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

WORKING PAPER

Nineteenth Meeting of the Regional Aviation Safety Group – Pan America (RASG-PA) Executive Steering Committee (RASG-PA ESC/19)
Lima, Peru, 8 to 9 April 2014

Agenda Item 8: **RASG-PA Strategic Plan**

PROPOSAL FOR A RASG-PA STRATEGIC PLAN

(Presented by Brazil)

EXECUTIVE SUMMARY
During the RASG-PA/ESC/18 Meeting, it was decided (RASG-PA/ESC/18/2) that the Group should develop a short and long term strategic plan to drive the focus and direct the efforts of the Group in achieving its objectives and to carry on its mandate, as the RASG-PA has a key role in the vision set by the new GANP and GASP approved by the ICAO Assembly. Moreover, there is the need to align the Group's efforts to better address the challenges associated with the sub-regional goals set by Bogota's Declaration and those of the proposed text of Port-of-Spain's Declaration. This paper presents the consolidated proposal for the Strategic Plan, as developed by Brazil, to be considered by the ESC to be approved no later than the occasion of the next RASG-PA Regional Aviation Safety Seminar to be held in Rio de Janeiro, on November 2014.

Action:	The suggested action is presented in Section 3.
Strategic Objectives:	• Safety
References:	• RASG-PA ESC/17 - WP/04 - RASG-PA Strategic Plan for Communication 2014 - 2016 • RASG-PA/ESC/18/D/2: RASG-PA Strategic Plan • RASG-PA/ESC/18/D/4: RASG-PA Safety Targets • RASG-PA/ESC/18/D/5: Risk Reduction Goal

1.   Introduction

1.1   During the RASG-PA ESC/17, the RASG-PA ESC was shown a general guideline for the development of a strategic plan, as was presented by Brazil. The main driver for the proposal was the fact that aviation safety contributes to sustainable growth and an economically viable civil aviation system and how it is a guiding priority for States and the aviation industry that fosters economic prosperity and social development.

1.2   Further on, the ICAO Assembly approved new versions of the Global Air Navigation Plan (GANP) and the Global Aviation Safety Plan (GASP) that set a safety framework in which the RASG's should adopt means to derive metrics and establish targets, in order to guide the achievement of the regional priorities for the upcoming years. Both ICAO Plans set the foundation in which a Strategic Plan for the RASG-PA's definition of priorities becomes paramount.

2.   Discussion

2.1   For reference, the general guidelines for the proposed Strategic Plan were already presented during the ESC/17 Meeting, which is incorporated in the present Working Paper, along with minor modifications to accommodate some recommendations received during the last months.

2.2   The approved GASP is the strategic tool created to establish targeted safety objectives and initiatives while ensuring the efficient and effective coordination of complementary safety activities between all stakeholders, globally and regionally. That Plan recognizes the need for States to establish regional priorities within a global framework that are appropriate to their distinct operational situation.

2.3   It is also important to recall that across well-developed organizations, strategic planning is used to direct and support decisions on allocating resources to meet internal goals and targets. It is also an important tool that can allow transparent communication to all stakeholders. Several aviation authorities in the region have been developing and implementing strategic plans to enhance safety in their aviation systems.

2.4   Usually, such plans are developed and implemented using tools such as: (1) standardization of procedures and processes, (2) collaboration in developing guidance material and training, and (3) establishing methodologies of exchanging safety information. These three pillars are reflected in the Draft Strategic Plan, for they make clear which efforts the Group will take in order to increase efficiency to achieve the goals. Furthermore, they also provide feedback means, to correct and review those actions that might prove to be ineffective or that lack adherence to the Group's objectives.

2.5   One such enhancement to the draft is the incorporation of means to evaluate the Group's actions itself, by the establishment of clear objectives and associated metrics. This should be taken by the group as an opportunity to recognize its own strengths and weaknesses and to refocus the efforts to achieve a better aviation system.

