



**Twenty-Fifth Regional Aviation Safety Group —  
Pan America Executive Steering Committee Meeting (ESC/25)**  
Long Beach, United States, 10 to 11 December 2015

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**Agenda Item 8: RASG-PA 2016 Activities Plan**

**RASG-PA 2016 ACTIVITIES PLAN**

(Presented by the Secretariat)

| <b>EXECUTIVE SUMMARY</b>                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Regional Aviation Safety Group — Pan America (RASG-PA) develops its annual activities plan based on its primary goal to be the focal point to ensure harmonization and coordination of safety efforts aimed at reducing aviation safety risks in the Pan American Region.</p> <p>RASG-PA is dependent on the financial support and in-kind donations of its members to fulfil its plan.</p> |                                                                                                                                                                                                                |
| <b>Action:</b>                                                                                                                                                                                                                                                                                                                                                                                     | The suggested action is presented in Section 4.                                                                                                                                                                |
| <i>Strategic Objective:</i>                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>• Safety</li></ul>                                                                                                                                                       |
| <i>References:</i>                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"><li>• RASG-PA Procedural Handbook</li><li>• Summary of Discussions of the RASG-PA Strategic Planning Task Force (RSP-TF) Meeting, Lima, Peru, 25 – 26 August 2015.</li></ul> |

**1. Introduction**

1.1 RASG-PA annual activities are dependent on member participation in order to continue to provide the framework from which regional, sub-regional and national safety implementation plans will be developed and implemented in the Pan American Region.

## 2. Discussion

2.1 The RASG-PA Strategic Planning Task Force (RSP-TF) held a meeting at the ICAO SAM Regional Office in Lima, Peru, from 25 to 26 August 2015 to discuss, as commissioned, the improvement of the operational processes of RASG-PA. In that sense, the *RASG-PA Procedural Handbook* was reviewed and amended to be presented at the ESC/25 Meeting for discussion, showing a reduction of the number of RASG-PA teams and activities. The RSP-TF Meeting Summary of Discussions is presented at **Appendix A**.

2.2 **Appendix B** shows the 2016 RASG-PA Preliminary Activities Plan in accordance to the RSP-TF Meeting outcome. It should be noted that this preliminary plan is subjected to the approval of the *RASG-PA Procedural Handbook* fourth edition.

## 3. Conclusion

3.1 To effectively implement RASG-PA activities aimed at improving the regional safety and efficiency of civil aviation, RASG-PA members, in close coordination with the RASG-PA Secretariat should provide resources and in-kind support to promote and accomplish the RASG-PA 2016 Activity Plan.

## 4. Suggested Action

4.1 The Meeting is invited to:

- a) note the 2016 RASG-PA Activities Plan; and
- b) promote, support and host 2016 RASG-PA activities as required.

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**RASG-PA RSP-TF**  
**August 2015**

**INTERNATIONAL CIVIL AVIATION ORGANIZATION**  
**REGIONAL AVIATION SAFETY GROUP – PAN AMERICA**  
**(RASG-PA)**

**RASG-PA STRATEGIC PLANNING TASK FORCE**  
**(RSP-TF)**

**DRAFT**  
**SUMMARY OF DISCUSSIONS**

**LIMA, PERU**

**25 TO 26 AUGUST 2015**

## RASG-PA Strategic Planning Task Force (RSP-TF) Meeting Summary of Discussions

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Date:</b>             | 25 to 26 August 2015                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Location:</b>         | ICAO SAM Regional Office, Lima, Peru                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Participants:</b>     | The RASG-PA Strategic Planning Task Force (RSP-TF) Meeting was chaired by Mr. Daniel Soares, Rapporteur, Brazil and was attended by Mr. Christopher Barks, United States; Messrs. Eduardo Iglesias and Santiago Saltos, ALTA; Mr. Gerardo Hueto, Boeing; Gabriel Acosta, IATA; and Messrs. Oscar Quesada, Deputy Regional Director, ICAO SAM Regional Office; Eduardo Chacin, Regional Officer, Flight Safety, ICAO NACC Regional Office representing RASG-PA Secretariat; and Ms. Veronica Chavez, Technical Assistance Officer, ICAO SAM Regional Office.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Background:</b>       | <p>The Meeting was reminded that during the RASG-PA ESC/23 Meeting held in Miami, United States, 19 to 20 March 2015, the evolution of the RASG-PA, and the need to improve the operation processes thereof were discussed; in that sense, the ESC/23 Meeting agreed on the creation of the RSP-TF, which is composed by Brazil (Rapporteur), Costa Rica, Curacao, Chile, Honduras, United States, ALTA, Boeing, CANSO, and IATA. The ESC/23 Meeting approved the following decision:</p> <p style="text-align: center;"><b>DECISION</b><br/> <b>RASG-PA/ESC/23/D/2      RASG-PA STRATEGIC PLAN</b></p> <p style="text-align: center;"><i>That RASG-PA review the draft RASG-PA Strategic Plan presented by Brazil to develop a consolidated RASG-PA Strategic Plan document, which will be carried out by the created RASG-PA Strategic Planning Task Force (RSP-TF).</i></p> <p>The RSP-TF deliverables will be the RASG-PA Strategic Plan and the revised <i>RASG-PA Procedural Handbook</i>, based on working paper presented by the ICAO SAM Regional Office at the ESC/23 Meeting held in Miami, United States, and the proposal made by Brazil at the Eighth Regional Aviation Safety Group — Pan America Annual Plenary Meeting (RASG-PA/8) held in Medellin, Colombia, 25 June 2015.</p> |
| <b>Discussion Items:</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Agenda Item 1</b>     | <p><b>Review of the RASG-PA Mission and Vision</b></p> <p>1.1 In order to review the RASG-PA Mission and Vision, the Meeting conducted a brainstorming exercise on what does the RASG-PA currently (2015) mean, projecting it in a medium-term (2020) and in a long-term (2025) vision; on that basis and after review and discussion, the main ideas were identified and the following proposal for the RASG-PA mission and vision was reached:</p> <ul style="list-style-type: none"> <li>• <b>Mission:</b> To reduce fatality risk in commercial aviation by ensuring prioritization, coordination and implementation of data-driven safety enhancement initiatives in the Pan-American Region through the active involvement of all civil aviation stakeholders.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

- **Vision:** To remain ahead of any risks to commercial aviation, seeking to achieve the highest safety level.
- **Objective:** Using 2010 as a baseline, reduce fatality risk of Part 121 or equivalent operations by 50% by the year 2020 in Latin America and the Caribbean.

1.2 The ideas expressed in the exercise are reflected in **Appendix A**. The Meeting considered that these ideas could be used later to review RASG-PA operational documents.

1.3 The RSP-TF also recommended the execution of this kind of exercise once every three years; so RASG-PA has a mission and vision that fits with the needs and with the changing expectations of the civil aviation system.

## Agenda Item 2

### Review of the *RASG-PA Procedural Handbook*

2.1 The Meeting then, based on the aforementioned mission and vision and the collected concepts, began reviewing the *RASG-PA Procedural Handbook*.

2.2 Under the guise of having an agile and stable handbook that is not tied to an endless number of procedures, it was agreed on the following design principles:

1. Long-term Stability: to avoid constant revisions of the handbook.
2. Easy reading and interpretation: to avoid inapplicable procedures and unnecessary details where should apply common sense.
3. Flexibility of RASG-PA operation: to avoid writing excessively; leaving only what is strictly necessary, with the understanding that at any time the ESC can make decisions to guide on the way of working: “It is easier to review a decision than to review a Procedural Handbook.”
4. Strengthen the cooperative approach and consensus of decision making.
5. Seek a better balance between the States/Territories/industry and the ICAO NACC and SAM Regional representativeness.
6. More efficiency and effectiveness in the RASG-PA, ESC and PA-RAST activities.
7. Reduce the number of meetings, but always allowing convening as needed.

