



RUNWAY SAFETY GO-TEAM METHODOLOGY

Revised version – April 2021

INTRODUCTION

The ICAO Runway Safety Programme (RSP) promotes, through the [Global Runway Safety Action Plan \(GRSAP\)](#), the establishment of Runway Safety Teams (RSTs) at airports as an effective means to reduce runway related accidents and serious incidents.

Goal #1 of the [Global Aviation Safety Plan \(GASP\)](#) is to achieve a continuous reduction of operational safety risks. The GASP identifies the establishment of Runway Safety Teams as key part of the operational safety risks roadmap to mitigate contributing factors to Runway Excursion (RE) and Runway Incursion (RI) incidents and accidents.

The ICAO Runway Safety (RS) Go-Team is a collaborative effort with the objective to provide assistance from ICAO, RSP partner organisations and other safety related organizations (including existing RST's, RSOO's, etc.) to a State and airport when establishing an RST. It may also review an RST performance if already established. The RS Go-Team achieves its objective by providing technical assistance, including expert advice and guidance based on ICAO documents (e.g. Doc. 9981 PANS Aerodromes), State and Industry best practices and recommendations.

The RS Go-Team is a voluntary, multi-disciplinary form of assistance provided by an ad-hoc group of experts; it is not an ICAO audit, validation, inspection or certification action; however, it could help to prepare for such in the future.

An RST will be supported by the corresponding ICAO Regional Office and the Regional Aviation Safety Group (RASG) in the interest of regional and global safety priorities and targets.

A RS Go-Team will be formed in response to recommendation from the RASG, a proposal by ICAO, or a request received from a State, airport or international organisation to corresponding ICAO Regional Office. RSP partner organisations will be informed and invited to participate.

COORDINATION WITH ACI APEX

ACI offers an informal, voluntary and comprehensive safety-related “peer review” to members through its APEX (Airport Excellence) programme.

APEX addresses a broad spectrum of safety performance, management and goals. Its reviews are coordinated with the respective ICAO Regional Office and may include ICAO Regional Officers as a member of the review team. Where they are available, APEX reports and any associated action plans will provide a valuable reference for a Go-Team.

Any shared documentation will be handled with the appropriate level of confidentiality.



RS GO TEAMS MISSION OPTIONS

To date, RS Go Teams have been delivered using a 3 to 5 days on-site format, preceded by a virtual preparation phase. Due to COVID-19 restrictions, a “LITE” version of the RS Go-Team (i.e. Go-Team Lite) has been designed, facilitating a flexible approach, whilst ensuring that the important function performed by Go-Teams can continue. A Go-Team LITE will be less comprehensive, does not include a site visit and will result in a set of recommendations that will focus upon facilitating the establishment of an RST, or improving performance of an existing RST, rather than the comprehensive set of runway safety-related agreed actions and timelines of a full Go-Team. Characteristics of the Go-Team LITE are:

- it is entirely on-line;
- may be followed by a “FULL” Go-Team mission in the future, including more activities a site visit and the more comprehensive set of action and timelines;
- However, a Go-Team LITE will fulfil the objectives of preparing for the implementation of an RST or improving the performance of an existing RST;
- The benefits of a Go-Team LITE are ease of organisation and execution, reduced cost and effort.

The two RS Go-Team Mission options are explained below:

	LITE	FULL
Main Objective	<p>Give the basics on RST implementation, based on PANS Aerodromes, without specific local conditions</p> <p>Support the State and Airport on the main requirements to organize a RST at an airport or improve RST performance</p> <p>May serve as a prelude to a full RS Go Team mission</p>	<p>Provide complete virtual and on-site assistance to support the implementation of a RST at an airport, including review of their local conditions, direct support on the delivery of their first meeting, identification of risks and preparation of a runway safety action plan, according to PANS Aerodromes guidance</p>
Scope	Basic – Knowledge transfer	Full - Tailored assistance to support RST implementation, performance review and runway safety action plan
Means of delivery	Virtual only	Virtual + on-site phase
Go-Team Members	Runway Safety Programme Partners	Runway Safety Programme Partners <i>*Note: participation will depend on resources and travel restrictions.</i>
Approximate duration	<ul style="list-style-type: none"> • Two 3 hr online sessions • Knowledge transfer and sharing of best practices 	<ul style="list-style-type: none"> • Preparation phase and data collection • Two days preparation briefing (knowledge transfer and sharing of best practices)



