



2.2 The aim of the evaluation these process and systems by "Dirección Nacional de Aeronáutica Civil in AIS related to ISO 9001:2000 Standards" Quality Management Systems - Requirements in its reviewed version of 2000 (ISO 9001:2000).

2.3 Methodology used for this initial evaluation was made through interviews, evaluation of records, cross-check of documents and visual observations with the responsible persons of each audited units.

2.4 The diagnosis Report was carried out in three parts:

a) **Evaluation of the conformity:** In this part the observations are described from the point of view of the conformity with the norm ISO 9001:2000:

- **Item:** Describes the discussed point of the norm.
- **Norm Requirement:** It is transcribed the requirement of the norm that is pertinent to the question point.
- **Observations:** The observations are outlined which constitute a situation of conformity with the norm.
- **Findings (not conformities):** Describes the situations of no conformity (no fulfillment of the normative requirement).
- **Recommended Actions:** Describes the actions recommended to solve not conformity.

b) **Improvement recommendations:** In this part, there are described the observations that, not constituting "no conformity", they must be considered inside an action plan for an ideal quality system from the point of view of effectiveness, or the System conformity.

c) **Executive summary:** At the end is detailed a summary with the main remarks of the report.

2.5 The chronogram of activities executed by the external consultancy for the quality management system implementation in the AIS of Paraguay, are detailed in the **Appendix A**.

2.6 The implementation also contemplated the training of the whole AIS/MAP personnel, which process began on October 23rd of 2006, being completed on May 18, 2007, developing 9 Modules with obligatory participation.

2.7 The training Modules corresponding to Internal Auditors and Pedagogic Formation were realized since end of November until December 14, 2007. The training Program is described in the **Appendix B**.

2.8 Three AIS specialists were qualified as Internal Auditors and they already realized two Internal Audits in the year 2007.

2.9 Respect to Pedagogic Formation Module, there were specializing five AIS specialists who will take charge of the formation in the quality management system of new AIS personnel in the future.

### 3. Results obtained

3.1 A Quality System Management Permanent Committee was integrated, Quality Policy and Quality Objectives were defined and approved by the maximum authority of *Dirección Nacional de Aeronáutica Civil*.

3.2 Also, the documents corresponding to the AIS/MAP products and services, according to the different processes, were elaborated. Besides, unified procedures related with other organization areas were elaborated in conformity with ISO 9001:2000.

3.3 The general summary of all the elaborated documents according to the Quality Management System requirements, ISO 9001:2000 Standards, are detailed in the **Appendix C**.

### 4 Current Situation

4.1 The Quality System Management was implemented in the AIS/MAP. An external Audit was realized in March, 2008 by an Airworthiness / Operations / licenses professional sector, formed by ICAO, member of the regional audit staff in this area. The Auditor used the ICAO USOAP criteria and procedures with the target to detect deficiencies in order to take the corresponding correction or prevention.

4.2 The external Audit is part of the pre-certification process before contracting a certifier company in ISO 9001:2000 standards.

4.3 Also, it is important to mention that the implementation of the Quality Management System in the AIS/MAP of Paraguay is part of the global target for the implementation and certification of the normative and operative areas: CNS, AGA, ATM, EYC, ACC, TWR and APP.

### 5 Suggested Action

5.1 The meeting is invited to:

a) Take note of the information presented in this working paper

b) Update the ICAO Data Base on AIS deficiencies with the information contained in this paper and in its corresponding Appendix A, B and C.

