of RASG-PA.

All proposals to amend the RASG-PA Procedural Handbook are to be coordinated with the RASG-PA Secretariat. Users are requested to submit to the RASG-PA Secretariat any suggestions for changes action as appropriate.

The Secretariat, in coordination with the RASG-PA members, will review and propose updates to the RASG-PA Handbook periodically, and as required, to ensure a result-oriented approach and the optimal performances of the Regional Group, the Amendments will be submitted to the Executive Steering Committee (ESC) for approval.

Any changes, new or revised instructions will be incorporated in the Handbook as an amendment, with brief details included in the Record of Amendments.

The RASG-PA Procedural Handbook is to be made available and used as an electronic document, so any amendments will involve the provision of a replacement file for the amended Part or Appendix.

1. Background

1.1 The Regional Aviation Safety Group – Pan America (RASG-PA) was established in November 2008 to use the framework provided by the ICAO Global Aviation Safety Plan (GASP) and the Global Aviation Safety Roadmap (GASR) to support the establishment and operation of a performance-based aviation safety system in the Pan American Region.

1.2 Under resolution of the 37th Session of the ICAO General Assembly, Montreal 28 September to 8 October 2010 Assembly Resolution A37-4 was accepted, on which the RASG-PA is based for its implementation, as indicated below:

“Assembly Resolution A37-4: ICAO Global Planning for safety

Recognized that safety is a shared responsibility involving ICAO, Contracting States and all other stakeholders;

Recognized that regional aviation safety groups should be implemented by ICAO, taking into account the needs of the various regions and building on the already existing structures and forms of cooperation;

Stressed the need for continuous improvement of aviation safety through a reduction in the number of accidents and related fatalities in air transport operations in all parts of the world, particularly in States where safety records are significantly worse than the worldwide average;

Urged Contracting States, regional safety oversight organizations and international organizations concerned to work with all stakeholders to implement the GASP objectives and GASR methodology objectives and to implement these methodologies to reduce the number and rate of aircraft accidents.”

1.3 RASG-PA supports implementation of the ICAO GASP and complies with ICAO Council approval of Regional Aviation Safety Groups (RASGs) with the objective to address global aviation safety matters from a regional perspective. Further, the RASG-PA supports NAM/CAR and SAM Regions in establishing objectives, priorities, indicators and the setting of measurable targets to address safety-related deficiencies in each region while ensuring consistency of action and coordination of efforts.

1.4 RASG-PA serves as regional cooperative for integrating global, regional, national, and industry efforts in continuing to enhance aviation safety in the Region. RASG-PA eliminates duplication of effort through the establishment of cooperative regional safety initiatives and activities. This coordinated approach significantly reduces both financial and human resource burdens on States and allows for the delivery of measurable safety improvements.

2. RASG-PA Vision and Mission

Vision

2.1 The RASG-PA vision is to remain ahead of any risks to commercial aviation, and to collaborate to achieving the highest level of safety in the Pan American Region.

Mission

- 2.2 The RASG-PA mission is to reduce fatality risk in commercial aviation by ensuring prioritization, coordination and implementation of data-driven safety enhancement initiatives in the Pan American Region through the active involvement of all civil aviation stakeholders.

3. RASG-PA Objectives

- 3.1 The RASG-PA has two objectives:

- a) to develop an integrated, data-driven strategy and implement a work programme that supports a regional performance framework for the management of safety risk, to reduce the commercial aviation fatality risk in the Pan American Region and promote States and industry safety initiatives; and

Note: Regional data may point to different areas of focus than the GASP/GASR.

- b) to support, monitor and report implementation by States of the Global Aviation Safety Plan (GASP, Doc 10004) taking into account the Regional Aviation Safety Plans, and by fostering cooperation between all States and stakeholders;

- 3.2 In order to meet the objectives of 3.1, the group shall:

- a) in line with the GASP and regional priorities, identify specific aviation safety risks and propose mitigating actions with timelines to resolve deficiencies;
- b) monitor and report, using a data driven approach, the region's main aviation safety risks;
- c) analyze safety information and hazards to civil aviation at the regional level and review the action plans developed within the region to address identified hazards;

Note: Safety information shared and or used in RASG-PA activities shall not be used for enforcement of punitive actions. RASG-PA may require confidentially agreements to enforce this policy.

- d) monitor and report the progress of implementation by States of the GASP and the regional objectives and priorities;
- e) provide feedback on the GASP implementation and propose amendments to the Global Plans as necessary to keep pace with the latest developments and promote harmonization at the regional level;
- f) serve as a regional cooperative forum that determines regional priorities, develops and maintains the regional aviation safety plan and associated work programme, based on the conclusions of the data-driven process, in line with the GASP and relevant ICAO Provisions, integrating global, regional, sub-regional and industry efforts in continuing to enhance aviation safety worldwide;
- g) identify and report on regional and emerging safety challenges experienced that affect implementation of the GASP by States and measures undertaken or recommended to effectively address them; and

- h) facilitate the development and implementation of regional aviation safety plans and promote its guidance among States, for their own national safety plans development.