2.3 Regarding the work being done, it was missing the closely review of the PA-RAST Terms of Reference (TORs), which are presented in the proposal integrated with TORs of the Information Analysis Team (IAT). Therefore, to continue the revision of the *RASG-PA Procedural Handbook*, it could be required an additional meeting to complete the first draft of the handbook fourth edition.

2.4 **Appendices B and C** present the draft version (in track changes) and the final draft version of the fourth edition of the RASG-PA Procedural Handbook respectively.

**Brainstorming exercise about what does the RASG-PA currently (2015)  
mean, projecting it in a medium-term (2020) and  
in a long-term (2025) vision**

**RASG-PA**

**1. Coordination**

- a. Global coordination
- b. Full coordination / GREPECAS
- c. Effective coordination / RSOO'S
- d. Coordination/fusion with LARs, GREPECAS next gen/ARCM
- e. Support to RSOO / RAIO
- f. Integration to GREPECAS GASP and GANP
- g. States safety activities coordinated to tackle identified risks (RSOO's and RO's)
- h. Hand-off between RASG-PA and RSOO

**2. Implementation Compliance**

- a. Support to Annex 19 implementation – GASP according to Roadmap
- b. LAR's fully implemented

**3. Information Exchange**

- a. ECCAIRS network
- b. SSP's using RASG-PA
- c. Regional data sharing
  - i. IAT
  - ii. Radar data
  - iii. Pilot reports
  - iv. IDISRS
  - v. USOAP
  - vi. IOSA/ISSA
- d. Safety information integration - ARCM
- e. Include other safety metrics according GASP
- f. ATC info sharing
- g. ASR + USOAP EI in detail
- h. Data information protection
- i. RASG-PA measures precisely legislation advance to info protection
- j. A-more predictive focus based on information act before the accident occurs

**4. New Challenges**

- a. New safety challenges are introduced into work plan
- b. Flexibility to adjust to new challenges

**5. Go-Teams**

- a. State implementation
- b. Go teams to attend hot spots
- c. Go teams in support of ICAO initiatives in different aspects
- d. Establishment of local/regional team leaders in support of RASG-PA activities

**6. Processes**

- a. Clear definition of different groups/teams members roles
- b. Need of resources: human and financial
- c. Sharing of human resources at a regional level (inspectors, instructors)
- d. Decrease of number of meetings
- e. RASG-PA has a process to measure its effectiveness
- f. ESC as a real executive body
- g. Very executive ESC
- h. Strong working groups (RST, IAT, PA-RAST, ASR)
- i. Focus resources (budget, people)
- j. Confirmed deliverables

**7. Parking Lot**

- a. Pilots training
- b. Recurrent training to controllers is not being systematic
- c. General objective: Plans should show balance between safety and efficiency, capability, and environmental benefits
- d. Before and after airspace implementation affecting ops, risk assessment is a must
- e. Many aircraft operating RVSM without approval

**8. RASG-PA 2025**

- a. Real time Safety information sharing
- b. All States are seriously addressing safety concerns identified by RASG-PA
- c. RASG-PA, States and Industry have resources to make necessary safety improvements
- d. Regional safety integrated system
- e. Radar track information sharing
- f. Integrated systems with RST/CAST's
- g. Country reports
- h. Data-based global lining up with goals
- i. Complete integration RASG-PA – GREPECAS
- j. Permanent monitoring of safety indicators



~~INTERNATIONAL CIVIL AVIATION ORGANIZATION~~

**REGIONAL AVIATION SAFETY GROUP – PAN AMERICA  
(RASG-PA)**

**PROCEDURAL HANDBOOK  
(4<sup>TH</sup> ~~3<sup>RD</sup>~~ EDITION)**

September 2015



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**I. ~~I.~~ BACKGROUND**

The Regional Aviation Safety Group – Pan America (RASG-PA) was established in November 2008 to use the framework provided by the ICAO Global Aviation Safety Plan and the Global Aviation Safety Roadmap to support the establishment and operation of a performance-based aviation safety system in the Pan American region.

RASG-PA supports implementation of the ICAO Global Aviation Safety Plan (GASP) and complies with ICAO Council approval of Regional Aviation Safety Groups (RASGs) with the objective to address global aviation safety matters from a regional perspective. Further, the RASG-PA supports NAM/CAR and SAM regions in establishing objectives, priorities and indicators and the setting of measurable targets to address safety-related deficiencies in each region while ensuring consistency of action and coordination of efforts

~~The RASG-PA (incluir un párrafo de la creación)~~

~~Parafrasear Apoyo del RASG al GASP y A38-2~~

~~Quote from Assembly Resolution A36-7 – Global Planning for Safety and Efficiency:~~

~~**Resolved** that these global plans [Global Aviation Safety Plan and Global Air Navigation Plan] shall provide the framework in which regional, sub-regional and national implementation plans will be developed and implemented thus ensuring harmonization and coordination of efforts aimed at improving international civil aviation safety and efficiency;~~

~~**Recognized** the importance of regional and national plans and initiatives based on the global framework for effective implementation;~~

~~**Recognized** that further progress in improving global safety and efficiency of civil aviation is best achieved through a cooperative, collaborative and coordinated approach in partnership with all stakeholders under the leadership of ICAO;~~

~~**Urged** Contracting States and the industry to apply the Global Aviation Safety Plan and Global Aviation Safety Roadmap principles and objectives and to implement its methodologies~~

**II. ~~II.~~ TERMS OF REFERENCE VISION AND MISSION****Vision:**

To remain ahead of any risks to commercial aviation, seeking to achieve the highest level of safety.

**Mission:**

To reduce fatality risk in commercial aviation by ensuring prioritization, coordination and implementation of data driven safety enhancement initiatives in the Pan-American Region through the active involvement of all civil aviation stakeholders.

~~The RASG-PA is established to be the focal point to ensure harmonization and coordination of safety efforts aimed at reducing aviation safety risks in the North American, Central American, Caribbean (NAM/CAR), and South American (SAM) Regions and to promote the implementation of resulting safety initiatives by all stakeholders.~~

~~This will be achieved through the involvement of all stakeholders including ICAO, States, International Organizations and the industry.~~

~~**Short term**~~

~~Develop and implement a work programme to continue implementation of the ICAO Global Aviation Safety Plan (GASP) and Global Aviation Safety Roadmap (GASR) in the region to ensure implementation of resulting action plans.~~

~~**Longer term**~~

- ~~1) Using the framework provided by the GASP and GASR, support the establishment and operation of a performance based safety system for the Pan American region by:~~
  - ~~a) Ensuring that all safety activities at the regional and sub-regional level are properly coordinated to avoid duplication of efforts;~~
  - ~~a) Facilitating the sharing of safety information and experiences among all stakeholders from the region;~~
  - ~~b) Conducting follow up activities as required; and~~
  - ~~e) In parts of the region where such a performance based safety system does not exist, analyzing the risks to civil aviation at the regional level, developing action plans necessary to mitigate the risks, and coordinating and supporting their implementation.~~
- ~~2) Provide feedback to ICAO and the ISSG to continually improve and ensure an up-to-date global safety framework (GASP and GASR).~~

**III. ~~III. STRUCTURE ORGANIZATION~~**

~~**RASG-PA Membership**~~

~~**IV. Representatives and alternates may be nominated from the following:**~~

- ~~1) 3.1 NAM/CAR and SAM States and Territories, and States:~~
  - ~~a) which have notified ICAO that aircraft on their register or aircraft operated by an operator whose principal place of business or permanent residence is located in such States, operate or expect to operate into the area, or~~
  - ~~a) which provide facilities and services affecting the area.~~
  - ~~b)~~
  - ~~c) Contracting States not meeting the above criteria and non-Contracting States are entitled to participate in RASG meetings as observers.~~
- ~~2) 3.2 Airline operators, international organizations, maintenance and repair organizations, regional organizations, aircraft manufactures, airport and air navigation service providers and any other allied organizations/representatives.~~

The members and observers will serve as partners of RASG and their joint commitment is fundamental for success in improving aviation safety worldwide.

