



WORKING PAPER

AVSEC/FAL/RG/6 — WP/16
07/06/16

SIXTH MEETING OF THE AVIATION SECURITY AND FACILITATION REGIONAL GROUP (AVSEC/FAL/RG/6)
ICAO NACC Regional Office, Mexico City, Mexico, 6 to 10 June 2016

Agenda Item 6: Programmes and Projects - Aviation Security (AVSEC) and Facilitation (FAL)
6.1 Report of the Second Meeting of the Strategic Plan Working Group (2/SPWG)

REPORT OF THE AVSEC/FAL REGIONAL GROUP ON THE STRATEGIC PLAN WORKING GROUP

(Presented by Argentina)

EXECUTIVE SUMMARY	
Presentation of implementation results of the Regional Strategic Plan Group on Aviation Security and Facilitation	
Action:	Suggested actions are detailed in Section 3 of this Working Paper.
<i>Strategic Objectives:</i>	<ul style="list-style-type: none">• Security & Facilitation
<i>References:</i>	<ul style="list-style-type: none">• ICAO/LACAC NAM/CAR and SAM AVIATION Security and Facilitation Regional Group (AVSEC/FAL/RG) Terms of Reference, Work Programme and Projects• Final Report AVSEC/FAL/RG/5

1. Introduction

1.1 At the Fifth Meeting of the Regional Group on Security and Facilitation held in Lima, Peru, in June 2015, was concluded that the Working Group on Strategic Plan (WGSP), continue to verify the implementation of the Strategic Plan and its methodology in projects AVSEC/FAL/RG.

1.2 It is recalled that the treatment of the Strategic Plan included the revision of the "ICAO/LACAC NAM/CAR and SAM Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG) Terms of Reference, Work Programme and Projects " which included the addition of point 11) Work Programmes, Strategic Plan and Projects.

1.3 The mentioned point in the preceding paragraph includes:

- a) An internal working procedure for the AVSEC / FAL Regional Group ICAO / LACAC and Task Groups;
- b) Communication model state coordinator for all members Task group; and
- c) Method for determining the progress of a task group of the Regional Group AVSEC / FAL ICAO / LACAC to meet its goals.

2. Review

2.1 The main objectives of the Strategic Plan are divided into the projection, execution and evaluation of the tasks the Regional Group adopted at its annual meetings, corresponding to each of the parties (States Coordinators, States Members of the Task Force and Secretariat).

2.2 During the Second Meeting of the Strategic Plan Working Group (SPWG/2), held in Mexico before the AVSEC/FAL/RG/6 Meeting, the need to familiarize the Member States of the AVSEC/FAL/RG with the Strategic Plan methodology was identified, and the conduction of a familiarization workshop on this matter was suggested if time and resources allow it until the end of 2016. Teleconferences on specific topics were also considered to guide the Coordinators and the States that are part of the different projects, and to assist in the progress of each project using the methodology of the Strategic Plan

2.3 The Meeting also considered the importance to hold a Meeting previous the next AVSEC/FAL/RG Meeting with all the States that coordinate the projects and the constituent States to review the approach of each project and, therefore, reach the planned objectives for each project. This Meeting should be held every year in February, three or four months before the Plenary.

2.4 During the Meeting a practical exercise was conducted on the development of four projects with the coordinator States, and the use of the methodology and the formats of the Strategic Plan, as well as a future revision of each exposition, trying to clarify doubts that the groups may have.

3. Suggested actions

3.1 The Meeting is invited to:

- a) analyse the presented Working Paper and its Appendix, exchange experiences in the implementation of the Strategic Plan under the Task Groups and suggest pertinent measures;

- b) urge States to attend the familiarization workshop of the Strategic Plan, so that during the development of the projects, the Strategic Plan agreed methodology is used; and
- c) urge States to consider the importance to hold a meeting before each AVSEC/FAL/RG Meeting with all the coordinator States of the projects and the constituent States to review the approach of each project. This Meeting should be held every year in February, three or four months before the Plenary. In case of a lack of guest State, ICAO Regional Offices could be the alternative to hold these events.

APPENDIX

ICAO/LACAC AVIATION SECURITY AND FACILITATION REGIONAL GROUP (AVSEC/FAL/RG) STRATEGIC PLAN

The strategic planning model that will be used by the AVSEC/FAL/RG will be based on analysis tables from the **Hoshin Kanri** methodology.

Hoshin is a systematic, step by step process to determine priorities, develop plans to ensure that each priority is properly addressed, review the planning process and make adjustments as necessary. Through this model, effort duplicity is assumed to be eliminated and unify Task Force strategic planning.