4. RASG-PA membership

4.1 The following are considered as RASG-PA members:

- a) All ICAO Contracting States, and Territories recognized by ICAO, within the area of accreditation of the ICAO NACC and SAM Regional;
- b) International and regional aviation organizations, airline operators, maintenance and repair organizations, aircraft manufactures, airport and air navigation service providers, international organizations/representatives for pilots and aviation professionals present in the region; and
- c) Regional organizations, including Regional Safety Oversight Organizations (RSOO's), Cooperative Development of Operational Safety and Continuing Airworthiness Programmes (COSCAPs), and Regional Accident and Incident Investigation Organization (RAIO) within the area of accreditation of the NACC/SAM Regional Offices of ICAO, which have mechanisms in place for the management of aviation safety.

4.2 States accredited to other regions and non-Contracting States, as well as industry or international organizations not meeting the criteria of 4.1 are entitled to participate in RASG-PA meetings as observers.

4.3 The RASG-PA members and observers serve as partners of RASG-PA, and their joint commitment is fundamental for success in improving aviation safety.

4.4 RASG-PA Members are entitled to participate in the RASG-PA Plenary, with the following:

- a) election of the RASG-PA ESC members;
- b) revision of the RASG-PA objectives and conclusions of the RASG-PA work programme; and
- c) adoption of any decision, conclusion or statement of the RASG-PA.

4.5 Refer to **Appendix A** for a list of RASG-PA members.

5. Structure

5.1 Organization

5.1.1 In order to accomplish its mandate, RASG-PA established the following organization:

- a) Executive Steering Committee (ESC);
- b) Pan America — Regional Aviation Safety Team (PA-RAST); and
- c) Safety Monitoring and Report Team (SMRT).

5.1.2 Using a project management-based approach, the ESC may establish working groups/committees, as required, to support research, development implementation, and prioritization of RASG-PA

activities. They will report to the ESC and the duration of their activity shall be established by the ESC.

- 5.1.3 The ICAO NACC or SAM Regional Director will serve as the Secretary of the RASG. The ICAO Regional Director serving as Secretary of RASG-PA will not concurrently serve as Secretary of the CAR/SAM Regional Planning and Implementation Group (GREPECAS).

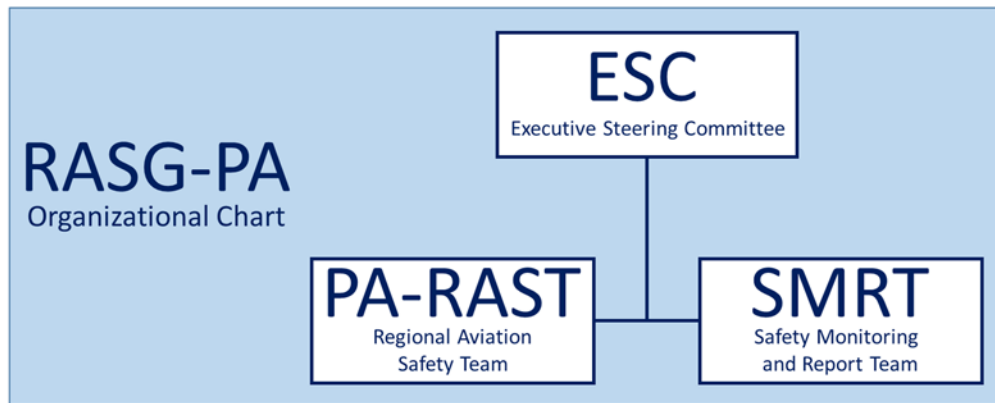


Figure 1 – RASG-PA Organizational Chart

5.2 RASG-PA Chairmanship

5.2.1 RASG-PA Chairmanship is composed of two Co-Chairpersons:

- a) One from ESC member States/Territories; and
- b) One from ESC member International Organizations/Industry.

5.2.2 The ESC members representing States/Territories and International Organizations/Industry shall propose their respective representative as Co-Chairperson, to exercise a term of 3 years.

5.2.3 To the extent possible, and in order to preserve institutional memory, the election of the two Co-Chairpersons should not occur in the same calendar year.

5.2.4 Co-Chairpersons will serve for a period of three years and may be re-elected, but may not serve for more than two consecutive terms.

5.2.5 ESC members representing States/Territories and International Organizations/Industry shall propose their respective representative as Vice Co-Chairs, to assume the role of the respective Co-Chairperson when she/he cannot attend the meeting for any reason. As with Co-Chairpersons, Vice-Co-Chairs will be elected for a period of three years and may be re-elected, but may not serve for more than two consecutive terms.

