



INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)
ORGANIZACIÓN DE AVIACIÓN CIVIL INTERNACIONAL (OACI)

COMISIÓN LATINOAMERICANA DE AVIACIÓN CIVIL (CLAC)
LATIN AMERICAN CIVIL AVIATION COMMISSION (LACAC)



AVSEC/FAL/RG/4 — WP/09

22/05/14

**FOURTH MEETING OF THE AVIATION SECURITY AND FACILITATION REGIONAL
GROUP (AVSEC/FAL/RG/4)**

ICAO NACC Regional Office, Mexico City, Mexico, 3 to 5 June 2014

Agenda Item 6: Programmes and Projects - Aviation Security (AVSEC) and Facilitation (FAL)

6.1 Report on ICAO/LACAC NAM/CAR/SAM Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG) Strategic Plan

**REPORT ON PARTIAL RESULTS OF WORKING GROUP
ON AVSEC/FAL STRATEGIC PLAN**

(Presented by Argentina, Colombia, Costa Rica, Curaçao, Dominican Republic, Guatemala, Jamaica, Mexico, Nicaragua, United States and Uruguay)

EXECUTIVE SUMMARY	
This Working Paper presents the results obtained from the 1st. Meeting of the Working Group on AVSEC/FAL Strategic Plan for Regions NAM/CAR and SAM.	
Action:	Action is presented in Section 3.
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"> • Security and Facilitation
<i>References:</i>	<ul style="list-style-type: none"> • AVSEC/FAL/RG/3 Final Report • Work develop up to date • ICAO Strategic plan • LACAC Strategic plan • LACAC Resolution A20-11 • Terms of reference, work programmes and projects of ICAO/LACAC AVSEC/FAL Regional Group

1. Introduction

1.1 The final report on the Third Meeting of the NAM/CAM/SAM ICAO/LACAC AVSEC/FAL Regional Group (AVSEC/FAL/RG/3), proposed in part 9.7 paragraph 9.7.3, under work programmes, to develop the group strategic plan.

1.2 To complete this task, the meeting agreed to create a project, led by Argentina as coordinating State, and supported by Jamaica, Nicaragua, Trinidad and Tobago, United States and Venezuela, to complete the following activities, within a definite period of time:

- a) Measure and Project a strategic plan including medium- and long-term goals and objectives
- b) Establish strategies, measurable goals and a timetable indicating specific for tasks completion

1.3 Also, indication was given that planning, as fundamental element for the activities success, should consider that facilitation and aviation security services are closely related to other activities developed in airports with the participation of related entities.

1.4 In this proposal, the Secretariat provided work guidelines for the project to:

- a) Make an analysis of Strengths, Weaknesses, Opportunities and Threats (FODA);
- b) Agree on the mission and vision;
- c) Agree on medium- and long-term objectives;
- d) Agree on the strategies to achieve above objectives; and
- e) Agree on measuring tools to clearly establish goals and compliance indicators.

1.5 Finally, for this purpose, the group should take into account the following:

- a) Work done up to date;
- b) ICAO Strategic Plan;
- c) LACAC Strategic Plan;
- d) LACAC Resolution A20-11; and
- e) ICAO/CLAC AVSEC/FAL Regional Group terms of reference, work programmes and projects.

2. **Analysis**

2.1 The coordinating State, taking due note of the importance of this task, coordinated with the Regional Group Secretariat a working meeting to unify action criteria and terminology, as well as to try to define a strategic planning methodology.

2.2 The meeting was held in the Republic of Argentina from 13 to 16 May 2014, in the installations of the ASTC CIPE (Centro de Instrucción, Perfeccionamiento y Experimentación), in the International Airport Ministro Pistarini de Ezeiza, Province of Buenos Aires.

2.3 The working group incorporated a local facilitator in order to guide the team members during the development of the tasks previous to the working meeting and to act as well as facilitator of the whole event.

2.4 During the meeting, definitions of Mission and Vision of the Regional Group were proposed, considering the current terms of reference. In the same way, emphasis was given to the need to implement a working methodology to be applied in the long-term, incorporating necessary adjustments after the proposed working model had been experienced. In **Appendix A**, the complete report of the Strategic Plan Working Group Meeting is being presented. Participants list and working schedule is being attached as **Appendixes B** and **C** respectively.