- ~~3) Secretariat:~~

The Regional Director NACC and SAM would alternate serving as Secretary of the RASG and PIRG to balance the Secretariat responsibilities between these two regional groups.



**~~RASG-PA~~ Executive Steering Committee (ESC) Membership**

The RASG-PA Executive Steering Committee membership is based on the following principles:

- a) Geographical balance within and between the NAM/CAR and SAM Regions;
- b) Balance between States and international organizations/industry;
- c) a diversity of interests and areas of expertise;
- d) a manageable number of members to function effectively as an executive body.

The membership of Steering Committee will be composed of:

- a) Four States from CAR/NAM Region
- b) Four States from SAM Region.
- c) Eight representatives from International organization and Industry  
[Any RASG-PA Member may attend meetings of the Executive Committee.]

ESC member States will be elected for a renewable three year term in accordance with the procedures of the respective Regional Office.

If any member of the ESC is unable to complete their term, a replacement should be elected in accordance with the principles of ESC membership.

~~RASG-PA Co-Chairperson (State/Territory) Regulator 1~~

~~RASG-PA Co-Chairperson (International Organization/Industry) Industry 1~~

~~RASG-PA Vice-Chairpersons (four from States/Territories as listed below) Regulator 2,3,4,5~~

~~ICAO NACC/SAM Regional Directors (one to serve as Secretary, alternating with GREPECAS)~~

~~ICAO HQ ANB Representative ICAO Int. Org 1~~

~~RASG-PA Representatives and/or alternates of the following Groups/Organizations:~~

~~NAM Region (1) Repeated~~

~~CAR Region – English speaking States (CAR-E) (1) Repeated~~

~~CAR Region – Spanish speaking States (CAR-S) (1) Repeated~~

~~SAM Region (2) Repeated~~

~~ACI Regional Industry Org 1~~

~~Airbus Manufacturer 1~~

~~ALTA Regional Industry Org 2~~

~~Boeing Manufacturer 2~~

~~CANSO Regional Industry Org 3~~

~~CASSOS RSOO 1~~

~~COCESNA ANSP 1~~

~~EMBRAER Manufacturer 3~~

~~FSF USA Org~~

~~IATA Int. Org 2~~

~~IFALPA Int. Org 3~~

~~IFATCA Int. Org 4~~

**~~Election of Co-Chairpersons of RASG-PA and State/Territory Representation on Executive Steering Committee~~**

~~The Executive Steering Committee RASG-PA Chairmanship Co-Chairpersons will be composed of elected as follows:~~

- One Co-Chairperson from ESC member States/Territories
- One Co-Chairperson from ~~an~~ ESC member International Organizations/Industry

~~In total, there will be five regional/sub regional State ESC representatives from member States/Territories, including the Co-Chairperson.~~

~~ESC member States/Territories and Industry/International organization will each propose their Co-Chair for confirmation by the RASG-PA members. In order to preserve institutional memory the election of the Co-Chairs will not occur in the same year. The Co-Chairperson for States/Territories will be elected from one of the five regional/sub regional representatives. The Vice Chairpersons will be elected from the four remaining regions/sub region(s). Elections will be convened during a regular meeting of RASG-PA members.~~

~~The Co-Chairperson for International Organizations/Industry will also be elected during a regular meeting of RASG-PA members.~~

~~Co-Chairpersons will serve for a period of three years and may be re-elected, but may not serve for more than two consecutive terms. The election cycle of State/Territories Co-Chairperson will begin in 2008, and then every three years, 2011, 2014, etc. The election cycle for the International Organizations/Industry Co-Chairperson will begin in 2010 and then every three years, 2013, 2016, etc.~~

~~Chairpersons will be elected on a rotational basis, serve for a period of three years and may be re-elected. Therefore, in order to avoid loss of continuity of member expertise, one Vice-Chairperson will be elected/re-elected at the annual RASG-PA Meeting. The order of re-election shall be: First Vice-Chairperson, Second Vice-Chairperson, Third Vice-Chairperson, and Fourth Vice-Chairperson.~~

~~If either Co-Chair is unable to attend a meeting, their ESC members will elect a replacement to serve during that meeting.~~

~~If any member of the ESC is unable to complete their term, a written notification of the circumstances shall be forwarded to the RASG-PA Secretary.~~

~~If any member of the ESC is unable to complete their term, an election to fill the vacant position will be held at the next RASG-PA meeting or as decided by the ESC.~~

#### **RASG-PA Working Groups and Committees**

~~ESC RASG-PA working groups may will be established working groups or committees as required to support the development, implementation and prioritization of RASG-PA safety initiatives activities. Working groups They will report operate in coordination with and under the guidance of the to the ESC. Working groups will accomplish their tasks by developing mitigation strategies based on gathering and processing safety data and information. These mitigation strategies shall be focused on the Global Aviation Safety Plan and corresponding Global Safety Initiatives.~~

The duration of working group activities will be established by the ESC.

#### **RASG-PA Committees**

~~RASG-PA committees may be established as required to support the development, implementation and furtherance of RASG-PA goals and objectives.~~

### **IV. IV RESPONSIBILITIES OF ESC**

- [1. Develop and approve the work plan including objectives, priorities and indicators and the setting of measurable targets to address safety-related deficiencies in each region](#)
- [2. Oversee the activities of working groups and committees](#)
- [3. Approve the budget proposals](#)
- [4. Manage the communication plan](#)

## V. ~~IV. FUNCTIONS OF ESC MEMBERS~~ ~~ROLES AND RESPONSIBILITIES~~

### **Co-Chairpersons will:**

1. Call meetings
2. Chair the RASG-PA meetings
3. Keep focus on high priority items
4. Ensure agendas meet objectives to improve safety
5. Provide leadership for ongoing projects and accomplishments
6. Promote consensus among the group members
7. Coordinate RASG-PA activities closely with the Secretariat
8. Promote RASG-PA and lobby for contributors

### **ESC Members will:**

1. Assist Co-Chairpersons
2. Keep focus on high priority items
3. Ensure agendas meet criteria to improve safety
4. Provide leadership for ongoing projects and accomplishments
5. Promote consensus among the group members
6. Maintain communication and linkage with the Secretariat regarding RASG-PA activities
7. Identify an alternate for representation on ESC
- [8. Complete assigned tasks](#)
- [9. Ensure alignment of RASG-PA activities with the GASP/GASR](#)

### ~~Participation of Co-Chairpersons and other ESC Members in meetings:~~

~~Attendance of the Co-Chairpersons and other ESC members or their designated alternate is essential to the success of the RASG-PA. Participation in ESC meetings and teleconferences is required, taking into account unforeseen circumstances. Should ESC members or their designated alternates not be present at three or more consecutive meetings, excluding teleconferences, the RASG-PA Executive Steering Committee may consider removal and election of a replacement.~~

### **Secretariat:**

The Secretariat will support the Co-Chairpersons by providing administrative, coordination and technical support to the RASG-PA and ESC. The Secretary will be provided by ICAO (NACC or SAM Regional Director alternating with GREPECAS Secretary).

