



DCA-GM-AGA 05

Safety Management System for Aerodrome

Second Edition

December 2025

**Department of Civil Aviation
Ministry of Transport and Communications
Myanmar**

Foreword

MCAR Part 139 Section 1,139.104 and MCAR SM require an aerodrome operator shall establish and implement safety management system including the policies, procedures and practices necessary to provide the operational safety of aerodrome.

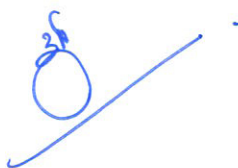
MCAR Part 139 Section 2 requires as part of the certification process, aerodrome regulators shall ensure that an aerodrome manual which will include all pertinent information on the aerodrome site, facilities, services, equipment, operating procedures, organization and management including a safety management system.

The purpose of this document is to provide guidance to aerodrome regulators and aerodrome operators to fulfil the requirements stipulated by MCAR Part 139 Section 1 and 2.

This edition has been developed in alignment with the provisions of ICAO Annex 19- Safety Management, Doc. 9859 -Safety Management Manual and ensuring that aerodrome operators to establish Safety Management Systems (SMS) in accordance this manual. The 2nd edition of this manual superseded the 1st edition.

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AMENDMENT RECORD

The amendments listed have been incorporated into the following amendments.

Edition	Subject	Contents of Amendments	Signature	Issued Date
1 st	Safety Management System (Aerodrome Operators)			30.09.2009
2 nd	Safety Management System for Aerodrome	Amend the 1 st edition in accordance with Doc 9859 4 th Edition		December 2025

Chapter 1

General

1.1 INTRODUCTION

The purpose of this document is to provide guidance on the implementation of Safety Management Systems (SMS). This SMS guideline provides in accordance with The Myanmar Aircraft Rules 241/2018 (12th December 2018) Rules No-121(g) (7), 122(a)(3) and 132(b) (5) Safety Management Systems and the regulatory requirements relating to the Aerodrome Certification Section 1,139.104 Safety Management System. It has been developed to give a sufficient understanding of SMS concepts and the development of management policies and processes to implement and maintain an effective SMS. It applies to Aerodrome Operators and aerodrome operators. This document meets ICAO Annex 19 Safety Management requirements, Doc 9859 Safety Management Manual and Doc 9981 in respect of safety management. A safety management system is a systematic and proactive approach to managing safety risks. As with all management systems, SMS includes goal setting, planning, and measuring performance. An effective safety management system is woven into the fabric of an organization. It becomes part of the culture; the way people do their jobs. Safety management goes beyond compliance with prescriptive regulations, to a systematic approach where potential safety risks are identified and managed to an acceptable level.

It is important to recognize that SMS is a top-down driven system, which means that the safety accountable manager of the organization is responsible for the implementation and continuing compliance of the SMS. Without the wholehearted support of the accountable manager, the SMS will not be effective. However, safety is a shared responsibility across the whole organization and needs the involvement of all staff. Organizations should tailor their SMS to suit the size, nature, and complexity of the operation, and the hazards and associated risks inherent with its activities. An organization is part of a group that has several approvals a single Group SMS may be developed provided that there is clear accountability between the group and the subsidiary companies.

1.2 DEFINITIONS

When the following terms are used in the manual, they have the meanings indicated below.

Note.— Where an asterisk appears beside a term, the term has already been defined as such in “Annexes and Procedures for Air Navigation Services (PANS).”

Acceptable level of safety performance (ALoSP). The level of safety performance agreed by State authorities to be achieved for the civil aviation system in a State, as defined in its State safety programme, expressed in terms of safety performance targets and safety performance indicators.

Accountable Executive. A single, identifiable person having responsibility for the effective and efficient performance of the service provider’s SMS.

Change management. A formal process to manage changes within an organization in a systematic manner, so that changes which may impact identified hazards and risk mitigation strategies are accounted for, before the implementation of such changes.

Defences. Specific mitigating actions, preventive controls or recovery measures put in place to prevent the realization of a hazard or its escalation into an undesirable consequence.

Errors. An action or inaction by an operational person that leads to deviations from organizational, or the operational person's, intentions or expectations.

****Hazard.*** A condition or an object with the potential to cause or contribute to an aircraft incident or accident.

Risk mitigation. The process of incorporating defences, preventive controls or recovery measures to lower the severity and/or likelihood of a hazard's projected consequence.

Safety. The state in which risks associated with aviation activities, related to, or in direct support of the operation of aircraft, are reduced and controlled to an acceptable level.

****Safety data.*** A defined set of facts or set of safety values collected from various aviation-related sources, which is used to maintain or improve safety.

Note.— Such safety data is collected from proactive or reactive safety-related activities, including but not limited to:

- a) accident or incident investigations;
- b) safety reporting;
- c) continuing airworthiness reporting;
- d) operational performance monitoring;
- e) inspections, audits, surveys; or
- f) safety studies and reviews.

****Safety information.*** Safety data processed, organized or analyzed in a given context so as to make it useful for safety management purposes.

****Safety management system (SMS).*** A systematic approach to managing safety, including the necessary organizational structures, accountability, responsibilities, policies and procedures.

Safety objective. A brief, high-level statement of safety achievement or desired outcome to be accomplished by the State safety programme or service provider's safety management system.

Note.— Safety objectives are developed from the organization's top safety risks and should be taken into consideration during subsequent development of safety performance indicators and targets.

****Safety oversight.*** A function performed by a State to ensure that individuals and organizations performing an aviation activity comply with safety-related national laws and regulations.

***Safety performance.** A State's or service provider's safety achievement as defined by its safety performance targets and safety performance indicators.

***Safety performance indicator.** A data-based parameter used for monitoring and assessing safety performance.

***Safety performance target.** The State or service provider's planned or intended target for a safety performance indicator over a given period that aligns with the safety objectives.

***Safety risk.** The predicted probability and severity of the consequences or outcomes of a hazard.

***State Safety Programme (SSP).** An integrated set of regulations and activities aimed at improving safety.

***Surveillance.** The State activities through which the State proactively verifies through inspections and audits that aviation license, certificate, authorization or approval holders continue to meet the established requirements and function at the level of competency and safety required by the State.

System. An organized, purposeful structure that consists of interrelated and interdependent elements and components, and related policies, procedures and practices created to carry out a specific activity or solve a problem.

Trigger. An established level or criteria value for a particular safety performance indicator that serves to initiate an action required, (e.g., an evaluation, adjustment or remedial action)

1.3 WHAT IS SAFETY MANAGEMENT?

1.3.1 Safety management seeks to proactively mitigate safety risks before they result in aviation accidents and incidents. Through the implementation of safety management, DCA can manage its safety activities in a more disciplined, integrative, and focused manner. Possessing a clear understanding of its role and contribution to safe operations enables a regulators, and its aviation industry, to prioritize actions to address safety risks and more effectively manage its resources for the optimal benefit of aviation safety.

1.3.2 Benefits of Safety Management

There are many benefits to implementing safety management, some of which include:

- a) *Strengthened safety culture* – An organization's safety culture can be strengthened by making visible the commitment of management and actively involving personnel in the management of safety risk. When management actively endorses safety as a priority, it is typically well-received by personnel and becomes part of normal operations.
- b) *Documented, process-based approach to assure safety* – Establishes a clear and

documented approach to achieving safe operations that is understandable by personnel and can be readily explained to others. In addition, clearly defining baseline performance allows controlled changes when continuously improving the safety programme /system, thereby helping the organization optimizes resources required to implement change.

- c) *Better understanding of safety-related interfaces and relationships* – The process of documenting and defining safety management interfaces can benefit the organization's understanding of the inter- process relationships, leading to an enhanced understanding of the end-to-end process and exposing opportunities for increased efficiencies.
- d) *Enhanced early detection of safety hazards* – Improves the regulators/service provider's ability to detect emerging safety issues, which can prevent accidents and incidents through the proactive identification of hazards and management of safety risks.
- e) *Safety data-driven decision-making* – Improves the regulators/service provider's ability to gather safety data for the purpose of safety analysis. With some strategic thinking to determine what questions need to be answered, the resulting safety information can aid decision makers, in near real-time, to make better-informed, valid decisions. An important aspect of this decision-making is the allocation of resources to areas of greater concern or need.
- f) *Enhanced communication of safety* – Provides a common safety language throughout an organization and industry. A common safety language is a key enabler to the development of a common understanding of the organization's safety goals and accomplishments. In particular, it provides an appreciation for the organization's safety objectives and its safety performance indicators (SPIs) and safety performance targets (SPTs), which provide the direction and motivation for safety. Personnel will be more aware of the organization's performance and the progress being made toward achieving the defined safety objectives, as well as how they contribute to the organization's success. The common safety language enables aerodrome operators with multiple aviation businesses to aggregate safety information across organizational entities. It is necessary to support the management of interfaces across the aviation system.
- g) *Evidence that safety is a priority* – Demonstrates how management supports and enables safety, how safety risks are identified and managed, and how safety performance is continually improved, resulting in increased confidence by the aviation community, internal and external to the organization. This also results in personnel who are confident about the organization's safety performance, which can lead to the increased attraction and retention of high caliber staff. It also allows for authorities and regional safety oversight organizations (RSOOs) to develop confidence in the safety performance of aerodrome operators.
- h) *Possible financial savings* – May allow for some aerodrome operators to qualify for a discount on their insurance premiums and/or a reduction to their workers' compensation premiums based on their SMS results.

- i) *Improved efficiencies* – Possible reduction in the cost of operations by exposing inefficiencies in existing processes and systems. Integration with other internal or external management systems may also save on additional costs.
- j) *Cost avoidance* – Through the proactive identification of hazards and safety risk management (SRM), the cost incurred due to accidents and incidents can be avoided. In such cases, direct costs may include: injuries; property damage; equipment repairs; and schedule delays. Indirect costs may include: legal action; loss of business and damaged reputation; surplus spares; tools and training; increased insurance premiums; loss of staff productivity; equipment recovery and clean-up; loss of use of equipment leading to short-term replacement equipment; and internal investigations.

1.4 SAFETY MANAGEMENT APPLICABILITY

State safety management responsibilities are outlined in Annex 19, Chapter 3, and include requiring aerodrome operators identified in the SARPs to implement SMS. Provisions related to the implementation of SMSs by aerodrome operators may be found in Chapter 4 and Appendix 2 of Annex 19.

1.4.1 SMS applicability

1.4.1.1 The assessment to determine the applicability of SMS for Amendment 1 to Annex 19 was based on a set of criteria. These same criteria are expected to be used periodically by ICAO and the Safety Management Panel (SMP) to reassess the need to extend the applicability to other aviation organizations.

Total system safety approach

1.4.1.2 A total system safety approach considers the entire aviation industry as a system. All aerodrome operators, and their systems for the management of safety, are considered as sub-systems. This allows a regulator to consider the interactions, and cause and effect, throughout the whole system. It is often impossible or impractical to build all safety systems in the same way. Therefore, a primary concern for regulators and aerodrome operators is how to best manage the interfaces between dissimilar interacting systems.

1.4.1.3 When reviewing SMS applicability, the link between aerodrome operators who already have an SMS requirement under Annex 19 and other organizations conducting an aviation activity was considered. Application of SMS should reduce the risk of safety gaps or overlaps, not increase safety risk through decreased interoperability.

Subcontracting implications

1.4.1.4 For SRM to be effective across aerodrome operators it is important to clearly define the responsibilities for the identification of hazards and management of associated safety risks for

the entire chain of services within the system, without gaps or overlaps. Where a service provider with an SMS requirement contract to an organization not subject to SMS, the hazards and safety risks potentially introduced by the contractor are addressed by the SMS of the service provider. This places additional SRM responsibilities on the service provider to ensure they are knowledgeable about the safety risks induced by the activities of their contractor(s). For more information on SRM, see Chapter 2.

Safety risk control through regulations

1.4.1.5 Aerodrome regulator should assess whether the existing legislation and regulations effectively address the hazards entailed by the activity. It could be that existing requirements provide sufficient safety risk mitigation and imposing a requirement for SMS for those organizations not applicable under Annex 19 may not yield substantial safety benefit.

1.4.2 Extension of discretionary SMS applicability

1.4.2.1 The applicability criteria outlined above may also serve as guidance for regulators when considering an extension of SMS applicability beyond that defined in Annex 19 or the promotion of voluntary implementation. Application of discretionary SMS applicability should be thoughtfully considered. The decision to extend the SMS applicability to sectors or aerodrome operators should take into account the safety risks identified in the regulator and if the decision is taken, the SMS implementation should be monitored as part of the SSP. Before requiring SMS, regulators are asked to consider whether:

- a) there are any other viable options for achieving the desired improvement in safety performance; and
- b) sufficient resources are available for the authority and industry sector to implement and monitor the SMS. In particular, consideration needs to be given to the possible impact on staffing and the potential challenge of acquiring and integrating the necessary skills and knowledge.

1.4.2.2 Aerodrome regulator should consider the acceptable level of safety performance (ALoSP) across their industry and institute an SMS applicability scheme that is most likely to achieve their regulator's safety objectives. The SMS applicability scheme applied will likely evolve in continual alignment with the State's ALoSP.

1.4.3 Safety management responsibility

No provision of Annex 19 is intended to transfer to the regulators the responsibilities of the aviation service provider or operator. Regulators possess many tools to manage safety within their system.

1.4.4 Applicability for aerodrome operators

- 1.4.4.1 The aerodrome operators should be required to address all the applicable ICAO SARPs, including the Annex 19 SMS requirements without regard to the specific nature of such organization. The DCA or aerodrome operator system description should have regard for the functions of these organizations and their relationship to each other. The accountable executive of the service provider should be capable of explaining the arrangements and how safety risks are managed. Put simply, aerodrome operators should manage safety regardless of the organizational arrangements.
- 1.4.4.2 Where a service provider should be a clear separation between its functions as the service provider. This is accomplished by having clearly defined roles and responsibilities for service provider personnel to avoid any conflicts of interest.

1.4.5 Occupational safety, health and environment versus aviation safety

Occupational safety, health and environment (OSHE) (also referred as occupational health and safety (OHS) or workplace health and safety (WHS)) is a field concerned with the safety, health, and welfare of people at work. The primary difference between aviation safety management and OSHE systems is the intent. In many regulators have a legal duty to take reasonable care of the health and safety of their employees. The intention of OSHE programmes is to meet the legal and ethical obligations of employers by fostering a safe and healthy work environment. These issues are normally addressed under a different government body from the one that handles aviation matters. As such, Annex 19, Chapter 2, *Applicability*, intentionally focuses on “safety management functions related to, or in direct support of, the safe operation of aircraft”.

1.5 IMPLEMENTING SAFETY MANAGEMENT

- 1.5.1 Establishing a solid foundation is essential to achieving effective safety management implementation. The following aspects should be addressed as the first steps in implementing SSP or SMS requirements:
- a) *Senior management commitment*: It is essential that senior management of all aviation agencies is committed to effective safety management implementation.
 - b) *Compliance with prescriptive requirements*: The regulator should ensure that a mature safety oversight system is in place for the licensing, certification, authorization and approval of individuals and organizations performing aviation activities including qualified technical personnel. Aerodrome operators should ensure that they have processes in place to ensure continued compliance with the established prescriptive requirements.
 - c) *Enforcement regime*: The DCA should establish an enforcement policy and frameworks to enable parties to manage and resolve deviations and minor violations.
 - d) *Safety information protection*: It is essential that DCA put in place a protective legal framework to ensure the continued availability of safety data and safety information.

1.5.2 System description

The system description is a summary of the organization's (regulators or service provider) processes, activities and interfaces that need to be assessed for hazard identification and safety risk assessment that is covered by their safety system. It describes the aviation system, within which the organization functions, and the various entities and authorities involved. It includes interfaces within the organization, as well as interfaces with external organizations that contribute to the safe delivery of services. The system description provides a starting point to implement the SSP/SMS. More information on the system description for regulators and aerodrome operators may be found in Chapters 8 and 9, respectively.

1.5.3 Interfaces

1.5.3.1 When aerodrome operators are considering implementing safety management it is important to consider the safety risks induced by interfacing entities. Interfaces can be internal (e.g. between operations and maintenance, or finance, human resources or legal departments), or they can be external (e.g. other State, aerodrome operators or contracted services). Regulators and aerodrome operators have greater control over any related safety risks when interfaces are identified and managed. Interfaces are defined as part of the system description.

Interface safety impact assessment

1.5.3.2 Once a service provider has identified its interfaces, the safety risk posed by each interface is assessed using the organization's existing safety risk assessment processes (see Chapter 2 for details). Based on the safety risks identified, the regulators or service provider may consider working with other organizations to determine an appropriate safety risk control strategy. Organizations working collaboratively may be able to identify more interface hazards; assessing any related safety risks and determining mutually appropriate controls. Collaboration is highly desirable because the safety risk perception may vary between organizations.

1.5.3.3 It is also important to recognize that each organization involved is responsible for identifying and managing any identified hazards that affect its organization. The criticality of the interface may differ for each organization. Each organization might reasonably apply different safety risk classifications and have different safety risk priorities (in terms of safety performance, resources, time).

Monitoring and management of interfaces

1.5.3.4 Aerodrome operators are responsible for ongoing monitoring and management of their interfaces to ensure the safe provision of services. An effective approach to interface SRM is to establish formal agreements between interfacing organizations with clearly defined monitoring and management responsibilities. Documenting and sharing all interface safety issues, safety reports and lessons learned, as well as safety risks between interfacing

organizations will ensure clear understanding. Sharing enables transfer of knowledge and working practices that could improve the safety effectiveness of each organization.

1.5.4 Implementation planning

- 1.5.4.1 Performing a gap analysis before embarking on the implementation of SSP/SMS will allow an organization to identify the gap between the current organizational structures and processes, and those required for effective SMS operation.
- 1.5.4.2 The SMS implementation plan is, as the name implies, a plan for SMS implementation. It provides a clear description of the resources, tasks and processes required, and an indicative timing and sequencing of key tasks and responsibilities.

Maturity assessment

- 1.5.4.3 Soon after the key components and elements of the SMS are implemented, periodic assessments should be conducted to monitor how effectively it is working. As the system matures, the organization should seek assurance that it is operating as intended and is effective at achieving its stated safety objectives and targets. Safety management takes time to mature and the aim should be to maintain or continuously improve the safety performance of the organization.