		<ul style="list-style-type: none"> • Two-day airport visit, local RST meeting, de-briefing, agreement of action plan
Deliverables	<ul style="list-style-type: none"> • Recording of virtual session • Brief report and recommendations relating to: <ul style="list-style-type: none"> ○ RST establishment, or ○ RST performance improvement 	<ul style="list-style-type: none"> • A full, agreed RS Go-Team report with recommendations, actions and timelines associated with: <ul style="list-style-type: none"> ○ Implementation of an RST, or ○ Improvement of an RST ○ Specific safety enhancements ○ Implementation of ICAO SARPS ○ Global, regional or state action plans ○ Airport runway safety action plan including specific safety enhancement initiatives
Cost	<ul style="list-style-type: none"> • The costs will be associated with effort and logistics • The cost of ICAO participation will be covered by the inviting entity or by arrangement with ICAO • Costs associated with other RSP participation will be through voluntary contribution • Costs associated with participation of other parties by arrangement 	<ul style="list-style-type: none"> • Costs will be associated with effort, missions and logistics • The cost of ICAO participation will be covered by the inviting entity or by arrangement with ICAO • Costs associated with other RSP participation will be through voluntary contribution. • Costs associated with participation of other parties by arrangement
Follow-up	<p>From RST:</p> <ul style="list-style-type: none"> • Initiation of RST or improvement of performance, in accordance with recommendations <p>From Regional Office:</p> <ul style="list-style-type: none"> • Follow-up of recommendations <p>From RSP:</p>	<p>From RST:</p> <ul style="list-style-type: none"> • Initiation of RST or improvement of performance (as appropriate), in accordance with agreed actions and timelines <p>From Regional Office:</p> <ul style="list-style-type: none"> • Direct follow-up in accordance with report timelines, using mechanisms such as RASG or PIRG <p>From RSP:</p>



	<ul style="list-style-type: none"> • Informal follow-up of recommendations 	<ul style="list-style-type: none"> • Follow-up of recommendations in accordance with report actions and timelines or informal follow-up, as appropriate
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APPENDIX A – RUNWAY SAFETY GO TEAM FULL VERSION MISSION PHASES

Phase I – Preparation

The ICAO Regional Office will lead the coordination of the Go-Team preparation.

Selection of candidate State and airport (at least twelve weeks prior to the mission).

Key actions and considerations (ICAO):

- Criteria for the selection: State or airport request; USOAP audit results (e.g., non-existence of an RST); outcome from RASG activities (e.g., regional concerns based on data, reports), identified runway safety hazards/risks; high number of runway safety incidents/accidents; traffic volume, aerodrome layout complexity, proposal by a safety stakeholder/partner, etc.
- Go-Team Pre-planning: Details of the eventual Go-Team members and mission to be communicated well in advance to interested parties: airport, State and partners, meetings, mission date, time, and location

Phase II – Data collection

Data to be collected from the interested State/Airport by the corresponding ICAO Regional Office and assessed before a mission is agreed:

- Identification of potential stakeholders (local and international expertise available)
- Existing safety data and information on existing local runway safety initiatives and related implementation plans
- Capture available airport-specific data (surface events, LOAs/SOPs, training programmers, etc.)
- Request detailed information on hazards and risks, knowledge and experience on the airport, hot spots (request ATC Officers to update a list of every instance of wrong turns, requests for amplified taxi instructions, vehicles in the wrong place, etc.)
- Communications with relevant partners
- Send the received information and data to the Go-Team members as far in advance as possible

Phase III – Coordination (at least three weeks before the mission)

Co-ordination with State and RS Go-Team members on the mission programme, including logistics.