3. **Suggested Action**

3.1 The Meeting is invited to:

- a) analyse the Working Paper being presented, exchange criteria of analysis and suggest pertinent measures;
- b) request States to evaluate the methodology being presented in the Appendix to this Working Paper, to be implemented in the Working Groups to be developed within the AVSEC/FAL Regional Group; and
- c) propose the meeting to give continuity to the Working Group to incorporate comments and suggestions as well as to implement and update the methodology.

APPENDIX A
REPORT OF THE FIRST MEETING OF THE WORKING GROUP ON STRATEGIC PLAN
Buenos Aires, 13 to May 16, 2014

Activities of the Working Group

The Working Group, coordinated by Argentina, was formed by representatives from Colombia, Costa Rica, Curaçao, United States, Guatemala, Jamaica, Mexico, Nicaragua, Dominican Republic, and Uruguay.

The State Coordinator incorporated the assistance of a local facilitator to the working group, in order to guide the members of his team prior to the joint working group meeting and that during the meeting, also acted as facilitator of the event.

The initial activity was the compilation of the documentation necessary to comply with the mandate entrusted to the group work AVSEC/FAL/RG in terms of:

- a) Work carried out to date,
- b) ICAO Strategic Plan,
- c) LACAC Strategic Plan,
- d) LACAC Resolution A20-11,
- e) Terms of reference, work programmes and projects of the Regional Group ICAO-LACAC AVSEC/FAL.

Meetings were subsequently held to agree on a plan of work during the four days of the event. In essence, it was decided that the first day would be used for the presentation of a methodology of strategic planning by the Facilitator, the second day for practical exercises related to the issue of developing techniques for the analysis of problems based on the first day presentation, and the two last days were the the development of the strategic plan.

Development of the strategic planning workshop

The workshop was held on the premises of the ICAO Aviation Security Training Center (ASTC), Centro de Instrucción, Perfeccionamiento y Experimentación (CIPE), at the Ezeiza International Airport, Buenos Aires, from Tuesday May 13 to Friday, May 16, 2014.

The opening ceremony was coordinated by Mr. Francisco Leonardo Palano in his capacity as Director of AVSEC of the Argentinean Airport Security Police, by welcoming participants and thanking them for their presence and participation in this important event for the future development of the AVSEC/FAL group. In addition, thanked The Secretary of LACAC, Mr. Marco Ospina; ICAO Regional Officer AVSEC to South America, Mr. Pablo Lampariello; ICAO Regional Officer AVSEC for North American, Central American and Caribbean, Mr. Ricardo G. Delgado; The Director General of Institutional Relations of the Argentinean Police Airport Security, Mr. Fernando Maroder and Manager de Corporate Security for Aeropuertos Argentina 2000 Mr. Carlos Touceda.

The facilitator of the workshop, Dr. Luis Francisco Musolino, conducted a powerpoint presentation to explain the event objectives, the methodology and proposed a plan of action to comply with the mandate given to the working group.

The facilitator explained in detail the different elements components of the proposed methodology to be implemented by the AVSEC/FAL group, due to its flexibility, establishment of priorities, emphasis on the critical elements and method of revision which allows for corrective measures to be taken once deviations are detected.

The first debate of the plenary of the Working Group was the discussion and agreement, to the establishment of the AVSEC/FAL/RG Working Group MISSION STATEMENT. Therefore the Facilitator first gave a theoretical explanation on how to write a mission, he demonstrated several examples, starting with LACAC and ICAO's MISSION STATEMENTS. Clarification by the LACAC Secretary and the ICAO AVSEC Regional Officers; then the Facilitator guided the other participants in the workshop in discussions until they reach the consensus referred to the topic.

After the plenary debate on the issue, the Group agreed to propose the following wording of the AVSEC/FAL/RG Group's Mission:

Proposed Mission for the AVSEC/FAL/RG ICAO/LACAC Regional Group

Be the regional forum to promote compliance with standards and recommended practices of Annex 9 - Facilitation and 17 - Security, to the Chicago Convention.

The group subsequently discussed the technical explanation of the structure of the VISION, using the example of the LACAC and ICAO VISION Statements in addition to considering other models which the plenary discussed in depth, until a consensus was reached. The Group agreed to the propose the following wording of the AVSEC/FAL/RG Group Vision:

Proposed Vision for the AVSEC/FAL/RG ICAO/LACAC Regional Group

Identify the characteristics and regional difficulties and propose guidelines and common procedures to assist and cooperate with States in the fulfilment of the objectives regarding AVSEC/FAL, LACAC and ICAO.