5.3 RASG-PA Executive Steering Committee

5.3.1 The RASG-PA ESC membership is based on the following principles:

- a) geographical balanced representation within and between the NAM/CAR and SAM Regions;
- b) balanced representation between States and international organizations/industry;

- c) balanced diversity of interests and areas of expertise in civil aviation; and
- d) a manageable number of members to function effectively as an executive body.

5.3.2 The membership of the ESC is composed of:

- a) Representatives from four different States from the CAR/NAM Regions;
- b) Representatives from four different States from the SAM Region; and
- c) Representatives from eight different international organizations and Industry.

5.3.3 Any RASG-PA Member may attend meetings of the ESC as observers, subject to previous coordination in order to provide adequate logistical and venue support.

5.3.4 ESC member States shall be elected for a renewable three-year term.

5.3.5 If an ESC member is unable to continue serving on the ESC, they would be replaced by someone from their organization.

5.4 Pan America – Regional Aviation Safety Team (PA-RAST)

5.4.1 PA-RAST will focus on safety data analysis and development of Safety Enhancement Initiatives/Detailed Implementation Plans (SEI/DIP) designed to reduce fatality risk. RASG-PA will ensure that the RAST-PA remains focused on safety data analysis and the development of SEI/DIP. At ESC discretion, a tasking review process could be developed. PA-RAST will also monitor SEI/DIP implementation.

Note.- Refer to Table 1 in Paragraph 6.2.1 for the distribution of responsibilities regarding the targets of the GASP.

5.4.2 PA-RAST will internally designate one or more persons responsible for coordinating the meeting logistics with the meeting host; develop the meeting agenda; develop meeting documents and reports; and monitor action items. Reports will be coordinated with the Secretariat.

5.4.3 Secretariat will ensure meeting invitation, agenda, documentation and reports are provided to members (those documents not produced by the Secretariat will be made available as soon as they are received); provide an updated list of registered participants to PA-RAST Co chairs (as is); ensure meeting summaries, notices, and related documents (i.e. SEI/DIP) are posted on a timely manner on the RASG-PA website.

5.4.4 Participation of the ICAO Regional Offices in PA-RAST meetings will be of a technical nature related to the accomplishment of the related GASP goals, and to provide technical assistance when needed.

5.4.5 Refer to **Appendix B** for the PA-RAST Terms of Reference.

5.5 Safety Monitoring and Report Team (SMRT)

5.5.1 Safety Monitoring and Report Team (SMRT) will periodically collect Safety Performance Indicators (SPIs) status from PA-RAST and from NACC and SAM Regional Offices and produce and keep updated the RASG-PA SPI Dashboard to be published at the RASG-PA webpage.

5.5.2 RASG-PA SPI Dashboard will be updated by the SMRT every quarter, and will be continually available to RASG-PA members.

- 5.5.3 Once a year the SMRT will prepare an annual safety executive report containing key regional safety information from the previous year, also based on the PA-RAST conclusions, to allow for a year-to-year comparison of SPIs status and for data driven decision making by RASG-PA as a group, and for its members individually. The executive annual safety report will be reviewed and approved by the ESC, and make it available to RASG-PA member's through the RASG-PA website. The report will be published every year in July, along with the ICAO Annual Safety Report.
- 5.5.4 SMRT will monitor the data and notify PA-RAST if relevant deviation from expected performance is noted on the SPIs for further analysis.
- 5.5.5 Refer to **Appendix C** for the SMRT Terms of Reference.

6. Roles and responsibilities

6.1 The Role of Secretariat

- 6.1.1 The RASG-PA Secretariat functions are the following:
- a) coordinate meeting logistics with meeting host(s);
 - b) develop meeting agendas proposals in coordination with the RASG-PA Co-Chairpersons;
 - c) ensure meeting agendas, documentation and summaries are provided to members in advance of meetings on the RASG-PA website;
 - d) ensure meeting summaries, notices, and related documents are posted in a timely manner after the meetings on the RASG-PA website;
 - e) control and administer the RASG-PA website;
 - f) monitor action items and report status to the ESC;
 - g) maintain communication with RASG-PA members, the RASG-PA Co-Chairpersons, ESC members, PA-RAST, and SMRT by the proper official channels;
 - h) identify required administrative support;
 - i) manage the RASG-PA work programme;
 - j) administer and report on budget execution/allocation for ESC approval; and
 - k) prepare reports and working papers to the ICAO Council and/or Air Navigation Commission on regional safety implementation challenges after review and approval by the ESC.

6.2 The Role of ICAO Regional Offices

- 6.2.1 The functions of the NACC and SAM Regional Offices in relation to the RASG-PA are the following:
- a) Gather and keep up-to date safety data and information from their accredited member States;
 - b) Provide accurate safety data and information to the SMRT on their respective SPIs;
 - c) Develop and support the implementation of the Regional Safety Plans;

d) Monitor and determine either compliance, support request, or implementation difficulty that needs to be forwarded to ICAO on the respective goals and targets of the Global and Regional Plans according to Table 1 below.

