



**Thirty-Ninth Regional Aviation Safety Group — Pan America  
Executive Steering Committee Meeting (ESC/39)  
Mexico City, 29 & 30 May 2024**

**Agenda Item 1: Safety management process within RASG-PA**

**RASG-PA HANDBOOK AMENDMENT**

(Presented by the Secretariat)

<b>EXECUTIVE SUMMARY</b>	
This working paper presents a proposed amendment to the RASG-PA Handbook for consideration and approval by the ESC.	
<b>Action:</b>	The Meeting is invited to: a) Take note on the information provided on this working paper; and b) Approve the proposed Decisions in 2.2.
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"> <li>• Safety</li> </ul>
<i>References:</i>	<ul style="list-style-type: none"> <li>• ESC/38 Meeting Report</li> </ul>

**1. Background**

1.1 The RASG-PA Procedures Manual states that the Secretariat, in coordination with RASG-PA members, will review and propose updates to the RASG-PA Manual periodically, and as necessary, to ensure a results-oriented approach and performance. optimal of the Regional Group, the Amendments will be sent to the Executive Steering Committee (ESC) for approval.

1.2 In recent years, important updates to the way of working of the RASG-PA have been approved that want to be incorporated into the manual.

**2. Content of the proposal**

2.1 This Working paper proposes the changes described below, so that the Manual more accurately reflects the current way of working of the RASG-PA.

- a) **Elimination of the SMRT.**- The Operational Safety Monitoring and Reporting Team was created to replace the defunct Aviation Safety Report Team (ASRT), with the purpose of producing and publishing the RASG-PA Annual Report, producing and publishing the Dashboard of RASG-PA Indicators, and monitor operational safety information provided by Regional Offices that could account for emerging dangers.

In the last year, for various reasons, most of the SMRT members stopped participating in the team, and the need arose to recruit PA-RAST volunteers to support the production work of the Annual Operational Safety Report (ASR). It was determined to use the afternoon of the third day of the PA-RAST meetings for discussions related to the ASR. This activity does not impact the PA-RAST regular meetings, since it uses a period after their closure. This PA-RAST collaboration has given a good result in 2023, and it is expected that the same situation will occur in 2024.

Regarding the RASG-PA Dashboard, which historically was fed with information provided by the ICAO Regional Offices, it has been updated to an automated version that obtains the status of the indicators automatically from other ICAO sources, and allows updating the Dashboard in real time.

Finally, it was determined that the process of identifying emerging hazards was a recent task with the functions of PA-RAST itself.

In this sense, as part of the proposed amendments to the Manual, the elimination of the SMRT is included, which at the same time favors the operation of the RASG-PA, simplifying the organizational structure.

- b) **Inclusion of election procedures.**- During the RASG-PA/13 Plenary Meeting, the “Election Procedures for the Co-Presidents of the RASG-PA and the members of the Executive Steering Committee (ESC)” were approved. The proposed amendment provides for the inclusion of these procedures as a new Appendix to the Manual.
- c) **Amendment to the Terms of Reference of the PA-RAST.**- By virtue of the changes in the internal functioning of the PA-RAST that were adopted as of 2022 and that resulted in an increase in the production of said equipment, the RASGPA Meeting /13 ordered that the Terms of Reference of the PA-RAST be updated to reflect the current way of working, and that they include a procedure for the election of its representatives. Such terms of reference are included as part of the proposed Amendment.
- d) **Update of the RASG-PA Communications Plan.**- The approval of the use of the social network LinkedIn and the Safety Partners Program has made the Communications Plan approved for the RASG-PA obsolete, the same which, in addition, had a level of unnecessary complexity that made its implementation difficult. In this sense, the need to update said plan is foreseen.