Then three (3) working groups were formed to discuss various topics on the agenda at the same time.

After the first session of discussions of the working groups, the conclusions of each group was submitted to the plenary for consideration.

It was agreed that the secretariat will establish the strategic goals on the basis of the existing resolutions of the Assembly of ICAO, the conclusions of the groups of experts in aviation security and facilitation, and the needs of assistance and cooperation expressed by the States of the NAMCAR/SAM Region.

Subsequently, the plenary discussed a proposal for a strategic planning methodology to be applied by the working groups, suggesting the use of the model contained as Attached 1.

Subsequent plenary discussions led to propose that the working groups shall conform to the proposals of States and the Secretariat.

To this end, working groups will use management model proposed in Attached 1 to report to the Secretariat and through Regional States with respect to the development and partial decisions.

Emphasis on the need to implement a methodology to be applied to long-term adjustments arising from the experiences after having put into effect the proposed model was made.

The plenary subsequently analyzed communication group AVSEC/FAL/RG models proposed by the group that had been allocated the task of designing a Communication Plan to ensure the completion of the objectives. The consensus reached is documented and contained as Attached 2.

Then, and by way of exercise, discussed on the analysis of the regional strategic objectives, considering the terms of reference, work programme and projects for the Regional Group on the Aviation Security and Facilitation NAM/CAR/SAM ICAO/LACAC (AVSEC/FAL/RG).

Then were the analysis of different alternatives of instruments of measurement of the fulfilment of the assigned tasks, after which was the proposal of a method to determine the evolution of the goals of the AVSEC/FAL/RG, which is attached as Attached 3.

Finally the plenary discussed a proposal of working internal regulation, which is enclosed as Attached 4.

Given the level of progress achieved during the third day of the first meeting of the Strategic Plan Working Group, during the last day worked on the drafting of the this report and the respective appendices. Both documents were analyzed and approved by the plenary after in-depth discussion.

On the completion of the work of the Strategic Plan Working Group AVSEC/FAL, the report was handed over to the Secretariat in order that this document be presented at the AVSEC/FAL RG meeting in June 2014.

The closing ceremony was coordinated by Mr. Francisco Leonardo Palano in his capacity as Director of AVSEC of the Argentinean Airport Police Security, appreciating the valuable contribution of all the specialists who participated in the event, as well as the support of both ICAO Regional Officers and LACAC for the fulfilment of the mandate given to the working group.

ATTACHMENT 1 TO THE APPENDIX A

STRATEGIC PLAN AVSEC/FAL/RG

Following the directives given to the AVSEC/FAL/RG, we propose the Strategic Plan of the Regional Group on Security of the Aviation and Facilitation NAM/CAR/SAM ICAO/CLAC (AVSEC/FAL/RG), after the analysis of the work carried out until now, the Strategic Plan of ICAO, the Strategic Plan of CLAC, Resolution 0 A20-11 of CLAC, terms of reference, working programs and projects of the Regional Group ICAO-CLAC AVSEC/FAL and other items related to the effective strategic planning.

We propose a simple model of strategic planning based on a few tables originated in a methodology known as Hoshin Kanri. Hoshin is a systematic process to determine priorities, develop plans to ensure that each priority is treated properly, review the progress of plans and make changes when necessary. We expect that this proposal will avoid duplication of efforts and will also standardize the strategic planning of the working group.

Benefits of using the proposed methodology

- It improves the process of planning based on priorities
- It clarifies responsibility and ownership
- It helps ensure consensus on issues and priorities
- Documentation (data) and reviews allow better decisions and correction of significant problems
- It increases communication and linkage among levels

The proposed process

It is the application of a cycle known as PDCA (Plan, Do, Check, Act) to measure the progress in the accomplishment of the established objectives.

This process starts with an internal and external assessment considering various aspects, like in a SWOT analysis and finally the identification of the key elements (or more important).

Objectives are defined as well as the strategies for accomplishing them, so that each objective has at least one associated strategy, and finally implementation plans are developed.

