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New Acting Deputy Director, MAC, ANB

Editorial

Interview with Saulo Da Silva, A/DD/MAC.

By Mihail Peytchev,
Programme Implementation Officer OSU/MAC



MP: First, congratulations on your new role and welcome to MAC!

Let's begin this interview with a brief introduction of yourself.

SDS: Well, I was born and grew up in Brazil in a lovely family, in which I am the eighth and the last born of my inspiring parents Mario and Maria Jose da Silva. I am a father of three wonderful kids and a grandfather of two gorgeous grandkids.

My career began in Brazil in 1984 when I started as an air traffic controller. Twelve years later, after I got my Bachelor's in electrical and telecommunications engineering and Master's in air transport engineering, I was sent on a two-year procedure designer specialization course where I had the chance to study the structure of ICAO, the Convention on International Civil Aviation, and its Annexes, Procedures for Air Navigation Services (PANS) and guidance material. After the end of the course, I moved to Brazilian air navigation service provider headquarters in Rio de Janeiro where I started working in air traffic management, airspace management, air traffic flow management and flight inspections.

In March 2007, after 23 years of service in Brazil, I started my ICAO career as a Technical Officer, Air Traffic Management. Since then, I held different positions, including Chief, Implementation - Air Navigation (C/IMP-AN) and Chief, Global Interoperable Systems (C/GIS). During that time, I also completed my Ph.D. on cyber-security in aviation. Recently, I was appointed as Acting Deputy Director of MAC in May 2024. I must confess that I have been very happy in this post so far.

MP: *Right from the beginning we've noticed that you have an open-door policy and that you are quite approachable. What's your managements style?*

SDS: I strongly believe in professionalism. Having worked with the MAC team for more than 15 years as an auditor, I realized since the very beginning that I could learn a lot from every technical MAC staff member. So, my management style is to ensure that trust is one of the most important aspects in our daily activities. Be it through personal or organizational trust, my goal is to let staff continue with their professionalism and also to create an environment where MAC is seen as an extension of their families, where we can grow together, considering the number of hours we spend together.

MP: *What are your immediate priorities about MAC?*

SDS: My predecessor left MAC in a strong technical position. MAC staff and activities run smoothly and efficiently. My main belief is that there is no existing process that cannot be improved with input from its stakeholders. So, this is one of my key priorities to align our processes in order to cope better with the constantly growing needs of the aviation community reliant on the work of MAC, while we optimize the use of our limited resources at the same time.

MP: *Where do you see MAC in the context of ANB and the on-going ICAO transformation?*

SDS: The work performed by MAC is crucial not only for ICAO as an organization, but also for States, airspace users and the society in general.. In the context of ANB, with the ICAO Transformational Objective promoted by our Director and sponsored by the Secretary General, I see MAC getting stronger by going digital with its data and information analysis capabilities. Several activities with a lot of human intervention are affected adversely by the high workload. Tools that can be used off-the-shelf could improve efficiency and bring agility to the tasks to support ICAO and also to aid States in activities with high impact on safety and efficiency of operations. Moreover, the effectiveness of safety oversight, implementation support and regional cooperation depends on MAC being always on top of digital transformation, and keeping its processes and procedures up-to-date and in line with the new provisions developed by ICAO. This requires a high degree of coordination and collaboration with different areas of the Organization.

MP: *Next year, ICAO will be holding its 42nd General Assembly. What will be MAC's objectives for the next triennium?*

SDS: The next Assembly is an opportunity to demonstrate to our member States and other stakeholders, how MAC is planning to evolve USOAP to better support State safety oversight functions, our triennium activities, as well as our plans for implementation support and the coordination of regional safety oversight and accident investigation organizations (RSOOs/RAIOs). Following the directions provided by the Assembly, MAC will put a plan in place to meet its goals, which will include: support to States for improvement of their oversight capabilities, implementation support, and regional cooperation activities in close coordination with our Regional Offices.

MP: *Tell us about things that you like and things that you don't like.*

SDS: Well, I appreciate life in general. I like to practise sports and take care of my physical and mental health as much as possible. Sailing, surfing and tennis are some of my hobbies which help me find balance and energy to come to the office every day and do my best for our staff and the aviation community. This makes me appreciate every day I come to work and helps keep me calm and positive, even in stressful working situations. What I don't like are moments when any of my colleagues or relatives are going through a situation in which they may need my help and for whatever reason, due to some physical or any other restriction, I am not able to provide it.