2.2 In light of the above, the Meeting is proposed to consider and approve the following Decisions:

<b>DECISION</b>		<b>APPROVAL OF AMENDMENT 1 OF THE RASG-PA PROCEDURES MANUAL</b>	
<b>RASG-PA ESC/39/XX</b>			
<b>What:</b> Amendment 1 of the RASG-PA Procedures Manual is approved as detailed in Appendix A of this Working Paper.		<b>Expected impact:</b>	
<b>How much:</b> • No resources needed from RASG-PA		<input type="checkbox"/> Political/Global <input type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Tech.	
<b>Why:</b> To update its content in such a way that it represents the group's current way of working, and incorporates changes previously approved by the ESC.			
<b>When:</b>	Immediate	<b>Status:</b>	Valid
<b>Who:</b>	<input checked="" type="checkbox"/> Secretariat		

DECISION		<i>RASG-PA COMMUNICATIONS PLAN UPDATE</i>	
<b>RASG-PA ESC/39/XX</b>			
<b>What:</b> Se encomienda a la Secretaría la actualización del Plan de Comunicaciones del RASG-PA, para que se incluyan el uso de la red social LinkedIn, el Programa de Socios de la Seguridad Operacional y las mejores prácticas identificadas por el PA-RAST para la difusión de los productos del RASG-PA.  Dicho Plan deberá considerar los aspectos de simplicidad, efectividad y eficiencia.		<b>Expected impact:</b> <input type="checkbox"/> Political/Global <input type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Tech.	
<b>How much:</b> <ul style="list-style-type: none"> <li>No resources needed from RASG-PA</li> </ul>			
<b>Why:</b> To make the RASG-PA internal and external communication process more efficient.			
<b>When:</b>	Immediate	<b>Status:</b>	Valid
<b>Who:</b>	<input checked="" type="checkbox"/> Secretariat		

### 3. Suggested actions

#### 3.1 The Meeting is invited to:

- a) Take note on the information provided on this working paper, and
- b) Approve the proposed Decision detailed in 2.2

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

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# **INTERNATIONAL CIVIL AVIATION ORGANIZATION REGIONAL AVIATION SAFETY GROUP – PAN AMERICA**

## **(RASG-PA)**

### **PROCEDURAL HANDBOOK**

#### **FIFTH EDITION**

## Acronyms

<b>ESC</b>	Executive Steering Committee
<b>GASP</b>	Global Aviation Safety Plan
<b>GASR</b>	Global Aviation Safety Roadmap
<b>GREPECAS</b>	CAR/SAM Regional Planning and Implementation Group
<b>ICAO</b>	International Civil Aviation Organization
<b>IOSA</b>	IATA Operational Safety Audit
<b>ISSA</b>	IATA Standard Safety Assessment
<b>NACC</b>	North America, Central America and Caribbean
<b>PA-RAST</b>	Pan American Regional Aviation Safety Team
<b>PMO</b>	Project Management Office
<b>RASG-PA</b>	Regional Aviation Safety Group of Pan America
<b>SAM</b>	South America
<del><b>SMRT</b></del>	<del>Safety Monitoring and Reporting Team</del>
<b>SPI</b>	Safety Performance Indicators
<b>SPs</b>	Service Providers
<b>SPT</b>	Safety Performance Targets

## List of contents

1. Background.....	2
2. Vision and Mission.....	2
3. Objectives.....	3
4. Membership.....	4
5. Structure.....	5
5.1 Organization.....	5
5.2 RASG-PA Chairmanship.....	6
5.3 RASG-PA Steering Committee.....	6
5.4 Pan American – Regional Aviation Safety Team (PA-RAST).....	7
5.5 <del>Safety Monitoring and Reporting Team (SMRT).....</del>	<del>7</del>
6. Roles and responsibilities.....	7
6.1 The role of the Secretariat.....	7
6.2 The role of the ICAO Regional Offices.....	7
6.3 The role of the States.....	8
6.4 The role of the Industry and International Organizations.....	9
6.5 The role of the Co-chairpersons.....	9
6.6 The role of the Executive Steering Committee.....	9
7. RASG-PA work program and working arrangements.....	10
7.1 Meetings and venue.....	10
7.2 Work programme.....	11
8. Safety Performance Measurement.....	11
9. RASG-PA Coordination & Communication.....	11
10. Reporting.....	12