6.2.2 As applicable, support the implementation of the SEI, DIPs and projects approved by the ESC;

6.2.3 As applicable, coordinate with RSOOs, COSCAPs, and RAIOS under its jurisdiction, all activities undertaken to address regional safety issues ensuring harmonization to the extent practicable.

GASP Target	Responsible
1.1 Maintain a decreasing trend of accident rate	PA-RAST
2.1 All States to improve Effective Implementation	NACC and SAM ROs
2.2 States to reach a positive Safety Margin	NACC and SAM ROs
3.1 States to implement SSP foundation	NACC and SAM ROs
3.2 States to implement effective SSP	NACC and SAM ROs
4.1 States to look for support on their safety margins	NACC and SAM ROs
4.2 States to provide safety information to RASG-PA	NACC and SAM ROs
4.3 States with effective SSP to actively participate in RASG-PA	NACC and SAM ROs
5.1 Service providers to use globally harmonized SPIs	NACC and SAM ROs
5.2 increase the number of SPs participating in industry programs	NACC and SAM ROs
6.1 States to implement basic air navigation and airport infrastructure	NACC and SAM ROs

Table 1 – Responsibilities for the monitoring and reporting of the GASP Targets

6.3 The Role of States

6.3.1 State CAAs, supported by service providers as necessary, should participate in the work of the RASG-PA and its contributory bodies to:

- a) ensure the continuous and coherent development and implementation of regional and national safety plans and report back on the key performance indicators (KPIs);
- b) support the RASG-PA work programme with participation from the decision-making authority with the technical expertise necessary for the planning and implementation mechanism, thus supporting policy decisions at the State level;
- c) support the implementation of effective safety management and collaborative decision-making processes to mitigate aviation safety risks, thus supporting policy decisions at the State level;
- d) contribute information on safety risk, including State safety programme (SSP) safety performance indicators (SPIs, in accordance with the GASP as part of their safety risk management activities;
- e) ensure coordination, at the national level, between the CAA, service providers and all other concerned stakeholders, and harmonization of the national plans with the regional and global plans;

- f) facilitate the development and establishment of Letters of Agreement and bilateral or multilateral agreements;
- g) promote the implementation of the GASP and corresponding Regional Safety Plans goals and targets to serve States in their national safety plans;
- h) take note on the information provided on the SPI Dashboard and Annual Executive Safety Report for data driven safety decision making; and
- i) embrace a performance-based approach for implementation as highlighted in the Global and Regional Plans.

6.4 The Role of Industry and International Organizations

6.4.1 Industry and International Organizations stakeholders/partners should participate in the work of the RASG-PA and its contributory bodies in order to support the implementation of safety management and collaborative decision-making processes, as well as to identify regional requirements, mitigate aviation safety risks, provide technical expertise, as required, and ensure adequate resources.

6.4.2 In addition to the provisions of 6.4.1, Industry and International Organizations are encouraged to:

- a) contribute information on safety risk, including State safety programme (SSP) safety performance indicators (SPIs), in accordance with the GASP as part of their safety risk management activities;
- b) support the implementation of the GASP and corresponding Regional Safety Plans goals and targets; and
- c) take note on the information provided on the SPI Dashboard and Annual Executive Safety Report for data driven safety decision making;

6.5 The Role of the Co-chairpersons

6.5.1 The Co-Chairperson functions are the following:

- a) call meetings in coordination with the Secretariat;
- b) chair the RASG-PA Plenary and ESC meetings;
- c) keep focus on high priority safety items;
- d) ensure agendas meet objectives to enhance safety;
- e) provide leadership for ongoing projects and accomplishments;
- f) promote consensus among the RASG-PA members;
- g) coordinate RASG-PA activities closely with the RASG-PA Secretariat; and
- h) promote RASG-PA and lobby for contributors.

6.6 The Role of the Executive Steering Committee

6.6.1 The responsibilities of the ESC are the following:

- a) develop and approve the RASG-PA work plan including objectives, priorities, indicators and setting of measurable targets to address safety-related issues in the NAM/CAR and SAM Regions;
- b) approve projects presented to the ESC;
- c) Champion ESC approved projects;
- d) approve the SPIs, SEIs, DIPs and SPTs;
- e) oversee the activities of the PA-RAST, SMRT, working groups and committees;
- f) review and approve the RASG-PA Annual Safety Report
- g) approve the RASG-PA budget; and
- h) manage the budget.

6.6.2 The functions of the ESC Members are the following:

- a) assist Co-Chairpersons;
- b) maintain focus on high priority items;
- c) ensure agendas meet criteria to enhance safety;
- d) provide leadership for ongoing projects and accomplishments;
- e) promote consensus among the RASG-PA members;
- f) maintain communication and linkage with the RASG-PA Secretariat regarding RASG-PA activities;
- g) identify an alternate for representation on ESC;
- h) complete assigned tasks and activities;
- i) participate in ESC meetings and teleconferences; and
- j) ensure alignment of RASG-PA activities with the ICAO Global Aviation Safety Plan (GASP) and the Regional Safety Plans.