1.5.5 Size and complexity considerations

- 1.5.5.1 Each service provider is different. SMSs are designed to be tailored to meet the specific needs of each service provider. All components and all elements of SMS are interconnected and interdependent, and necessary to function effectively. It is important that SMS requirements are not implemented only in a prescriptive manner. The traditional prescriptive requirements are to be complemented with a performance-based approach.
- 1.5.5.2 The system is designed to deliver the desired outcomes for each organization without undue burden. SMS, well implemented, are intended to complement and enhance the organization's existing systems and processes. Effective safety management will be achieved through thoughtful planning and implementation, ensuring each requirement is addressed in ways that fit the organization's culture and operating environment. More information on what to consider when implementing SMS for aerodrome operators may be found in next Chapters.

1.5.6 Integrating the basic elements

It is important to note that all systems are composed of three basic elements: people; processes; and technology. Safety management is no exception. When establishing or maintaining the different processes, activities and functions, all regulators and aerodrome operators should ensure they have

considered the intention of each requirement and, most importantly, how they will work together to enable the organization to meet its safety objectives. Each of these elements of safety management, and the interrelationships, will be covered throughout this manual.

1.6 INTEGRATED RISK MANAGEMENT

- 1.6.1 The aviation system as a whole comprises many and different functional systems such as finance, environment, safety and security. The latter two are the primary operational domains of the greater aviation system. As concepts they share important features as they are all concerned with the risk of events with consequence of various magnitudes. Nevertheless, they differ in the important element of intent. Security is concerned with malicious, intentional acts to disrupt the performance of a system. Safety focuses on the negative impact to the concerned systems' performance caused by unintended consequences of a combination of factors.
- 1.6.2 In the operational context, all of the functional systems produce some sort of risk that needs to be appropriately managed to lessen any adverse consequence. Traditionally, each system has developed sector specific risk management frameworks and practices designed to address the distinct characteristics of each system. Most of those risk management practices include comprehensive analysis on intra-system consequences, often referred to as the management of unintended consequences. Another aspect is inter-system consequences resulting from system specific risk management processes. This relates to the fact that an effective risk management strategy of one specific sector can have an adverse impact on another operational sector of aviation. In aviation, the most often emphasized inter-system dependence is the safety/security dilemma. Effective security measures may have negative impacts on safety, and vice versa. Safety and security domains may differ in the element of underlying intent, but they converge in their common goal to protect people and assets (e.g. addressing cyber threats and risks requires coordination across the aviation safety and security domains). In some cases the management of the inherent risk of one may affect the other domain in unforeseen ways, such as in the following examples:
- a) reinforced cockpit doors necessitated due to security risks may have safety implications on the operation of an aircraft;
 - b) restrictions on the carriage of personal electronic devices in the cabin may displace the security risk from the cabin to the cargo hold, leading to heightened safety risk; and
 - c) change of routes to avoid flying over conflict zones may result in congested air corridors that pose a safety issue.
- 1.6.3 Successful risk management in aviation should aim for overall risk reduction in the system, including all of the involved functional systems. This process requires the analytical assessment of the whole system at the highest level of the appropriate entity (State, regional organizations, aerodrome operators). The assessment and integration of functional system

needs and interdependence are referred to as integrated risk management (IRM). IRM focuses on the overall risk reduction of the organization. This is achieved through the quantitative and qualitative analysis of both the inherent risks, and the effectiveness and impact of sector-specific risk management processes. IRM has a system-wide responsibility to coordinate, harmonize and optimize risk management processes with the single goal of risk reduction. IRM cannot replace the operating specific risk managements of the functional systems, and does not intend to delegate additional duties and responsibilities to them. IRM is a distinct high-level concept to leverage the expert advice of sector-specific risk management and provide holistic feedback to achieve the highest level of system performance at a socially acceptable level. More information related to safety risk management, which is within the scope of this manual, may be found in Chapters 2 and 8.

Chapter 2

SAFETY MANAGEMENT FUNDAMENTALS

2.1 SAFETY RISK MANAGEMENT

Safety Risk Management (SRM) is a key component of safety management and includes hazard identification, safety risk assessment, safety risk mitigation and risk acceptance. SRM is a continuous activity because the aviation system is constantly changing, new hazards can be introduced and some hazards and associated safety risks may change over time. In addition, the effectiveness of implemented safety risk mitigation strategies must be monitored to determine if further action is required.

2.1.1 Introduction to hazards

- 2.1.1.1 In aviation, a hazard can be considered as a dormant potential for harm which is present in one form or another within the system or its environment. This potential for harm may appear in different forms, for example: as a natural condition (e.g. terrain) or technical status (e.g. runway markings).
- 2.1.1.2 Hazards are an inevitable part of aviation activities; however, their manifestation and possible adverse consequences can be addressed through mitigation strategies which aim to contain the potential for the hazard to result in an unsafe condition. Aviation can coexist with hazards so long as they are controlled. Hazard identification is the first step in the SRM process. It precedes a safety risk assessment and requires a clear understanding of hazards and their related consequences.

2.2 UNDERSTANDING HAZARDS AND THEIR CONSEQUENCES

- 2.2.1 Hazard identification focuses on conditions or objects that could cause or contribute to the unsafe operation of aircraft or aviation safety-related equipment, products and services (guidance on distinguishing hazards that are directly pertinent to aviation safety from other general/industrial hazards is addressed in subsequent paragraphs).
- 2.2.2 Consider, for example, a fifteen-knot wind. Fifteen-knots of wind is not necessarily a hazardous condition. In fact, a fifteen-knot wind blowing directly down the runway improves aircraft take-off and landing performance. But if the fifteen-knot wind is blowing across the runway, a crosswind condition is created which may be hazardous to operations. This is due to its potential to contribute to aircraft instability. The reduction in control could lead to an occurrence, such as a lateral runway excursion.
- 2.2.3 It is not uncommon for people to confuse hazards with their consequences. A consequence is an outcome that can be triggered by a hazard. For example, a runway excursion (overrun) is a potential consequence related to the hazard of a contaminated runway. By clearly defining the hazard first, one can more readily identify possible consequences.

- 2.2.4 In the crosswind example above, an immediate outcome of the hazard could be loss of lateral control followed by a consequent runway excursion. The ultimate consequence could be an accident. The damaging potential of a hazard can materialize through one or many consequences. It is important that safety risk assessments identify all of the possible consequences. The most extreme consequence - loss of human life - should be differentiated from those that involve lesser consequences, such as: aircraft incidents; increased flight crew workload; or passenger discomfort. The description of the consequences will inform the risk assessment and subsequent development and implementation of mitigations through prioritization and allocation of resources. Detailed and thorough hazard identification will lead to more accurate assessment of safety risks.

Hazard identification and prioritization

- 2.2.5 Hazards exist at all levels in the organization and are detectable through many sources including reporting systems, inspections, audits, brainstorming sessions and expert judgment. The goal is to proactively identify hazards before they lead to accidents, incidents or other safety-related occurrences. An important mechanism for proactive hazard identification is a voluntary safety reporting system. Additional guidance on voluntary safety reporting systems can be found in Chapter 5. Information collected through such reporting systems may be supplemented by observations or findings recorded during routine site inspections or organizational audits.
- 2.2.6 Hazards can also be identified in the review or study of internal and external investigation reports. A consideration of hazards when reviewing accident or incident investigation reports is a good way to enhance the organization's hazard identification system. This is particularly important when the organization's safety culture is not yet mature enough to support effective voluntary safety reporting, or in small organizations with limited events or reports. An important source of specific hazards linked to operations and activities is from external sources such as ICAO, trade associations or other international bodies.
- 2.2.7 Hazard identification may also consider hazards that are generated outside of the organization and hazards that are outside the direct control of the organization, such as extreme weather or volcanic ash. Hazards related to emerging safety risks are also an important way for organizations to prepare for situations that may eventually occur.
- 2.2.8 The following should be considered when identifying hazards:
- a) system description;
 - b) design factors, including equipment and task design;
 - c) human performance limitations (e.g. physiological, psychological, physical and cognitive);
 - d) procedures and operating practices, including documentation and checklists, and their validation under actual operating conditions;

- e) communication factors, including media, terminology and language;
- f) organizational factors, such as those related to the recruitment, training and retention of personnel, compatibility of production and safety goals, allocation of resources, operating pressures and corporate safety culture;
- g) factors related to the operational environment (e.g. weather, ambient noise and vibration, temperature and lighting);
- h) regulatory oversight factors, including the applicability and enforceability of regulations, and the certification of equipment, personnel and procedures;
- i) performance monitoring systems that can detect practical drift, operational deviations or a deterioration of product reliability;
- j) human-machine interface factors; and
- k) factors related to the SSP/SMS interfaces with other organizations.

Occupational safety health and environment hazards

2.2.9 Safety risks associated with compound hazards that simultaneously impact aviation safety as well as OSHE may be managed through separate (parallel) risk mitigation processes to address the separate aviation and OSHE consequences, respectively. Alternatively, an integrated aviation and OSHE risk mitigation system may be used to address compound hazards. An example of a compound hazard is a lightning strike on an aircraft at an airport transit gate. This hazard may be deemed by an OSHE inspector to be a “workplace hazard” (ground personnel/workplace safety). To an aviation safety inspector, it is also an aviation hazard with risk of damage to the aircraft and a risk to passenger safety. It is important to consider both the OSHE and aviation safety consequences of such compound hazards, since they are not always the same. The purpose and focus of preventive controls for OSHE and aviation safety consequences may differ.

Hazard identification methodologies

2.2.10 The two main methodologies for identifying hazards are:

- (a) *Reactive*. This methodology involves analysis of past outcomes or events. Hazards are identified through investigation of safety occurrences. Incidents and accidents are an indication of system deficiencies and therefore can be used to determine which hazard(s) contributed to the event.
 - (b) *Proactive*. This methodology involves collecting safety data of lower consequence events or process performance and analyzing the safety information or frequency of occurrence to determine if a hazard could lead to an accident or incident. The safety information for proactive hazard identification primarily comes from flight data analysis (FDA) programmes, safety reporting systems and the safety assurance function.
-

- 2.2.11 Hazards can also be identified through safety data analysis which identifies adverse trends and makes predictions about emerging hazards, etc.

Hazards related to SMS interfaces with external organizations

- 2.2.12 Aerodrome operator should also identify hazards related to their safety management interfaces. This should, where possible, be carried out as a joint exercise with the interfacing organizations. The hazard identification should consider the operational environment and the various organizational capabilities (people, processes, technologies) which could contribute to the safe delivery of the service or product's availability, functionality or performance.
- 2.2.13 As an example, an aircraft turnaround involves many organizations and operational personnel all working in and around the aircraft. There are likely to be hazards related to the interfaces between operational personnel, their equipment and the coordination of the turnaround activity.

2.3 SAFETY RISK PROBABILITY

- 2.3.1 Safety risk probability is the likelihood that a safety consequence or outcome will occur. It is important to envisage a variety of scenarios so that all potential consequences can be considered. The following questions can assist in the determination of probability:
- a) Is there a history of occurrences similar to the one under consideration, or is this an isolated occurrence?
 - b) What other equipment or components of the same type might have similar issues?
 - c) What is the number of personnel following, or subject to, the procedures in question?
 - d) What is the exposure of the hazard under consideration? For example, during what percentage of the operation is the equipment or activity in use?
- 2.3.2 Taking into consideration any factors that might underlie these questions will help when assessing the probability of the hazard consequences in any foreseeable scenario.
- 2.3.3 An occurrence is considered foreseeable if any reasonable person could have expected the kind of occurrence to have happened under the same circumstances. Identification of every conceivable or theoretically possible hazard is not possible. Therefore, good judgment is required to determine an appropriate level of detail in hazard identification. Aerodrome operators should exercise due diligence when identifying significant and reasonably foreseeable hazards related to their product or service.

Note.- Regarding product design, the term “foreseeable” is intended to be consistent with its use in airworthiness regulations, policy, and guidance.

- 2.3.4 Table 1 presents a typical safety risk probability classification table. It includes five categories to denote the probability related to an unsafe event or condition, the description of each category, and an assignment of a value to each category. This example uses qualitative terms; quantitative terms could be defined to provide a more accurate assessment. This will depend on the availability of appropriate safety data and the sophistication of the organization and operation.

Table 1. Safety risk probability table

<i>Likelihood</i>	<i>Meaning</i>	<i>Value</i>
Frequent	Likely to occur many times (has occurred frequently)	5
Occasional	Likely to occur sometimes (has occurred infrequently)	4
Remote	Unlikely to occur, but possible (has occurred rarely)	3
Improbable	Very unlikely to occur (not known to have occurred)	2
Extremely improbable	Almost inconceivable that the event will occur	1

Note.— This is an example only. The level of detail and complexity of tables and matrices should be adapted to the particular needs and complexities of each organization. It should also be noted that organizations might include both qualitative and quantitative criteria.

2.4 SAFETY RISK SEVERITY

- 2.4.1 Once the probability assessment has been completed, the next step is to assess the severity, taking into account the potential consequences related to the hazard. Safety risk severity is defined as the extent of harm that might reasonably be expected to occur as a consequence or outcome of the identified hazard. The severity classification should consider:
- a) fatalities or serious injury which would occur as a result of:
 - 1) being in the aircraft;
 - 2) having direct contact with any part of the aircraft, including parts which have become detached from the aircraft; or
 - 3) having direct exposure to jet blast; and
 - b) damage:
 - 1) damage or structural failure sustained by the aircraft which:
 - i) adversely affects the structural strength, performance or flight characteristics of the aircraft;
 - ii) would normally require major repair or replacement of the affected component;

- 2) damage sustained by ATS or aerodrome equipment which:
- i) adversely affects the management of aircraft separation; or
 - ii) adversely affects landing capability.

2.4.2 The severity assessment should consider all possible consequences related to a hazard, taking into account the worst foreseeable situation. Table 2 presents a typical safety risk severity table. It includes five categories to denote the level of severity, the description of each category, and the assignment of a value to each category. As with the safety risk probability table, this table is an example only.

Table 2. Example safety risk severity table

<i>Severity</i>	<i>Meaning</i>	<i>Value</i>
Catastrophic	<ul style="list-style-type: none"> • Aircraft / equipment destroyed • Multiple deaths 	A
Hazardous	<ul style="list-style-type: none"> • A large reduction in safety margins, physical distress or a workload such that operational personnel cannot be relied upon to perform their tasks accurately or completely • Serious injury • Major equipment damage 	B
Major	<ul style="list-style-type: none"> • A significant reduction in safety margins, a reduction in the ability of operational personnel to cope with adverse operating conditions as a result of an increase in workload or as a result of conditions impairing their efficiency • Serious incident • Injury to persons 	C
Minor	<ul style="list-style-type: none"> • Nuisance • Operating limitations • Use of emergency procedures • Minor incident 	D
Negligible	<ul style="list-style-type: none"> • Few consequences 	E

2.5 SAFETY RISK TOLERABILITY

2.5.1 The safety risk index rating is created by combining the results of the probability and severity scores. In the example above, it is an alphanumeric designator. The respective severity/probability combinations are presented in the safety risk assessment matrix in Table 3. The safety risk assessment matrix is used to determine safety risk tolerability. Consider, for example, a situation where the safety risk probability has been assessed as Occasional (4), and the safety risk severity has been assessed as Hazardous (B), resulting in a safety risk index of (4B).

Table 3. Example safety risk matrix

<i>Safety Risk</i>		<i>Severity</i>				
<i>Probability</i>		<i>Catastrophic A</i>	<i>Hazardous B</i>	<i>Major C</i>	<i>Minor D</i>	<i>Negligible E</i>
Frequent	5	5A	5B	5C	5D	5E
Occasional	4	4A	4B	4C	4D	4E
Remote	3	3A	3B	3C	3D	3E
Improbable	2	2A	2B	2C	2D	2E
Extremely improbable	1	1A	1B	1C	1D	1E

Note.— In determining the safety risk tolerability, the quality and reliability of the data used for the hazard identification and safety risk probability should be taken into consideration.

2.5.2 The index obtained from the safety risk assessment matrix should then be exported to a safety risk tolerability table that describes — in a narrative form — the tolerability criteria for the particular organization. Table 4 presents an example of a safety risk tolerability table. Using the example above, the criterion for safety risk assessed as 4B falls in the “intolerable” category. In this case, the safety risk index of the consequence is unacceptable. The organization should therefore take risk control action to reduce:

- the organization’s exposure to the particular risk, i.e., reduce the probability component of the risk to an acceptable level;
- the severity of consequences related to the hazard, i.e., reduce the severity component of the risk to an acceptable level; or
- both the severity and probability so that the risk is managed to an acceptable level.

2.5.3 Safety risks are conceptually assessed as acceptable, tolerable or intolerable. Safety risks assessed as initially falling in the intolerable region are unacceptable under any circumstances. The probability and/or severity of the consequences of the hazards are of such a magnitude, and the damaging potential of the hazard poses such a threat to safety, that mitigation action is required or activities are stopped.

Table 4. Example of safety risk tolerability

<i>Safety Risk Index Range</i>	<i>Safety Risk Description</i>	<i>Recommended Action</i>
5A, 5B, 5C, 4A, 4B, 3A	INTOLERABLE	Take immediate action to mitigate the risk or stop the activity. Perform priority safety risk mitigation to ensure additional or enhanced preventative controls are in place to bring down the safety risk index to tolerable.
5D, 5E, 4C, 4D, 4E, 3B, 3C, 3D, 2A, 2B, 2C, 1A	TOLERABLE	Can be tolerated based on the safety risk mitigation. It may require management decision to accept the risk.
3E, 2D, 2E, 1B, 1C, 1D, 1E	ACCEPTABLE	Acceptable as is. No further safety risk mitigation required.

2.6 ASSESSING HUMAN FACTORS RELATED RISKS

- 2.6.1 The consideration of human factors has particular importance in SRM as people can be both a source and a solution of safety risks by:
- a) contributing to an accident or incident through variable performance due to human limitations;
 - b) anticipating and taking appropriate actions to avoid a hazardous situation; and
 - c) solving problems, making decisions and taking actions to mitigate risks.
- 2.6.2 It is therefore important to involve people with appropriate human factors expertise in the identification, assessment and mitigation of risks.
- 2.6.3 SRM requires all aspects of safety risk to be addressed, including those related to humans. Assessing the risks associated with human performance is more complex than risk factors associated with technology and environment since:
- a) human performance is highly variable, with a wide range of interacting influences internal and external to the individual. Many of the effects of the interaction between these influences are difficult, or impossible to predict; and
 - b) the consequences of variable human performance will differ according to the task being performed and the context.
- 2.6.4 This complicates how the probability and the severity of the risk is determined. Therefore, human factors expertise is valuable in the identification and assessment of safety risks. (The management of fatigue using SMS processes is addressed in the Manual for the Oversight of Fatigue Management Approaches (Doc 9966)).