## Appendixes

Appendix A – RASG-PA Membership.....	A1
Appendix B – PA-RAST Terms of Reference .....	B1
Appendix C – SRMT Terms of Reference .....	<del>C1</del>
Appendix C – Election procedures.....	C1
Appendix D – Safety performance goals, targets and indicators.....	D1
Appendix E – RASG-PA Communications Plan.....	<del>E1</del>



## 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 the NACC 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 towards 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) considering 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, 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 experiences 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 Region;
- 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); ~~and~~
- b) Pan America — Regional Aviation Safety Team (PA-RAST); ~~and~~
- c) ~~Safety Monitoring and Reporting 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-PA. 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).

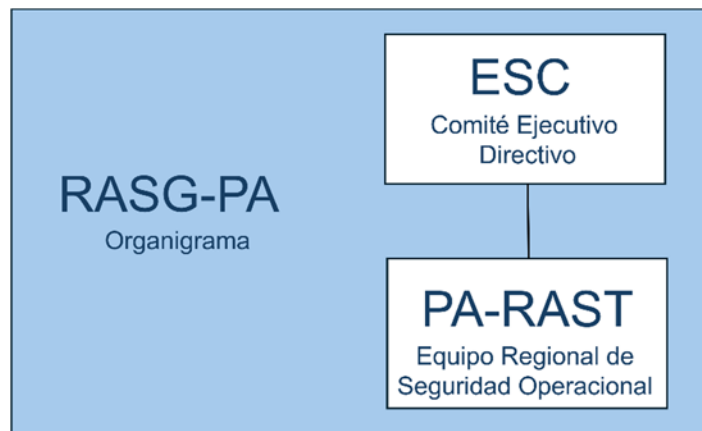


Figure 1 – RASG-PA Organizational Chart

### 5.2 RASG-PA Chairmanship

5.2.1 The RASG-PA presidency is composed of two co-presidents and two co-vice presidents. A co-president and a co-vice president representing the member States and Territories that make up the Executive Steering Committee (ESC); and a Co-President and a Co-Vice President representing International Organizations and Industry, members of the ESC.

5.2.2 The members of the ESC representing the States/Territories, and the Organizations/Industry, will elect their respective Co-President. They will also elect a Vice-Chair, who will assume the role of Co-Chair when the incumbent is unable to attend a meeting.

5.2.3 The conditions and procedure for the election of the Co-Chairs and Co-Vice Chairs of the RASG-PA are detailed in Appendix C.

~~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~~ **five** different States from the CAR/NAM Regions;
- b) Representatives from ~~four~~ **five** 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.~~

5.3.4. The conditions and procedure for the election of the Co-Chairs and Co-Vice Chairs of the RASG-PA are detailed in **Appendix C**.

## **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, and the and in the preparation and publication of the RASG-PA Annual Operational Safety Report.

5.4.2. 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. **Appendix B** contains the terms of reference of the PA-RAST, which includes the procedure for the election of its representatives and their general functions.

## **5.5 Safety Monitoring and Reporting Team (SMRT)**

~~5.5.1 Safety Monitoring and Reporting Team (SMRT) will periodically collect Safety Performance Indicators (SPIs) status from PA-RAST and from NACC and SAM Regional Offices to produce and keep updated the RASG-PA SPI Dashboard to be published on 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 a Pan-American 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 Pan-American annual safety report will be reviewed and approved by the ESC, and made available to RASG-PA member's through the RASG-PA website. The report will be published every year in July.~~

~~5.5.4 SMRT will monitor the SPI's and share data with the PA-RAST. If relevant deviation from expected performance is noted on the SPIs, the PA-RAST will be notified 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, and
- l) Control and update the Dashboard of RASG-PA indicators.