Mechanisms for an effective and efficient RS Go-Team mission include:

- Identification of Focal Points of Contact among the partners
- Teleconferences
- RS Go-Team Agreement (see Attachment A)
- Proposed dates
- Team logistics: tickets, hotels, meeting rooms, transportation, visas, etc. (in case of virtual)
- Roles and responsibilities



- Expected outcomes: agreed Report, including actions and timelines.
- PowerPoint presentations should be previously coordinated to avoid duplication of information and ensure focus on the RST's activities and expected outcomes. One presentation per topic, which can combine particular approaches from different organizations.
- Agree on agenda for the RS Go-Team
- Schedule and coordinate airport and ATC tower visit (to include virtual review for virtual RS Go-teams)

At least one week prior to the RS Go-Team mission:

- Consolidate updates and information received from the team members and industry stakeholders
- Distribute the final agenda and supporting documents to the team and the interested stakeholders (Airport, State, etc.)

Phase IV – RS Go-Team deployment

Two days preparation briefing (knowledge transfer and sharing of best practices):

- RS Go-Team on-site coordination and agreement; training, detailed data, hazard identification and risk mitigation strategies, action plan, reporting, sharing and use of safety information, stakeholders
- RST Terms of reference, which will include accountability, roles, duties and responsibilities

Two-day airport visit, local RST meeting and de-briefing (following local RST framework and proceedings):

- Go-Team, visit to the airport, ATC tower and relevant facilities, installations and equipment
- Go-Team review of airport operations and procedures, identification of hazards, reporting system and planned risk assessment; 3- Agreement on actions to be taken, responsibilities, de-briefing

Phase V – Report, Action Plan and Recommendations (responsible: Airport Operator or local RST Secretary)

Prepare a technical report, including observations, highlighting best practices used and recommended additional mitigation actions, as well as other recommendations as may be required. Proposed table of contents:

- Agreed TORs
- Contents
- New hazards and risk mitigation proposals to include possible Hot Spots
- Areas of improvement and recommendations
- Recommendations to improve local RST performance (in the case of existing RST review)
- Recommendations and plan for action (to be done after the RS Go-Team mission), including:
 - the obligation by local RST and CAA to review received recommendations and select applicable risk mitigation measures



- plan for the next local RST meeting to incorporate improved performance proposals
- reconsider follow-up ICAO Go-team in 1-2 years timeframe

Phase VI – Implementation (responsible: local RST)

- RST meetings (frequency, format, agenda, chairmanship, quorum, etc.), to be done by RST Secretariat (Airport operator)
- Resolution of identified safety issues

Phase VII – Follow-up

Continuous monitoring of progress will be done by the ICAO Regional Office within the RASG framework as reported by the State, considering:

- Go-Team report actions and timelines;
- Possible future Follow-up Go-Team missions



APPENDIX B – RUNWAY SAFETY GO TEAM LITE VERSION MISSION PHASES

Phase I – Selection & Pre-planning

Key actions and considerations (ICAO):

- Criteria for the selection: State or airport request; USOAP audit results (e.g., non-existence of an RST); outcome from RASG activities (e.g., regional concerns based on data, reports), identified runway safety hazards/risks; high number of runway safety incidents/accidents; traffic volume, aerodrome layout complexity, proposal by a safety stakeholder/partner, etc.
- Go-Team Pre-planning: Details of the eventual Go-Team members and mission to be communicated well in advance to interested parties: airport, State and partners, meetings, mission date, time, and location

Phase II – Formal approvals and event organization

Key actions and considerations (State):

- After coordination with ICAO Regional Office contact point, formally accept the proposal for a Go-Team LITE to initiate coordination.