MP: *Let's conclude with a personal question, what do you like to do in your spare time?*

SDS: My spare time is used for different activities. These can include even work, as I see my work as a source of pleasure. I also like to learn about new subjects outside of the realm of aviation when I have free time, or to just take care of my home and family, besides spending time with my friends. As a single parent, having a home in perfect order that is ready to receive my kids, who live in different places nowadays, is one activity that I like a lot.

MP: *Thank you for your time and openness during this interview. On behalf of all of MAC, best of luck in your new role!*



USOAP CMA Auditor Roster

Analysis of the USOAP auditor roster and identification of USOAP Continuous Monitoring Approach (CMA) priority needs for auditors.

By Mihail Peytchev, Programme Implementation Officer, OSU/MAC

Overview

In order to carry out its planned annual activities, ICAO's USOAP CMA relies not only on internal resources, but also on the assistance of external auditors from Member States who support the auditing missions.

ICAO has invited States to nominate subject matter experts (SMEs) as potential auditors with specific combinations of technical expertise and language skills, as outlined in State letter 2024/80. Upon meeting specific criteria in their technical area, the prospective auditors would be trained by ICAO and placed on a roster of qualified auditors.

ICAO maintains and updates the roster regularly, making every effort to balance the available pool of expertise as per the USOAP CMA needs.

Summary of the USOAP CMA Roster

On 31 May 2024, the USOAP CMA roster accounted for a total number of 113 active auditors, 58 on-the-job trainees (OJTs), and 41 nominees.

The following detailed summary of the roster by different criteria, such as technical area, language skills, age, gender and geographical location, allows the Programme to profile the available auditors and to identify priority needs for auditors in specific areas.

Technical Areas and Language Skills

Figure 1 below shows that air navigation services (ANS) and airworthiness of aircraft (AIR) are the technical areas with the most auditors, while personnel licensing and training (PEL) and aircraft operations (OPS) are the ones with the least auditors. The need for more auditors in PEL and OPS is even more pressing as many of the PEL and OPS auditors share expertise in both, which limits their availability.

In terms of language skills, English-speaking auditors dominate the roster, while the supply of French and particularly Spanish-speaking auditors is limited.

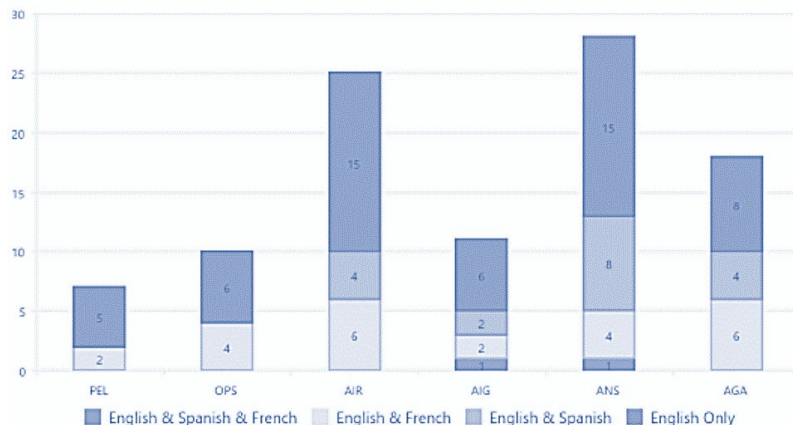


Figure 1. Active USOAP auditors by audit area and language

Age and gender

The data in Figure 2 indicates that 84% of all auditors in the roster are between 45 to 65 years old, with somewhat equal distribution among the four age strata in this range. Only 12% of them are below 45 years of age. By the same token, only 10% of the auditors on the roster are women.



Figure 2. Active USOAP auditors by age (number) and gender (%)

Geographical Location

The geographical distribution of USOAP CMA auditors is an important factor considered during the planning of USOAP CMA missions to minimize travel costs. Figure 3 shows an almost even spread among the regions, with 38% of all auditors located in the Americas, 19% in Europe, 18% in Africa, 15% in Asia Pacific and 11% in the Middle East.



Figure 3. Number of active USOAP auditors by geographical location.

USOAP CMA Needs for Qualified Auditors by Technical Area and Language

Based on the above analysis, the Programme's immediate needs for auditors have been identified as follows:

1. English-, French- and Spanish-speaking auditors in PEL, OPS, and aircraft accident and incident investigation (AIG);
2. French-speaking auditors in AIR, in both continuing airworthiness and design certification and production, as well as in ANS;
3. Spanish-speaking auditors in AIR and aerodromes and ground aids (AGA); and
4. English speaking auditors in AGA.