-----

APENDICE A

CRONOGRAMA DE IMPLEMENTACIÓN - SISTEMA DE GESTIÓN DE LA CALIDAD

AIM/SG/11 - NE/16

N°	Descripción de la Actividad	11-09-06	18-09-06	25-09-06	02-10-06	09-10-06	16-10-06	23-10-06	30-10-06	06-11-06	13-11-06	20-11-06	27-11-06	04-12-06	11-12-06	18-12-06	25-12-06	01-01-07	08-01-07	15-01-07	22-01-07	29-01-07	05-02-07	12-02-07	19-02-07	26-02-07	05-03-07	12-03-07	19-03-07	26-03-07	02-04-07	09-04-07	16-04-07	23-04-07	30-04-07	07-05-07	14-05-07	21-05-07	28-05-07	04-06-07	11-06-07	18-06-07	25-06-07	02-07-07	09-07-07	16-07-07	23-07-07	30-07-07	06-08-07	13-08-07	20-08-07						
1	Diagnostico	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
2	Designación de los responsables por la coordinación del Proyecto.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
3	Asesoramiento para la definición de una Política de Calidad.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
4	Asesoramiento para la difusión de la Política de Calidad y difusión interna del Proyecto.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
5	Asesoramiento para el nombramiento del Representante de la Dirección.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
6	Asesoramiento para la definición del Procedimiento de Control de Documentos.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
7	Asesoramiento para la Documentación formal del Organigrama.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
8	Asesoramiento para la definición de un procedimiento de auditorías internas del Sistema de Calidad.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
9	Asesoramiento para la definición de un procedimiento de Mejora Continua (Disposiciones, Acciones Correctivas, Acciones Preventivas y de Mejoría).	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
10	Asesoramiento para la definición del Manual de Calidad	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
11	Asesoramiento para la elaboración de procedimientos operacionales de la Gerencia Navegación Aérea	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
12	Asesoramiento para la elaboración de procedimientos operacionales de la Gerencia Tránsito Aéreo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
13	Asesoramiento para la elaboración de procedimientos administrativos requeridos por la Norma ISO 9001:2000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
14	Asesoramiento para la definición de un procedimiento de evaluación de proveedores internos y externos	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
15	Asesoramiento para la definición de un procedimiento de mantenimiento de instalaciones y equipos	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16	Asesoramiento para la definición de Descripciones de Cargos.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
17	Asesoramiento para la definición de un Procedimiento de Capacitación.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18	Asesoramiento para la definición de un procedimiento de reclutamiento y selección de persona	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	Asesoramiento para la definición de un procedimiento de medición de la satisfacción del cliente (encuestas y estadísticas de reclamos)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20	Asesoramiento para la definición de un procedimiento de control de no conformidades.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21	Asesoramiento para la determinación de indicadores de los principales procesos y diseño de un Tablero de Control.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
22	Asesoramiento para la Selección de auditores	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
23	Asesoramiento para la preparación de una lista de verificación y plan de auditorías	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
24	Asesoramiento y acompañamiento para la ejecución de auditoría interna	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
25	Asesoramiento para la preparación de documentos para la revisión por la Dirección	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
26	Asesoramiento para solución de no conformidades detectadas en la auditoría interna	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
27	Asesoramiento para la implementación de los procedimientos y documentos del sistema de gestión de calidad.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**APPENDIX B****TRAINING PROGRAM OF QUALITY MANAGEMENT SYSTEM**

<b>Module</b>	<b>Description</b>	<b>Dates</b>	<b>Hs.</b>	<b>Instructing /</b>
I	Introduction to the Quality Management	October 23 to November 03, 2006	16	Ing. Guillermo García / Ing. Laura Acosta
II	The Human Factor and the Quality Progress	06 November 06-17, 2006	16	Lic. Víctor Gómez
III	Quality Systems Documents	November 20 to December 13, 2006	20	Ing. Guillermo García
IV	the Quality Management according to ISO 9001:2000 Procedure	December 14, 2006 to February 08, 2007	20	Ing. Pablo Melgarejo
V	The Working Team	February 09 to March 02, 2007	20	Lic. Víctor Gómez
VI	The Quality Cost	March 05-16, 2007	12	Ing. Bettyna Pulley
VII	Basic tool and Methodology for Analysis and Resolution of Problems	March 19 to April 11, 2007	20	Ing. Santos González / Ing. Guillermo García
VIII	the client Satisfaction	April 12-25, 2007	12	Ing. Carlos Spiess
IX	Managerial Tools or the Quality Planning	April 26 to May 18, 2007	20	Ing. Santos González / Ing. Guillermo García
X	Audit	November 29 to December 06, 2007	24	Ing. Bettyna Pulley
XI	Pedagogic Formation	December 10-14, 2007	16	Lic. Víctor Gómez

-----

## APPENDIX C GENERAL PROCEDURES

IDENTIFICATION	MATTER	REVIEW 00	REVIEW 01
PG-CAL-01	CONTROL OF QUALITY MANAGEMENT SYSTEM DOCUMENTS	18-Jun-07	14-Ago-07
PG-CAL-02	CONTROL OF QUALITY MANAGEMENT SYSTEM RECORDS	18-Jun-07	
PG-CAL-03	QUALITY MANAGEMENT SYSTEM INTERNAL AUDIT	18-Jun-07	
PG-CAL-04	CONTINUOUS IMPROVEMENT OF QUALITY MANAGEMENT SYSTEM	18-Jun-07	
PG-CAL-05	QUALITY MANAGEMENT SYSTEM REVIEW BY THE DIRECTION	18-Jun-07	
PG-CAL-06	CLAIMS TREATMENT	27-Sep-07	
PG-CAL-07	MEASUREMENT OF THE CLIENT SATISFACTION	27-Sep-07	
PG-CAL-08	CONTROL OF LEGAL AND REGULATORY REQUIREMENTS	27-Sep-07	
PG-CAL-09	TRAINING	27-Sep-07	
PG-CAL-10	QUALITY MANAGEMENT SYSTEM CRITICAL PROCESSES CONTROL	29-Oct-07	