The following techniques may be used to obtain the required information to complete the templates posed by this method:

- Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
- Weaknesses and Threats (WT) analysis
- Force field analysis
- Pareto principle
- Creative brainstorming
- Multi-voting
- Negative voting

Benefits in using approved methodology:

- Planning process enhancement based on priorities
- Responsibilities are clarified
- Helps to build consensus regarding problems and priorities
- The way in which documentation and review is accomplished allows for better decision-making and correction of major problems
- Enhances communication
- Facilitates teamwork

The approved process

The approved process is the application of a cycle known as Planning, Doing, Controlling, and Acting (PDCA), which is used to measure progress of previously established objectives.

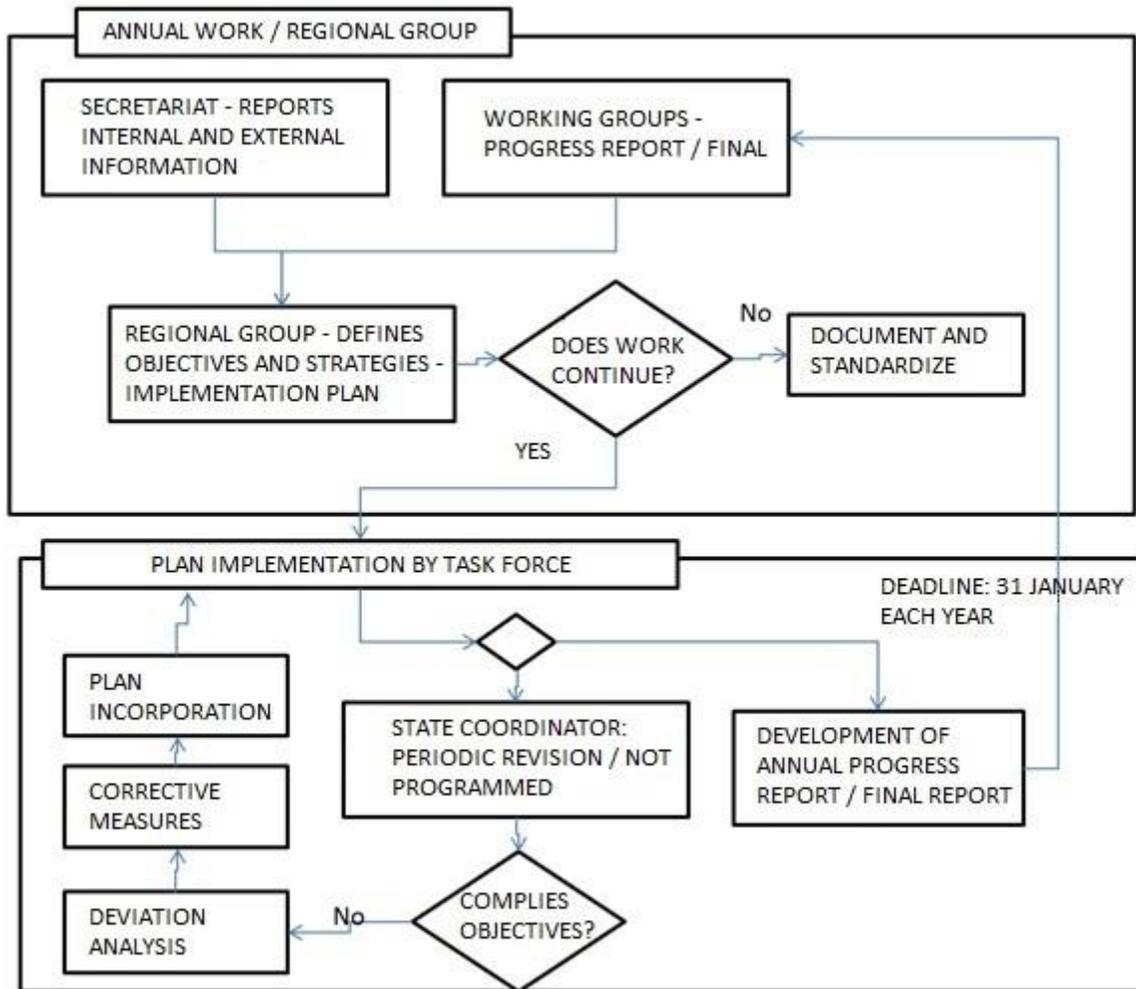
The process starts with an internal and external assessment that considers several aspects in a similar way to a SWOT analysis; as a result, it identifies key or major elements.

Objectives and strategies are drafted to achieve compliance in such a way that each objective is linked to one or more strategies; implementation plans are developed at the end of the process.

Then the implementation process is managed and non-scheduled revisions are done periodically (key of the process) since both elements allow early detection of deviations that could lead to a lack of objective fulfillment.