## 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 and PA-RAST 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.
- e) Develop reports on the Status of GASP and RASP development/implementation and related agenda topics for ESC and RASG-PA plenary meetings.

6.2.2 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 oversight index	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 Civil Aviation Authorities (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 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 SMS 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 year consecutively with GREPECAS every 3 years, or as defined by the Plenary;
- b) The format for plenary meetings will be defined by the plenary.
- c) 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;
- d) Pan America – Regional Aviation Safety Team (PA-RAST) and Safety Monitoring and Reporting 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 provide account of and to review the progress of each of the projects. PA-RAST risk monitoring activity (core-process) and SMRT are is a continuous processes and do not constitute a 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 ensure 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 Secretariat. ~~Safety Monitoring and Reporting 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-PA Coordination and Communication**

- 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 and communication 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.

9.3 Refer to Appendix E for the RASG-PA Communications Plan.

## **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 through the RASP.

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;
- k) the work programme and future actions to be taken by the RASG.

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## Appendix A

### RASG-PA Membership

#### Secretary:

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

#### Co-Chairpersons:

Andrew Larsen – Canada / Javier Vanegas – CANSO

#### Vice-Cochairpersons:

Gerardo Huetto – IATA

#### Executive Steering Committee:

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

#### 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

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## APPENDIX A

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

#### 1. **Purpose of the Regional Aviation Safety Team:**

##### 1.1 **Mandate:**

- Analyze available data sources (reactive and proactive) to pursue data driven safety management.
- Recommend objectives, priorities and indicators and setting measurable targets to address safety-related deficiencies in the Pan-American Region, 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.
- Recommend possible mitigation strategies and provide recommended actions to ESC categorized by:
  1. Risk areas approved by ESC (i.e.PA-RAST/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 for the RASG-PA Executive Steering Committee further action.
- ~~➤ PA-RAST will share information on SPI's with the Safety Monitoring and Reporting Team (SMRT) for input into the Annual Safety report and address noted deviation from expected performance provided by the SMRT.~~
- Set a timeframe for reporting to RASG on activities.
- Support Industry safety information sharing forums.
- Support States and industry with the implementation of Collaborative Safety Teams and in coordination of CST actions and activities.

##### 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.

### 1.3 Roles and Responsibilities

#### 1.3.1 PA-RAST Chairpersons

The PA-RAST Chairpersons consist of two Co-Chairs and two Vice-Chairs. One Co-Chair and one Vice-Chair representing the ICAO Member States and Territories in the Pan America Region; and one Co-Chair and one Vice-Chair representing International Organizations and Industry, with activities in the ICAO Pan America Region.

The PA-RAST Chairpersons are accountable to:

- Provide direction to PA-RAST to support achievement of the group's objectives;
- Report outcomes of the PA-RAST to the RASG-PA Executive Steering Committee;
- Set the PA-RAST agenda and convene meetings;
- Chair and facilitate PA-RAST meetings;
- Engage with PA-RAST HRC/SET working group leads, and provide relevant guidance and strategic direction;
- Approve meeting reports and share relevant information with PA-RAST members;
- Engage with PA-RAST HRC Project/SET working group leads; and
- Ensure PA-RAST deliverables and recommendations are developed, discussed and communicated with participation of appropriate stakeholder groups (States, industry members) within the ICAO Pan America Region.
- Engage with aviation stakeholders in the Pan-America Region to build support for and strengthen participation in PA-RAST
- Coordinate closely with ICAO Secretariat to perform these actions

The Co-Chairs and Vice-Chairs share accountability for Chairpersons responsibilities, Co-Chairs are the primary leads. The position of Vice-Chair was created to ensure continuity and smooth transition in management of PA-RAST.