As mentioned earlier, ICAO is making efforts to balance the roster as much as possible by aligning the process of interviewing and training of nominees with its planned and forecasted USOAP CMA activities.

States are encouraged to continue nominating candidates as auditors to ICAO in line with the requirements stipulated in State letter 2024/80, particularly nominees with the technical expertise and language skills outlined above.



ICAO Releases Updated Protocol Questions in 2024 and Provides a Migration Roadmap for States to the USOAP CMA Online Framework

Timelines and priority considerations for the work that needs to be completed by USOAP over the next two years to migrate all States to the new protocol questions.

By Jerome Guevin, Chief, OSU/MAC/ANB

In October this year, ICAO introduced the updated 2024 edition of its protocol questions (PQs) with the following objectives:

- integration of the State Safety Programme Implementation Assessment (SSPIA) into traditional USOAP CMA activities, as recommended by the High-level Conference on COVID-19 (HLCC 2021) and approved by the Council of ICAO on 4 March 2022; and
- incorporation of updates based on recent amendments to ICAO Annexes, Procedures for Air Navigation Services (PANS) and guidance materials.



Key changes

- Incorporation of safety management system (SMS) related PQs to existing technical areas, such as PEL, OPS, AIR, ANS, and AGA.
- Introduction of State safety programme (SSP) related PQs as a new, ninth audit area of SSP.

Implementation of the new PQs

The 2024 edition of the PQs will become applicable for all USOAP CMA activities, which will take place after 1 July 2025, except for the SSP related PQs, which will become applicable at a later stage.

The 2024 edition of the PQs will be gradually migrated into the OLF. States will be given at least six months before the new edition of the PQs becomes applicable to them.

For USOAP CMA activities starting before 1 July 2025, the 2020 edition of the PQs will continue to apply.

The SMS and SSP related PQs will have an undetermined status and will not affect the effective implementation (EI) scores of States, as reflected on the OLF, until they are audited. A dedicated EI score for SSP will be provided separately once this area has been audited.

Migration of States to the new PQs on the USOAP Online Framework (OLF)

The implementation of the new PQs needs to be supplemented by adequate and timely support. The USOAP CMA Online Framework (OLF) Migration Roadmap provides general timelines and priority considerations for the work that needs to be completed by USOAP over the next two years to migrate all States to the 2024 USOAP PQs.