7. RASG-PA work program and working arrangements

7.1 Meetings and venue

7.1.1 RASG-PA will ordinarily hold meetings with different scope and schedule, as follows:

- a) Plenary meetings shall meet once every 3 years, or as defined by the Plenary;
- b) ESC will meet according to the ESC approved work programme, at the NACC or SAM Regional Offices, unless a specific invitation by a State exists;
- c) Pan America – Regional Aviation Safety Team (PA-RAST) and Safety Monitoring and Report Team (SMRT) meetings will be held according to the ESC approved work programme.

7.1.2 Special meetings shall be called by the Secretariat when deemed in the best interest of the group, with concurrence of the ESC, either in person or by teleconference.

- 7.1.3 The Secretariat shall notify all members of the time and place of any meeting with at least 60 days prior notice for in-person meetings, and 15 days prior notice for teleconferences.
- 7.1.4 RASG-PA Plenary and ESC meetings shall be bi-lingual (Spanish and English) with simultaneous interpretation services and documentation provided as needed, in both languages.
- 7.1.5 RASG-PA and ESC record their activities as Conclusions and Decisions:
Conclusions are RASG-PA actions requiring communication and action by ICAO, States/Territories, and/or international organizations/industry;
Decisions are RASG-PA internal agreements
The classification status of the conclusions and decisions are:
- a) Valid,
 - b) Completed; and
 - c) Superseded.
- 7.1.6 The fast-track procedure enables greater efficiency for the work of RASG-PA, by allowing that draft conclusions and decisions be approved through correspondence. Unless the Secretariat considers it otherwise, the usual procedure where no response is received indicates acceptance of the draft conclusion or decision.

7.2 Work-program

- 7.2.1 The RASG-PA work programme shall be data driven from the PA-RAST and SMRT input to the ESC. Work program should be implemented through project management methodology. The Executive Steering Committee shall be the authority to be provide account of and to review the progress of each of the projects. PA-RAST risk monitoring activity (core-process) and SMRT are continuous processes and do not constitute projects.
- 7.2.2 Project proposals following the data driven process, will be presented to the ESC for consideration when specific problem(s), stakeholders, activities, resources, and timelines can be clearly identified, in order to support the ESC decision-making process.
- 7.2.3 In order to conserve the limited resources of the RASG-PA, project proposals should be supported through the analysis of data. Projects which cannot be supported or prioritized using data may be considered outside the scope of the RASG-PA.
- 7.2.4 PA-RAST and other RASG-PA projects that involve the States as stakeholders must guarantee that the interactions on behalf of RASG-PA involve directly the corresponding ICAO Regional Office. ICAO will coordinate adequate States participation based on ESC-approved projects nature.
- 7.2.5 Every ESC approved project (PA-RAST or other), will have an ESC member as project champion.
- 7.2.6 ICAO Regional Office should lead and track the GASP's requirements that are more related to compliance rather than safety data-driven analysis. See Table 1 in Paragraph 6.2.1.

8. Safety performance measurement

- 8.1 Regional Safety Performance as well as compliance with the Global and Regional Plans will be measured by the use of a series of SPIs and Safety Performance Targets (SPTs).
- 8.2 SPIs and SPTs will be approved by the ESC and monitored using a SPI dashboard developed and maintained by the Safety Monitoring and Report Team (SMRT).
- 8.3 The ESC will periodically review the SPIs and SPTs to ensure that they fulfill their function properly.
- 8.4 Refer to **Appendix D** for a list of approved SPIs and SPTs.

9. RASG Coordination

- 9.1 In regard to coordination, the RASG-PA will:
 - a) coordinate safety issues with the GREPECAS;
 - b) foster cooperation, information exchange, sharing of experiences and best practices among States and stakeholders;
 - c) provide a platform for regional coordination and cooperation amongst States and stakeholders for the continuous improvement of safety in the region with due consideration to harmonization of developments and deployments, and intra- and interregional coordination;
 - d) ensure that all safety activities at the regional and sub-regional level are properly coordinated -amongst role players to avoid duplication of efforts;
 - e) if external factors such as security, environmental and economic issues affect aviation safety are identified during RASG-PA processes, inform ICAO Secretariat accordingly for action;
 - f) identify practical examples and tools to support effective safety management implementation; and
 - g) through the RASG Secretary, inform the Directors General of Civil Aviation and CLAC of RASG-PA meeting results.
- 9.2 Additionally, RASG-PA will:
 - a) ensure interregional coordination through formal and informal mechanisms, including the participation in meetings established for the purpose of coordinating RASG and PIRG activities, the GASP and regional aviation safety plans; and
 - b) identify stakeholders that could be impacted by RASG-PA SEIs within and outside the region, and develop an effective communication and coordination strategy with stakeholders.