2.7 SAFETY RISK MITIGATION STRATEGIES

- 2.7.1 Safety risk mitigation is often referred to as a safety risk control. Safety risks should be managed to an acceptable level by mitigating the safety risk through the application of appropriate safety risk controls. This should be balanced against the time, cost and difficulty of taking action to reduce or eliminate the safety risk. The level of safety risk can be lowered by reducing the severity of the potential consequences, reducing the likelihood of occurrence or by reducing exposure to that safety risk. It is easier and more common to reduce the likelihood than it is to reduce the severity.
- 2.7.2 Safety risk mitigations are actions that often result in changes to operating procedures, equipment or infrastructure. Safety risk mitigation strategies fall into three categories:
- a) *Avoidance*: The operation or activity is cancelled or avoided because the safety risk exceeds the benefits of continuing the activity, thereby eliminating the safety risk entirely.
 - b) *Reduction*: The frequency of the operation or activity is reduced, or action is taken to reduce the magnitude of the consequences of the safety risk.
 - c) *Segregation*: Action is taken to isolate the effects of the consequences of the safety risk or build in redundancy to protect against them.
- 2.7.3 The consideration of human factors is an integral part of identifying effective mitigations because humans are required to apply, or contribute to, the mitigation or corrective actions. For example, mitigations may include the use of processes or procedures. Without input from those who will be using these in “real world” situations and/or individuals with human factors expertise, the processes or procedures developed may not be fit for their purpose and result in unintended consequences. Further, human performance limitations should be considered as part of any safety risk mitigation, building in error capturing strategies to address human performance variability. Ultimately, this important human factor perspective results in more comprehensive and effective mitigations.
- 2.7.4 A safety risk mitigation strategy may involve one of the approaches described above or may include multiple approaches. It is important to consider the full range of possible control measures to find an optimal solution. The effectiveness of each alternative strategy must be evaluated before a decision is made. Each proposed safety risk mitigation alternative should be examined from the following perspectives:
- a) *Effectiveness*. The extent to which the alternatives reduce or eliminate the safety risks. Effectiveness can be determined in terms of the technical, training and regulatory defenses that can reduce or eliminate safety risks.
 - b) *Cost/benefit*. The extent to which the perceived benefits of the mitigation outweighs the costs.
 - c) *Practicality*. The extent to which mitigation can be implemented and how appropriate it
-

is in terms of available technology, financial and administrative resources, legislation, political will, operational realities, etc.

- d) *Acceptability*. The extent to which the alternative is acceptable to those people that will be expected to apply it.
- e) *Enforceability*. The extent to which compliance with new rules, regulations or operating procedures can be monitored.
- f) *Durability*. The extent to which the mitigation will be sustainable and effective.
- g) *Residual safety risks*. The degree of safety risk that remains subsequent to the implementation of the initial mitigation and which may necessitate additional safety risk control measures.
- h) *Unintended consequences*. The introduction of new hazards and related safety risks associated with the implementation of any mitigation alternative.
- i) *Time*. Time required for the implementation of the safety risk mitigation alternative.

2.7.5 Corrective action should take into account any existing defences and their (in)ability to achieve an acceptable level of safety risk. This may result in a review of previous safety risk assessments that may have been impacted by the corrective action. Safety risk mitigations and controls will need to be verified/audited to ensure that they are effective. Another way to monitor the effectiveness of mitigations is through the use of SPIs. See Chapter 4 for more information on safety performance management and SPIs.

2.8 SAFETY RISK MANAGEMENT DOCUMENTATION

- 2.8.1 Safety risk management activities should be documented, including any assumptions underlying the probability and severity assessment, decisions made, and any safety risk mitigation actions taken. This may be done using a spread sheet or table. Some organizations may use a database or other software where large amounts of safety data and safety information can be stored and analyzed.
- 2.8.2 Maintaining a register of identified hazards minimizes the likelihood that the organization will lose sight of its known hazards. When hazards are identified, they can be compared with the known hazards in the register to see if the hazard has already been registered, and what action(s) were taken to mitigate it. Hazard registers are usually in a table format and typically include: the hazard, potential consequences, assessment of associated risks, identification date, hazard category, short description, when or where it applies, who identified it and what measure have been put in place to mitigate the risks.
- 2.8.3 Safety risk decision-making tools and processes can be used to improve the repeatability and justification of decisions taken by organizational safety decision makers. An example of a safety risk decision aid is provided below in Figure 2-6.

2.9 COST-BENEFIT ANALYSIS

Cost-benefit or cost-effectiveness analysis is normally carried out during the safety risk mitigation activities. It is commonly associated with business management, such as a regulatory impact assessment or project management processes. However, there may be situations where a safety risk assessment may have a significant financial impact. In such situations, a supplementary cost-benefit analysis or cost-effectiveness process to support the safety risk assessment may be warranted. This will ensure cost-effectiveness analysis or justification of recommended safety risk control actions has been taken into consideration, with the associated financial implications.

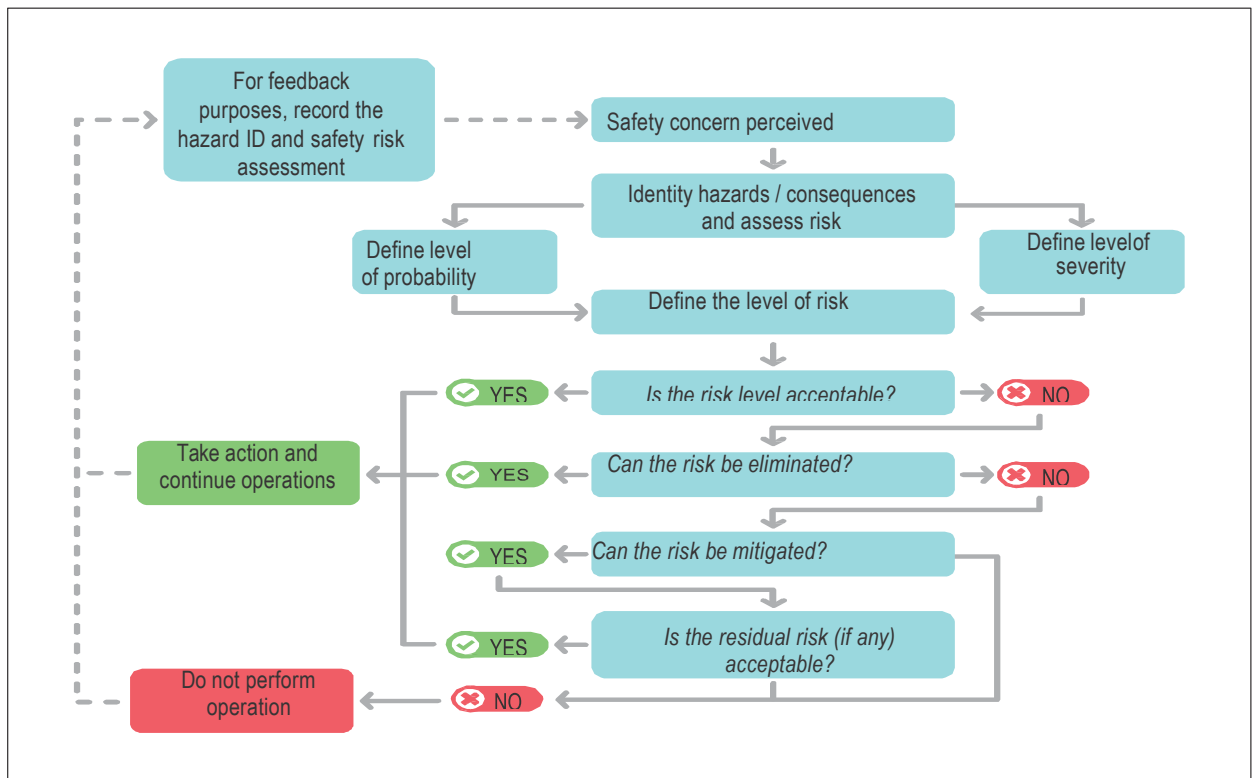


Figure 2-1 Safety risk management decision aid

Chapter 3

SAFETY CULTURE

3.1 INTRODUCTION

- 3.1.1 A safety culture is the natural consequence of having humans in the aviation system. Safety culture has been described as “how people behave in relation to safety and risk when no one is watching”. It is an expression of how safety is perceived, valued and prioritized by management and employees in an organization, and is reflected in the extent to which individuals and groups are:
- a) aware of the risks and known hazards faced by the organization and its activities;
 - b) continuously behaving to preserve and enhance safety;
 - c) able to access the resources required for safe operations;
 - d) willing and able to adapt when facing safety issues;
 - e) willing to communicate safety issues; and
 - f) consistently assessing the safety related behaviors throughout the organization.
- 3.2.1 Annex 19 requires that both regulators and aerodrome operators promote a positive safety culture with the aim of fostering effective safety management implementation through the SSP/SMS. This chapter provides guidance on the promotion of a positive safety culture.

3.2 SAFETY CULTURE AND SAFETY MANAGEMENT

- 3.2.1 Whether an organization realizes it or not, it will have a number of different “safety cultures” that reflect group-level attitudes and behaviours. No two organizations are identical, and even within the same organization, different groups may have various ways of thinking about safety, talking about safety and acting on safety issues. This variation may be appropriate for different activities.
- 3.2.2 How safety values are incorporated into practices by management and personnel directly affects how key elements of the SSP and SMS are established and maintained. As a consequence, safety culture has a direct impact on safety performance. If someone believes that safety is not that important then workarounds, cutting corners, or making unsafe decisions or judgements may be the result, especially when the risk is perceived as low and there is no apparent consequence or danger. The safety culture of an organization therefore significantly influences how their SSP or SMS develops and how effective it becomes. Safety culture is arguably the single most important influence on the management of safety. If an organization has instituted all the safety management requirements but does not have a positive safety culture, it is likely to underperform.

- 3.2.3 When the organization has a positive safety culture, and this is visibly supported by upper- and middle- management, front-line personnel tend to feel a sense of shared responsibilities towards achieving the organization's safety objectives. Effective safety management also supports efforts to drive towards an increasingly positive safety culture by increasing the visibility of management's support and improving active involvement of personnel in managing safety risk.
- 3.2.4 A positive safety culture relies on a high degree of trust and respect between personnel and management. Time and effort are needed to build a positive safety culture, which can be easily damaged by management decisions and actions, or inactions. Continuous effort and reinforcement are needed. When leadership actively endorses safe practices, it becomes the normal way of doing things. The ideal situation is a fully implemented and effective SSP/SMS and a positive safety culture. Hence, an organization's safety culture is often seen as a reflection of the maturity of its SSP/SMS. Effective safety management empowers a positive safety culture and a positive safety culture empowers effective safety management.

3.2.5 Safety culture and its influence on safety reporting

- 3.2.5.1 SSPs and SMSs are sustained by safety data and safety information that is necessary to address existing and potential safety deficiencies and hazards, including safety issues identified by personnel. The success of a reporting system depends entirely on the continuous flow of information from, and feedback to, organizations and individuals. The protection of safety data, safety information and related sources is essential to ensure continued availability of information. For example, in voluntary safety reporting systems, this may be realized through a system that is confidential, and not used for purposes other than maintaining or improving safety. The benefits are twofold. Often personnel are the closest to safety hazards, so a voluntary reporting system enables them to actively identify these hazards and suggest workable solutions. At the same time, the regulator or management is able to gather important safety information and build trust with the organizations or operational personnel who are reporting the information. For more information about the protection of safety data and safety information refer to Chapter 7.
- 3.2.5.2 Whether organizations or individuals are willing to report their experiences and errors is largely dependent on the perceived benefits and disadvantages associated with reporting. Safety reporting systems may be anonymous or confidential. In general, in an anonymous reporting system a reporter does not provide their identity. In this case there is no opportunity for further clarification of the report's contents, or the ability to provide feedback. In a confidential reporting system, any identifying information about the reporter is known only to a designated custodian. If organizations and individuals who report safety issues are protected and treated in a fair and consistent manner, they are more likely to divulge such information and work with the regulator or management to effectively manage the associated safety risk(s).

3.2.5.3 DCA are expected to adopt laws to adhere to the provisions outlined in Annex 19 for the protection of safety data, safety information and related sources. In the case of a voluntary reporting system, confidentiality should be ensured and the reporting system operated in accordance with safety protection laws. Further, organizations need to have an appropriate disciplinary policy, which is accessible to all and widely understood. A disciplinary policy should clearly indicate what behaviours are considered unacceptable and how the organization will respond in such cases. The disciplinary policy needs to be applied fairly, reasonably and consistently. Finally, organizations and individuals are more likely to report their experiences and errors in an environment where they will not be judged or treated unfairly by their peers or their employer.

3.2.5.4 Overall, organizations and individuals must believe they will be supported when reporting in the interest of safety. This includes organizational and personal errors and mistakes. An increase in confidential reports and a decrease in anonymous reports is usually indicative of the organization's progress towards a positive safety culture.

3.2.6 Safety culture and cultural diversity

3.2.6.1 National culture differentiates the characteristics of particular nations, including the role of the individual within society, the manner in which authority is distributed, and national priorities with respect to resources, accountabilities, morality, objectives and legal systems.

3.2.6.2 From a safety management perspective, national culture influences organizational culture and plays a large part in determining the nature and scope of regulatory enforcement policies, including the relationship between regulatory authority personnel and industry personnel, and the extent to which safety information is protected. These, in turn, impact on peoples' willingness to report safety issues.

3.2.6.3 The majority of organizations today employ people from multiple cultural backgrounds, which may be defined by their nationality, ethnicity, religion, and/or gender. Aviation operations and safety rely on effective interaction between different professional groups, each with its own professional culture. Hence, the organization's safety culture may also be significantly affected by the variety of cultural backgrounds of the members of its workforce.

3.2.6.4 Managing safety within the aviation system therefore requires interaction with, and management of, culturally diverse personnel. However, when implementing safety management, managers should be capable of moulding their culturally-diverse workforce into effective teams. Eliminating differences in safety risk perceptions that may derive from different cultural interpretations and enhancing other safety-related aspects, such as communication, leadership styles and interaction between supervisors and subordinates is key. The degree of success will

depend on management's ability to promote a common understanding of safety and each individual's role in its effectiveness. Regardless of an individual's cultural background, effective safety management relies on a shared safety culture, with everyone in the organization understanding how they are expected to behave in relation to safety and risk "even when no one is watching".

3.2.7 Safety culture and organizational change

Safety management requires that organizations manage the safety risks associated with organizational and operational changes. Staff concerns about workload, job security and access to training are associated with significant change in organizations and can have a negative impact on safety culture. The degree to which staff feel involved in the development of change and understand their role in the process will also influence the safety culture.

Chapter 4

SAFETY PERFORMANCE MANAGEMENT

4.1 INTRODUCTION

- 4.1.1 Safety performance management is central to the functioning of SSPs and SMSs. Properly implemented, it will provide an organization with the means to determine whether its activities and processes are working effectively to achieve its safety objectives. This is accomplished through the identification of safety performance indicators (SPIs), which are used to monitor and measure safety performance. Through the identification of SPIs, information obtained will allow senior management to be aware of the current situation and support decision-making, including determining whether actions are required to further mitigate safety risks to ensure the organization achieves its safety goals.
- 4.1.2 The generic safety performance management process and how it is linked with safety data collection and processing systems (SDCPS) and safety analysis, discussed in Chapters 5 and 6, respectively, is shown in Figure 4-1 below. The link to safety promotion is shown to highlight the importance of communicating this information throughout the organization. More information on safety promotion, an important component of SSP and SMS which is often underappreciated, can be found in Chapters 8 and 9, respectively.
- 4.1.3 Safety performance management helps the organization to ask and to answer the four most important questions regarding safety management:
- a) What are the organization's top safety risks? Derived from a review of aviation accident and incident data as well as predictive analysis to identify and define emerging risks.
 - b) What does the organization want to achieve in terms of safety and what are the top safety risks that need to be addressed? The organization's safety objectives.
 - c) How will the organization know if it is making progress toward its safety objectives? Through SPIs, SPTs and, if practicable, safety triggers.
 - d) What safety data and safety information are needed to make informed safety decisions? Including the allocation of the organization's resources. Through an evolving SDCPS and safety data analysis.
- 4.1.4 The safety performance management process can also be used to establish an acceptable level of safety performance (ALoSP). More details on the establishment of an ALoSP can be found in Chapter 8.