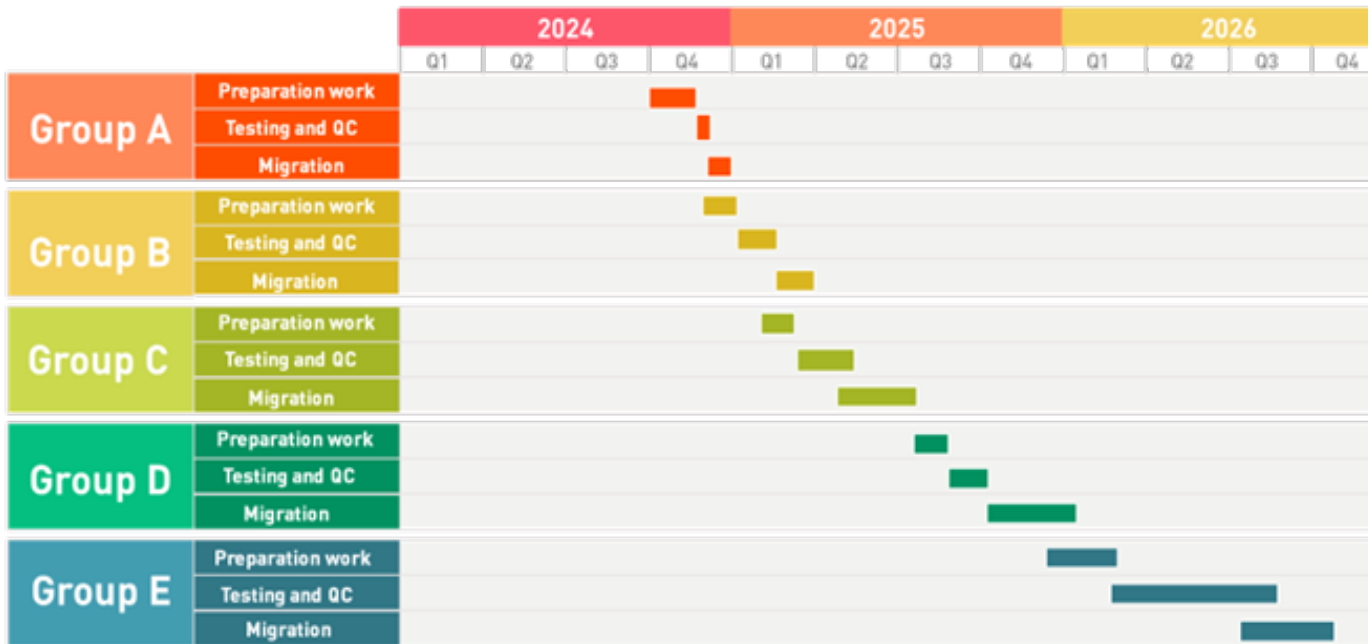
Categories of States

- **Group A:** States that will be part of the early testing of the new PQs: *The Netherlands and New Zealand.*
- **Group B:** States planned to receive a USOAP activity in 2025, except those that choose to use 2020 PQs: *El Salvador, Eritrea, Mauritius, Thailand, the Congo, Costa Rica, Malta, Kuwait, France, Bahrain, Canada and Greece.*
- **Group C:** States that will receive a USOAP activity in Q1/Q2 2026.
- **Group D:** States that will receive a USOAP activity in Q3/Q4 2026.
- **Group E:** All remaining States.

Prioritization Considerations

- Priority will be given to States receiving USOAP activities from 1 July 2025 onwards.
- States can be added to the migration plan on an ad-hoc basis for unplanned activities like the issuance/resolution of Significant Safety Concerns (SSCs), mandatory information requests (MIRs), etc.
- States migration to OLF may be delayed, if they have a module in offline mode, for example Self-Assessment, Corrective Action Plans (CAPs), etc. as additional coordination may be required.
- States using the OLF data exchange module may also require additional coordination.
- In the interim, USOAP activities in Q4 2024 and Q1/Q2 2025 will be conducted with the current 2020 PQs.
- States may optionally choose to receive a USOAP activity for Q3 2025 using 2020 PQs.

USOAP PQs 2024: OLF Migration Roadmap





USOAP successfully completes its ISO 9001:2015 surveillance audit

[Discussion of the ISO 9001:2015 surveillance audit results.](#)

By Lidia Witkowsky, Quality Manager, MAC

USOAP ISO 9001:2015 Surveillance Audit Results

The audit concluded without finding any non-conformities, and with five suggestions for enhancement. Consequently, the auditor recommended the continuation of certification.

USOAP Commitment to Quality

ISO re-certification is a sign of the Programme's determination to maintain its quality and effectiveness in line with the globally acknowledged quality management system standard, on its quest to continuously improve aviation safety worldwide. This certification reflects our dedication to delivering high-quality outputs while continuously refining our own processes. A certified quality management system guarantees that stakeholder needs and expectations are satisfied, best practices are actively adopted, processes are meticulously monitored, and that activities are conducted and managed in a more organized manner.

Significance of this Achievement

USOAP has maintained certification to the ISO 9001 standard for quality management systems since 2002. It is the first section within ICAO and one of the few entities within the United Nations to achieve this certification.

This accomplishment is attributable to the collective efforts and contributions of the entire USOAP team, along with the active involvement of the ICAO Regional Offices and States during the audit processes.



DEPARTURES:

Farewell to a valuable team member who has completed his secondment...

Mr. Ttal Y. Jamjoom, Technical Officer AGA/OAS, returned to Saudi Arabia in August 2024. Ttal has spent three years with USOAP and has participated in a number of audit activities during his secondment.

We would like to thank Ttal for his contribution to the Programme and to wish him all the best in the future, both professionally and personally. He will always be part of the USOAP FAMILY!

ARRIVALS:

A warm welcome to all new arrivals!

Mr. Saulo Da Silva, serving also as C/GIS, was appointed Acting Deputy Director ANB/MAC in June 2024, replacing Capt. Denis Guindon who retired from ICAO in May 2024.

Read more about Saulo in the editorial interview with him at the beginning of this newsletter.

Mr. Junho Lee, seconded from the Republic of Korea joined the Safety and Air Navigation Oversight Audit Section (OAS) in August 2024 as Technical Officer, ANS to support the Programme in this technical area.

Best of luck to all our new team members in their continued journey at ICAO!