



**Twentieth Meeting of the Regional Aviation Safety Group – Pan America (RASG-PA)
Executive Steering Committee (RASG-PA ESC/20)
Washington, D.C., United States, 15 to 16 July 2014**

Agenda Item 8: RASG-PA Strategic Plan Update

REVISED PROPOSAL FOR A RASG-PA STRATEGIC PLAN

(Presented by Brazil, Boeing, IATA, and Embraer — Ad Hoc Group on Strategic Planning)

EXECUTIVE SUMMARY

Following the decision RASG-PA/ESC/18/2 taken during the 18th Meeting, the ESC has been engaged in delivering a strategic plan to drive the focus and direct the efforts of the Group in achieving its objectives and to carry on its mandate. The ESC made several recommendations on the corresponding working document, submitted in the previous ESC Meeting (RASG-PA/ESC/19-WP/07), and set an Ad Hoc Group composed of members from Brazil, Boeing, IATA, and Embraer with the task of further improve the proposed Plan.

This paper presents the revised proposal for the Strategic Plan, according the improvements and comments agreed by the ESC during its last Meeting. Recalling that the Plan should be considered as a “living document”, this paper also proposes that the Ad Hoc Group be assigned with the corresponding follow up tasks.

Action:	The ESC is invited to discuss and consider taking the following actions: a) Evaluate the proposed draft and the general objectives set forth; b) Approve the text, should no contrary issues be found; and c) Assign to the Ad Hoc Group the task of continuously monitor the possible enhancements to the Plan.
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<i>Strategic Objective:</i>	<ul style="list-style-type: none"> • Safety
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<i>References:</i>	<ul style="list-style-type: none"> • 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 • RASG-PA/ESC/19/WP/07: Proposal for a RASG-PA Strategic Plan
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1. Introduction

1.1 During the RASG-PA ESC/19, Brazil presented a second proposal for the Group's Strategic Plan, over which the ESC agreed that the overall structure of the document was good and also made several recommendations, such as:

- The need to exclude Safety Policies/Principles Section from the document and only focus on strategy, enhancing clarity and objectiveness of the text;
- Regarding the RASG-PA safety goal, the ESC considered that PA-RAST should suggest specific data-driven goals related to CFIT, RE, LOC-I, MAC; and
- The targets set forth by the regional declarations on safety targets, ICAO SAM Bogota Declaration and ICAO NACC Port-of-Spain do not need to be included in the Strategic Plan, for the ESC considered that the RASG-PA targets and both Declarations' targets are complementary.

1.2 The ESC reinstated that the Group's targets, set by the Plan, essentially exists for both industry and States and approved the adoption of an Ad hoc group, composed of members from Brazil, Boeing, IATA, and Embraer with the task to further develop and enhance the text accordingly.

2. Discussion

2.1 For reference, as the general structure of the proposed Strategic Plan was already considered mature by the ESC, during the ESC/19 Meeting, the following discussion focuses on the amendments to the text presented on that occasion.

2.2 The period considered for the Plan was reset to 2015-2016 timeframe, for the working agenda for 2014 is past halfway on conclusion course. Also, some clarity and minor adjustments were applied to the "Executive Summary". The "Mission", "Vision" and "Values" statements were kept untouched.

2.3 A table was included to clearly set the Group's objectives for the considered period, in alignment with both Declarations goals and regional perspectives they state. It is important to note that a clear set of objectives and associated metrics represents an opportunity for the Group to recognize its own strengths and weaknesses and to refocus the implemented efforts to achieve a better aviation system.

2.4 The "Policy Principles" section was removed according to the recommendations the ESC agreed on its last Meeting, making the text more concise, clarifying the Plan's rationale.

2.5 The ESC recommendation for the inclusion of specific data-driven goals related to CFIT, RE, LOC-I, MAC in the Plan's objectives is a topic to be further developed by the PA-RAST and is considered complimentary to the goals already set by the proposed text – such set of goals will help clarify the Group's vision on the specific impact of those four areas on the global objective about accident and incident reduction. Also, as complimentary information, they should not be considered as an essential part of first edition of the Plan and its absence on the proposed text does not obfuscate the main purpose of having such a guiding document: to clearly state to aviation stakeholders the RASG-PA objectives, vision and role on the enhancement of regional safety.

2.6 In this sense, the Plan should be seen as a living document, and as such, it should be seen by the Group as an initial run for the proposed planning methodology, and future developments can be monitored by the Ad Hoc Group already established. One example of enhancements to the text that should be the basis for the first revision of the Plan is exactly the set of specific goals on CFIT, RE, LOC-I, MAC to be proposed by the PA-RAST future work.

2.7 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. Recommendation

3.1. The ESC is invited to discuss the presented information, considering the proposed text for the Strategic Plan and consider taking the following actions:

- a) Evaluate the proposed draft and the general objectives set forth;
- b) Approve the text, should no contrary issues be found; and
- c) Assign to the Ad Hoc Group the task of continuously monitor the possible enhancements to the Plan.



REGIONAL AVIATION SAFETY GROUP

PAN AMERICA

STRATEGIC PLAN

DRAFT

2015 - 2016

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

STRATEGIC PLAN

SUMMARY

- [EXECUTIVE SUMMARY](#) 4
 - [MISSION](#) 5
 - [VISION](#) 5
 - [VALUES STATEMENT](#) 5
- [OBJECTIVES AND STRATEGIES](#) 6
 - [Objectives](#) 6
 - [Strategies](#) 6
- [RASG-PA 's TEN KEY AVIATION SAFETY POLICY PRINCIPLES](#) 7
- [STRATEGIES SAFETY PERFORMANCE AREAS](#) 9
 - [STANDARDIZATION](#) 9
 - [COLLABORATION](#) 9
 - [SAFETY INFORMATION EXCHANGE](#) 9

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 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 (2015 – 2016).

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

Indicators		Data	Current Value	Goal by Dec 2016
Safety Oversight	% of effective implementation in the region	iStars data	70%	80%
Accidents and serious incidents	GAP between the region and the global rate	Commercial and scheduled operations	Global rate Panamerican rate	Reduce the GAP by 50%
Aerodrome certification	% of international aerodromes certified	Commercial and scheduled operations		Reduce by 20%
Implementation of SSP/SMS	% of SSP implementation % of implementation of SMS oversight capacity of service providers	Annual survey conducted by SSP region meetings		

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 effectiveness of agreed mitigation actions and to decide on new measures in case is needed.

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.