Key actions and considerations (ICAO):

- Organize agenda for the virtual event
- Data collection (in order to consider local constraints and organization), such as:
 - Existing safety data and information on local runway safety initiatives and related implementation plans
 - Airport-specific data (surface events, LOAs/SOPs, training programmers, etc.)
- Information on hazards and risks, hot spots etc. Coordinate with SME's
- Prepare event presentations
- Prepare invitations (in conjunction with State)

Phase III – Event delivery & Report

Key actions and considerations (ICAO & State):

- Delivery of Seminar/workshop
- Kickoff virtual RST Meeting (optional)
- Brief report including recommendations in support of RST establishment or improvement
- Informal follow-up



APPENDIX C – LIST OF NATIONAL/LOCAL AGENCIES AT AN AIRPORT EXPECTED TO PARTICIPATE IN THE RS GO-TEAM MISSION

Full Go-Team

The RS Go-Team mission activities should include the participation of representatives from the following as applicable to runway safety (users of the manoeuvring area) at the airport and as needed for the Go-Team mission objectives, expected to be the same as the existing and planned members of the airport Runway Safety Team (RST). The RST chair and/or airport operator (Secretary) should invite the participants, including:

- Aerodrome operator
- Air Traffic Services provider
- Air Operators including general aviation and military
- Civil aviation authority (as an observer)
- Ground support services providers
- Emergency response service providers
- Flight crew members and ATCOs familiar with the airport
- Subject matter experts (meteorologists, ornithologists, etc.)
- Construction contractors (in case of construction works in place or planned)

It is recommended at least for first two days (best practice sharing) to invite members of other airport RSTs to enable sharing of information and lessons learned.

Go-Team LITE

The Go-Team LITE should include participation of representatives from the following:

- Aerodrome operator
- Air Traffic Services provider
- Air Operators including general aviation and military
- Civil aviation authority
- Ground support services providers
- Emergency response service providers
- Flight crew members and ATCOs familiar with the airport
- Subject matter experts (meteorologists, ornithologists, etc.)
- Construction contractors (in case of construction works in place or planned)

In cases where an RST already exists the invitees may be the corresponding RST representatives.

The RST chair and/or airport operator (Secretary) should invite the participants, appropriate.

APPENDIX D – TEMPLATE FOR RS GO-TEAM ON-SITE MISSION PROGRAMME/AGENDA

Full Go-team

Day 1	<p>Registration and Opening</p> <p>The Runway Safety Program - Perspectives</p> <ul style="list-style-type: none"> • Global <ul style="list-style-type: none"> • ICAO Global Runway Safety Programme • Related ICAO SARPS, PANS and guidance material • Regional <ul style="list-style-type: none"> • RASG - Safety Enhancement Initiatives, Detailed Implementation Plans and Annual Safety Report • Local <ul style="list-style-type: none"> • Regulator • ANSP • Air Operator • Airport operator • Other Service providers at the airport
Day 2	<p>Safety management</p> <ul style="list-style-type: none"> • Hazard Identification • Risk Assessment • Safety Oversight <p>The Runway Safety Team (RST)</p> <ul style="list-style-type: none"> • Introduction • The ICAO RST handbook • Implementation of the RST • Terms of reference for the RST • Responsibilities • Sharing and use of safety information • Practical examples of RSTs established in other airports <p>Best risk mitigation strategies (based on local needs)</p> <ul style="list-style-type: none"> • Prevention of Runway Incursions • Global Reporting Format (GRF) for Runway Surface Conditions • Low visibility operations • Birdstrike prevention programme <p>Airport's briefing</p> <ul style="list-style-type: none"> • Sharing of key airport operational and safety data to include identification of Hot Spots • Safety briefing (Identification, safety vests, instructions, leaders, communications, clearance, traffic, etc.)