### The Secretariat will:

- Coordinate meeting logistics with meeting host(s)
- Develop meeting agendas [proposals in coordination with the Co-Chairs](#)
- Ensure meeting agendas, documentation and summaries are provided to members

- Ensure meeting summaries, notices, and related documents are posted in a timely manner on the RASG-PA website
- Control and administer the RASG-PA website
- ~~Track, m~~ Monitor and facilitate action items and report status to the ~~ESC Co-Chairpersons~~
- ~~Ensure alignment of RASG-PA activities with the CASP/CASR~~
- Maintain communication with the Co-Chairs, ESC members and RASG-PA members by the proper official channels
- Identify required administrative support
- Manage the work programme
- Administer and reports on budget execution/allocation for ESC approval

### ~~**Participation at RASG-PA Meetings Members:**~~

~~Each RASG-PA member State/Territory and International Organization will designate a representative and an alternate representative able to support RASG-PA goals and objectives. If designated representation changes, any proposed replacement must be submitted to the RASG-PA Secretary.~~

~~Other individuals may be invited to attend meetings as a non member participant to provide direct administrative support to the RASG-PA member(s) and activities or as guest observers.~~

~~RASG-PA members will:~~

- ~~1. Come to the meeting prepared, and provide active support by deliberating and identifying issues.~~
- ~~2. Support goals and objectives by maintaining timely and active communication between organization represented and RASG-PA.~~
- ~~3. Share safety improvements with RASG-PA members~~

### ~~**Executive Steering Committee**~~

~~An Executive Steering Committee (ESC) composed of representatives from States/Territories, international organizations and industry will be established to guide the work of the RASG-PA and ensure that safety initiatives are accomplished in a timely, effective and efficient manner. To that end, the ESC will:~~

- ~~1. Propose the RASG-PA meeting and work programme;  
—establishing objectives, priorities and indicators and setting measurable targets to address safety related deficiencies in the CAR and SAM region while ensuring consistency of action and coordination of efforts~~
- ~~2. Coordinate the activities of the RASG-PA and all CASP/CASR safety related initiatives and adjust strategy as necessary~~
- ~~3. Act as an advisory body to the RASG-PA~~
- ~~4. Provide regular safety environment assessments to the RASG-PA~~
- ~~5. Undertake any action required to ensure that the RASG-PA achieves its objective to reduce aviation risks and minimize or avoid duplication of efforts in the NAM, CAR and SAM Regions~~

### ~~**Non-Member Participant and Guest Observers:**~~

~~Non-Member Participant: Individual who is invited at the discretion of the RASG-PA Secretary, in consultation with the Co Chairs, to participate in RASG-PA activities and meetings, without voting authority, to enhance the quality and effectiveness of RASG-PA.~~

~~Guest Observer: An individual or group who is invited at the discretion of the RASG-PA Secretary, in consultation with the Co Chairs, to strictly observe a RASG-PA meeting or activity.~~

## VI. MEETINGS

~~RASG-PA will meet every three years, the year following before each ICAO Assembly, preferable~~  
~~The annual meeting of the RASG-PA shall be held in either October or November of each and every year as decided by the ESC during the last quarter of the year.~~ The Secretariat shall notify all members of the time and place with at least 60 days prior notice of such ~~annual~~ meeting. ~~The meeting venues shall alternate between the NACC and SAM M, CAR and SAM Regions.~~ Special meetings of this group may be called by the Secretariat when deemed in the best interest of the group, either face to face meeting or by teleconference.

RASG-PA Annual meetings (face to face) shall be bi-lingual (Spanish and English) with simultaneous interpretation services ~~provided by the meeting host~~ and documentation provided as needed, in both languages. ESC meetings will be bi-lingual (Spanish and English) with simultaneous interpretation whenever possible.

~~Regular meetings of the ESC shall be held monthly via teleconference on a day and time agreed to by the ESC.~~ Special meetings of the ESC either face to face or by teleconference, may be called by the Secretariat when deemed in the best interest of the group.

For the purposes of conducting business during ESC meetings, the presence of not less than 50 percent plus 1 and balanced participation among Industry and States, of the ESC members shall constitute a quorum and shall be necessary to conduct the business of this organization if it is necessary (revisa). Only members or their designated alternates shall have authorization to vote during ESC meetings/teleconferences.

## ~~VI.~~ VII. APPENDICES

A. A. Pan America — Regional Aviation Safety Team (PA-RAST)

~~A.~~ B.

~~B.~~ Information Analysis Team (IAT)

~~C.~~ Aviation Safety Training Team (ASTT)

## APPENDIX A

### PAN AMERICA — REGIONAL AVIATION SAFETY TEAM (PA-RAST) TERMS OF REFERENCE (TORs)

#### *Purpose of the Regional Aviation Safety Team:*

#### *Roles and Responsibilities:*

- Analyze available data sources (reactive, proactive and predictive) to pursue data driven safety management.
- Recommend objectives, priorities and indicators and setting measurable targets to address safety-related deficiencies in the CAR and SAM region, ensuring ~~ensuring~~ consistency of action and coordination of efforts
- Identify safety issues for action or follow up and to inform ESC for executive decisions making.
- Outputs will be in a de-identified format.
- Analyze data driven safety risk areas identified by RASG-PA using the Global Aviation Safety Roadmap (GASR) process.
- ~~Recognize~~ possible mitigation measures and provide recommended actions to ESC categorized by:
  - a. ~~1. Global Safety Initiative (GSI) Number;~~
  1. ~~2. RAST Number in the form of RAST PA/(Risk areas approved by ESC)/#~~ (i.e. RASTPA/CFIT/1);
  2. ~~3. Safety Impact (High, Medium or Low);~~
  3. ~~4. Changeability (Difficult, Moderate and Easy) taking into consideration political will, commitment / consensus, resource requirements, availability for implementation, potential blockers – what conditions exist that could prevent implementation;~~
  4. ~~5. Impact-Changeability (IC) Indicator (P1, P2, P3, etc.);~~
  5. ~~6. Priority;~~
  6. ~~7. Champion;~~
  7. ~~8. Notes.~~
- Recommend establishment of achievable projects based on prioritized mitigation measures with well-defined deliverables (including metrics to assess the effectiveness of the proposed mitigation actions) and clear time-frames established to the RASG-PA Executive Steering Committee for further action.
- Support Industry safety information sharing forums.

#### *Data Protection:*

1. All safety data utilized or safety analysis and information developed will be protected from public disclosure.
2. All data contributors will execute and be bound by the provisions of the Memorandum of

Understanding between that data contributor and RASG-PA.

~~**Membership:**~~

- ~~1. ICAO contracting States and Territories of the NACC and SAM Regions;~~
- ~~2. International and Regional Organizations;~~
- ~~3. Aircraft manufacturers;~~
- ~~4. Other representative organizations, or any entity directly involved in aviation safety may be invited to join the work group as a full member or observer as decided by ICAO RASG-PA Secretariat.~~

~~**Roles and Responsibilities:**~~

- ~~1. ICAO HQ Support;~~
- ~~2. ICAO NACC and SAM Regional Officers Support;~~
- ~~3. Workgroup Members Provide technical expertise and collaborate in the development of material as requested by RAST.~~

## Safety Enhancement Teams (SETs)

### *Purpose of the SETs:*

The purpose of the SET is to prepare and develop Detailed Implementation Plans (DIPs) for the four focus areas as determined by RASG-PA.