10. Reporting

- 10.1 The RASG-PA reports outcomes to the ICAO Council through the Air Navigation Commission (ANC) as facilitated by the ICAO Secretariat, which will be coordinated previously with the ESC Co-Chairpersons.

- 10.2 RASG meeting reports should reflect the structure of the GASP (organizational challenges, operational safety risks, infrastructure and safety performance measurement) and RASG deliverables should map the expected GASP goals and targets.
- 10.3 RASG-PA meeting reports should be provided in a standardized format to the governing bodies of ICAO to identify regional and emerging challenges, and shall include as a minimum:
- a) a brief history of the meeting (duration and agenda);
 - b) a list of meeting participants, affiliation and number of attendees;
 - c) a list of conclusions and decisions with a description of their rationale (what, when, why and how);
 - d) a list of safety enhancement initiatives (SEIs) linked to the associated GASP targets and indicators, and the appropriate mechanism used to measure their effectiveness;
 - e) common implementation challenges identified amongst RASG members and possible solutions, assistance required and estimated timelines to resolve, if applicable, by sub-region;
 - f) identification of recommendations on particular actions or enhancements that would require consideration by the ANC and Council to address particular challenges;
 - g) a list of issues cross-referenced to actions to be taken by ICAO Headquarters and/or Regional Offices;
 - h) based on the GASP, and associated SPIs and tools, report to the extent possible on the status of implementation of safety goals, targets and indicators, including the priorities set by the region in their regional safety plans;
 - i) a list of items for coordination with the PIRG and a concise summary of the outcome of related discussions;
 - j) feedback on implementation issues and actionable recommendations to the ICAO Council to continually improve future editions of the GASP that identify regional safety objectives and priorities to ensure proper focus on emerging safety concerns;
 - l) the work programme and future actions to be taken by the RASG.

Appendix A – RASG-PA Membership

Appendix B – PA-RAST terms of reference

Appendix C – SMRT Terms of Reference

Appendix D – Safety performance goals, targets and indicators

Appendix E – RASG-PA Communications Plan

Appendix A
RASG-PA Membership

Secretary:

Mr. Fabio Faizi Rahnemay Rabbani – Regional Director, SAM Regional Office

Co-Chairpersons:

Wagner W.S. Moraes – Brazil / Javier Vanegas – CANSO

Executive Steering Committee:

States	Industry/International organizations
Argentina	Airbus
Brazil	ALTA
Canada	ATR
Chile	Boeing
Colombia	CANSO
Guatemala	Embraer
Trinidad and Tobago	Flight Safety Foundation
United States	IATA

NACC States (22) and territories (19):

Antigua and Barbuda, Bahamas, Barbados, Belize, Canada, Costa Rica, Cuba, Dominica, Dominican Republic, El Salvador, Grenada, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago, United States

French Antilles (Guadeloupe, Martinique, Saint Barthélemy, Saint Martin, Saint Pierre et Miquelon), Aruba, Curaçao, Sint Maarten, Bonaire, Saba, Sint Eustatius, Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Montserrat, Turks and Caicos Islands, United States, Puerto Rico, Virgin Islands

SAM States (13):

Argentina, Brazil, Bolivia, Chile, Colombia, Ecuador, Guyana, Panamá, Paraguay, Perú, Surinam, Uruguay, Venezuela

Industry/Organizations:

ACI-LAC, Airbus, ALTA, ATR, ARCM, Boeing, CANSO, COSESNA, Embraer, Flight Safety Foundation, IATA, IFALPA, SRVSOP

APPENDIX B

PAN AMERICA — REGIONAL AVIATION SAFETY TEAM (PA-RAST) TERMS OF REFERENCE (TORs)

1. Purpose of the Regional Aviation Safety Team:

1.1 Roles and Responsibilities:

- Analyze available data sources (reactive, proactive and predictive) to pursue data driven safety management
- Recommend objectives, priorities and indicators and setting measurable targets to address safety-related deficiencies in the CAR and SAM Regions, ensuring consistency of action and coordination of efforts
- Identify safety issues for action or follow up and to inform ESC for executive decisions making
- Outputs will be in a de-identified format
- Analyze data driven safety risk areas identified by RASG-PA using the Global Aviation Safety Roadmap (GASR) process
- Recognize possible mitigation measures and provide recommended actions to ESC categorized by:
 1. Risk areas approved by ESC (i.e. RASTPA/CFIT/1); Safety Impact (High, Medium or Low); Changeability (Difficult, Moderate and Easy) taking into consideration political will, commitment / consensus, resource requirements, availability for implementation, potential blockers – what conditions exist that could prevent implementation; Impact-Changeability (IC) Indicator (P1, P2, P3, etc.); Priority; Champion; Notes.
- Recommend establishment of achievable projects based on prioritized mitigation measures with well-defined deliverables (including metrics to assess the effectiveness of the proposed mitigation actions) and clear time-frames established to the RASG-PA Executive Steering Committee for further action
- Support Industry safety information sharing forums

1.2 Data Protection:

1. All safety data utilized or safety analysis and information developed will be protected from public disclosure.
2. All data contributors will execute and be bound by the provisions of the Memorandum of Understanding between that data contributor and RASG-PA.