## OPERATIVE PROCEDURES

IDENTIFICATION	MATTER	REVIEW 00	REVIEW 01
PO-AIS-01	ISSUE AND PUBLICATION OF NOTAM	18-Jun-07	
PO-AIS-02	PREVIOUS FLIGHT BOLLETIN PREPARATION	18-Jun-07	
PO-AIS-04	AERONAUTICAL INFORMATION PUBLICATION (AIP) ISSUES AND PUBLICATION MANUAL	18-Jun-07	
PO-AIS-05	ISSUE AND PUBLICATION OF COST VALID NOTAM LISTS	18-Jun-07	
PO-AIS-06	USERS' SUBSCRIPTION AND SELLING OF PUBLICATIONS	18-Jun-07	
PO-AIS-07	ISSUE AND PUBLICATION OF AERONAUTICAL INFORMATION CIRCULAR (AIC) "	18-Jun-07	
PO-AIS-08	ISSUES AND PUBLICATION OF SUPPLEMENTS	18-Jun-07	
PO-ATM/AIS-01	VISUAL AND INSTRUMENTS FLIGHT PROCEDURES CONSTRUCTION	18-Jun-07	29-Oct-07

## FORMULARY OF QUALITY

IDENTIFICATION	MATTER	REVIEW 00	REVIEW 01
FL-CAL-01	MASTER LIST OF CONTROLLED INTERNAL DOCUMENTS	18-Jun-07	18-Jun-07
FL-CAL-02	DISTRIBUTION LIST OF DOCUMENTS	18-Jun-07	18-Jun-07
FL-CAL-03	MASTER LIST OF CONTROLLED EXTERNAL DOCUMENTS	18-Jun-07	18-Jun-07
FL-CAL-04	ANNUAL PROGRAM OF INTERNAL AUDIT	18-Jun-07	18-Jun-07
FL-CAL-05	ACTION REQUESTED FOR THE CONSTANT PROGRESS	18-Jun-07	18-Jun-07
FL-CAL-06	AUDIT REPORT	18-Jun-07	18-Jun-07
FL-CAL-07	REPORT FOR QUALITY MANAGEMENT SYSTEM REVIEW BY THE DIRECTION	18-Jun-07	18-Jun-07
FL-CAL-08	MEETING RECORD OF QUALITY MANAGEMENT SYSTEM REVIEW BY THE DIRECTION	18-Jun-07	18-Jun-07
FL-CAL-09	RECORD OF CLAIM	27-Sep-07	27-Sep-07
FL-CAL-10	THE CLIENT SATISFACTION POLL - AIS INFORMATIONS	27-Sep-07	27-Sep-07
FL-CAL-11	POLL OF SATISFACTION OF THE CLIENT QUALIFICATIONS – ANTENNAS PERMISSION, RUNWAYS HABILITATIONS AND FLIGHT PLAN	27-Sep-07	27-Sep-07
FL-CAL-12	POLL OF CLIENT SATISFACTION - AIR TRAFFIC SERVICES	27-Sep-07	27-Sep-07
FL-CAL-13	LIST OF TRAINING DETECTION	27-Sep-07	27-Sep-07
FL-CAL-14	TRAINING PLAN	27-Sep-07	27-Sep-07
FL-CAL-15	TRAINING RECORD	27-Sep-07	27-Sep-07
FL-CAL-16	LIST OF TRAINING EVALUATION	27-Sep-07	27-Sep-07
FL-CAL-17	ANALYSIS OF REGULATORY REQUISITES FULFILLMENT	27-Sep-07	27-Sep-07
FL-CAL-18	RECORD OF PROCESS INDICATORS MEASUREMENT	29-oct-07	29-oct-07
FL-CAL-19	WARNING BOARD OF SGC PROCESS PERFORMANCE	29-oct-07	29-oct-07

**AIM FORMULARIES**

<b>IDENTIFICATION</b>	<b>MATTER</b>	<b>REVIEW 00</b>	<b>REVIEW 01</b>
<b>FL-AIS-01</b>	CONTROL LIST OF AIS DOCUMENTS DELIVERY	18-Jun-07	
<b>FL-AIS-03</b>	NOTICE FORM OF AERONAUTICAL INFORMATION PRENOTAM PROMULGATION	18-Jun-07	
<b>FL-AIS-04</b>	RECORD ATS OF NOTAM EMISSION REQUEST BY TELEPHONE OR COMMUNICATION SYSTEM	18-Jun-07	
<b>FL-AIS-05</b>	RECORD OF AIP UPDATE	31-Ago-07	
<b>FL-AIS-06</b>	THE PARAGUAY AIP SUBSCRIPTION ORDER	18-Jun-07	
<b>FL-AIS-07</b>	LIST OF USERS' ADDRESS	18-Jun-07	
<b>FL-AIS-10</b>	CHECK OF AIS EQUIPMENT SITUATION - AIR NAVIGATION MANAGEMENT	18-Jun-07	15-Oct-07

- END -