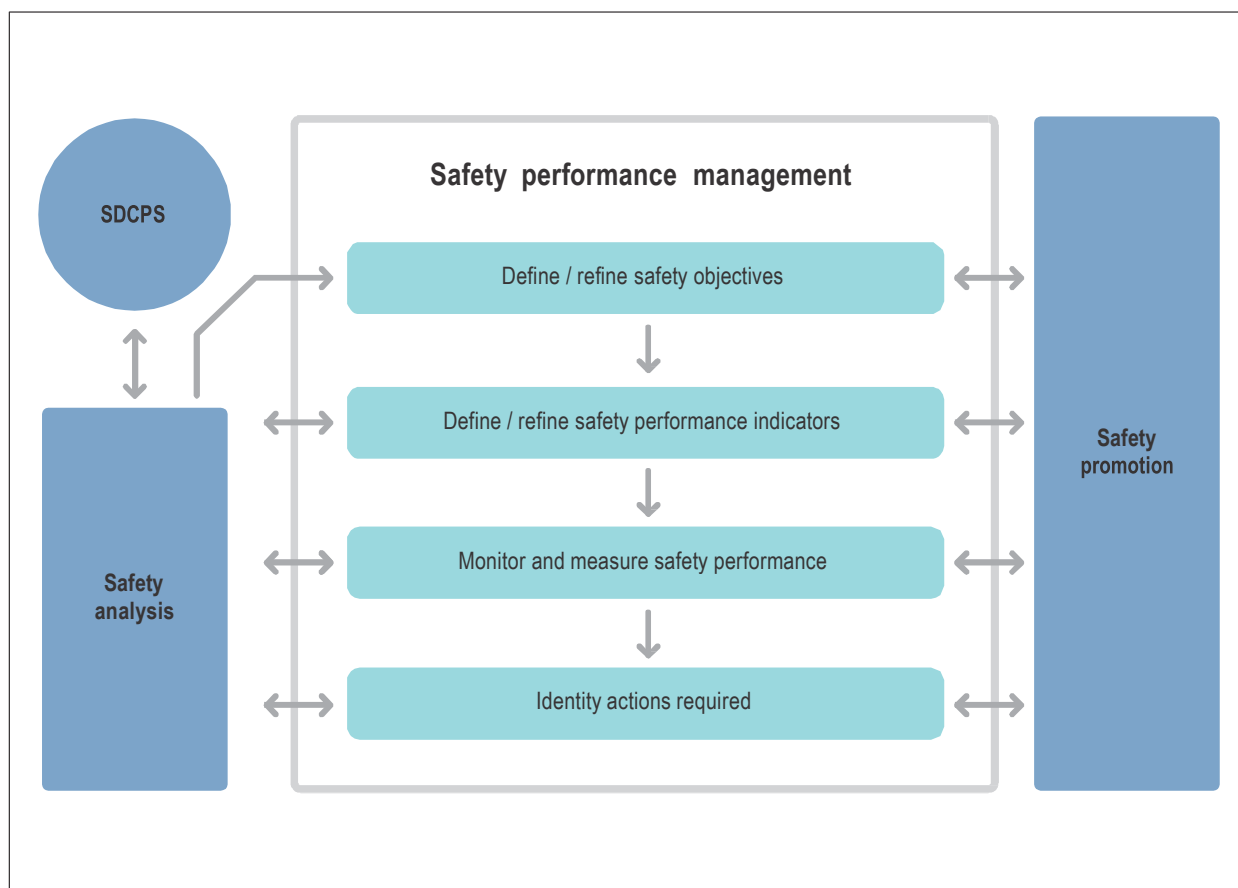


Figure 4-1. Safety Performance Management Process

4.1.5 Relationship between Regulators and aerodrome operators

- 4.1.5.1 There are similarities between the regulators and aerodrome operators in the use and application of safety performance techniques. While the guidance in this chapter has been developed for both regulators and aerodrome operators, some differences are identified in this section.
- 4.1.5.2 The development of State safety performance should focus on what the DCA considers to be its most important aspects to managing safety. For the DCA, an effectively implemented SSP is used as a decision-making tool for the management of safety performance, which should include: the safety performance of its aerodrome operators; the State's oversight capability; and the support provided to aerodrome operators through the establishment of guidelines. DCA should consider measuring their ability to:
- maintain their safety oversight system;
 - apply specific safety actions and introduce safety initiatives; and
 - adapt existing safety risk controls to ensure they remain effective.

4.1.5.3 For aerodrome operators, the primary function of safety performance management is to monitor and measure how well it is managing its safety risks. This is achieved through the

effective implementation of an SMS that generates information that will be used to make decisions regarding the management of safety, including the implementation of safety risk controls and the allocation of resources.

- 4.1.5.4 The success of safety management depends on the commitment between the regulators and its aerodrome operators. There may be benefits in the DCA identifying suitable SPIs that could be monitored by aerodrome operators and then shared with the DCA, in particular for the establishment of the ALoSP (see Chapter 8 for more information). The information received from aerodrome operators will assist the DCA with its assessment of the safety performance of its aviation industry and its own ability to provide effective oversight and support to aerodrome operators. However, aerodrome operators should ensure their SPIs are appropriate to their operational context, performance history and expectations.

4.1.6 Safety performance management and interfaces

- 4.1.6.1 When DCAs and aerodrome operators are considering implementing safety management, it is important to consider the safety risks induced by interfacing entities. Interfaces can be internal (e.g. between operations and maintenance or finance, human resources or legal departments), or they can be external (e.g. other State, aerodrome operators or contracted services). Hazards and related risks at the interface points are among the most common contributors to safety occurrences. Regulators and aerodrome operators have greater control over interface-related risks when their interfaces are identified and managed. Interfaces should be defined in the organization's system description.
- 4.1.6.2 Regulators and aerodrome operators are responsible for ongoing monitoring and management of their interfaces to ensure safe outcomes. The safety risk posed by each interface should, ideally, be collaboratively assessed by the interfacing entities. Collaboration is highly desirable because the perception of safety risks and their tolerability may vary between the interfacing organizations. Sharing of interface risk management, through the establishment and monitoring of SPIs, encourages the mutual awareness of safety risks rather than ignorance or potentially one-sided risk management. It also creates an opportunity for transfer of knowledge and working practices that could improve the safety effectiveness of both organizations.
- 4.6.1.3 For this reason, SPIs should be agreed and established to monitor and measure the risks and the effectiveness of mitigating actions. A formal interface management agreement between interfacing organizations, with clearly defined monitoring and management responsibilities, is an example of an effective approach.

4.2 SAFETY OBJECTIVES

4.2.1 Safety objectives are brief, high-level statements of safety achievements or desired outcomes to be accomplished. Safety objectives provide direction to the organization's activities and should therefore be consistent with the safety policy that sets out the organization's high-level safety commitment. They are also useful to communicate safety priorities to personnel and the aviation community as a whole. Establishing safety objectives provides strategic direction for the safety performance management process and provides a sound basis for safety related decision-making. The management of safety performance should be a primary consideration when amending policies or processes, or allocating the organization's resources in pursuit of improving safety performance.

4.2.2 Safety objectives may be:

- a) *process-oriented*: stated in terms of safe behaviours expected from operational personnel or the performance of actions implemented by the organization to manage safety risk; or
- b) *outcome-oriented*: encompass actions and trends regarding containment of accidents or operational losses.

4.2.3 The suite of safety objectives should include a mix of both process-oriented and outcome-oriented objectives to provide enough coverage and direction for the SPIs and SPTs. Safety objectives on their own do not have to be specific, measurable, achievable, relevant and timely (SMART) (George T. Doran, 1981), provided the safety objectives and accompanying SPIs and SPTs form a package that allows an organization to demonstrate whether it is maintaining or improving its safety performance.

Table 6. Examples of safety objectives

<i>Examples of safety objectives</i>		
process-oriented	regulators or service provider	Increase safety reporting levels.
outcome-oriented	service provider	Reduce rate of adverse apron safety events. (high-level) or Reduce the annual number of adverse apron safety events from the previous year.
outcome-oriented	regulators	Reduce the annual number of safety events in sector X.

- 4.2.4 An organization may also choose to identify safety objectives at the tactical or operational level or apply them to specific projects, products and processes. A safety objective may also be expressed by the use of other terms with a similar meaning (e.g. goal or target).

4.3 SAFETY PERFORMANCE INDICATORS AND SAFETY PERFORMANCE TARGETS

4.3.1 Types of safety performance indicators

Qualitative and quantitative indicators

4.3.1.1 SPIs are used to help senior management know whether or not the organization is likely to achieve its safety objective; they can be qualitative or quantitative. Quantitative indicators relate to measuring by the quantity, rather than its quality, whereas qualitative indicators are descriptive and measure by quality. Quantitative indicators are preferred over qualitative indicators because they are more easily counted and compared. The choice of indicator depends on the availability of reliable data that can be measured quantitatively. Does the necessary evidence have to be in the form of comparable, generalizable data (quantitative), or a descriptive image of the safety situation (qualitative)? Each option, qualitative or quantitative, involves different kinds of SPIs, and requires a thoughtful SPI selection process. A combination of approaches is useful in many situations, and can solve many of the problems which may arise from adopting a single approach. An example of a qualitative indicator for a DCA could be the maturity of their aerodrome operators' SMS in a particular sector, or for a service provider the assessment of the safety culture.

4.3.1.2 Quantitative indicators can be expressed as a number (x incursions) or as a rate (x incursions per n movements). In some cases, a numerical expression will be sufficient. However, just using numbers may create a distorted impression of the actual safety situation if the level of activity fluctuates. For example, if air traffic control records three altitude busts in July and six in August, there may be great concern about the significant deterioration in safety performance. But August may have seen double the movements of July meaning the altitude busts per movement, or the rate, has decreased, not increased. This may or may not change the level of scrutiny, but it does provide another valuable piece of information that may be vital to data-driven safety decision-making.

4.3.1.3 For this reason, where appropriate, SPIs should be reflected in terms of a relative rate to measure the performance level regardless of the level of activity. This provides a normalized measure of performance; whether the activity increases or decreases. As another example, an SPI could measure the number of runway incursions. But if there were fewer departures in the monitored period, the result could be misleading. A more accurate and valuable

performance measure would be the number of runway incursions relative to the number of movements, e.g. x incursions per 1 000 movements.

Lagging and leading indicators

4.3.1.4 The two most common categories used by regulators and aerodrome operators to classify their SPIs are lagging and leading. Lagging SPIs measure events that have already occurred. They are also referred to as “outcome-based SPIs” and are normally (but not always) the negative outcomes the organization is aiming to avoid. Leading SPIs measure processes and inputs being implemented to improve or maintain safety. These are also known as “activity or process SPIs” as they monitor and measure conditions that have the potential to lead to or contribute to a specific outcome.

4.3.1.5 Lagging SPIs help the organization understand what has happened in the past and are useful for long-term trending. They can be used as a high-level indicator or as an indication of specific occurrence types or locations, such as “types of accidents per aircraft type” or “specific incident types by region”. Because lagging SPIs measure safety outcomes, they can measure the effectiveness of safety mitigations. They are effective at validating the overall safety performance of the system. For example, monitoring the “number of ramp collisions per number of movements between vehicles following a redesign of ramp markings” provides a measure of the effectiveness of the new markings (assuming nothing else has changed). The reduction in collisions validates an improvement in the overall safety performance of the ramp system; which may be attributable to the change in question.

4.3.1.6 Trends in lagging SPIs can be analyzed to determine conditions existing in the system that should be addressed. Using the previous example, an increasing trend in ramp collisions per number of movements may have been what led to the identification of sub-standard ramp markings as a mitigation.

4.3.1.7 Lagging SPIs are divided into two types:

- a) *low probability/high severity*: outcomes such as accidents or serious incidents. The low frequency of high severity outcomes means that aggregation of data (at industry segment level or regional level) may result in more meaningful analyses. An example of this type of lagging SPI would be “aircraft and/or engine damage due to bird *strike*”.
- b) *high probability/low severity*: outcomes that did not necessarily manifest themselves in a serious accident or incident, these are sometimes also referred to as precursor indicators. SPIs for high probability/low severity outcomes are primarily used to monitor specific safety issues and measure the effectiveness of existing safety risk mitigations. An example of this type of precursor SPI would be “bird radar detections”, which indicates the level of bird activity rather than the amount of actual bird strikes.

- 4.3.1.8 Aviation safety measures have historically been biased towards SPIs that reflect “low probability/high severity” outcomes. This is understandable in that accidents and serious incidents are high profile events and are easy to count. However, from a safety performance management perspective, there are drawbacks in an overreliance on accidents and serious incidents as a reliable indicator of safety performance. For instance, accidents and serious incidents are infrequent (there may be only one accident in a year, or none) making it difficult to perform statistical analysis to identify trends. This does not necessarily indicate that the system is safe. A consequence of a reliance on this sort of data is a potential false sense of confidence that an organization’s or system’s safety performance is effective, when it may in fact be perilously close to an accident.
- 4.3.1.9 Leading indicators are measures that focus on processes and inputs that are being implemented to improve or maintain safety. These are also known as “activity or process SPIs” as they monitor and measure conditions that have the potential to become or to contribute to a specific outcome.
- 4.3.1.10 Examples of leading SPIs driving the development of organizational capabilities for proactive safety performance management include such things as “percentage of staff who have successfully completed safety training on time” or “frequency of bird scaring activities”.
- 4.3.1.11 Leading SPIs may also inform the organization about how their operation copes with change, including changes in its operating environment. The focus will be either on anticipating weaknesses and vulnerabilities as a result of the change, or monitoring the performance after a change. An example of an SPI to monitor a change in operations would be “percentage of sites that have implemented procedure X”.
- 4.3.1.12 For a more accurate and useful indication of safety performance, lagging SPIs, measuring both “low probability/high severity” events and “high probability/low severity” events should be combined with leading SPIs. Figure 4-2 illustrates the concept of leading and lagging indicators that provide a more comprehensive and realistic picture of the organization’s safety performance.

4.3.2 Selecting and defining SPIs

- 4.3.2. 1 SPIs are the parameters that provide the organization with a view of its safety performance: where it has been; where it is now; and where it is headed, in relation to safety. This picture acts as a solid and defensible foundation upon which the organization’s data-driven safety decisions are made. These decisions, in turn, positively affect the organization’s safety performance. The identification of SPIs should therefore be realistic, relevant, and linked to safety objectives, regardless of their simplicity or complexity.

4.3.2.2 It is likely the initial selection of SPIs will be limited to the monitoring and measurement of parameters representing events or processes that are easy and/or convenient to capture (safety data that may be readily available). Ideally, SPIs should focus on parameters that are important indicators of safety performance, rather than on those that are easy to attain.

4.3.2.3 SPIs should be:

- related to the safety objective they aim to indicate;
- selected or developed based on available data and reliable measurement;
- appropriately specific and quantifiable; and
- realistic, by taking into account the possibilities and constraints of the organization.

4.3.2.4 A combination of SPIs is usually required to provide a clear indication of safety performance. There should be a clear link between lagging and leading SPIs. Ideally lagging SPIs should be defined before determining leading SPIs. Defining a precursor SPI linked to a more serious event or condition (the lagging SPI) ensures there is a clear correlation between the two. All of the SPIs, lagging and leading, are equally valid and valuable. An example of these linkages is illustrated in Figure 4-3.

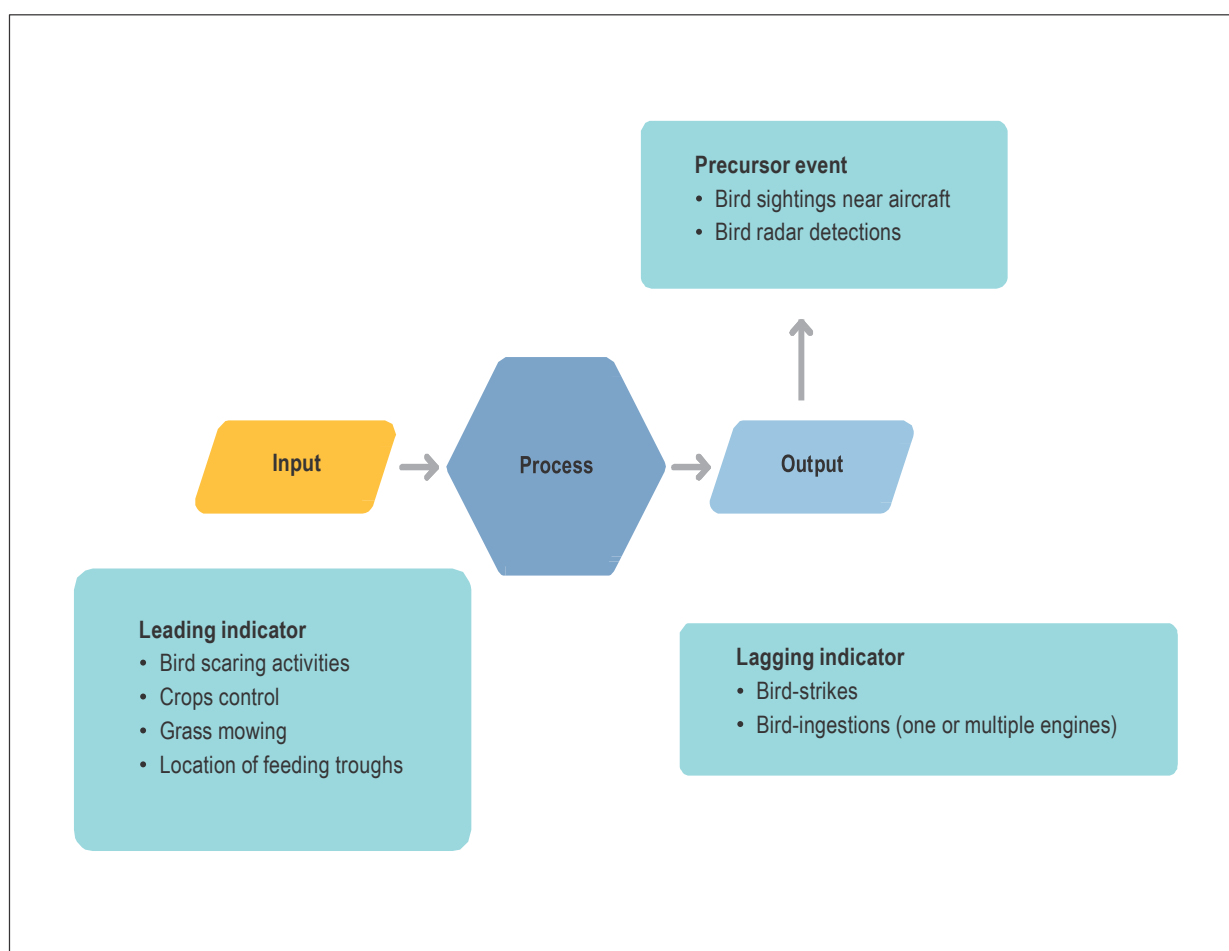


Figure 4-2. Leading vs Lagging indicator concept phases

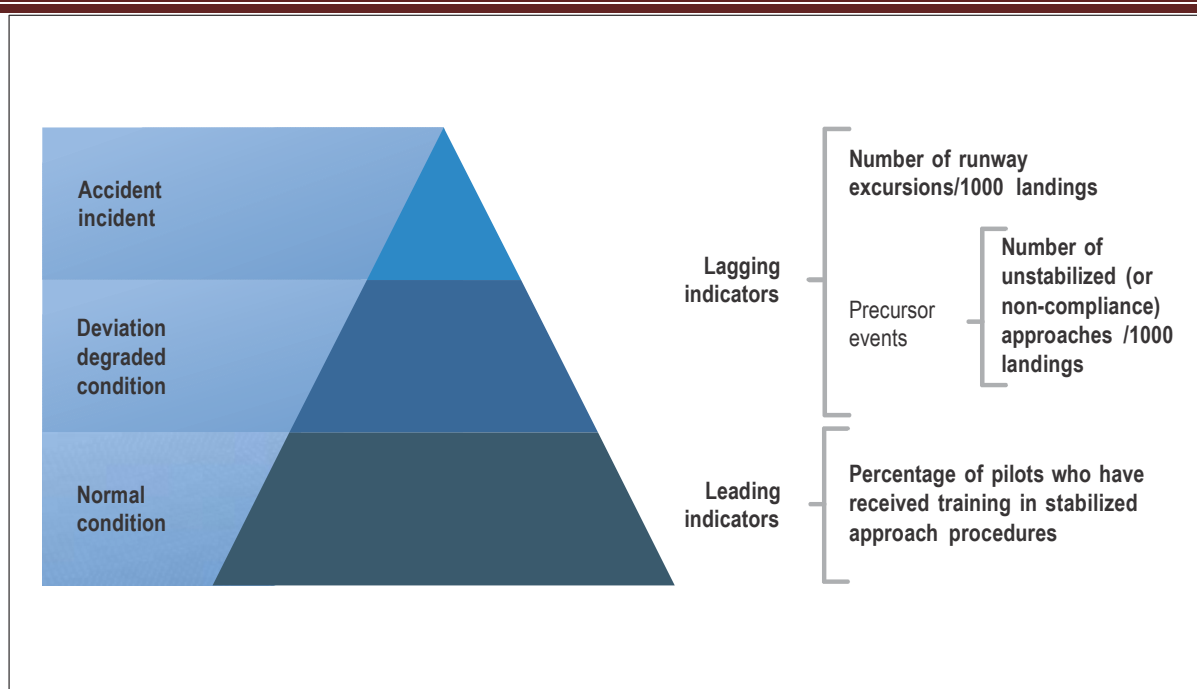


Figure 4-3. Examples of links between lagging and leading indicators

4.3.2.5 It is important to select SPIs that relate to the organization’s safety objectives. Having SPIs that are well defined and aligned will make it easier to identify SPTs, which will show the progress being made towards the attainment of safety objectives. This allows the organization to assign resources for greatest safety effect by knowing precisely what is required, and when and how to act to achieve the planned safety performance. For example, a DCA has a safety objective of “reduce the number of runway excursions by 50 per cent in three years” and an associated, well-aligned SPI of “number of runway excursions per million departures across all aerodromes”. If the number of excursions drops initially when monitoring commences, but starts to climb again after twelve months, the DCA could choose to reallocate resources away from an area where, according to the SPIs, the safety objective is being easily achieved and towards the reduction of runway excursions to alleviate the undesirable trend.