<p>Day 3</p>	<p>Airport visit – the intent of the airport visit is to identify existing and new hazards as well as to observe rectification measures that have been implemented based on previous findings.</p> <ul style="list-style-type: none"> • ATC Control Tower • Runway and runway strips • Taxiways and taxiway strips (focusing on runway safety issues only) • Runway End Safety Areas (RESA) • Visual aids • Obstacle control • FOD control and management • Wildlife control and management • Any active construction sites
<p>Day 4 (half-day)</p>	<p>Actual or simulated local RST meeting to include debriefing after the visit to the airport</p> <p>Go-Team draft report :</p> <ul style="list-style-type: none"> • Members present new projects, hazards, or events identified by the RST and its stakeholder’s own safety management systems. • The team then: <ul style="list-style-type: none"> • defines the hazards, • identifies the safety risk assessments to be conducted, and • proposes recommendations for managing the safety risk • gives recommendations to improve the RST performance <p>Agreement on the follow-up action plan</p> <p>Conclusions and closing</p>

Go-Team LITE

<p>Day 1</p>	<p>Registration and Opening</p> <p>The Runway Safety Program - Perspectives</p> <ul style="list-style-type: none"> • Global • Regional • Airport's briefing <ul style="list-style-type: none"> • Sharing of key airport operational and safety data to include identification of Hot Spots • Safety briefing (Identification, safety vests, instructions, leaders, communications, clearance, traffic, etc.)
<p>Day 2</p>	<p>The Runway Safety Team (RST)</p> <ul style="list-style-type: none"> • Introduction • The ICAO RST handbook • Implementation of the RST • Terms of reference for the RST • Responsibilities • Sharing and use of safety information



	<ul style="list-style-type: none">• Practical examples of RSTs established in other airports <p>Best risk mitigation strategies (based on local needs)</p> <ul style="list-style-type: none">• Prevention of Runway Incursions• Global Reporting Format (GRF) for Runway Surface Conditions• Low visibility operations• Birdstrike prevention programme <p>A virtual RST meeting (optional)</p> <p>Agreement on the recommendations and follow-up</p> <p>Conclusions and closing</p>
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APPENDIX E – LIST OF REQUIREMENTS IN STATE/AIRPORT

Full Go-Team

- Focal point coordinator
- Administrative support staff
- Meeting room & audio-visual equipment with good internet connection
- Simultaneous or consecutive interpretation (if required, more time will be needed for RS Go-team if translation will be consecutive)
- Transportation to/from airport, meeting venue and hotel for team
- Refreshments/ amenities
- Invitation of local participants
- Ensure presence of RST members (if established)
- Coordinate the schedule for the meetings and mission
- Airport visit coordination, e.g. security access, transportation, facilitation, IDs, safety equipment (vests, etc.)
- Coordinate the presentations by national and local organisations
- Prepare reference documents, information and data

Go-Team LITE

- Focal point coordinator
- Administrative support staff
- Invitation of local participants
- Coordinate the schedule for the meetings
- Coordinate the presentations by national and local organisations
- Ensure availability of reference documents, information and data
- Ensure presence of RST members (if established)



APPENDIX F – LIST OF KEY REFERENCES

- [Global Runway Safety Action Plan](#)
- [ICAO Runway Safety Team Handbook](#)
- [Manual on the Prevention of Runway Incursions \(ICAO Doc 9870\)](#)
- [Safety Management Manual \(ICAO Doc 9859\)](#)
- ACI Runway Safety Handbook 2014
- CANSO Runway Safety Maturity Checklist
- IATA RERR Toolkit
- [Global Action Plan for the Prevention of Runway Excursions \(GAPPRE\)](#)
- European Action Plan for the Prevention of Runway Incursions (Edition 2.0)
- FAA Runway Safety Action Team (RSAT) Tool Kit v2.0

The ICAO Runway Safety iKit contains available Runway Safety references and tools from the Runway Safety Programme partners: <http://www.icao.int/safety/RunwaySafety/Pages/default.aspx>.