



**INFORMATION PAPER**

PA-RAST/32 — IP/04  
25/04/18

**Thirty Second Pan America — Regional Aviation Safety Team Meeting  
(PA-RAST/32)**

Ottawa, Canada, 8 to 10 May 2018

**Agenda Item 2: Review of PA-RAST Action Items and RASG-PA Valid Conclusions/Decisions**

**PROPOSAL OF A STANDARD PROJECT METHODOLOGY FOR RASG-PA**

(Presented by the Secretariat)

<b>EXECUTIVE SUMMARY</b>	
<p>This information paper presents to the meeting, the proposal presented and endorsed on RASG-PA ESC/30 and GREPECAS/18 to use a world-recognized project management methodology in both RASG-PA and GREPECAS, in order to effectively deliver what is required in both groups, and, by using a common language, allow a better integration of both efforts.</p>	
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"> <li>• Safety</li> </ul>
<i>References:</i>	<ul style="list-style-type: none"> <li>• RASG-PA ESC/29 summary of conclusions</li> <li>• RASG-PA procedural handbook</li> <li>• GREPECAS procedural manual</li> <li>• GREPECAS/18 report</li> </ul>

**1. Background**

1.1 The past RASG-PA ESC/29 meeting identified ideas for improving the group's performance to accomplish the Global Aviation Safety Plan (GASP) goals and contribute to the Region's Safety enhancement goals. The ideas identified were the following:

- a. Implement a Project management approach to RASG-PA and use the RASG-PA budget for studies
- b. The PA-RAST to detail and make visible its outcomes
- c. Improve RASG-PA/PA-RAST web information/reports and general documentation
- d. PA-RAST Coordinator needs to ensure that the RASG-PA outcomes (hotspots/DIPs/etc.) are tracked and linked with other Regional Office efforts, such as: RSTs, Large Height Deviation analysis (LHD), Performance-Based Navigation (PBN) implementation, etc.

1.2 Therefore, at RASG-PA ESC/30, the Meeting agreed with the proposal of Secretariat to study a common Project Management approach between RASGPA and GREPECAS that will support these ideas expressed at RASG-PA ESC/29.

1.3 In the past GREPECAS/18 meeting, the Meeting stressed repeatedly the need for better coordination between the work of GREPECAS and RASGPA, as well as the need for better communication to the States regarding implementation developments and challenges.

1.4 The Secretariat indicated that these concerns could be addressed through effective application of a proven and recognised project management methodology, as already discussed in RASGPA-ESC/30. Accordingly, the Meeting welcomed the recommendation for the two groups (RASG-PA and GREPECAS) to implement commonly accepted project management approach (based on PMI, PRINCE, etc.). Therefore, the Secretariat was requested to analyse available project management (PM) approach options to be submitted for approval to the ESC and GREPECAS.

1.5 In this regard, GREPECAS/18 meeting adopted Decision GREPECAS18/9 to create an Ad-hoc group to analyse which coordination improvements can be made to enhance communication and identified possible “duplication of efforts” as it was being perceived by some of the participants. The establishment of an *ad hoc* group, formed by Bolivia, Brazil, Chile, Dominican Republic, Trinidad and Tobago and United States, led by ICAO, was agreed, with the purpose of:

- a. studying opportunities for improving coordination between GREPECAS and RASG-PA;
- b. performing its tasks through electronic media; and
- c. submitting its recommendations to the ICAO Secretariat by **31 August 2018**.

## 2. **Proposal to work on the implementation of an international, recognized Project Management approach to RASG-PA and GREPECAS**

2.1 On a preliminary assessment of the issues identified, there have been some Project Management elements that, if implemented in a harmonized and effective way, may help tackle the identified gaps:

Issue	Project Management Knowledge Area (PMI)	PRINCE2 Principle (aspects of project management that must be addressed continually)
Sense of “duplication of efforts”	Project integration management Project risk management	Continued business justification Defined roles and responsibilities Focus on products
Poor or lack of communication to all Stakeholders. Lack of right identification of the number and level of involvement and communication needs of stakeholders	Project Communications Management Project Stakeholder Management	Defined roles and responsibilities Manage by Stages
Sense that the although the project has ended, the objective hasn't been reached	Project Scope management Project Quality management Continued business justification	Continued business justification Focus on products Tailor to suit the project environment

2.2 With the use of a common language, RASG-PA and GREPECAS Program and Project managers will have clear task descriptions with activities, concrete role descriptions for cross-organisational cooperation and document templates that will allow project plans to become very thorough and highly standard, with the specific intent to increase quality, lower delivery costs, and lower time to deliver project results.

2.3 There are several project management methodologies available worldwide, a large portion of them aligned with the PMI's (Project Management Institute) set of standard methodologies and guidelines. With this respect, there is a need to analyse the various options available in order to propose a worldwide accepted project management approach to RASG-PA and GREPECAS, in order to incorporate this new methodology to both procedural handbooks.

### **3. Conclusion**

3.1 PA-RAST is requested to:

- a) take note and comment on the information presented in this working paper; and
- b) actively participate in the transition process to a more project and results oriented approach in RASG-PA.