Defining SPIs

4.3.2.6 The contents of each SPI should include:

- a) a description of what the SPI measures;
- b) the purpose of the SPI (what it is intended to manage and who it is intended to inform);
- c) the units of measurement and any requirements for its calculation;
- d) who is responsible for collecting, validating, monitoring, reporting and acting on the SPI (these may be staff from different parts of the organization);
- e) where or how the data should be collected; and
- f) the frequency of reporting, collecting, monitoring and analysis of the SPI data.

SPIs and safety reporting

4.3.2.7 Changes in operational practices may lead to underreporting until their impact is fully accepted by potential reporters. This is known as “reporting bias”. Changes in the provisions related to the protection of safety information and related sources could also lead to over-reporting. In both cases, reporting bias may distort the intent and accuracy of the data used for the SPI. Employed judiciously, safety reporting may still provide valuable data for the management of safety performance.

4.3.3 Setting safety performance targets

4.3.3.1 Safety performance targets (SPTs) define short-term and medium-term safety performance management desired achievements. They act as “milestones” that provide confidence that the organization is on track to achieving its safety objectives and provide a measurable way of verifying the effectiveness of safety performance management activities. SPT setting should take into consideration factors such as the prevailing level of safety risk, safety risk tolerability, as well as expectations regarding the safety of the particular aviation sector. The setting of SPTs should be determined after considering what is realistically achievable for the associated aviation sector and recent performance of the particular SPI, where historical trend data is available.

4.3.3.2 If the combination of safety objectives, SPIs and SPTs working together are SMART, it allows the organization to more effectively demonstrate its safety performance. There are multiple approaches to achieving the goals of safety performance management, especially, setting SPTs. One approach involves establishing general high-level safety objectives with aligned SPIs and then identifying reasonable levels of improvements after a baseline safety performance has been established. These levels of improvements may be based on specific targets (e.g. percentage decrease) or the achievement of a positive trend. Another approach which can be used when the safety objectives are SMART is to have the safety targets act as milestones to achieving the safety objectives. Either of these approaches are valid and there may be others that an organization finds effective at demonstrating their safety performance. Different approaches can be used in combination as appropriate to the specific circumstances.

Setting targets with high-level safety objectives

4.3.3.3 Targets are established with senior management agreeing on high-level safety objectives. The organization then identifies appropriate SPIs that will show improvement of safety performance towards the agreed safety objective(s). The SPIs will be measured using existing data sources, but may also require the collection of additional data. The organization then starts gathering, analysing and presenting the SPIs. Trends will start to

emerge, which will provide an overview of the organization's safety performance and whether it is steering towards or away from its safety objectives. At this point the organization can identify reasonable and achievable SPTs for each SPI.

Setting targets with SMART safety objectives

4.3.3.4 Safety objectives can be difficult to communicate and may seem challenging to achieve; by breaking them down into smaller concrete safety targets, the process of delivering them is easier to manage. In this way, targets form a crucial link between strategy and day-to-day operations. Organizations should identify the key areas that drive the safety performance and establish a way to measure them. Once an organization has an idea what their current level of performance is by establishing the baseline safety performance, they can start setting SPTs to give everyone in the DCA a clear sense of what they should be aiming to achieve. The organization may also use benchmarking to support setting performance targets. This involves using performance information from similar organizations that have already been measuring their performance to get a sense of how others in the community are doing.

4.3.3.5 An example of the relationship between safety objectives, SPIs and SPTs is illustrated in Figure 4-4. In this example, the organization recorded 100 runway excursions per million movements in 2018. It has been determined this is too many, and an objective to reduce the number of runway excursions by fifty per cent by 2022 has been set. Specific targeted actions and associated timelines have been defined to meet these targets. To monitor, measure and report their progress, the organization has chosen "RWY excursions per million movements per year" as the SPI. The organization is aware that progress will be more immediate and effective if specific targets are set which align with the safety objective. They have therefore set a safety target which equates to an average reduction of 12.5 per cent per year over the reporting period (four years). As shown in the graphical representation, the progress is expected to be greater in the first years and less so in the later years. This is represented by the curved projection towards their objective. In the Figure 4-4:

- a) the SMART safety objective is "50 per cent reduction in RWY excursions rate by 2022";
- b) the SPI selected is the "number runway excursions per million movements per year"; and
- c) the safety targets related to this objective represent milestones for reaching the SMART safety objective and equate to a ~12 per cent reduction each year until 2022;
 - 1) SPT 1a is "less than 78 runway excursions per million movement in 2019";
 - 2) SPT 1b is "less than 64 runway excursions per million movement in 2020";
 - 3) SPT 1c is "less than 55 runway excursions per million movement in 2021".

Additional considerations for SPI and SPT selection

4.3.3.6 When selecting SPIs and SPTs, the following should also be considered:

- a) *Workload management.* Creating a workable amount of SPIs can help personnel manage their monitoring and reporting workload. The same is true of the SPIs complexity, or the availability of the necessary data. It is better to agree on what is feasible, and then prioritize the selection of SPIs on this basis. If an SPI is no longer informing safety performance, or been given a lower priority, consider discontinuing in favour of a more useful or higher priority indicator.
- b) *Optimal spread of SPIs.* A combination of SPIs that encompass the focus areas will help gain an insight to the organization's overall safety performance and enable data-driven decision-making.
- c) *Clarity of SPIs.* When selecting an SPI, it should be clear what is being measured and how often. SPIs with clear definitions aid understanding of results, avoid misinterpretation, and allow meaningful comparisons over time.
- d) *Encouraging desired behaviour.* SPTs can change behaviours and contribute to desired outcomes. This is especially relevant if achievement of the target is linked to organizational rewards, such as management remuneration. SPTs should foster positive organizational and individual behaviours that deliberately result in defensible decisions and safety performance improvement. It is equally important to consider the potential unintended behaviours when selecting SPIs and SPTs.
- e) *Choosing valuable measures.* It is imperative that useful SPIs are selected, not only ones which are easy to measure. It should be up to the organization to decide what the most useful safety parameters are; those that guide the organization to improve decision-making, safety performance management, and achievement of its safety objectives.
- f) *Achieving SPTs.* This is a particularly important consideration, and linked to the desired safety behaviours. Achieving the agreed SPTs is not always indicative of safety performance improvement. The organization should distinguish between just meeting SPTs and actual, demonstrable organizational safety performance improvement. It is imperative that the organization consider the context within which the target was achieved, rather than looking at an SPT in isolation. Recognition for overall improvement in safety performance, rather than an individual SPT achievement, will foster desirable organizational behaviours and encourage exchange of safety information that lies at the heart of both SRM and safety assurance. This could also enhance the relationship between the regulators and the service provider and their willingness to share safety data and ideas.



Figure 4-4. Example SPTs with SMART safety objectives

Caveats on setting SPTs

4.3.3.7 It is not always necessary or appropriate to define SPTs as there may be some SPIs that are better to monitor for trends rather than use to determine a target. Safety reporting is an example of when having a target could either discourage people not to report (if the target is not to exceed a number) or to report trivial matters to meet a target (if the target is to reach a certain number). There may also be SPIs better used to define a direction of travel to target continuous safety performance improvement (i.e. to reduce the number of events) rather than used to define an absolute target, as these may be difficult to determine. The following should also be considered in deciding appropriate SPTs:

- a) Drive undesirable behaviours; if managers or organizations are too focused on achievement of the numbers as an indicator of success, they may not achieve the intended improvement in safety performance.
- b)
- c) Operational targets; too much focus on achieving operational targets (such as: on time departures, reduction in overhead costs, etc.) without a balance of SPTs can lead to “achieving the operational targets” while not necessarily improving safety performance.
- d)
- e) Focus on quantity rather than quality; this can encourage personnel or departments to meet the target but in doing so deliver a poor product or service.

- f) Cap innovation; although not intended, once a target is met this can lead to a relaxation and that no further improvements are needed and complacency can set in.
- g) Organizational conflict; targets can create conflict between departments and organizations as they argue over who is responsible rather than focusing on trying to work together.

4.3.4 Safety Performance Measurement

Getting safety performance measurement right involves deciding how best to measure the achievement of the safety objectives. This will vary from State to State and from service provider to service provider. Organizations should take the time to develop their strategic awareness of what it is that drives safety improvement for their safety objectives.

4.3.5 Use of SPIs and SPTs

SPIs and SPTs can be used in different ways to demonstrate safety performance. It is crucial that organizations tailor, select and apply various measurement tools and approaches depending on their specific circumstances and the nature of what is being measured. For instance, in some cases, organizations could adopt SPIs that all have specific associated SPTs. In another situation, it may be preferable to focus on achieving a positive trend in the SPIs, without specific target values. The package of selected performance metrics will usually employ a combination of these approaches.

4.4 MONITORING SAFETY PERFORMANCE

- 4.4.1 Once an organization has identified the targets based on the SPIs they believe will deliver the planned outcome, they must ensure the stakeholders follow through by assigning clear responsibility for delivery. Defining SPTs for each aviation authority, sector and service provider supports the achievement of the ALoSP for the DCA by assigning clear accountability.
- 4.4.2 Mechanisms for monitoring and measuring the organization's safety performance should be established to identify what changes may be needed if the progress made isn't as expected and reinforce the commitment of the organization to meet its safety objectives.

4.4.3 Baseline safety performance

Understanding how the organization plans to progress towards its safety objectives requires that they know where they are, in relation to safety. Once the organization's safety performance structure (safety objectives, indicators, targets, triggers) has been established and is functioning, it

is possible to learn their baseline safety performance through a period of monitoring. Baseline safety performance is the safety performance at the commencement of the safety performance measurement process, the datum point from which progress can be measured. In the example used in figures 4-3 and 4-4, the baseline safety performance for that particular safety objective was “100 runway excursions per million movements during the year (2018)”. From this solid basis, accurate and meaningful indications and targets can be recorded.

4.4.4 Refinement of SPIs and SPTs

- 4.4.4.1 SPIs and associated SPTs will have to be reviewed to determine if they are providing the information needed to track the progress being made toward the safety objectives and to ensure that the targets are realistic and achievable.
- 4.4.4.2 Safety performance management is an ongoing activity. Safety risks and/or availability of data change over time. Initial SPIs may be developed using limited resources of safety information. Later, more reporting channels may be established, more safety data may be available and the organization’s safety analysis capabilities will likely mature. It may be appropriate for organizations to develop simple (broader) SPIs initially. As they gather more data and safety management capability, they can consider refining the scope of SPIs and SPTs to better align with the desired safety objectives. Small non-complex organizations may elect to refine their SPIs and SPTs and/or select generic (but specific) indicators which apply to most aviation systems. Some examples of generic indicators would be:
- a) events including structural damage to equipment;
 - b) events indicating circumstances in which an accident nearly occurred;
 - c) events in which operational personnel or members of the aviation community were fatally or seriously injured;
 - d) events in which operational personnel became incapacitated or unable to perform their duties safely;
 - e) rate of voluntary occurrence reports; and
 - f) rate of mandatory occurrence reports.
- 4.4.4.3 Larger more complex organizations may elect to institute a broader and/or deeper range of SPIs and SPTs and to integrate generic indicators such as those listed above with activity-specific ones. A large airport, for example, providing services to major airlines and situated under complex airspace, might consider combining some of the generic SPIs with deeper-scope SPIs representing specific aspects of their operation. The monitoring of these may require greater effort but will likely produce superior safety results. There is a clear correlation between the relative complexity of SPIs and SPTs and the scale and complexity of the DCA’s or aerodrome operators’ operations. This relative complexity should be reflected in the indicator and target set. Those responsible for establishing safety performance management should be conscious of this.
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4.4.4.4 The set of SPIs and SPTs selected by an organization should be periodically reviewed to ensure their continued meaningfulness as indications of organizational safety performance. Some reasons to continue, discontinue or change SPIs and SPTs include:

- a) SPIs continually report the same value (such as zero per cent or 100 per cent); these SPIs are unlikely to provide meaningful input to senior management decision-making;
- b) SPIs that have similar behaviour and as such are considered a duplication;
- c) the SPT for an SPI implemented to measure the introduction of a programme or targeted improvement has been met;
- d) another safety concern becomes a higher priority to monitor and measure;
- e) to gain a better understanding of a particular safety concern by narrowing the specifics of an SPI (i.e. reduce the “noise” to clarify the “signal”); and
- f) safety objectives have changed and as a consequence the SPIs require updating to remain relevant.

4.4.5 Safety triggers

4.4.5.1 A brief perspective on the notions of triggers is relevant to assist in their eventual role within the context of the management of safety performance by an organization.

4.4.5.2 A trigger is an established level or criteria value that serves to trigger (start) an evaluation, decision, adjustment or remedial action related to the particular indicator. One method for setting out-of-limits trigger criteria for SPTs is the use of the population standard deviation (STDEVP) principle. This method derives the standard deviation (SD) value based on the preceding historical data points of a given safety indicator. The SD value plus the average (mean) value of the historical data set forms the basic trigger value for the next monitoring period. The SD principle (a basic statistical function) sets the trigger level criteria based on actual historical performance of the given indicator (data set), including its volatility (data point fluctuations). A more volatile historical data set will usually result in a higher (more generous) trigger level value for the next monitoring period. Triggers provide early warnings which enable decision makers to make informed safety decisions, and thus improve safety performance. An example of trigger levels based on standard deviations (SDs) is provided at Figure 4-5 below. In this example, data-driven decisions and safety mitigation actions may need to be taken when the trend goes beyond +1SD or +2SD from the mean of the preceding period. Often the trigger levels (in this case +1SD, +2SD or beyond +2SD) will align with decision management levels and urgency of action.

4.4.5.3 Once SPTs and trigger settings (if used) have been defined, their associated SPI may be tracked for their respective performance status. A consolidated summary of the overall SPT and trigger performance outcome of the complete SPIs package may also be compiled and/or aggregated for a given monitoring period. Qualitative values (satisfactory/unsatisfactory)

may be assigned for each SPT achievement and each trigger level not breached. Alternatively, numeric values (points) may be used to provide a quantitative measurement of the overall performance of the SPIs package.

4.4.5.3 It should be noted that trigger values serve to trigger (start) an evaluation, decision, adjustment or remedial action related to the particular indicator. An SPI being triggered is not necessarily catastrophic or an indication of failure. It is merely a sign that the activity has moved beyond the predetermined limit. The trigger aims to attract the attention of decision makers who are now in a position to take remedial action, or not, depending on the circumstances.