### *Membership:*

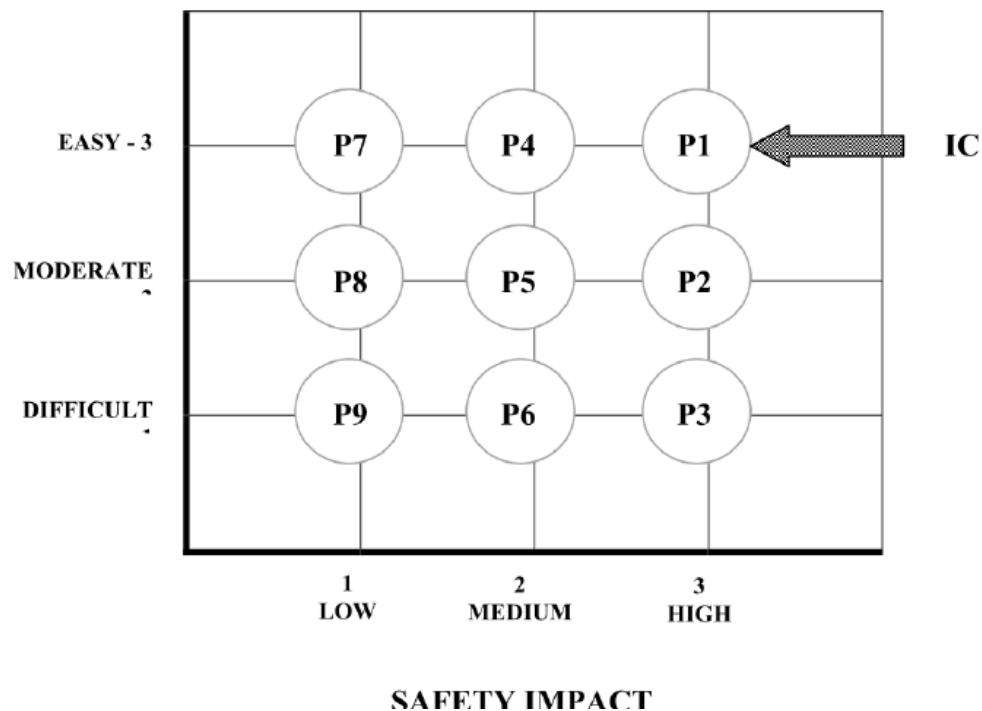
Each SET will include States/Territories and International Organizations/Industry. The team leader will be responsible to coordinate the team meetings and will report to the PA-RAST meetings.

### *Safety Enhancement Team Methodology:*

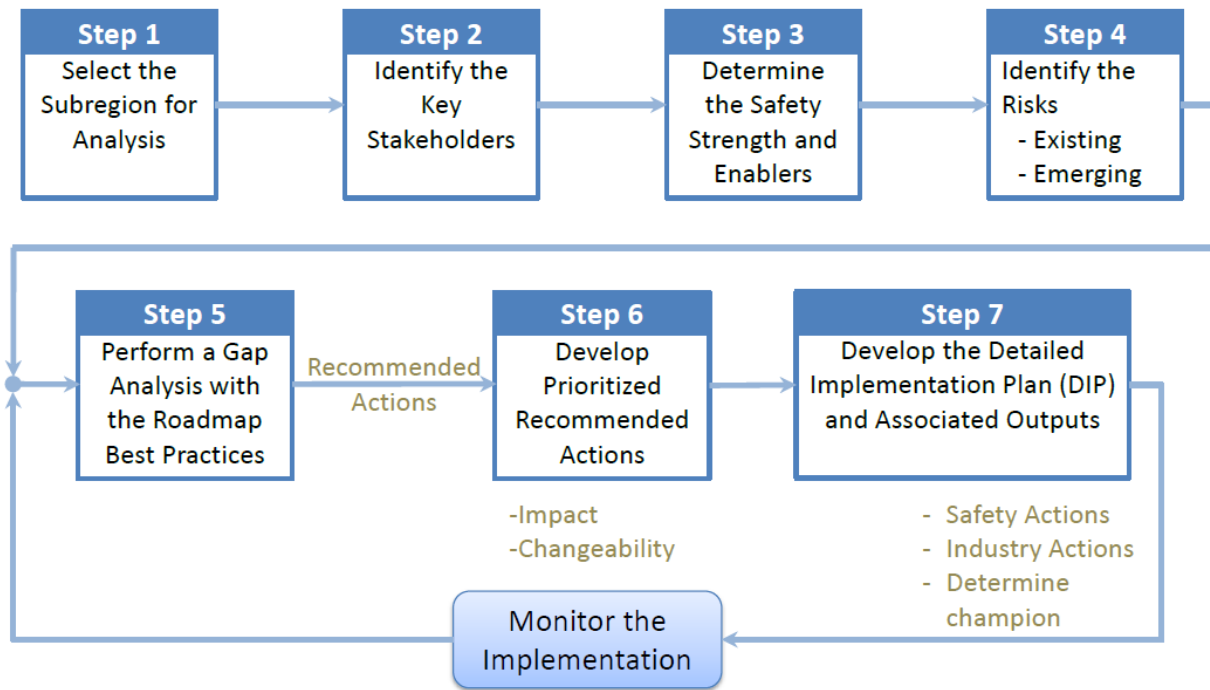
1. Review and analysis of accident risk (pareto, etc.)
2. Review of applicable safety enhancements
3. Start preparing DIPs
4. Review DIPs with PA-RAST
5. Present DIPs to ESC for information
6. Coordinate DIP implementation at PA-RAST
7. Monitor progress

### *RASG-PA Safety Enhancement Initiative Methodology*

#### Impact-changeability (IC) Level Chart



***Development of a Safety Enhancement Initiative (SEI) by RASG-PA***



**APPENDIX B****PAN AMERICA INFORMATION ANALYSIS TEAM (PA-IAT)**  
**TERMS OF REFERENCE (TORS)****PURPOSE OF THE PAN AMERICA INFORMATION ANALYSIS TEAM:**

- 1. THE IAT WILL UTILIZE APPROPRIATE AVAILABLE DATA SOURCES TO PURSUE DATA DRIVEN PREDICTIVE SAFETY MANAGEMENT.**
- 2. THE IAT WILL PROVIDE IDENTIFIED SAFETY ISSUES TO PA-RAST FOR ACTION OR FOLLOW-UP. ANY OUTPUTS FROM THE IAT WILL BE IN A DE-IDENTIFIED FORMAT.**

**MEMBERSHIP:**

- 1. THE IAT WILL CONSIST OF SUBJECT MATTER EXPERTS FROM RASG-PA MEMBER ORGANIZATIONS.**
- 2. AT A MINIMUM, MEMBERS WILL BE DRAWN FROM STAKEHOLDERS REPRESENTING ICAO REGIONAL OFFICES, STATES, INDUSTRY, AND PILOT AND AIR TRAFFIC CONTROL ORGANIZATIONS.**