In addition, vice-chairs are accountable to:

- Support co-chairs in the leadership of PA-RAST activities
- Assume the role of Co-Chair when the incumbent is unable to attend a meeting.

#### 1.3.2 PA-RAST Members

PA-RAST members are representatives from ICAO Member States and Territories in the Pan America Region; and from International Organizations and Industry that have activities in the ICAO Pan America Region.

Members are responsible to:

- Attend/participate in scheduled meetings;
- Ensure PA-RAST activities and discussions are driven by and remain focused on safety;

- Participate in discussions/sharing their expertise and awareness of safety concerns to assist PA-RAST in reaching its safety objectives;
- Consult on safety concerns within their organizations to help inform PA-RAST discussions;
- Actively support the work of the PA-RAST and its working groups; and
- Abide by the PA-RAST ToRs, treat information discussed or shared in the PA-RAST according to the Non-Disclosure Agreement.

**Active members:** members that attend 2 of the last 4 meetings are considered active members of PA-RAST.

**Inactive members:** members that do not attend 3 consecutive meetings are considered inactive members of PA-RAST.

- Only Active members vote in an election and/or can be appointed to or hold Chairpersons positions or Project champion roles.

### 1.3.3 PA-RAST Secretariat

The role and function of the PA-RAST Secretariat is championed by an ICAO Regional Office in the Pan America Region. The Secretariat receives guidance and direction from the PA-RAST Chairpersons.

The PA-RAST Secretariat is responsible for:

- Administrative and logistical duties; which includes the planning, coordination and facilitation of PA-RAST meetings;
- Providing operational/administrative support to the PA-RAST;
- Dissemination of meeting reports, as appropriate;
- Ensuring liaison of PA-RAST with other ICAO groups; and
- Encouraging horizontal communication, engagement and cooperation.

### 1.3.4 Collaborative Safety Team Representatives

Local/regional Collaborative Safety Teams (CST) can appoint representatives to attend PA-RAST meetings. CSTs are considered active partners of the PA-RAST and their participation is highly encouraged.

CST representatives are responsible to:

- Contribute available safety intelligence to PA-RAST;
- Communicate safety issues identified by CSTs to facilitate identification of systemic issues across CSTs in the Region;
- Liaise with PA-RAST to engage with appropriate stakeholders when CSTs have identified safety issues that relate to risks that would benefit from broader outreach within the region.
- Advertise PA-RAST Safety Enhancements and Safety Advisories within the CST and its stakeholders in order to facilitate its local implementation, as applicable.

### 1.3.5 Observers and Ad-hoc Participants

Observers and ad-hoc participants may attend PA-RAST meetings or participate in support of other PA-RAST activities when required (e.g. working groups). These may include other international partners, associations, operators who can share safety information to be considered by the PA-RAST, for awareness of safety activities being undertaken and to provide feedback on mitigation options and actions.

SMEs from PA-RAST member organizations may attend on an ad-hoc basis to provide expertise on specific topics. Other participants to be considered, as applicable.

Prior to any meeting, a list of Ad-Hoc participants and Observers should be presented to the co-chairs for review and approval.

## **1.4 Election of PA-RAST Chairpersons**

### **1.4.1 Election Process**

Per 1.3.1, the PA-RAST Chairpersons consists of one Co-Chair and one Vice-Chair representing States and Territories; and one Co-Chair and one Vice-Chair representing the International Organizations and Industry.

Active members from PA-RAST member States/Territories and Organizations/Industry that are present at a PA-RAST meeting elect their respective PA-RAST Co-Chair and Vice-Chair by nominating a person and organization, another member of the respective group seconds the nomination. If there are no objections, the election is concluded.