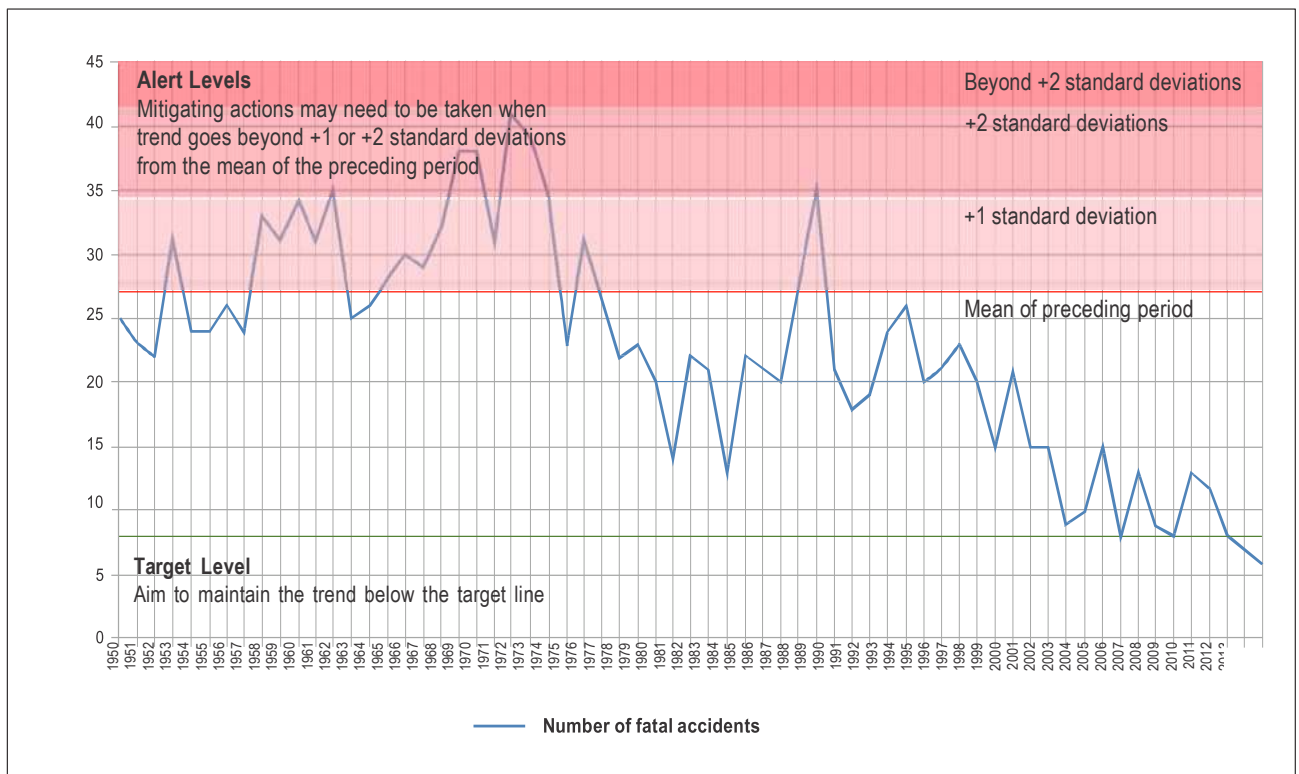


Figure 4-5. Example of representation of safety triggers (alert) levels

4.4.6 Caveat on triggers

4.4.6.1 There are challenges in identifying reliable trigger levels. Triggers and their associated levels work best when there are ample safety data and safety data management capabilities. This can impose an additional workload on the organization. The notion of trigger was designed and is best suited to SRM of purely technical systems (e.g. aircraft engine monitoring). In this case, large amounts of quantitative data support the identification of accurate triggers and trigger levels. The notion of triggers is arguably less relevant to SRM of socio-technical systems. Socio-technical systems are systems where people actively interact with the processes and technologies to achieve the system's service delivery or production objectives. Both SSP and SMS are socio-technical systems. The less reliable and meaningful

triggers used in socio-technical systems are due to the limitations of reliable measures when humans are involved.

4.4.6.2 A more flexible approach is therefore needed for the triggers to be meaningful. Annex 19 does not require that regulators or aerodrome operators define trigger levels for each SPI. However, there are benefits for organizations where their data for an SPI is very specific, there are enough data points and the data is sufficiently trustworthy.

4.4.6.3 Figure 4-6 below is an extension of the previous example, “50 per cent reduction in runway excursions by 2022”. In this scenario, it is now the year 2020. The organization has been collecting safety data (SPI – “No runway excursions/million movement/yr”) and working with stakeholders to reduce the instances. The SPT for 2019 (<78 runway excursions/million movement in year) was achieved. However, the SPI shows that, not only was the SPT for 2020 (<64 runway excursions/million movement in year) not achieved, the number of excursions has exceeded the trigger in two consecutive reporting periods. The decision makers have been alerted to the deterioration in safety performance and are in a position to make decisions based on the data to take further action(s). Their data-driven decisions will aim to drive the safety performance back to within the acceptable zone, and on track to achieve their safety objective.

4.4.7 Identifying actions required

4.4.7.1 Arguably the most important outcome of establishing a safety performance management structure is the presentation of information to the organization’s decision makers so they can make decisions based on current, reliable safety data and safety information. The aim should always be to make decisions in accordance with the safety policy and towards the safety objectives.

4.4.7.2 In relation to safety performance management, data-driven decision-making is about making effective, well-informed decisions based on the results of monitored and measured SPIs, or other reports and analysis of safety data and safety information. Using valid and relevant safety data combined with information that provides context supports the organization in making decisions that align with its safety objectives and targets. Contextual information may also include other stakeholder priorities, known deficiencies in the data, and other complementary data to evaluate the pros, cons, opportunities, limitations and risks associated with the decision. Having the information readily available and easy to interpret helps to mitigate bias, influence and human error in the decision-making process.

4.4.7.3 Data-driven decision-making also supports the evaluation of decisions made in the past to support any realignment with the safety objectives. More guidance about data-driven decision-making is provided in Chapter 6.

4.5 UPDATE OF SAFETY OBJECTIVES

Safety performance management is not intended to be “set and forget”. Safety performance management is dynamic and central to the functioning of every State and every service provider, and should be reviewed and updated:

- routinely, in accordance with the periodic cycle established and agreed upon by the high-level safety committee;
- based on inputs from safety analyses (see Chapter 6 for details); and
- in response to major changes in the operation, top risks or environment.

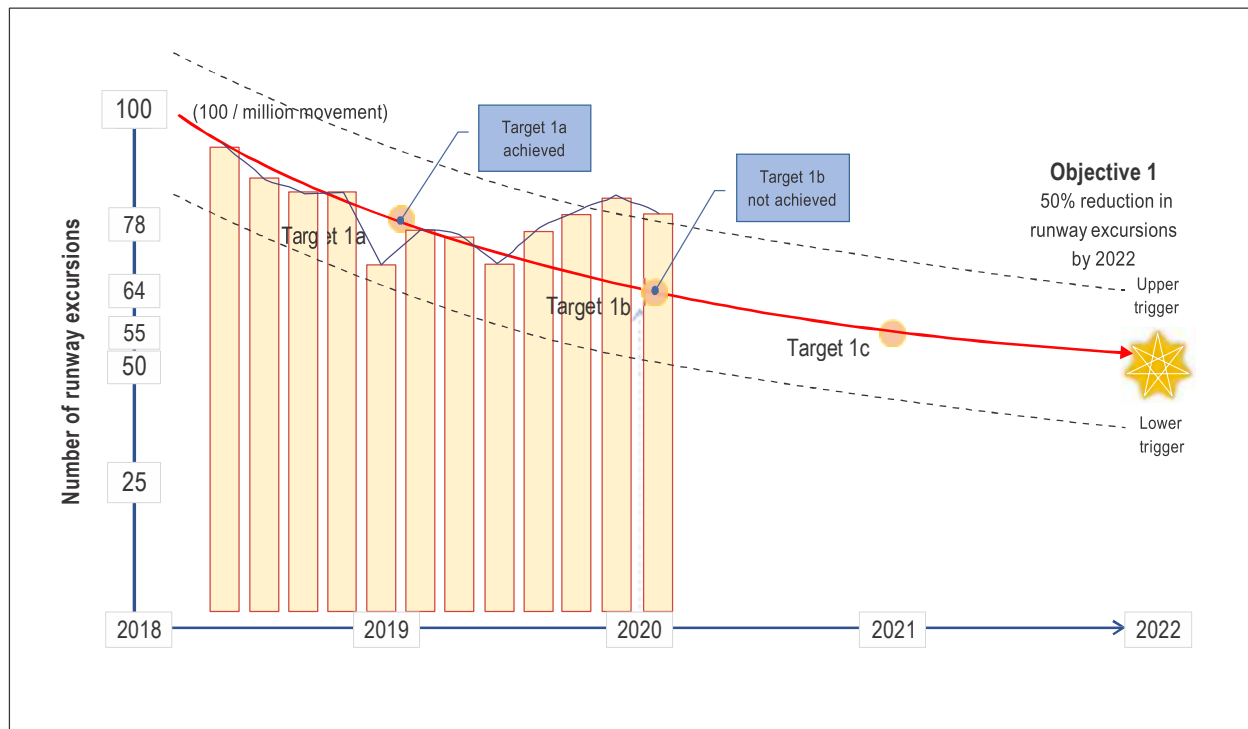


Figure 4-6. Example of setting safety triggers

Chapter 5

SAFETY DATA COLLECTION AND PROCESSING SYSTEMS

5.1 INTRODUCTION

- 5.1.1 The distinction between safety data and safety information is made in the definitions found in Annex 19. Safety data is what is initially reported or recorded as the result of an observation or measurement. It is transformed to safety information when it is processed, organized, integrated or analysed in a given context to make it useful for management of safety. Safety information may continue to be processed in different ways to extract different meanings.
- 5.1.2 The effective management of safety is highly dependent on the effectiveness of safety data collection, analysis and overall management capabilities. Having a solid foundation of safety data and safety information is fundamental for safety management, since it is the basis for data-driven decision-making. Reliable safety data and safety information is needed to identify trends, make decisions and evaluate safety performance in relation to safety targets and safety objectives, and to assess risk.
- 5.1.3 Annex 19 requires that aerodrome operators develop and maintain a formal process to collect, record, act on and generate feedback on hazards in their activities, based on a combination of reactive and proactive methods of safety data collection.
- 5.1.4 Similarly, Chapter 8 of Annex 13 — *Aircraft Accident and Incident Investigation* requires DCA to establish and maintain an accident and incident database to facilitate the effective analysis of information on actual or potential safety deficiencies, and to determine any preventive actions required.
- 5.1.5 Annex 19 requires DCA to establish safety data collection and processing systems (SDCPS) to capture, store, aggregate, and enable the analysis of safety data and safety information to support their safety performance management activities. SDCPS is a generic term used to refer to processing and reporting systems, databases and schemes for exchange of safety information and recorded information. The term “safety database” may refer to a single or multiple database(s). authorities with responsibilities for the implementation of the SSP should have access to the SDCPS to support their safety responsibilities.

- 5.1.6 Aerodrome operators are also required to develop and maintain the means to verify their safety performance with reference to their SPIs and SPTs, in support of their safety objectives by means of SDCPS. They may be based on reactive and proactive methods of safety data and safety information collection.
- 5.1.7 The guidance in this chapter is equally valid for regulators and aerodrome operators to assure that the safety data and safety information collected will enable effective and valid decision-making.
- 5.1.8 Organizations should ensure they have personnel qualified to collect and store safety data, and the competencies needed to process safety data. This usually requires individuals with strong information technology skills as well as knowledge of data requirements, data standardization, data collection and storage, data governance and the ability to understand potential queries that may be needed for analysis. Additionally, the organization should ensure that each SDCPS has a designated custodian to apply the protection to safety data, safety information and related sources in accordance with Appendix 3 to Annex 19. Chapter 7 contains further details.

5.2 SAFETY DATA AND SAFETY INFORMATION COLLECTION

5.2.1 Objectives at different levels of the aviation system

- 5.2.1.1 ICAO has been introducing provisions across Annexes, Procedures for Air Navigation Services (PANS) and documents since the 1970s requiring States to establish reporting systems to collect safety data and safety information. Most of these provisions relate to sector-specific safety reporting systems, with the exception of Annex 13, which focuses specifically on the reporting of accidents and serious incidents. The provisions for mandatory and voluntary safety reporting systems found in Annex 19 originated in Annex 13.
- 5.2.1.2 Many aerodrome operators have collected a wealth of safety data and safety information, including mandatory and voluntary safety reporting systems as well as automated data capture systems. This safety data and safety information allows aerodrome operators to identify hazards and supports safety performance management activities at the service provider level. There are many benefits to sharing safety information, not least of which is the identification of hazards that are beyond the view of a single service provider. Information on the sharing and exchange of safety information can be found in Chapter 6.
- 5.2.1.3 Annex 19 requires States to establish SDCPS to capture, store, aggregate and enable the analysis of safety data and safety information to support the identification of hazards which cut across the aviation system. This implies more than just having access to view the data

for the purposes of monitoring the safety performance of aerodrome operators. Furthermore, putting in place reporting systems and databases for the collection of safety data and safety information is not sufficient to ensure the availability of the safety data to enable the analysis. DCA must also put in place laws, regulations, processes and procedures to make sure that safety data and safety information identified in Annex 19 are reported and collected from aerodrome operators and others to feed the SDCPS. This requires having the protections in place, as per Annex 19, Appendix 3, to ensure the use of safety data and safety information for purposes of maintaining or improving safety. Arrangements may also be put in place for a third party to collect, store and analyse the safety data and safety information on behalf of the DCA. Information on the protection of safety data and safety information can be found in Chapter 7.

- 5.2.1.4 Furthermore, safety data and safety information need to be collected, stored and analysed at the regional level through the regional aviation safety groups (RASGs) to facilitate the identification of hazards that transcend State borders and to promote collaborative efforts to mitigate safety risks.

5.2.2 Determining what to collect

- 5.2.2.1 Each organization needs to determine what safety data and safety information it must collect to support the safety performance management process and make safety decisions. Safety data and safety information requirements can be determined using a top-down and/or a bottom-up approach. The chosen approach can be influenced by different considerations, such as national and local conditions and priorities, or the need to provide the data to support the monitoring of the SPIs.
- 5.2.2.2 Identifying and collecting the safety data should be aligned with the organization's need to effectively manage safety. In some cases, the SRM process will highlight the need for additional safety data to better assess the impact (the level of probability and severity) and determine the associated risks. Equally, the safety performance management process may highlight a need for additional information for a more comprehensive understanding of a particular safety issue or to facilitate the establishment or refinement of SPIs.
- 5.2.2.3 Possible bias needs to be taken into account when collecting and using safety data and safety information. For example, the language used in voluntary reports can sometimes be emotive or aimed at achieving the objectives of an individual, which may not necessarily be in the best interests of the whole organization. In these cases, the information should be used judiciously.

5.2.2.4 regulators and aerodrome operators should consider taking an integrated approach to the collection of safety data that come from different sources, both internal and external. Integration allows organizations to get a more accurate view of their safety risks and the organization's achievement of its safety objectives. It is worth noting that safety data and safety information that initially seems to be unrelated, may later turn out to be critical for identifying safety issues and supporting data-driven decision-making.

5.2.2.5 It is advisable to streamline the amount of safety data and safety information by identifying what specifically supports the effective management of safety within their organization. The safety data and safety information collected should support the reliable measure of the system's performance and the assessment of known risks, as well as the identification of emerging risks, within the scope of the organization's activities. The safety data and safety information required will be influenced by the size and complexity of the organization's activities.

5.2.2.6 Figure 5-1 provides examples of typical safety data and safety information, which in many cases are already available. Coordination among departments or divisions is necessary to streamline efforts for reporting and collecting safety data to avoid duplication.

5.2.3 Accident and incident investigations

Annex 13 requires States to establish and maintain an accident and incident database to facilitate the effective analysis of information on actual or potential safety deficiencies and to determine any preventive actions required. DCA authorities responsible for the implementation of the SSP should have access to the accident and incident database to support their safety responsibilities. Additional information on which to base preventive actions may be contained in the Final Reports on accidents and incidents that have been investigated.

5.2.4 Safety investigations by State authorities or aviation aerodrome operators

5.2.4.1 According to the provisions in Annex 13, States are required to investigate accidents, as well as serious incidents of aircraft of a maximum mass of over 2 250 kg which have occurred in their territory. These investigations are conducted by the State's accident investigation authority (AIA) in compliance with Annex 13. The conducting of such investigations may be delegated to another State or a regional accident and incident investigation organization (RAIO) by mutual arrangement and consent.

Safety Management System for Aerodrome

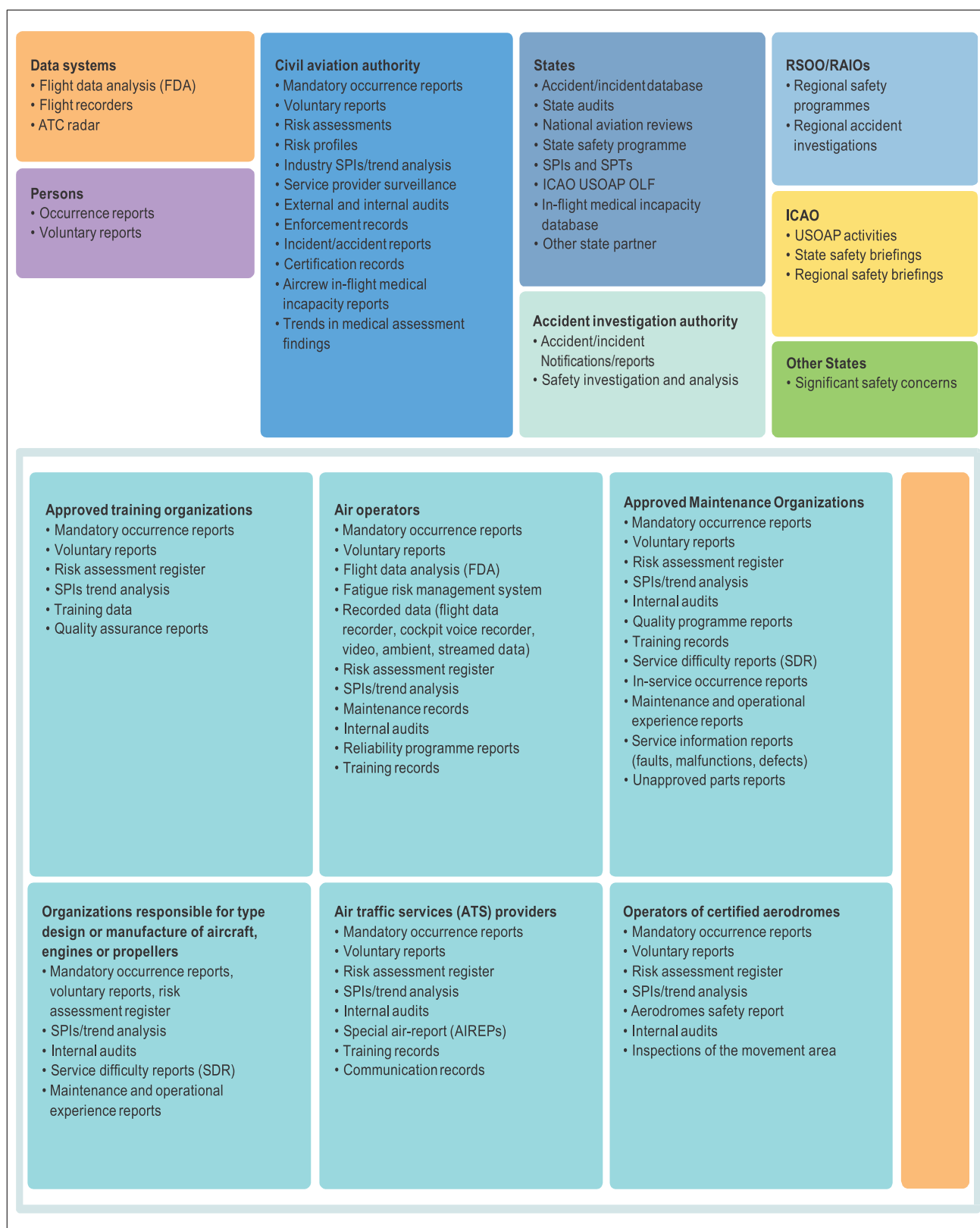


Figure 5-1. Typical safety data and safety information sources

5.2.5 Mandatory safety reporting systems

5.2.5.1 Annex 19 requires States to establish a mandatory safety reporting system that includes, but is not limited to, the reporting of incidents. The reporting systems developed by regulators and aerodrome operators should be made as simple as possible to access, generate and submit mandatory reports. Mandatory safety reporting systems should aim to capture all of the valuable information about an occurrence, including: what happened, where, when and to whom the report is addressed. In addition, mandatory safety reporting systems should provide for the capture of some specific hazards which are known to contribute to accidents, the timely identification and communication of which is considered valuable (e.g. routine meteorological conditions, volcanic activity, etc.).