2.6   The RASG-PA Strategic Plan, when approved, will help not only the Group's internal processes but also to disseminate the Group's role in the development of a safer system, by means of safety initiatives and harmonization efforts. The further development of the Strategic Plan proposed in this working paper will provide a tool for increasing the number of States and aviation industry organizations that are committed to RASG-PA objectives in the Pan American Region since they will be aware of our priorities, metrics, and goals in promoting safety.

3. **Suggested Action**

3.1. The ESC is invited to discuss the presented information, considering the additional information of **Appendix A** (extracted from RASG-PA ESC/17 - WP/04) and consider taking the following actions:

      a) Approve the proposed draft (Appendix B) and the general objectives set forth;

      b) Establish an Ad Hoc Group to consolidate a final version for the Plan; and

      c) Allocate the corresponding resources to execute the required tasks to develop the final version of the Plan.

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REGIONAL AVIATION SAFETY GROUP

PAN AMERICA

STRATEGIC PLAN

DRAFT

2014 - 2016

REGIONAL AVIATION SAFETY GROUP - PAN AMERICAN (RASG-PA)

STRATEGIC PLAN

Message from the Authority Co-Chairman

Message from the Industry Co-Chairman

SUMMARY

EXECUTIVE SUMMARY

Since 2008 the Regional Aviation Safety Group Pan American - RASG-PA has played an important role in support of safety in the Region. This work between States and Aviation Industry had been recognized by Flight Safety Foundation in 2012 when awarded the FSF - Boeing Lifetime Safety Award.

The need for data driven actions, projects, training and regulation are one of the main efforts of the Group. In this motivation and the support from the Commercial Aviation Safety Team - CAST from the US in providing data on CAR/SAM airports from US airlines created a new level of work and acted as a leverage tool for Regulators and Industry. Starting in 2013, the ALTA IATA Trend Sharing Program (AITSP) will also provide the data for the CAR/SAM airports from Latin American and Caribbean carriers.

The Group created three working teams to support the job: Pan American Regional Aviation Safety Team - PA-RAST; Aviation Safety Report Team - ASRT; and Aviation Safety Training Team - ASTT.

Several projects have been started and its outputs delivered to improve aviation safety, in alignment with the Global Aviation Safety Plan - GASP published by the International Civil Aviation Organization - ICAO in 2013.

It is relevant to note the large differences between States in the Pan American region as far as Aviation System organization is concerned. One of the objectives of the group is to reduce the gaps that would difficult the achievement of ICAO Global Aviation Safety Plan.

Now it's time to consolidate the RASG-PA Strategic plan for the future in order to communicate to stakeholders, including States and civil aviation industry, what are the strategies selected as short-term goals (2014 – 2016).

It is relevant to note the large differences between States in the Pan American region as far as Aviation System organization is concerned. One of the objectives of the group is to reduce the gaps that would difficult the achievement of ICAO Global Aviation Safety Plan.

MISSION

Keep a high level of civil aviation safety in the Pan American Region by reducing gaps between States through harmonized and coordinated actions by all stakeholders aimed at keeping a low level of aviation risks in the North American, Central American, Caribbean, and South American regions.

VISION

Create a cooperative and collaborative environment for producing aviation safety intelligence for identifying hazards, as well as systemic weaknesses, and evaluating safety risk in the region to guide high level decision makers on the best way to invest resources to constantly improve aviation safety, by means of Aviation Safety Information Exchange and using reactive, proactive and predictive data sources.

VALUES STATEMENT

The values of RASG-PA are:

Integrity   - which guides our actions.
Respect   - which makes our working relationships effective.
Collaboration   - which gets the right people involved at the right time.
Clarity   - which is what people can expect from us.
Learning   - which ensures we take the initiative to improve.
Confidentiality - which supports exchanging of safety data and information.
Drive   - which delivers tangible outcomes efficiently.