Given the nature of PA-RAST Chairpersons responsibilities, particularly with regards to effective engagement with the PA-RAST community, the election of co-chairs and vice-chairs is based on both the member organization and the trust and confidence of PA-RAST members in the individual assuming the role. As such, the election is not automatically transferable to a replacement individual from the same organization (See exception in 1.4.2)

If the election is not performed during an in-person meeting, the nomination of PA-RAST Co-Chairs and Vice-chairs is confirmed by PA-RAST members during the next quarterly PA-RAST meeting. The election is formalized through communication of a WP to RASG-PA ESC.

### **1.4.2 Election Term**

Being a Chairperson can represent a total commitment of 4 years, as follows:

From the time of the formal approval, the Co-Chairs and Vice-Chairs exercise their functions for a 2-year term. To allow for renewal in leadership, at the end of year 2, Co-Chairs step down and Vice-Chairs become Co-Chairs. PA-RAST members then elect a new vice-chair.

### **1.4.3 Chairperson changes within the 2-year term**

If a Co-Chair leaves PA-RAST or is unable to complete their 2-year term, the Vice-Chair will assume the Co-Chair function for the remaining period of the original Co-Chair's term, then also continue as Co-Chair for the subsequent 2 years following the original term, as would have been the case per the normal transition of responsibility.

When a Co-Chair leaves PA-RAST before the end of their 2-year term and the Vice-Chair assumes the Co-Chair responsibilities, the organization of the departing Co-Chair may be provided the opportunity to backfill the Vice-Chair position for the remainder of the original 2-year term, when that organization's candidate meets all of the following criteria:

- a) The candidate is an active member of the PA-RAST,

- b) The candidate has attended 3 of the last 4 quarterly meetings; and,
- c) The candidate is a member of an HRC team.

This is intended to facilitate continuity in representation and in organization commitments. In this circumstance, at the end of the original 2-year term, an election is required to elect the Vice-Chair (or confirm the current incumbent).

If the organization of the departing Co-Chair is unable to fill the vice-chair position with a candidate that meets the criteria above, the Vice-Chair position is considered open. In this case, PA-RAST active member States/Territories and Organizations/Industry will elect their respective Vice-Chair at the next quarterly meeting to assume the remainder of the original 2-year term, as well as the following 2-year term as Vice-Chair.

## **2. High Risk Category Projects / 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, roles and responsibilities:**

#### 2.2.1 Membership

- Each HRC Project/SET will include States/Territories and International Organizations/Industry. The project champion/team leader will be responsible to coordinate the team meetings and will report progress at PA-RAST meetings. **HRC project/SET should have balanced expertise and representation from states and industry.**
- Ensure regular attendance and participation in HRC project meetings. If a project member misses 3 consecutive meetings organized by the project champion/SET Team lead, the member will no longer be considered/identified to be part of the HRC project/SET and will be removed from the project member list.

#### 2.2.2 HRC Project Champions / SET Team leads

HRC Project champions lead and coordinate the project team in order to complete analysis and develop safety enhancement initiatives and products.

Project champions are volunteers from the list of PA-RAST members.

Like the approach adopted for the PA-RAST Chairpersons, to allow for renewal in leadership and generation of new ideas, positions of HRC project champions/SET Team Leads are revalidated every 2 years by offering the opportunity to other members to take on the responsibility.

#### 2.2.3 Project member responsibilities

HRC Project/SET members are responsible to:

- Attend/participate in meetings;
- Participate in discussions/sharing their expertise and awareness of project topic to assist PA-RAST HRC Project in reaching its safety objectives;
- Consult on safety concerns within their organizations to help inform HRC Project discussions;
- Actively support the work of the project champion; and