If results were not as expected, it is time to develop a deviation analysis and start corrective measures that must be implemented immediately.

Approved method flowchart



1. The annual plan

The annual plan is part of the PDCA cycle. Each objective and strategies to be used are included for achievement. Next, measurement results form is applied (in accordance with the established indicators for that specific planning measurement), the assigned responsible Task Force and a defined date are established for programme revisions.

PLANNING BOX				
Period:			Page ... from ...	
Prepared by:			Date:	
Revised by:			Date:	
Objective	Strategy	Results measurement	Responsible	Date of revision

Results measurement should answer the question: How can we know if a strategy has been successfully implemented?

2. Revision box

The annual revision box applies the PDCA cycle to measure progress with fulfilment of the objectives that were established.

REVISION BOX			
Period:		Page ... from ...	
Prepared by:		Date:	
Revised by:		Date:	
Objective	Results	Deviation analysis summary	Consequences for the next period

3. Implementation plan

The implementation plan is a detailed tactical plan that produces a list of responsibilities for each group member for implementation of each particular strategy.

A calendar is included as part of the form, similar to the one used in the bar charts for the activity control. In this way, each implementation item of a determined strategy will graphically show the programmed beginnings and endings.

As developed, verifications can be carried out to determine if the estimated progress has been achieved and, if not, analyse the causes and take corrective decisions.

IMPLEMENTATION PLAN														
Period:					Page ... from ...									
Prepared by:					Date:									
Revised by:					Date:									
Strategy	Implementation item	Responsible	J	F	M	A	M	J	J	A	S	O	N	D

4. Deviation report

The deviation report is a formal procedure to register analysis of the deviations and is a crucial part of the implementation process. When results do not match the programmed outcome, analysis is required to determine deviation causes.

This form should be completed as soon as a deviation is presented and should be processed in a timely manner.

This report describes deviations and produces a detailed analysis of the causes. Furthermore, it registers the actions undertaken in relation to deviations.

Actions may be divided into three phases:

- The first is the generation of emergency countermeasures to reduce the problem as soon as detected.
- The second is a short-term period measurement to prevent recurrence of the problem.
- The third is the determination of problem causes and eradication.

DEVIATION REPORT	
Period:	Page ... from ...
Prepared by:	Date:
Revised by:	Date:
<ol style="list-style-type: none"> 1. Problem description 2. Circumstances in which the problem was presented 3. Problem causes 4. Corrective measures taken 5. Results of the corrective measures 6. Measures to avoid recurrence 7. Plan to eliminate causes 8. New or residuary problems 	

5. Consistency of approach and ICAO/LACAC definitions

Although both organizations seek the same results, over time they have been applying individual methods, definitions and approaches. In order to avoid future effort duplicity, basic information is provided to allow Task Forces to continue work based on previous agreements. It would be ideal to have a common methodology and vocabulary in the mid-term.

For this purpose, the proposed process is considered compatible with the achievements to date by ICAO and LACAC; therefore, the different Task Forces could apply and adapt it according to their own experience and needs.

LACAC	ICAO	INTERPRETATION
Macro task	Programme	ICAO and LACAC generic programmes
Tasks – (Ad Hoc groups)	Task force	Based on a programme with assigned objectives
Stages or activities	Activities	Activities
Lecturer	Coordinator State or Organization	Member State responsible for one macro task, Project Coordinator State
Group member	Group member (Contributor State)	Contributor State or organization part of a task force
Vision	Vision	Vision concept
Present LACAC as an essential organization for the support of member States, and constitute it as a platform to promote the development and international civil aviation security in the Latin American Region.	Achieve safe, secure and sustainable development of civil aviation.	Both organizations vision.
Purpose	Mission	Concept of mission
Establish Macro tasks, Focal Points, and accomplishment calendar and measurement mechanisms to support Authorities in the development of civil aviation industry, accomplishing planned objectives.	To become the global forum for States and international organizations on international civil aviation.	Both organizations mission.

LACAC	ICAO	INTERPRETATION
Objective	Objective	Concept of objective
Executive Committee		LACAC Executive Committee (responsible for the follow up of the accomplishment of the macro tasks)
Administration goal	Results	Partial results of a programme or macro task
Performance indicator		Accomplishment of the stages achievement within established periods
Group of experts	Task force	A group integrated by State representatives focused on a determined issue
Formula for performance indicator calculation $PI = \sum_{i=1}^4 Ai * Pi$ Where: Ai = 1 if a stage is accomplished and 0 if not Pi = weighing of the accomplished part		Formula to establish the accomplishment level of a management goal or an outcome (integrated by several activities). The result is equal to 1 if it is totally accomplished and less than 1 if it is partially accomplished.