OBJECTIVES AND STRATEGIES

Objectives

<This section must incorporate goals set by SAM and NACC Safety Targets Declarations. One option is to include in table format, or text format, as shown next.>

SAFETY

	Indicators	Data	Current value	Goal December 2016
1. Safety oversight	% of effective implementation in the SAM Region	iStars data	70%	80%
2. Accidents and serious incidents	Gap between the accident rate in the SAM Region and the global rate	Commercial and scheduled operations; A/C over 2250kg MTOW; Annex 13; period: 1 year	Global rate SAM rate	Reduce gap by 50%
3. Runway excursions and incursions	Average rate of runway excursions	Commercial and scheduled operations; A/C over 2250kg MTOW; Annex 13; period: 5 years	1.53	Reduce by 20% (1.23)
4. Aerodrome certification	% of international aerodromes certified	Annual survey conducted at AGA panel meetings	8%	20%
5. Implementation of SSP/SMS	1. % of SSP implementation 2. % of implementation of SMS oversight capacity of service providers	Data: Annual survey conducted at SSP coordinator meetings		1. 67% 2. 100%

1. Safety oversight
Have 80% of effective implementation (EI) in the SAM Region.

2. Accidents
Reduce the SAM regional accident rate gap in 50% with regard to the global accident rate.

3. Runway excursions
Reduce runway excursions in 20% with regard to the average rate of the Region (2007 – 2012).

4. Aerodrome certification
Have 20% of the international aerodromes certified.

5. State Safety Programmes (SSP) and Safety Management System (SMS) Implementation
• Reach 67% of SSP implementation.
• Reach 100% of the service providers SMS oversight capacity.

6. PBN terminal
Full compliance with goals established in ICAO Assembly Resolution A37-11 regarding approach procedure with vertical guidance (APV).

7. PBN enroute
• 60% of the international aerodromes with standard instrument departure (SID) / standard

instrument arrival (STAR) PBN.
• 60% of the routes/airspaces with performance based navigation (PBN).

8. CDO
40% of the international aerodromes / terminal control areas (TMA) with continuous descent operation (CDO).

9. CCO
40% of the international aerodromes / TMAs with continuous climb operations (CCO).

10. Estimated fuel savings/ C02 emissions reduction based on the ICAO fuel savings estimation tool (IFSET)
Reach 40,000 tons of regional CO_2 emissions reduction per year in en-route PBN implementation.

11. ATFM
100% of the area control centre (ACCs) providing air traffic flow management (ATFM).
12. AIM
100% of the required elements in PHASE I (aeronautical information services (AIS) to aeronautical information management (AIM) Roadmap).

13. AMHS interconnection
100% of the Air Traffic Services Message Handling Services (AMHS) regionally interconnected.

14. Interconnection of automated systems (ATS interfacility data communications (AIDC) exchange)
100% of the automated systems interconnected.

15. Implementation of national Internet protocol (IP) networks
80% of the States with national IP communications networks implemented.

Strategies

Exchange reactive, proactive and predictive information among RASG-PA members to produce an Annual RASG-PA Safety Report
Using data PA-RAST will identify main risk areas and advice RASG-PA ESC on possible mitigation action for consideration and approval by RASG-PA

RASG-PA ESC will constantly monitor trends and data to verify effectivenss of agreed mitigation actions and to decide on new measures in case is needed.

RASG-PA´s TEN KEY AVIATION SAFETY POLICY PRINCIPLES

1. **Commitment to the implementation of ICAO´s Strategic Objectives**
RASG-PA civil aviation initiatives will encompass each of ICAO´s Strategic Objectives in Pan American region.

2. **Aviation safety is the highest priority**
In all planning related to ICAO´s Strategic Objectives, RASG-PA will give due consideration to the safety priorities set out by ICAO in the GASP.

3. **Tiered approach to safety planning**
The development of safety activities in the Pan American region will also guide and harmonize the development of inter-regional, individual State, and civil aviation industry safety activities.

4. **State safety program and safety management systems**
RASG-PA stakeholders will continue to consider Annex 19 on Safety Management and companion documents the basis for global aviation safety.

5. **Regional aviation safety priorities**
RASG-PA will coordinate and support Pan American region and its individual States in establishing aviation safety priorities to meet their goals in line with the Global Aviation Safety Plan, as stated in the Bogotá and Port-of-Spain Declarations.