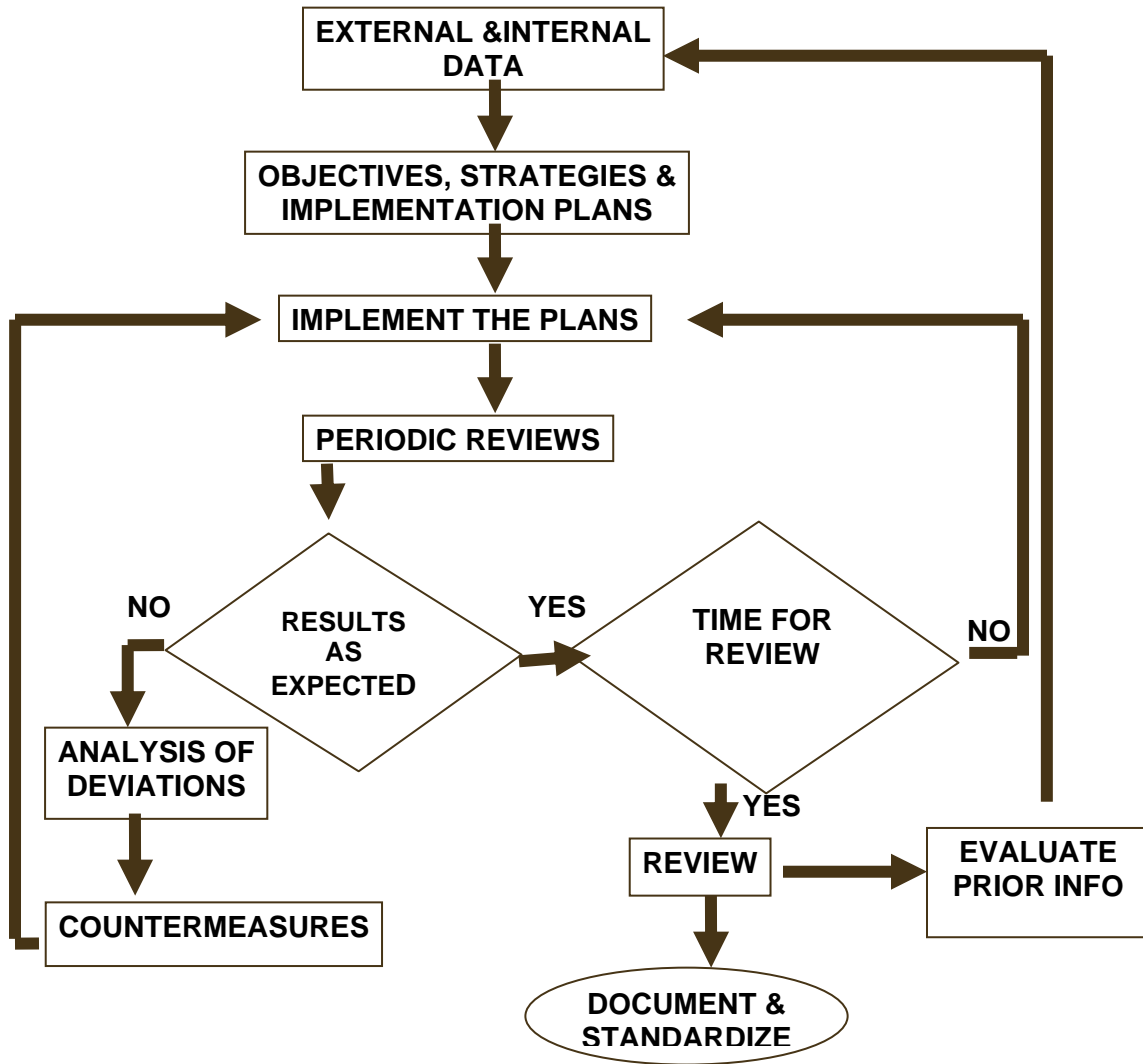
The next step is the implementation process, along with periodic reviews that will allow detecting the deviations that can conduct to the lack of accomplishment of the objectives. We can have two different cases:

The first one is that the results of the non-programmed review are in accordance with the expected results, so, it has to be verified if it is time for a formal review. If not, the team goes on with the implementation plan.

The second one is the case of a programmed review, providing inputs to the data base to be used as starting point for the next period. Everything is reported appropriately, trying to standardize all good practices found.

If the results are as expected, an analysis of deviations should be made, and countermeasures should be implemented as soon as possible.

Proposed method flow chart:



1. The review table

The review table (can be annual) applies a cycle known as (Plan, Do, Check, Act) to measure the progress in the accomplishment of the established objectives.

REVIEW TABLE			
Period:		Page ... of ...	
Prepared by:		Date:	
Revised by:		Date:	
Objective	Actual result	Summary of deviations	Implications for next period

Each objective is included in a listing in the REVIEW TABLE (Plan) and actual results are then recorded (Do). Any discrepancy found between results is annotated in the column summary of deviations (Check) and finally, the impact of the objective on the next period is included in the last column (Act).