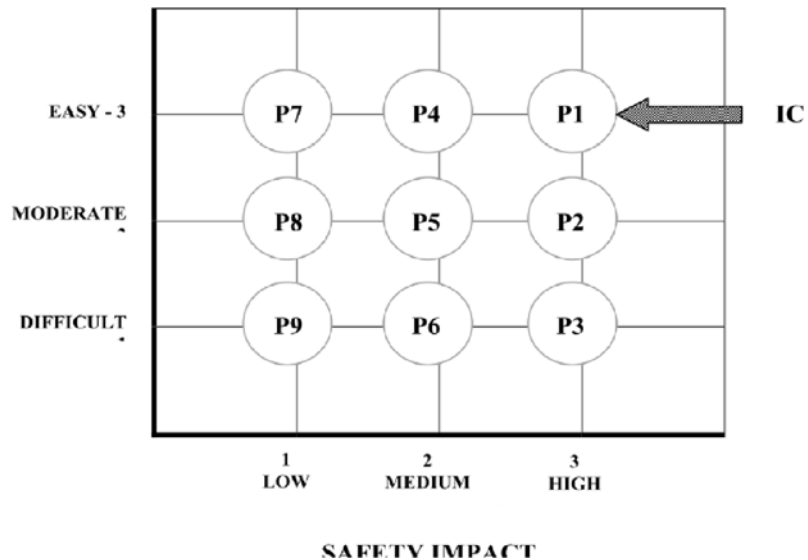
- Assist in the development of mitigation strategies in support of the HRC Project/SET objectives

**2.3 Safety Enhancement Team Methodology:**

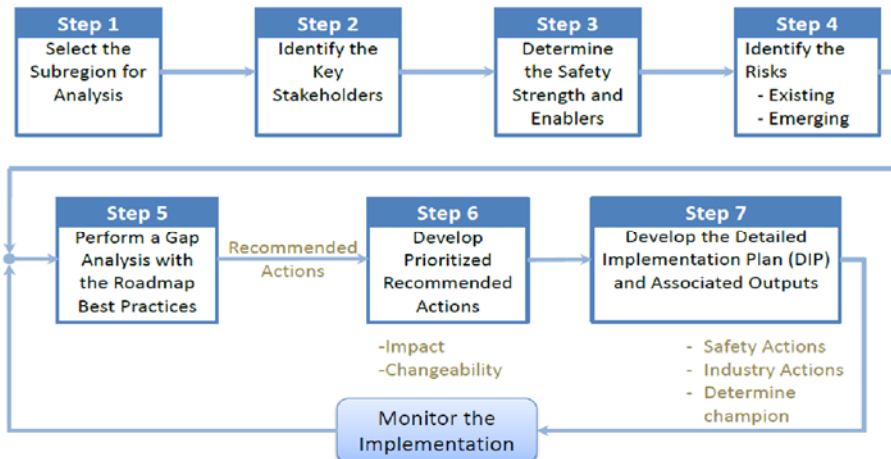
1. Review and analysis of accident risk data (pareto, etc.)
2. Review of applicable safety enhancements
3. Initiate preparation of Detailed Implementation Plan (DIP)
4. Review DIPs with PA-RAST members
5. Present DIPs to ESC for feedback
6. Coordinate DIP implementation at PA-RAST meetings
7. Monitor 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**



### **3 ADMINISTRATION**

#### **3.1 Meeting frequency**

PA-RAST holds meetings in person on a quarterly basis throughout the calendar year.

PA-RAST projects and working groups created to complete specific projects may convene more frequently to complete assessment activities and report back to the PA-RAST with their results.

#### **3.2 PA-RAST Meeting Structure**

PA-RAST quarterly meetings are 3 days in duration, the order of topics varies, but a typical agenda is structured as follows:

- 1 Day – dedicated to operational safety presentations on various safety topics of interest
- 1 Day – reserved for HRC project teams to perform hands-on work
- 0.5 Day – Safety data review, analysis and HRC Project Updates

#### **PA-RAST Quarterly Meeting Locations**

- -Spring and Fall meetings alternating in location between ICAO NACC (Mexico) and SAM (Lima) Offices.
- -Winter and Summer meetings at various locations in the Americas (hosted by States or industry members)

Ad-hoc Meetings are held as needed for:

- Facilitation of State Collaborative Safety Team (CST) development
- High-risk Category (HRC) project work.