**ROLES AND RESPONSIBILITIES:**

- 1. ROLES AND RESPONSIBILITIES OF THE IAT INCLUDE, BUT ARE NOT LIMITED TO:**
  - A. DETERMINE APPROPRIATE DATA TO BE USED.**
  - B. DEVELOP, IMPLEMENT, AND MONITOR METRICS.**
  - C. SUPPORT INDUSTRY SAFETY INFORMATION SHARING FORUMS.**
  - D. PREPARE STATUS REPORTS FOR STAKEHOLDERS.**
- E. THE IAT WILL BE LEAD JOINTLY BY REPRESENTATIVES FROM STATES, INDUSTRY, AND INTERNATIONAL ORGANIZATIONS.**

**DATA PROTECTION:**

- 1. ALL SAFETY DATA UTILIZED BY THE IAT OR SAFETY ANALYSIS AND INFORMATION DEVELOPED BY THE IAT WILL BE PROTECTED FROM PUBLIC DISCLOSURE.**
- 2. ALL DATA CONTRIBUTORS WILL EXECUTE AND BE BOUND BY THE PROVISIONS OF THE MEMORANDUM OF UNDERSTANDING BETWEEN THAT DATA CONTRIBUTOR AND RASG-PA.**

## ~~APPENDIX C~~

### ~~AVIATION SAFETY TRAINING TEAM (ASTT) TERMS OF REFERENCE (TOR)~~

#### ~~PURPOSE OF THE AVIATION SAFETY TRAINING TEAM:~~

- ~~1. ASSESS, IDENTIFY AND CATEGORIZE AVAILABLE FLIGHT SAFETY TRAINING.~~
- ~~2. MAKE FLIGHT SAFETY TRAINING AVAILABLE TO THE ENTIRE AVIATION COMMUNITY THROUGH THE RASG-PA WEBSITE.~~
- ~~3. ENSURE THAT THE SAFETY TRAINING THAT WILL BE AVAILABLE IS ALIGNED WITH THE TOP THREE DATA-DRIVEN RISK AREAS AS IDENTIFIED BY THE RASG-PA:~~
  - ~~A. RUNWAY EXCURSION (RE)~~
  - ~~B. CONTROLLED FLIGHT INTO TERRAIN (CFIT)~~
  - ~~C. LOSS OF CONTROL IN FLIGHT (LOC-I)~~
- ~~4. ESTABLISH A METHODOLOGY FOR REVIEWING AND UPDATING THE RASG-PA CATALOGUE OF FLIGHT SAFETY TRAINING MATERIAL EVERY SIX MONTHS.~~
- ~~5. COORDINATE IN-KIND CONTRIBUTIONS OF TRAINING MATERIAL AND SUPPORT REGARDING THE TOP THREE DATA-DRIVEN RISK AREAS AS IDENTIFIED BY THE RASG-PA.~~
- ~~6. COORDINATE AND IMPLEMENT THE MOST EFFICIENT AND EFFECTIVE METHOD TO DISSEMINATE TRAINING MATERIAL THROUGH THE USE OF CURRENT TECHNOLOGY.~~
- ~~7. ESTABLISH METRICS TO DETERMINE THE EFFECTIVENESS OF THE TRAINING MATERIAL AVAILABLE.~~

#### ~~MEMBERSHIP:~~

- ~~1. ICAO CONTRACTING STATES AND TERRITORIES OF THE NACC REGIONS.~~
- ~~2. ICAO CONTRACTING STATES OF THE SAM REGION.~~
- ~~3. INTERNATIONAL AND REGIONAL ORGANIZATIONS.~~
- ~~4. AIRCRAFT MANUFACTURERS.~~
- ~~5. OTHER REPRESENTATIVE ORGANIZATIONS OR ANY ENTITY DIRECTLY INVOLVED IN AVIATION SAFETY MAY BE INVITED TO JOIN THE WORK GROUP AS A FULL MEMBER OR OBSERVER AS DECIDED BY ICAO RASG-PA SECRETARIAT.~~

#### ~~ROLES AND RESPONSIBILITIES:~~

- ~~1. ICAO HQ: SUPPORT.~~
- ~~2. ICAO NACC: SUPPORT.~~
- ~~3. ICAO SAM: SUPPORT.~~
- ~~4. TEAM MEMBERS: PROVIDE TECHNICAL EXPERTISE AND COLLABORATE ON THE DEVELOPMENT AND IMPLEMENTATION OF THE TASK PER RASG-PA MANDATE.~~



**INTERNATIONAL CIVIL AVIATION ORGANIZATION**  
**REGIONAL AVIATION SAFETY GROUP – PAN AMERICA**  
**(RASG-PA)**

**PROCEDURAL HANDBOOK**  
**(4<sup>TH</sup> EDITION)**

**September 2015**



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## I. BACKGROUND

The Regional Aviation Safety Group – Pan America (RASG-PA) was established in November 2008 to use the framework provided by the ICAO Global Aviation Safety Plan and the Global Aviation Safety Roadmap to support the establishment and operation of a performance-based aviation safety system in the Pan American region.

RASG-PA supports implementation of the ICAO Global Aviation Safety Plan (GASP) and complies with ICAO Council approval of Regional Aviation Safety Groups (RASGs) with the objective to address global aviation safety matters from a regional perspective. Further, the RASG-PA supports NAM/CAR and SAM regions in establishing objectives, priorities and indicators and the setting of measurable targets to address safety-related deficiencies in each region while ensuring consistency of action and coordination of efforts

## II. VISION AND MISSION

### ***Vision:***

To remain ahead of any risks to commercial aviation, seeking to achieve the highest level of safety.

### ***Mission:***

To reduce fatality risk in commercial aviation by ensuring prioritization, coordination and implementation of data driven safety enhancement initiatives in the Pan-American Region through the active involvement of all civil aviation stakeholders.

## III. STRUCTURE

### ***Membership***

- 1) NAM/CAR and SAM States and Territories, and States:
  - a) which have notified ICAO that aircraft on their register or aircraft operated by an operator whose principal place of business or permanent residence is located in such States, operate or expect to operate into the area, or
  - b) which provide facilities and services affecting the area.
  - c) Contracting States not meeting the above criteria and non-Contracting States are entitled to participate in RASG meetings as observers.
- 2) Airline operators, international organizations, maintenance and repair organizations, regional organizations, aircraft manufactures, airport and air navigation service providers and any other allied organizations/representatives.

The members and observers will serve as partners of RASG and their joint commitment is fundamental for success in improving aviation safety worldwide.

- 3) Secretariat:

The Regional Director NACC and SAM would alternate serving as Secretary of the RASG and PIRG to balance the Secretariat responsibilities between these two regional groups.



***Executive Steering Committee (ESC) Membership***

The RASG-PA Executive Steering Committee membership is based on the following principles:

- a) Geographical balance within and between the NAM/CAR and SAM Regions;
- b) Balance between States and international organizations/industry;
- c) a diversity of interests and areas of expertise;
- d) a manageable number of members to function effectively as an executive body.

The membership of Steering Committee will be composed of:

- a) Four States from CAR/NAM Region
- b) Four States from SAM Region.
- c) Eight representatives from International organization and Industry  
[Any RASG-PA Member may attend meetings of the Executive Committee.]

ESC member States will be elected for a renewable three year term in accordance with the procedures of the respective Regional Office.

If any member of the ESC is unable to complete their term, a replacement should be elected in accordance with the principles of ESC membership.