5.2.5.2 Regardless of the scope of the mandatory reporting system(s), it is recommended that all mandatorily collected reports be protected as per the principles detailed in Chapter 7.

5.2.5.3 Mandatory occurrence reporting systems tend to collect more technical information (e.g. hardware failures) than human performance aspects. To address the need for a greater range of safety reporting, DCA should also implement a voluntary safety reporting system. This aims to acquire more information, such as human factors related aspects, and enhance aviation safety.

Reporting of accidents and incidents

5.2.5.4 Accident and incident reporting is relevant to every stakeholder in aviation. Operational personnel are required to report accidents and certain types of incidents as soon as possible and by the quickest means available to the State's AIA. Serious incidents must be reported, a list of examples of incidents that are likely to be serious incidents may be found in Attachment C of Annex 13.

5.2.5.5 The following are two main aspects to consider when deciding whether an incident should be classified as a serious incident:

- a) Were there circumstances indicating that there was a high probability of an accident?
- b) Was the accident avoided only due to providence?

5.2.6 Voluntary safety reporting systems

5.2.6.1 Voluntary safety reporting systems should be established to collect safety data and safety information not captured by the mandatory safety reporting system. These reports go beyond typical incident reporting. Voluntary reports tend to illuminate latent conditions, such as inappropriate safety procedures or regulations, human error, etc. One way to identify hazards is through voluntary reporting.

5.2.6.2 States should accord protection to safety data captured by, and safety information derived from, voluntary safety reporting systems and related sources. regulators and aerodrome operators are advised to refer to Chapter 7 for guidance on how to apply the protection to safety data, safety information and related sources. Appropriate application of the protection will ensure the continued availability of safety data and safety information.

Voluntary reporting system can be found at DCA website <http://www.dca.gov.mm>.

5.2.7 Sector-specific safety reporting provisions

Provisions for safety reporting systems continue to evolve. New sector-specific reporting requirements, such as fatigue and remotely piloted aircraft systems (RPAS), have been introduced more recently to address specific safety concerns and emerging aviation activities. Table 7 provides some examples of sector-specific reporting systems included in various Annexes, PANS and documents.

5.2.8 Self-disclosure reporting systems

Aerodrome operators' systems for the collection of safety data through self-disclosure reporting systems, including automatic data capture such as aviation safety action programme (ASAP) and FDA programmes (flight operations quality assurance (FOQA) programme, line operations safety audit (LOSA) and the normal operations safety survey (NOSS)), are examples of systems that capture safety data through direct observations of flight crews or air traffic controllers, respectively. All these systems permit recording successful system and human performance. Please see Chapter 7 for information regarding the protection of safety data and safety information captured by self-disclosure reporting systems and their sources.

5.2.9 Results of inspections, audits or surveys

Results of interactions between State representatives and aerodrome operators, such as inspections, audits or surveys, can also be a useful input to the pool of safety data and safety information. The safety data and safety information from these interactions can be used as evidence of the efficacy of the surveillance programme itself.

5.2.10 Optimal safety data and safety information collection

Much of the safety data and safety information used as the basis for data-driven decision-making comes from routine, everyday operations which are available from within the organization. The organization should first identify what specific question the safety data and safety information aims to answer or what problem needs to be addressed. This will help determine the appropriate source and clarify the amount of data or information needed.

**Table 7. Examples of sector-specific reporting systems
in various Annexes, PANS and documents**

<i>Reporting System</i>	<i>Reference</i>	<i>For State / Service Provider</i>	<i>Year of initial adoption / approval</i>
Aircraft Accident and incident investigation reporting	Annex 13 — <i>Aircraft Accident and Incident Investigation</i>	State	1951
Air traffic incident reporting	PANS-ATM (Doc 4444), <i>Procedures for Air Navigation Services — Air Traffic Management</i>	State and service provider	1970
Dangerous goods accident and incident reporting	Annex 18 — <i>The Safe Transport of Dangerous Goods by Air</i>	State	1981
Service difficulty reporting	Annex 8 — <i>Airworthiness of Aircraft</i>	State	1982
Air traffic incident reporting	Doc 9426, <i>Air Traffic Services Planning Manual</i> , Part 2	Service provider	1984
Wild-life/bird strike reporting	Doc 9332, <i>Manual on the ICAO Bird Strike Information System (IBIS)</i>	Service provider	1989
	Annex 14 — <i>Aerodromes</i> , Volume I — <i>Aerodrome Design and Operations</i>	State and service	1990
	Doc 9137, <i>Airport Services Manual</i> , Part 3 — <i>Wildlife Control and Reduction</i>	State and service	1991
Laser emission reporting	Doc 9815, <i>Manual on Laser Emitters and Flight Safety</i>	State	2003
Fatigue reporting	Annex 6 — <i>Operation of Aircraft</i> , Part I — <i>International Commercial Air Transport — Aeroplanes</i>	Service provider	2011
	Doc 9966, <i>Manual for the Oversight of Fatigue Management Approaches</i>	Service provider	2012
Service difficulty reporting	Doc 9760, <i>Airworthiness Manual</i>	State	2014
Aerodrome safety reporting	Doc 9981, <i>Procedures for Air Navigation Services (PANS) - Aerodromes</i>	Service provider	2014
Remotely piloted aircraft systems (RPAS)	Doc 10019, <i>Manual on Remotely Piloted Aircraft Systems (RPAS)</i>	Service provider	2015
In-flight incapacitation events and medical assessment findings	Annex 1 — <i>Personnel Licensing</i>	State	2016
Dangerous goods accident and incident reporting	Doc 9284, <i>Technical Instructions for the Safe Transport of Dangerous Goods by Air</i>	State and service provider	2017

5.3 TAXONOMIES

- 5.3.1 Safety data should ideally be categorized using taxonomies and supporting definitions so that the data can be captured and stored using meaningful terms. Common taxonomies and definitions establish a standard language, improving the quality of information and communication. The aviation community's capacity to focus on safety issues is greatly enhanced by sharing a common language. Taxonomies enable analysis and facilitate information sharing and exchange. Some examples of taxonomies include:
- a) Aircraft model: The organization can build a database with all models certified to operate.
 - b) Airport: The organization may use ICAO or International Air Transport Association (IATA) codes to identify airports.
 - c) Type of occurrence: An organization may use taxonomies developed by ICAO and other international organizations to classify occurrences.
- 5.3.2 There are a number of industry common aviation taxonomies. Some examples include:
- a) ADREP: an occurrence category taxonomy that is part of ICAO's accident and incident reporting system. It is a compilation of attributes and the related values that allow safety trend analysis on these categories.
 - b) Commercial Aviation Safety Team (CAST)/International Civil Aviation Organization (ICAO) Common Taxonomy Team (CICTT): tasked with developing common taxonomies and definitions for aircraft accident and incident reporting systems.
 - c) Safety Performance Indicators Task Force (SPI-TF): tasked with developing globally harmonized metrics for aerodrome operators' SPIs as part of their SMS, to ensure uniformity in the collection of information and comparison of analysis results.
- 5.3.3 An excerpt of taxonomy from the CICTT is provided in Table 8 as an example only.
- 5.3.4 Hazard taxonomies are especially important. Identification of a hazard is often the first step in the risk management process. Commencing with a commonly recognized language makes the safety data more meaningful, easier to classify and simpler to process. The structure of a hazard taxonomy may include a generic and specific component.
- 5.3.5 The generic component allows users to capture the nature of a hazard with a view to aid in identification, analysis, and coding. A high-level taxonomy of hazards has been developed by the CICTT which classifies hazards in families of hazard types (Environmental, Technical, Organizational, and Human).

Table 8. Example of typical taxonomy

<i>Type Operation</i>	<i>Activity/ infrastructure/ system</i>	<i>Value</i>
Aerodrome, Air Navigation Service Provider, Air Operation, Maintenance Organization, Design & Manufacturing Organization	Regulator	Lack of, poor or ineffective legislation and/or regulations
		Lack of or ineffective accident investigation capability
		Inadequate oversight capability
	Management	Limited or lack of management commitment – Management do not demonstrate support for the activity
		Lack of or incomplete description of roles, accountabilities and responsibilities
		Limited or lack of resource availability or planning, including staffing
		Lack of or ineffective policies
		Incorrect or incomplete procedures including instructions
		Lack of or poor management and labour relationships
		Lack of or ineffective organizational structure
		Poor organizational safety culture
		Lack of or ineffective audit procedures
		Lack of or limited resource allocation

5.3.6 The specific component adds precision to the hazard definition and context. This enables more detailed risk management processing. The following criteria may be helpful when formulating hazard definitions. When naming a hazard, it should be:

- a) clearly identifiable;
- b) described in the desired (controlled) state; and
- c) identified using accepted names.

5.3.7 Common taxonomies may not always be available between databases. In such a case, data mapping should be used to allow the standardization of safety data and safety information based on equivalency. Using an aircraft type example, a mapping of the data could show that a “Boeing 787-8” in one database is equivalent with a “788” in another. This may not be a straightforward process as the level of detail during safety data and safety information capture may differ. Most SDCPS will be configured to assist with the standardization of data capture, easing the burden of data mapping.

5.4 SAFETY DATA PROCESSING

Safety data processing refers to the manipulation of safety data to produce meaningful safety information in useful forms such as diagrams, reports, or tables. There are a number of important considerations related to safety data processing, including: data quality, aggregation, fusion, and filtering.

5.4.1 Data quality

5.4.1.1 Data quality relates to data that is clean and fit for purpose. Data quality involves the following aspects:

- a) cleanliness;
- b) relevance;
- c) timeliness; and
- d) accuracy and correctness.

5.4.1.2 Data cleansing is the process of detecting and correcting (or removing) corrupt or inaccurate records from a record set, table, or database and refers to identifying incomplete, incorrect, inaccurate or irrelevant parts of the data and then replacing, modifying, or deleting the dirty or coarse data.

5.4.1.3 Relevant data is data which meets the organization's needs and represents their most important issues. An organization should assess the relevance of data based on its needs and activities.

5.4.1.4 Safety data and safety information timeliness is a function of its currency. Data used for decisions should reflect what is happening as close to real time as possible. Judgement is often required based on the volatility of the situation. For example, data collected two years ago on an aircraft type still operating the same route, with no significant changes, may provide a timely reflection of the situation. Whereas data collected one week ago on an aircraft type no longer in service may not provide a meaningful, timely reflection of the current reality.

5.4.1.5 Data accuracy refers to values that are correct and reflect the given scenario as described. Data inaccuracy commonly occurs when users enter the wrong value or make a typographical error. This problem can be overcome by having skilled and trained data entry personnel or by having components in the application such as spell check. Data values can become inaccurate over time, also known as "data decay". Movement is another cause of inaccurate data. As data is extracted, transformed and moved from one database to another, it may be altered to some extent, especially if the software is not robust.

5.4.2 Aggregation of safety data and safety information

Data aggregation is when safety data and safety information is gathered and stored in the organization's SDCPS and expressed in a summary form for analysis. To aggregate safety data and safety information is to collect them together, resulting in a larger data set. In the case of SDCPS, individual items of safety data are aggregated into a database without giving one piece of safety data precedence over another. A common aggregation purpose is to get information about a particular group or type of activity based on specific variables such as: location; fleet type; or professional group. Data aggregation can sometimes be helpful across multiple organizations or regions that do not have enough data to ensure proper de-identification to protect the sources of the safety data and safety information, and to support analysis.

5.4.3 Data fusion

Data fusion is the process of merging multiple safety data sets to produce more coherent, linked and useful safety data than that provided by any individual set of safety data. The integration of safety data sets followed by its reduction or replacement improves the reliability and usability of said data. Thus, for example, data from FDA systems of air operators could be merged with meteorological data and radar data to obtain a more useful data set for further processing.

5.4.4 Filtering of safety data and safety information

Safety data filtering refers to a wide range of strategies or solutions for refining safety data sets. This means the data sets are refined into simply what the decision-maker needs, without including other data that can be repetitive, irrelevant or even sensitive. Different types of data filters can be used to generate reports or present the data in ways that facilitate communication.

5.5 SAFETY DATA AND SAFETY INFORMATION MANAGEMENT

- 5.5.1 Safety data and safety information management can be defined as the development, execution and supervision of plans, policies, programmes and practices that ensure the overall integrity, availability, usability, and protection of the safety data and safety information used by the organization.
- 5.5.2 Safety data and safety information management which addresses the necessary functions will ensure that the organization's safety data and safety information is collected, stored, analysed, retained and archived, as well as governed, protected and shared, as intended. Specifically, it should identify:
- a) what data will be collected;
 - b) data definitions, taxonomy and formats;
 - c) how the data will be collected, collated and integrated with other safety data and safety information sources;

- d) how the safety data and safety information will be stored, archived and backed up; for example, database structure, and, if an IT system, supporting architecture;
- e) how the safety data and safety information will be used;
- f) how the information is to be shared and exchanged with other parties;
- g) how the safety data and safety information will be protected, specific to the safety data and safety information type and source; and
- h) how quality will be measured and maintained.

5.5.3 Without clearly defined processes to produce safety information, an organization cannot achieve defensible, reliable, and consistent information upon which data-driven decisions are confidently made.

5.5.4 Data governance

Data governance is the authority, control and decision-making over the processes and procedures that support an organization's data management activities. It dictates how safety data and safety information are collected, analysed, used, shared and protected. Data governance ensures that the data management system(s) has the desired effect through the key characteristics of integrity, availability, usability and protection as described below.

Integrity — Data integrity refers to the reliability of the sources, information, and events it contains. However, data integrity includes the maintenance and the assurance of the accuracy and consistency of data over its entire life-cycle. This is a critical aspect to the design, implementation and usage of the SDCPS when storing, processing, or retrieving the data.

Availability — It should be clear who has permission to use or share the stored safety data and safety information. This has to take into account the agreement between the data/information owner and custodian. For the entities that are allowed to use the data, it should be clear how to gain access and how to process it. A variety of techniques exist to maximize data availability, including redundancy of storage locations and data access methods and tools.

Usability — In order to maximize returns on safety data and safety information, it is important to also consider usability standards. Humans are continuously interacting and engaging with safety data and safety information as they are acquired. Organizations should minimize human error as automation applications are applied. Tools which can increase usability include data dictionaries and metadata repositories. As human interaction evolves towards big data applications and machine learning processes, it will become increasingly important to better understand human usability as it is applied to machines to minimize safety data and safety information miscalculations in the future.

Protection — States should ensure that safety data, safety information and related sources are afforded appropriate protection. For more information refer to Chapter 7.

5.5.5 Metadata management

5.5.5.1 Metadata is defined as a set of data that describes and gives information about other data, in other words, data about data. Using metadata standards provides a common meaning or definition of the data. It ensures proper use and interpretation by owners and users, and that data is easily retrieved for analysis.

5.5.5.2 It is important that organizations catalogue their data based on its properties, including but not limited to:

- a) what the data is;
- b) where it comes from (the original source);
- c) who created it;
- d) when it was created;
- e) who used it;
- f) what it was used for;
- g) frequency of collection; and
- h) any processing or transformation.

5.5.5.3 Metadata provides a common understanding of what the data is and ensures correct use and interpretation by its owners and users. This can also identify errors in the data collection which leads to continuous improvements of the program.

Chapter 6

SAFETY ANALYSIS

6.1 INTRODUCTION

- 6.1.1 Safety analysis is the process of applying statistical or other analytical techniques to check, examine, describe, transform, condense, evaluate and visualize safety data and safety information in order to discover useful information, suggest conclusions and support data-driven decision-making. Analysis helps organizations to generate actionable safety information in the form of statistics, graphs, maps, dashboards and presentations. Safety analysis is especially valuable for large and/or mature organization with rich safety data. Safety analysis relies on the simultaneous application of statistics, computing and operations research. The result of a safety analysis should present the safety situation in ways that enable decision makers to make data-driven safety decisions.
- 6.1.2 States are required to establish and maintain a process to analyse the safety data and safety information from the SDCPS and associated safety databases. One of the objectives of safety data and safety information analysis at the State level is the identification of systemic and cross-cutting hazards that might not otherwise be identified by the safety data analysis processes of individual aerodrome operators.
- 6.1.3 Safety analysis may be a new function the State or service provider may need to establish. It should be noted that the required competencies to conduct effective safety analysis might be outside of the purview of a traditional safety inspector. States and aerodrome operators should consider the skills necessary to analyse safety information and decide whether this role, with appropriate training, should be an extension of an existing position or whether it would be more efficient to establish a new position, outsource the role, or use a hybrid of these approaches. The decision will be driven by the plans and circumstances of each State or service provider.
- 6.1.4 In parallel with the human resourcing considerations should be an analysis of the existing software, and business and decision-making policies and processes. To be effective, the safety analysis should be integrated with the organization's existing core tools, policies and processes. Once amalgamated, the ongoing development of safety intelligence should be seamless and part of the organization's usual business practice.
- 6.1.5 Safety data and safety information analysis can be conducted in many ways, some requiring more robust data and analytic capabilities than others. The use of suitable tools for analysis of safety data and safety information provides a more accurate understanding of the overall

situation by examining the data in ways that reveal the existing relationships, connections, patterns and trends that exist within.

6.1.6 An organization with a mature analysis capability is better able to:

- a) establish effective safety metrics;
- b) establish safety presentation capabilities (e.g. safety dashboard) for ready interpretation of safety information by decision makers;
- c) monitor safety performance of a given sector, organization, system or process;
- d) highlight safety trends, safety targets;
- e) alert safety decision makers, based on safety triggers;
- f) identify factors that cause change;
- g) identify connections or “correlations” between or among various factors;
- h) test assumptions; and
- i) develop predictive modelling capabilities.