6. **Regional and State air navigation priorities**

    RASG-PA will coordinate and support Pan American region and it´s individual States in establishing their own aviation safety priorities to meet their individual needs and circumstance in line with the global safety navigation priorities.

7. **RASG-PA objectives and its strategic Safety Performance Areas**
The objectives and its strategic safety performance areas form a key enabling component to the RASG-PA for standardization, collaboration and safety information exchange, noting that they will continue to evolve as more work is done on refining and updating their content and on subsequent development of related material and actions.

8. **Use of objectives and GASP´s Safety Performance Areas**

    Although RASG-PA has a regional perspective, it is intended that the prioritization of initiatives associated with the Safety Performance Areas should be established by each State and its civil aviation industry to effectively address their safety risks.

Safety enhancement initiatives will be adopted considering the region or States individualities and should be followed in alignment with ICAO SARPs, guidance material, and Industry best practices.

9. Cost benefit and financial issues

When considering the adoption of Safety Performance Areas, RASG-PA should undertake analysis to ensure that safety benefits are sustainable.

10. Review and evaluation of aviation safety strategic planning

RASG-PA will review this document every two years and, if necessary, all relevant aviation safety planning documents through an established and transparent process. The progress and effectiveness of Pan American region against the priorities set out in their respective aviation safety plans will be continuously measured and annually reported, using a harmonized reporting format.

STRATEGIES SAFETY PERFORMANCE AREAS

RASG-PA will work considering a progressive approach to continuous safety improvement in all States of our region. The strategic plan proposes three main safety performance areas, in alignment to the GASP, to be continuously improved: standardization, collaboration and safety information exchange.

These safety performance areas were defined to facilitate the RASG-PA planning process but are not to be treated as stand-alone, but rather, as interrelated and interdependent elements of a safety system.

RASG-PA will establish a process to monitor tendencies in order to define or review safety targets for the region. An important base for implementing this strategy is the availability of safety data. In this sense safety information (reactive, proactive and predictive) collected from different aviation stakeholders will produce safety intelligence for improving the decision making process to properly allocate resources to the most effective mitigation actions. This process would avoid duplication of efforts and allow a rational use of financial and human resources.

STANDARDIZATION

An effective and efficient approach to aviation safety requires standardization between all concerned stakeholders. The need for standardization is a fundamental tenet of the Convention on International Civil Aviation (the Chicago Convention) and forms the foundation of a safe and sustainable global aviation system. Through greater transparency and increased involvement of stakeholders, RASG-PA strives to support States in improving safety and overall implementation of ICAO SARPs.

COLLABORATION

A proactive approach to aviation safety requires the participation and commitment of all concerned stakeholders. Therefore, the RASP-PA plays an important role in supporting a means for collaboration. Based on the need for a coordinated and transparent approach for aviation safety, RASG-PA supports and encourages the collaboration and harmonization among States and aviation partners.

SAFETY INFORMATION EXCHANGE

Attainment of the RASG-PA objectives will increasingly be facilitated through advances in information exchange programs, enabling the detection of emerging safety issues and facilitating effective and timely action. In the long-term, the implementation of collaborative decision-making processes will be required to support air traffic management systems of the future. The exchange of safety information is a fundamental part of the regional and global plan and is required to achieve its objectives. Information exchange initiatives promote global

standardization and enhance the monitoring of compliance with national regulations that are based on international requirements as well as industry best practices.

The proposal of an implementation of a risk-based approach relies increasingly on the regular exchange of information generated by ICAO, States, regional safety entities and industry organizations to identify hazards as well as systemic weaknesses having a potential safety impact. Progression to the risk-based and collaborative decision-making approaches will depend upon the ability to increase the frequency and broaden the scope of safety monitoring activities required to maintain desired levels of safety performance in States as well in region as a whole

To encourage and support the exchange of safety information it is imperative that RASG-PA can implement safeguards against the improper use of safety information. To this end, ICAO is cooperating with States and industry to develop provisions to ensure appropriate protection of safety information.