***Co-Chairpersons of RASG-PA***

RASG-PA Chairmanship will be composed of:

- One Co-Chairperson from ESC member States/Territories
- One Co-Chairperson from ESC member International Organizations/Industry

ESC member States/Territories and Industry/International organization will each propose their Co-Chair for confirmation by the RASG-PA members. In order to preserve institutional memory the election of the Co-Chairs will not occur in the same year.

Co-Chairpersons will serve for a period of three years and may be re-elected, but may not serve for more than two consecutive terms.

If either Co-Chair is unable to attend a meeting, their ESC members will elect a replacement to serve during that meeting.

***RASG-PA Working Groups and Committees***

ESC may establish working groups or committees as required to support the development, implementation and prioritization of RASG-PA activities. They will report to the ESC.

The duration of working group activities will be established by the ESC.

**IV. RESPONSIBILITIES OF ESC**

1. Develop and approve the work plan including objectives, priorities and indicators and the setting of measurable targets to address safety-related deficiencies in each region
2. Oversee the activities of working groups and committees
3. Approve the budget proposals
4. Manage the communication plan

**V. FUNCTIONS OF ESC MEMBERS**

***Co-Chairpersons will:***

1. Call meetings
2. Chair the RASG-PA meetings
3. Keep focus on high priority items
4. Ensure agendas meet objectives to improve safety
5. Provide leadership for ongoing projects and accomplishments
6. Promote consensus among the group members
7. Coordinate RASG-PA activities closely with the Secretariat
8. Promote RASG-PA and lobby for contributors

***ESC Members will:***

1. Assist Co-Chairpersons
2. Keep focus on high priority items
3. Ensure agendas meet criteria to improve safety
4. Provide leadership for ongoing projects and accomplishments
5. Promote consensus among the group members
6. Maintain communication and linkage with the Secretariat regarding RASG-PA activities
7. Identify an alternate for representation on ESC
8. Complete assigned tasks
9. Ensure alignment of RASG-PA activities with the GASP/GASR

***Secretariat:***

The Secretariat will support the Co-Chairpersons by providing administrative, coordination and technical support to the RASG-PA and ESC. The Secretary will be provided by ICAO (NACC or SAM Regional Director alternating with GREPECAS Secretary).

The Secretariat will:

- Coordinate meeting logistics with meeting host(s)
- Develop meeting agendas proposals in coordination with the Co-Chairs
- Ensure meeting agendas, documentation and summaries are provided to members
- Ensure meeting summaries, notices, and related documents are posted in a timely manner on the RASG-PA website
- Control and administer the RASG-PA website
- Monitor action items and report status to the ESC
- 
- Maintain communication with the Co-Chairs, ESC members and RASG-PA members by the proper official channels
- Identify required administrative support
- Manage the work programme
- Administer and reports on budget execution/allocation for ESC approval

## **VI. MEETINGS**

RASG-PA will meet every three years, before each ICAO Assembly. The Secretariat shall notify all members of the time and place with at least 60 days prior notice of such meeting. Special meetings of

this group may be called by the Secretariat when deemed in the best interest of the group, either face to face meeting or by teleconference

RASG-PA meetings (face to face) shall be bi-lingual (Spanish and English) with simultaneous interpretation services and documentation provided as needed, in both languages. ESC meetings will be bi-lingual (Spanish and English) with simultaneous interpretation whenever possible.

Special meetings of the ESC either face to face or by teleconference, may be called by the Secretariat when deemed in the best interest of the group.

For the purposes of conducting business during ESC meetings, the presence of not less than 50 percent plus 1 and balanced participation among Industry and States, of the ESC members shall constitute a quorum and shall be necessary to conduct the business of this organization if it is necessary (revisa). Only members or their designated alternates shall have authorization to vote during ESC meetings/teleconferences.

## **VII. APPENDICES**

- A. Pan America — Regional Aviation Safety Team (PA-RAST)
- B.

## **APPENDIX A**

### **PAN AMERICA — REGIONAL AVIATION SAFETY TEAM (PA-RAST) TERMS OF REFERENCE (TORs)**

#### ***Purpose of the Regional Aviation Safety Team:***

#### ***Roles and Responsibilities:***

- Analyze available data sources (reactive, proactive and predictive) to pursue data driven safety management.
- Recommend objectives, priorities and indicators and setting measurable targets to address safety-related deficiencies in the CAR and SAM region, ensuring consistency of action and coordination of efforts
- Identify safety issues for action or follow up and to inform ESC for executive decisions making.
- Outputs will be in a de-identified format.
- Analyze data driven safety risk areas identified by RASG-PA using the Global Aviation Safety Roadmap (GASR) process.
- Recognize possible mitigation measures and provide recommended actions to ESC categorized by:
  1. Risk areas approved by ESC (i.e. RASTPA/CFIT/1);
  2. Safety Impact (High, Medium or Low);
  3. Changeability (Difficult, Moderate and Easy) taking into consideration political will, commitment / consensus, resource requirements, availability for implementation, potential blockers – what conditions exist that could prevent implementation;
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- Recommend establishment of achievable projects based on prioritized mitigation measures with well-defined deliverables (including metrics to assess the effectiveness of the proposed mitigation actions) and clear time-frames established to the RASG-PA Executive Steering Committee for further action.
- Support Industry safety information sharing forums.

#### ***Data Protection:***

1. All safety data utilized or safety analysis and information developed will be protected from public disclosure.
2. All data contributors will execute and be bound by the provisions of the Memorandum of Understanding between that data contributor and RASG-PA.

## Safety Enhancement Teams (SETs)

### *Purpose of the SETs:*

The purpose of the SET is to prepare and develop Detailed Implementation Plans (DIPs) for the four focus areas as determined by RASG-PA.

### *Membership:*

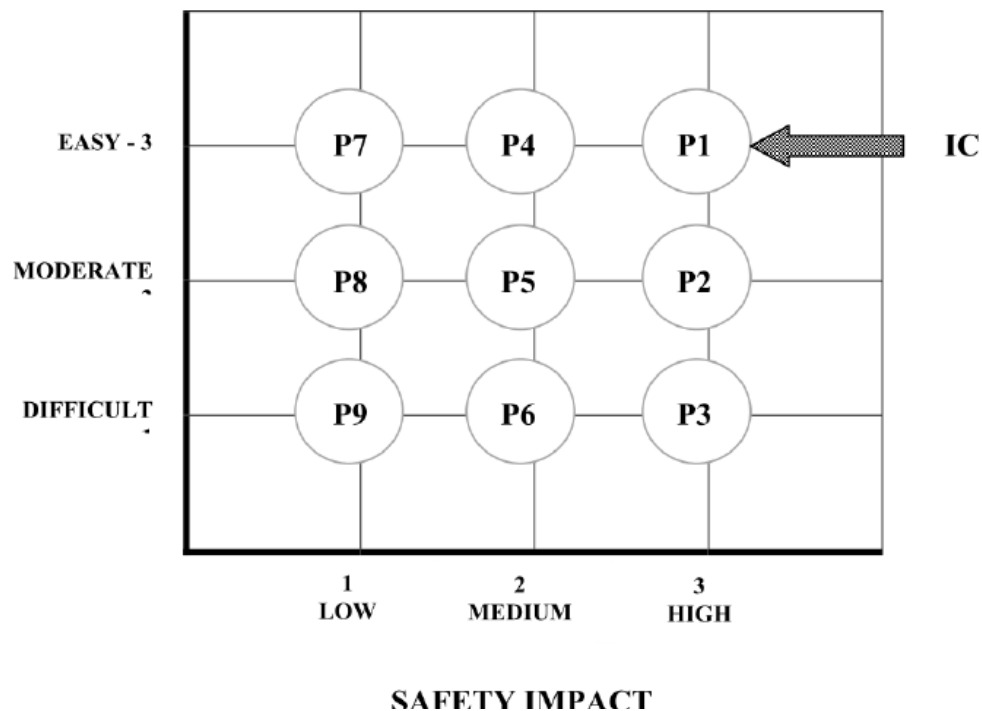
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### *Safety Enhancement Team Methodology:*