This analysis must be performed for both the objectives attained and those not achieved within the deadline. Causes of the objectives not achieved must be determined. Usually, this is a detailed analysis of the different events. Best practices are taken for those objectives that were accomplished, and it has to be determined if strategies and forms of measurement of results were appropriate.

Besides looking back to the past, the last column of the table pays attention to the key elements of the following period.

2. The annual plan

The annual plan is part of the PDCA cycle. It includes each one of the objectives and strategies to be used for accomplishing them. After that, we can see the column for measurement of results, the definition of the form of measuring results, the nomination of the responsible person and the date of review.

PLANNING TABLE				
Period:		Page ... of ...		
Prepared by:		Date:		
Revised by:		Date:		
Objective	Strategy	Performance measure	Owner	Review date

3. The implementation plan

The implementation plan is a detail tactical plan that produces a listing with the responsibilities of each one of the participants (members of the group) for the implementation of each particular strategy.

The table includes a calendar like the one used usually in a bar chart for the control of activities. So, each one of the implementation items of a certain strategy will show graphically the programmed moment of starting and ending.

As we go on, we can check if the level of progress matches the expected one, and if not, we have to analyze the causes and take corrective actions (or propose them).

IMPLEMENTATION PLAN															
Period:											Page ... of ...				
Prepared by:											Date:				
Revised by:											Date:				
Strategy	Implementation Item	Owner	J	F	M	A	M	J	J	A	S	O	N	D	

4. Deviation – abnormality report

The deviation report is a paramount part in the implementation of this process. When results vary from the expected ones, it is required an analysis to establish the root of the deviation. The deviation report is a formal procedure to document the analysis of deviations detected. This form should be filled in as soon as a deviation is noted, and should also be processed appropriately.

This report describes the deviations and produces a detailed analysis of the causes. Additionally, it records the actions taken as an answer to the deviations detected.

Actions can be divided in three phases:

- The first one is the generation of emergency countermeasures to reduce the problem as soon as it has been detected.
- The second one is a short term measure to prevent a reoccurrence.
- The third one is the plan for removing the root causes of the problem.

DEVIATION REPORT	
Period:	Page ... of ...
Prepared by:	Date:
Revised by:	Date:
<ol style="list-style-type: none"> 1. Issue or problem 2. Circumstances under which abnormality occurred 3. Causes of the problem 4. Immediate countermeasures 5. Results of countermeasures 6. Measures for preventing a reoccurrence 7. Plans for removing the root causes of the problem 8. Remaining or new problems 	

5. Fitting together approaches and definitions of ICAO and CLAC

Taking into account that both organizations are in search of the same results, they have been using their own methods, definitions and approaches. In order to propose an aid to avoid duplication of efforts in the future, we include a chart with the basic information so that the working groups can continue working with their approved methods. It would be ideal that both organizations use a common vocabulary and methodology in the medium term.

We think that the proposed process in this document is compatible with the work carried out up to now by both organizations. So, the different working groups could apply it, making any necessary adaptation to their particular needs.

CLAC	ICAO	INTERPRETATION
Macrotask	Program	Generic programs of both organizations
Tasks – (Grupo Ad Hoc)	Working Group	Part of a program to which objectives are assigned
Phases or activities	Activities	Actividades
Ponente	State coordinator	Member State responsible for a macrotask State coordinator of a project
Member of Group	Group member (State contributor)	State that is part of a working group

CLAC	ICAO	INTERPRETATION
Vision	Vision	Vision
To project CLAC as an essential organism of support to member States, to foster the development and security of the international civil aviation in the region.	Achieve the sustainable growth of the global civil aviation system	Vision of both organizations
Purpose	Mission	Mission
To establish the macro-tasks, the focal points, the calendar and the measurement mechanism to support the management of authorities and the development of the industry of civil aviation, achieving its objectives.	To serve as the global forum of States for international civil aviation.	Mission of both organizations
Objective	Objective	Objective
Executive committee		CLAC's executive committee
Management goal	Results	Resultado parcial de una macrotarea o un programa
Performance indicator		Accomplishment of phases on time
Group of experts	Working group	Representatives of various States working on a specific topic.
Calculation formula for performance indicat. 4 $PI = \sum_{i=1}^4 Ti * WAi$ Where: Ti = 1 if it accomplished the i-th task and 0 if it doesn't. WAi = Weighted average of the i-th part.		Formula for establishing the degree of accomplishment of a management goal or a result. The result is 1 if it was accomplished and 0 if it was accomplished partially.