## **APPENDIX C**

### **Procedure for the election of the Co-Chairs of the RASG-PA and the members of the Executive Steering Committee (ESC) of the RASG-PA**

#### **Election of RASG-PA Co-Chairs**

1. The RASG-PA chairmanship is composed of two co-chairs and two vice-cochairs. A cochair and a vice cochair representing the member States and Territories that make up the Executive Steering Committee (ESC); and a Cochair and a Vice Cochair representing International Organizations and Industry, members of the ESC.
2. The members of the ESC representing the States/Territories, and the Organizations/Industry, will elect their respective Cochair. They will also elect a Vice-Cochair, who will assume the role of Co-Chair when the incumbent is unable to attend a meeting.
3. The co-chairs and vice co-chairs proposed by their representatives in the ESC will be approved by the members of the RASG-PA during the plenary meeting of the year corresponding to the election. Approval will be formalized by a Plenary Decision.
4. Upon approval, the co-chairs and vice-cochairs will serve for a period of 3 years. Co-chairs and vice co-chairs may not serve for more than two consecutive terms.
5. If a Co-chair is unable to serve his or her 3-year term, the Vice-chair will assume the duties of Co-chair for the remainder of the original term.
6. To maintain continuity and transition functions, the State or organization from which the outgoing co-chair comes will appoint a replacement from its organization who will assume the position of vice-cochair for the remaining period of the original term.

#### **Election of members of the Executive Steering Committee (ESC)**

7. The Regional Offices, in coordination with their RASG-PA Member States, will propose four States from the CAR/NAM regions, and four States from the SAM Region, to represent them in the ESC.
8. Members of industry and International Organizations, members of the RASG-PA, will nominate four of their members to represent them on the ESC.
9. Regional Organizations, including Regional Safety Oversight Organizations (RSOO), Cooperative Development of Safety and Continued Airworthiness Programs (COSCAP), and Regional Accident and Incident Investigation Organizations (RAIO), from other regions, who are members of the RASG-PA by virtue of their presence within the accreditation area of the ICAO NACC/SAM Offices, may not be elected members of the ESC.
10. For the selection of ESC members, the professional profile and experience of the representatives, their communication and leadership skills, and their familiarity with the procedures and operation of the RASG-PA should be taken into account. Particular attention should be paid to the ability of proposed members to attend all ESC meetings and other RASG-PA meetings, in-person and virtual, for the duration of their participation in the ESC.

11. A desirable criterion for ESC members is to have knowledge and experience in safety management, and in the 8 critical elements of safety oversight.
12. States should consider aspects such as geographic diversity, industry complexity, availability of resources, among others, to ensure that ESC members equitably and adequately represent the diversity of the region.
13. Candidates for members of the ESC will be proposed by its members, and must be approved by the RASG-PA during the plenary meeting of the year corresponding to the election. Approval will be formalized through a Plenary Conclusion.
14. Upon approval, the members of the ESC will serve for a period of 3 years, and may be re-elected only once for a similar period, and may not serve more than two consecutive terms. Final considerations
15. If an ESC member is unable to continue serving on the ESC, he will be replaced by someone from his State/Organization, who meets the relevant selection criteria, for the original term of office of his predecessor.
16. If a State or Organization cannot continue to be part of the ESC, it will be replaced by another State or Organization, respectively, taking into account the selection and approval criteria for members of the ESC.
17. The replacement of Co-Presidents, members, States and/or Organizations referred to in points (5), (6), (15) and (16) will be approved by the RASG-PA through the express approval mechanism, for the remaining term of office that corresponds to the original member.
18. If an ESC member does not attend two consecutive ESC meetings, he or she will be removed from the Committee.

- END -

**APPENDIX D**

**RASG-PA SAFETY INDICATORS LOG**

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 airlines with IOSA/ISSA registry	
			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	