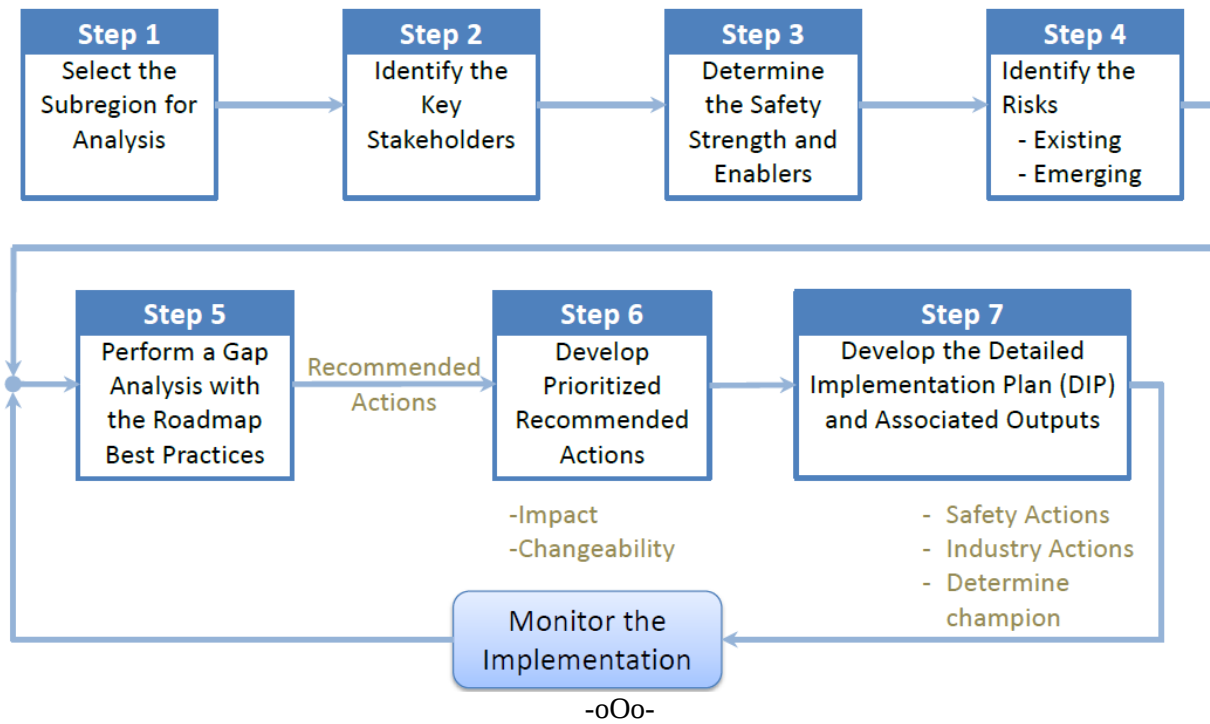
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2. Review of applicable safety enhancements
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### *RASG-PA Safety Enhancement Initiative Methodology*

#### Impact-changeability (IC) Level Chart



***Development of a Safety Enhancement Initiative (SEI) by RASG-PA***



## APPENDIX / APÉNDICE B

**RASG-PA 2016 ACTIVITIES PLAN**  
**PLAN DE ACTIVIDADES DE 2016 DE RASG-PA**

| No. | Activity/Actividad                                                                                        | From/<br>Del | To/Al    | Host/Anfitrión                                               | Location/Lugar                                                   |
|-----|-----------------------------------------------------------------------------------------------------------|--------------|----------|--------------------------------------------------------------|------------------------------------------------------------------|
| 01  | IAT/13 & PA-RAST/23 Meetings <sup>1</sup> / Reuniones                                                     | 01-03-16     | 03-03-16 | Embraer (To be confirmed / por confirmar)                    | San Jose Dos Campos, Sao Paulo / San José Dos Campos, Sao Paulo  |
| 03  | RASG-PA/SEM/01/2016 <sup>2</sup>                                                                          | 30-03-16     | 31-03-16 | Embraer and Nova Southeastern University                     | Fort Lauderdale, United States / Fort Lauderdale, Estados Unidos |
| 02  | ESC/26 Meeting <sup>3</sup> / Reunión                                                                     | 04-05-16     | 05-05-16 | ECCAA                                                        | St. John's, Antigua and Barbuda                                  |
| 04  | IAT/14 & PA-RAST/24 Meetings / Reuniones                                                                  | 10-05-16     | 12-05-16 | (To be confirmed / por confirmar)                            | (To be confirmed / por confirmar)                                |
| 05  | ASRT/7 Meeting <sup>4</sup> / Reunión                                                                     | 07-06-16     | 09-06-16 | ICAO SAM Regional Office / Oficina Regional SAM de la OACI   | Lima, Peru / Lima, Perú                                          |
| 06  | 7th Pan American Aviation Safety Summit / 7ta Cumbre de Seguridad Operacional de la Aviación Panamericana | 21-06-16     | 22-06-16 | ALTA                                                         | Panama City, Panama / Ciudad de Panamá, Panamá                   |
| 07  | RASG-PA Annual Plenary Meeting                                                                            | 23-06-16     | 23-06-16 | ALTA                                                         | Panama City, Panama / Ciudad de Panamá, Panamá                   |
| 08  | IAT/15 & PA-RAST/25 Meetings / Reuniones                                                                  | 06-09-16     | 08-09-16 | ICAO NACC Regional Office / Oficina Regional NACC de la OACI | Mexico City, Mexico / Ciudad de México, México                   |

<sup>1</sup> Information Analysis Team (IAT) and Pan America — Regional Aviation Safety Team Meetings (PA-RAST) (IAT/0\* and PA-RAST/\* Meetings) / Equipo de Análisis de Asuntos (IAT) y Equipo Regional de Seguridad Operacional de la Aviación — Panamérica (PA-RAST)

<sup>2</sup> RASG-PA Aviation Safety Seminar (RASG-PA/SEM/0\*/2016) / Seminario de Seguridad Operacional de la Aviación de RASG-PA (RASG-PA/SEM/0\*/2016)

<sup>3</sup> RASG-PA Executive Steering Committee Meeting (ESC/\*) / Reunión del Comité Directivo Ejecutivo de RASG-PA (ESC/\*)

<sup>4</sup> Annual Safety Report Team (ASRT) Meeting (ASRT/\* Meeting) / Reunión del Equipo del Informe Anual de Seguridad Operacional (ASRT/\* Meeting)

| No. | Activity/Actividad                       | From/<br>Del | To/Al    | Host/Anfitrión                         | Location/Lugar                      |
|-----|------------------------------------------|--------------|----------|----------------------------------------|-------------------------------------|
| 09  | ESC/27 Meeting / Reunión                 | 09-11-16     | 10-11-16 | IATA (To be confirmed / por confirmar) | Montreal, Canada / Montreal, Canadá |
| 10  | IAT/16 & PA-RAST/26 Meetings / Reuniones | 29-11-16     | 01-12-16 | (To be confirmed / por confirmar)      | (To be confirmed / por confirmar)   |