2. Safety Enhancement Teams (SETs)

2.1 Purpose of the SETs:

2.1.1 The purpose of the SET is to prepare and develop Detailed Implementation Plans (DIPs) for the four focus areas as determined by RASG-PA.

2.2 Membership:

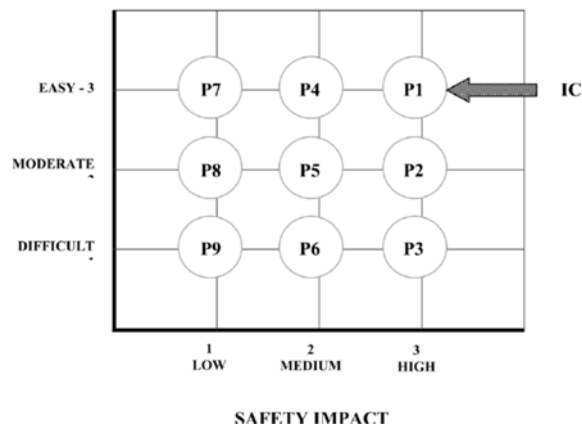
2.2.1 Each SET will include States/Territories and International Organizations/Industry. The team leader will be responsible to coordinate the team meetings and will report to the PA-RAST meetings.

2.3 Safety Enhancement Team Methodology:

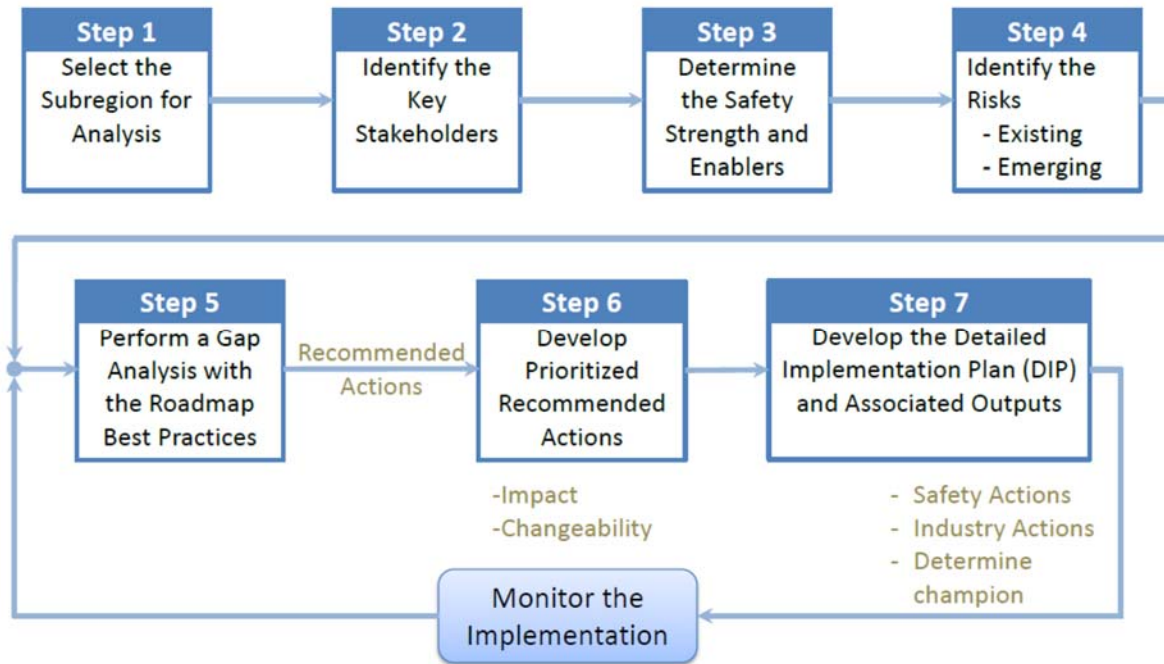
1. Review and analysis of accident risk (pareto, etc.)
2. Review of applicable safety enhancements
3. Start preparing DIPs
4. Review DIPs with PA-RAST
5. Present DIPs to ESC for information
6. Coordinate DIP implementation at PA-RAST
7. Monitor progress

2.4 RASG-PA Safety Enhancement Initiative Methodology

2.4.1 Impact-changeability (IC) Level Chart



2.4.2 Development of a Safety Enhancement Initiative (SEI) by RASG-PA



Appendix C

Safety Monitoring and Report Team (SMRT) Terms of Reference

1. Purpose of the Safety Monitoring and Reporting Team (SMRT)

1.1 In order to track GASP implementation and Regional safety performance, the SMRT will periodically review the RASG-PA Safety Performance Indicators (SPI) status from the PA-RAST and from NACC and SAM Regional Offices, and produce and keep updated the RASG-PA SPI Dashboard, which will be continuously available for all RASG-PA members.