APPENDIX B











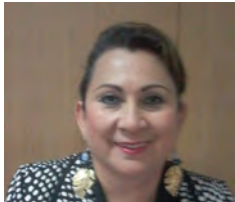
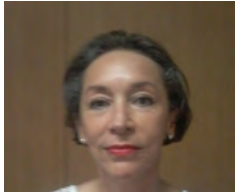


GRUPO DE TRABAJO SOBRE EL PLAN ESTRATÉGICO.
GRUPO REGIONAL SOBRE SEGURIDAD DE LA AVIACIÓN Y FACILITACIÓN.
NAM/CAR Y SAM OACI/CLAC















BUENOS AIRES, ARGENTINA. 13 AL 16 DE MAYO DE 2014.


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APPENDIX C
AVSEC/FAL AVSEC/FAL WORKING GROUP
AGENDA

Martes 13 de mayo

Horario	Actividades	Responsable
09:00 a 10:00	Inauguración formal y presentación de autoridades	Francisco Palano
10:00 a 10:15	Coffee break	
10:15 a 12:00	Presentación de la metodología de trabajo y ejercicios preliminares	Luis Musolino
12:00 a 13:00	Almuerzo	
13:00 a 15:00	Continuación del trabajo	Luis Musolino
15:00 a 15:15	Coffee break	
15:15 a 17:00	Continuación del trabajo	Luis Musolino

Miércoles 14 de mayo

Horario	Actividades	Responsable
09:00 a 10:00	Formación de los grupos de trabajo, presentación de las tareas a realizar y distribución a los grupos	Luis Musolino
10:00 a 10:15	Coffee break	
10:15 a 12:00	<p><u>Análisis de la Estrategia 5.1</u> Evaluar las tareas desarrolladas hasta la fecha por los Estados miembro para el cumplimiento de la misión del grupo AVSEC/FAL/RG.</p> <p><u>Análisis de la Estrategia 5.2</u> Proyectar las necesidades de los Estados miembros del grupo.</p> <p><u>Análisis de la Estrategia 5.3</u> Elaborar y proponer un modelo de planificación estratégica para el grupo.</p>	<p>Grupo 1</p> <p>Grupo 2</p> <p>Grupo 3</p>
12:00 a 13:00	Almuerzo	
13:00 a 15:00	Continuación del análisis	Luis Musolino
15:00 a 15:15	Coffee break	
15:15 a 17:00	Presentación de los resultados de los trabajos y debate general	Grupos 1, 2 y 3

Jueves 15 de mayo

Horario	Actividades	Responsable
09:00 a 10:00	<u>Análisis de la Estrategia 6.1</u> Proponer la redacción de la misión y la visión del grupo AVSEC/FAL/RG en forma consensuada.	Todos los grupos
10:00 a 10:15	Coffee break	
10:15 a 12:00	<u>Análisis de la Estrategia 6.2</u> Proponer los objetivos del grupo AVSEC/FAL/RG y llegar a un consenso sobre los mismos.	Todos los grupos
12:00 a 13:00	Almuerzo	
13:00 a 15:00	<u>Análisis de la Estrategia 6.3</u> Diseñar estrategias para el logro de los objetivos del grupo AVSEC/FAL/RG. <u>Análisis de la Estrategia 6.4</u> Diseñar indicadores de cumplimiento simples para ser aplicados por todos los Estados de la región en relación con los objetivos establecidos para cada uno de ellos. <u>Análisis de la Estrategia 6.5</u> Diseñar un plan de comunicación para asegurar el seguimiento de los objetivos del grupo.	Grupo 1 Grupo 2 Grupo 3
15:00 a 15:15	Coffee break	
15:15 a 17:00	Continuación del análisis	

Viernes 16 de mayo

Horario	Actividades	Responsable
09:00 a 10:00	Presentación de las conclusiones de los grupos 1, 2 y 3	Grupos 1, 2 y 3
10:00 a 10:15	Coffee break	
10:15 a 12:30	Continuación de la presentación de las conclusiones de los grupos 1, 2 y 3	Grupos 1, 2 y 3
12:30 a 13:00	Clausura de la reunión	Francisco Palano
13:00 a 15:00	Almuerzo	