Note.- PA-RAST tracks performance of GASPs Objective 1, while NACC and SAM ROs track performance of GASPs Objectives 2 to 6.

2. Membership

2.1 The SMRT will be made up of representatives from the States, the industry and International Organizations, with statistics and/or data analysis capabilities, and preferably, from the States, Industry and/or Organizations that regularly provide safety data to the RASG-PA for analysis.

2.2 Once established, SMRT team members will name a Chairman to act as general coordinator and representative of the team.

3. Meetings

3.1 The team will internally determine the need for virtual and/or in person meetings to fulfill its mandate. PA-RAST and Regional Offices support will be provided as needed.

4. Products

4.1 The SMRT will be responsible for the production and update of the following products:

- a) RASG-PA SPI status dashboard
- b) Annual Safety Executive Report

RASG-PA SPI status dashboard

4.2 The SPI dashboard replaces the static nature of the Annual Safety Report, and allows for a more timely access to SPI status, and therefore, regional safety performance.

4.3 The dashboard will be updated, at least, once every quarter. At every update, the SMRT will review the information and report to the ESC of significant deviations on the SPIs or any other relevant safety information. Additionally the SMRT will notify PA-RAST if relevant deviation from expected performance is noted on the SPIs for further analysis.

4.4 SMRT will determine the resources and expertise needed to implement and keep the dashboard updated and request it from the ESC.

Executive Annual Safety Report

4.5 Once a year the SMRT will prepare an executive annual safety report containing key regional safety information from the previous year, as well as the PA-RAST conclusions, to allow for a year-to-year comparison of SPIs status and for data driven decision-making by the RASG-PA, and for its members individually. The executive annual safety report will be reviewed and approved by the ESC, and make it available to RASG-PA member's through the RASG-PA website. The report will be published every year in July, by the time ICAO publishes its Annual Safety Report.

4.6 SMRT will define the structure of the annual safety executive report, but will contain at least:

- a) SPI status with reference to its targets;
- b) Key regional safety figures and tables which support those SPIs; and
- c) Conclusions and recommendations from the SMRT based on the content of the report.

4.7 Final structure will be approved by the ESC.

Goal	GASP Target	RASG-PA Target 20XX	Indicator	2020 Baseline
Achieve a continuous reduction of operational safety risks	Maintain a decreasing trend of global accident rate	XX% yearly reduction of 5 year moving average	5 year average of the number of accidents per million departures (accident rate)	
			Regional Accident rate	
			Number of fatalities per passengers carried (fatality rate)	
Strengthen States' safety oversight capabilities	All States to improve their score for the effective implementation (EI) of the critical elements (CEs) of the State's safety oversight system	Overall Regional EI score at or above XX%	Overall Regional EI score	
		XX percentage effective implementation of CE-6	Percentage effective implementation of CE-6 in SAM	
	By 2022, all States to reach a positive safety oversight margin, in all categories	All States maintaining a positive safety oversight margin in all categories	Percentage of States maintaining a positive safety oversight margin in all categories	
Implement effective State safety programmes (SSPs)	By 2022, all States to implement the foundation of an SSP	All States to establish their SSP	SSP foundation regional implementation average	
			SSP establishment regional average	
			Number of States that have established a SSP	
Increase collaboration at the regional level	By 2022, all States to contribute information on safety risks, including SSP safety performance indicators (SPIs), to their respective regional aviation safety group (RASGs)	All States will provide safety risk information, including the SPIs of their SSP to RASG-PA	Number of States contributing information on safety risks to RASGs and RO	
			Number of States that are sharing their SSP SPIs with RASGs	
Expand the use of industry programmes	By 2022, increase the number of service providers participating in the corresponding ICAO-recognized industry assessment programmes	Increase the number of service providers participating in the corresponding ICAO-recognized industry assessment programmes	Number of international airlines with IOSA certification	
			SEANS-Safety (CANSO)	
			APEX (ACI)	
Ensure the appropriate infrastructure is available to support safe operations	By 2022, all States to implement the air navigation and airport core infrastructure	XX% AGA Regional Effective implementation	AGA Regional Effective implementation	
		XX ANS Regional Effective implementation	ANS Regional Effective implementation	
		XX% of certified aerodromes	% of certified aerodromes	



Regional Aviation Safety Group Pan America

Communications Plan

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



Regional Aviation Safety Group Pan America

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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Regional Aviation Safety Group Pan America

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	