6.1.7 Organizations should include a range of appropriate information sources in their safety analysis, not just “safety data”. Examples of useful additions to the data set include: weather, terrain, traffic, demographics, geography, etc. Having access to and exploiting a broader range of data sources will ensure analysts and safety decision makers are aware of the bigger picture, within which the safety decisions are made.

6.1.8 States, in particular, should be especially interested in information which identifies safety trends and hazards that cut across the aviation system.

6.2 TYPES OF ANALYSIS

6.2.1 Analysis of safety data and safety information also allows decision makers to compare information to other groups (i.e. a control or comparison group) to help draw conclusions from the safety data. Common approaches include descriptive analysis (describing), inferential analysis (inferring) and predictive analysis (predicting), as illustrated in Figure 6-1.

6.2.1 Descriptive analysis

6.2.1.1 Descriptive statistics are used to describe or summarize data in ways that are meaningful and useful. They help describe, show or summarize data in ways so patterns can emerge from the data and help to clearly define case studies, opportunities and challenges. Descriptive techniques provide information about the data; however, they do not allow users to make conclusions beyond the analysed data or to reach conclusions regarding any hypotheses about the data. They are a way to describe the data.

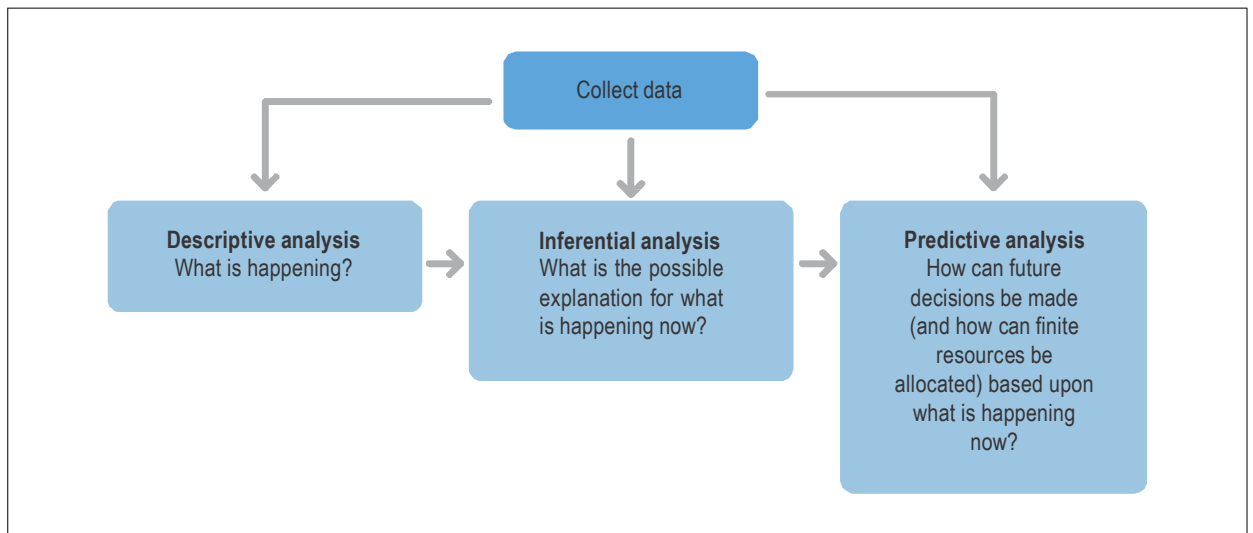


Figure 6-1 Common statistical analysis types

6.2.1.2 Descriptive statistics are helpful because if we simply presented the raw data, particularly in large quantities, it would be hard to visualize what the data is showing us. Descriptive statistics enable users to present and see the data in a more meaningful way, allowing simpler interpretation of the data. Tools such as tables and matrices, graphs and charts and even maps are examples of tools used for summarizing data. Descriptive statistics include measures of central tendency such as mean (average), median and mode, as well as measures of variability such as range, quartiles, minimum and maximum, frequency distributions, variance and standard deviation (SD). These summaries may either be the initial basis for describing the data as part of a more extensive statistical analysis or they may be sufficient in and of themselves for a particular investigation.

6.2.2 Inferential analysis

6.2.2.1 Inferential (or inductive) statistics aim to use the data to learn about the larger population the sample of data represents. It is not always convenient or possible to examine each item of an entire population and to have access to a whole population. Inferential statistics are techniques that allow users of available data to make generalizations, inferences and conclusions about the population from which the samples were taken to describe trends. These include methods for estimating parameters, testing of statistical hypotheses, comparing the average performance of two groups on the same measure to identify differences or similarities, and identifying possible correlations and relationships among variables.

6.2.3 Predictive analysis

6.2.3.1 Other types of analyses include probability or predictive analyses that extract information from historical and current data and use it to predict trends and behaviour patterns. The patterns

found in the data help identify emerging risks and opportunities. Often the unknown event of interest is in the future, but predictive analysis can be applied to any type of unknown in the past, present or future. The core of predictive analysis relies on capturing relationships between variables from past occurrences and exploiting them to predict the unknown outcome. Some systems allow users to model different scenarios of risks or opportunities with different outcomes. This enables decision makers to assess the decisions they can make in the face of different unknown circumstances and to evaluate how they can effectively allocate limited resources to areas where the highest risks or best opportunities exist.

6.2.4 Combined analysis

6.2.4.1 Various types of statistical analyses are interconnected and often conducted together. For example, an inferential technique may be the main tool used to draw conclusions regarding a set of data, but descriptive statistics are also usually used and presented. Also, outputs of inferential statistics are often used as the basis for predictive analysis.

6.2.4.2 Analytical techniques can be applied to safety analysis in order to:

- a) identify the causes and contributing factors related to hazards and elements which are detrimental to the continuous improvement of aviation safety;
- b) examine areas for improvement and increase in the effectiveness of safety controls; and
- c) support ongoing monitoring of safety performance and trends.

6.3 REPORTING OF ANALYSIS RESULTS

6.3.1 Results of safety data analysis can highlight areas of high safety risk and assist decision makers and managers to:

- a) take immediate corrective actions;
- b) implement safety risk-based surveillance;
- c) define or refine safety policy or safety objectives;
- d) define or refine SPIs;
- e) define or refine SPTs;
- f) set SPI triggers; promote safety; and
- g) conduct further safety risk assessment.

6.3.2 The results of a safety analysis should be made available to aviation safety stakeholders in a way that can be easily understood. The results should be presented with the audience, such as organizational decision makers, external aerodrome operators, DCA, in mind. Safety analysis results may be presented several ways; the following are some examples:

- a) Imminent safety alerts: for the transmittal to other regulators or aerodrome operators of safety hazards with potential outcomes that could be catastrophic, and which require

immediate actions.

- b) Safety analysis reports: usually present quantitative and qualitative information with a clear description of the degree and source of the uncertainty involved in the analysis findings. These reports may also include relevant safety recommendations.
- c) Safety conferences: for regulators and aerodrome operators to share safety information and safety analysis results that can promote collaborative initiatives.

6.3.3 It is helpful to translate recommendations into action plans, decisions and priorities that decision makers in the organization must consider and, if possible, to outline who needs to do what about the analysis results and by when.

6.3.4 Visualization tools such as charts, graphs, images and dashboards are simple yet effective means of presenting results of data analysis. Several examples of visual data analysis reports can be found on ICAO's integrated Safety Trend Analysis and Reporting System (iSTARS) at <https://icao.int/safety/iSTARS>.

6.3.5 Safety dashboards

6.3.5.1 The safety performance of the organization should be demonstrable and should clearly indicate to all interested parties that safety is being managed effectively. One approach to demonstrating this is through a “safety dashboard”, which is a visual representation that enables senior executives, managers, and safety professionals a quick and easy way to view the organization's safety performance.

6.3.5.2 In addition to a real time display of the organization's SPIs and SPTs, dashboards may also include information relating to category, cause and severity of specific hazards. Ideally, the information presented on the dashboard can be customized to display the information required to support the decision-making at varying levels of the organization. The use of triggers is useful for providing basic visuals to highlight if there are any issues to be addressed for a specific indicator. Analysts and decision makers will want the ability to configure the dashboard to display their top indicators as well as a feature which allows them to delve deeper into the metrics.

6.3.5.3 Collecting and analysing the data required for effective management and decision-making is an ongoing process. The results of data analysis may reveal that more and better data must be collected and analysed in support of the actions and decisions that the organization needs to take. Figure 6-2 shows how reporting of analysis results may determine further requirements for data to be collected.

6.4 SAFETY INFORMATION SHARING AND EXCHANGE

Safety can be further improved when safety information is shared or exchanged. It ensures a consistent, data-driven and transparent response to safety concerns at the global, State and organizational levels. Sharing of safety information refers to giving, while exchange refers to giving and receiving in return.

6.4.1 Sharing within the State

6.4.1.2 States should promote the establishment of safety information sharing or exchange networks among users of the aviation system, and facilitate the sharing and exchange of safety information, unless their national law provides otherwise. Safety promotion guidance for regulators and aerodrome operators is provided in Chapters 8 and 9, respectively.

6.4.1.3 The level of protection and conditions under which safety information will be shared or exchanged between State authorities and aerodrome operators must be consistent with national laws. Further information on the protection of safety data and safety information can be found in Chapter 7.

6.4.2 Sharing between States

States should share safety information with other States as soon as possible if, in the analysis of the information contained in its SDCPS, safety matters that may be of interest to another State are identified. States are also encouraged to share safety information within their RASG. Prior to the sharing of safety information, States should ensure that the level of protection and conditions under which safety information will be shared are in line with Annex 19, Appendix 3. Detailed guidance is available in Chapter 7.

6.5 DATA-DRIVEN DECISION-MAKING

6.5.1 The primary purpose of safety analysis and safety reporting is to present a picture of the safety situation to decision makers which will empower them to make decisions based on the data presented. This is known as data-driven decision-making (also referred to as DDDM or D3M), a process-driven approach to decision-making.

6.5.2 Many aviation occurrences have resulted, at least in part, from poor management decisions, which can result in wasted money, labour and resources. The goal of safety decision makers is, in the short term, to minimize poor outcomes and achieve effective results, and in the long term, to contribute to the achievement of the organization's safety objectives.

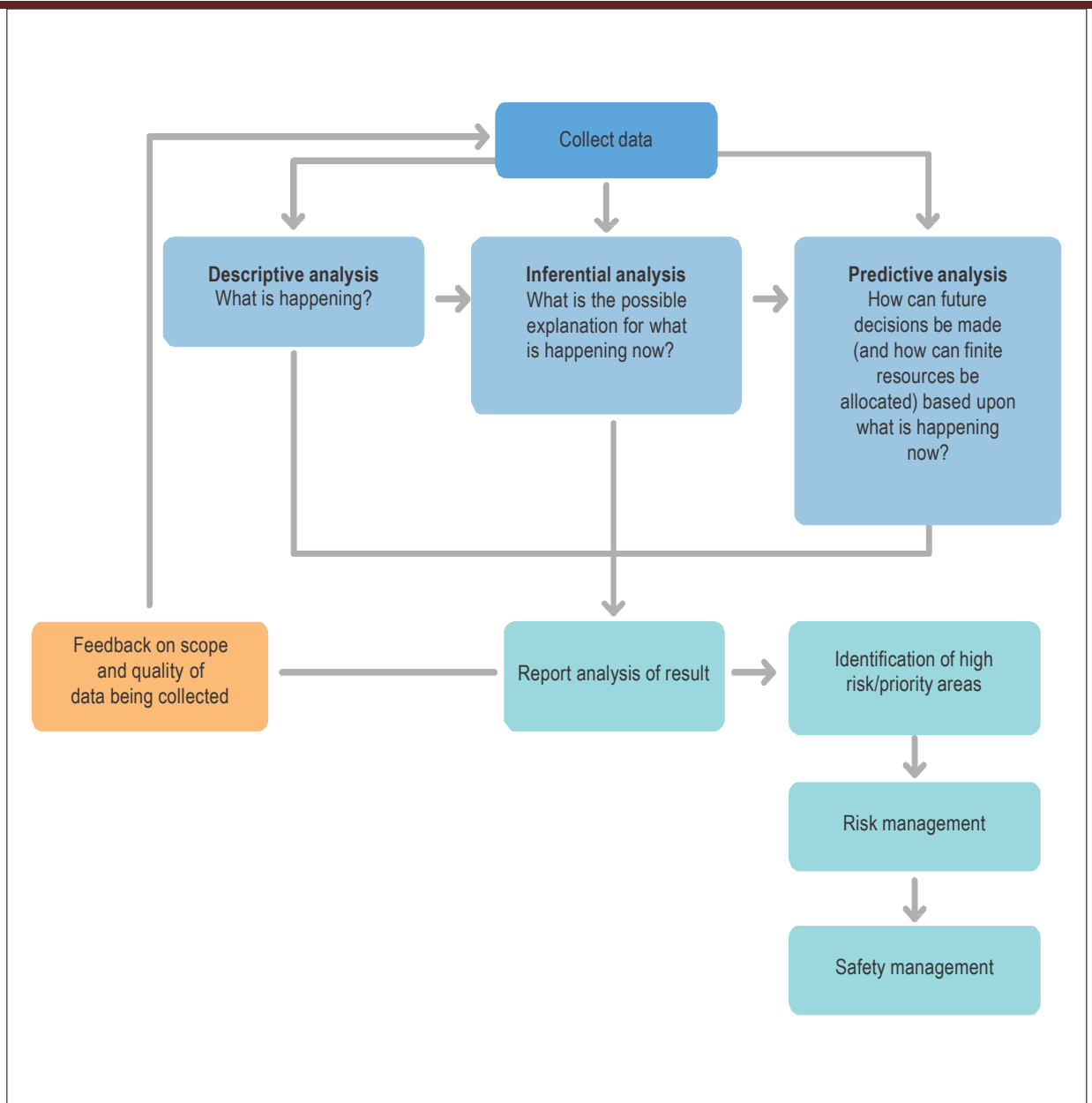


Figure 6-2. D3M integration with safety management

6.5.3 Good decision-making is not easy. Decisions are often made without being able to consider all the relevant factors. Decision makers are also subject to bias that, whether consciously or not, affects decisions made.

6.5.4 The intent of D3M is not necessarily to make the “perfect” or ideal decision, but rather to make a good decision that achieves the short-term objective (about which the actual decision is being made) and works towards satisfying the longer-term objective (improved organizational safety performance). Good decisions meet the following criteria:

- a) *Transparent*: the aviation community should know all the factors that influence a decision, including the process used to arrive at the decision.
 - b) *Accountable*: the decision maker “owns” the decision and the associated outcomes.
- Clarity and transparency also bring about accountability – it’s not easy to hide behind a

decision where roles and responsibilities are defined in detail and where expectations associated with the new decision are clearly outlined.

- c) *Fair and objective*: the decision maker is not influenced by considerations that are not relevant (e.g. monetary gain or personal relationships).
- d) *Justifiable and defensible*: the decision can be shown to be reasonable given the inputs to the decision and the process followed.
- e) *Reproducible*: given the same information that was available to the decision maker, and using the same process, another person would arrive at the same decision.
- f) *Executable*: the decision is clear enough and that clarity minimizes uncertainty.
- g) *Pragmatic*: humans are creatures of emotion, which means eliminating emotion from a decision isn't feasible. However, what can be eliminated are self-serving emotional biases. A healthy question to ask in the face of difficult decisions is: whom does the decision serve?

6.5.5 Advantages of data-driven decision-making

6.5.5.1 D3M enables decision makers to focus on desired safety outcomes which align with the safety policy and objectives, and address various aspects related to change management, safety risk assessments, etc. D3M can assist with decisions related to:

- a) changes that can be expected in statutory and regulatory requirements, emerging technologies or resources which may affect the organization;
- b) potential changes in the needs and expectations of the aviation community and interested parties;
- c) various priorities that need to be established and managed (e.g. strategic, operational, resources);
- d) new skills, competencies, tools and even change management processes that may be needed to implement new decision(s);
- e) risks that must be assessed, managed or minimized;
- f) existing services, products and processes that currently provide the most value for interested parties; and
- g) evolving demands for new services, products and processes.

6.5.5.2 A structured approach such as D3M drives decision makers to decisions that are aligned with what the safety data is indicating. This requires trust in the safety performance management framework; if there is confidence in the SDCPS, there will be trust in any decisions derived from them.

6.5.6 Common challenges with data-driven decision-making

6.5.6.1 Implementing processes for data collection and analysis takes time and money, as well as expertise and skills that may not be readily available to the organization. The appropriate amount of time and resources vested into the decision-making process needs to be carefully considered. Factors to consider include the amount of money involved in the decision, the extent of the influence of the decision and the decision's safety permanence. If the organization does not understand what is involved, then the D3M process may become a source of frustration for safety decision makers, causing them to undermine or abandon the process. Like SSP, SMS, D3M and safety performance management require a commitment to build and sustain the structures and skills necessary to maximize the opportunities presented by D3M.

6.5.6.2 It is harder to build trust in data than it is to trust an expert's input and opinion. Adopting the D3M approach requires a shift in the culture and mindset of the organization where decisions are based upon reliable SPIs and the results of other safety data analysis.

6.5.6.3 In some cases the decision-making process may become bogged down in an attempt to find the “best possible” solution, also known as “analysis paralysis”. Strategies that can be used to avoid this include:

- a) setting a deadline;
- b) having a well-defined scope and objective; and
- c) not aiming for a “perfect” decision or solution the first time, but rather coming up with a “suitable” and “practical” decision and improving further decisions.

6.5.7 Data-driven decision-making process

6.5.7.1 The D3M process can be a critical tool that increases the value and effectiveness of the SSP and SMS. Effective safety management depends on making defensible and informed decisions. In turn, effective D3M relies on clearly defined safety data and information requirements, standards, collection methods, data management, analysis and sharing, all of which are components of a D3M process. Figure 6-3 illustrates shows the D3M process.

Step 1 — Defining the problem or objective

6.5.7.2 The first step in planning and establishing the D3M process is to define the problem that needs to be solved or the safety objective that must be achieved. What is the question that needs to be answered? What decision must the safety decision makers make? How will it align with the more strategic organizational objectives? In the process of defining the problem statement, decision makers should ask themselves the following questions:

- a) Does the collection and analysis of data support and relate to the organization's safety objectives or safety targets?
- b) Is the required data available? Or can it be obtained in a reasonable manner?
- c) Is it practical and feasible to collect and analyse the data?
- d) Are the required resources (people, equipment, software, funds) available?

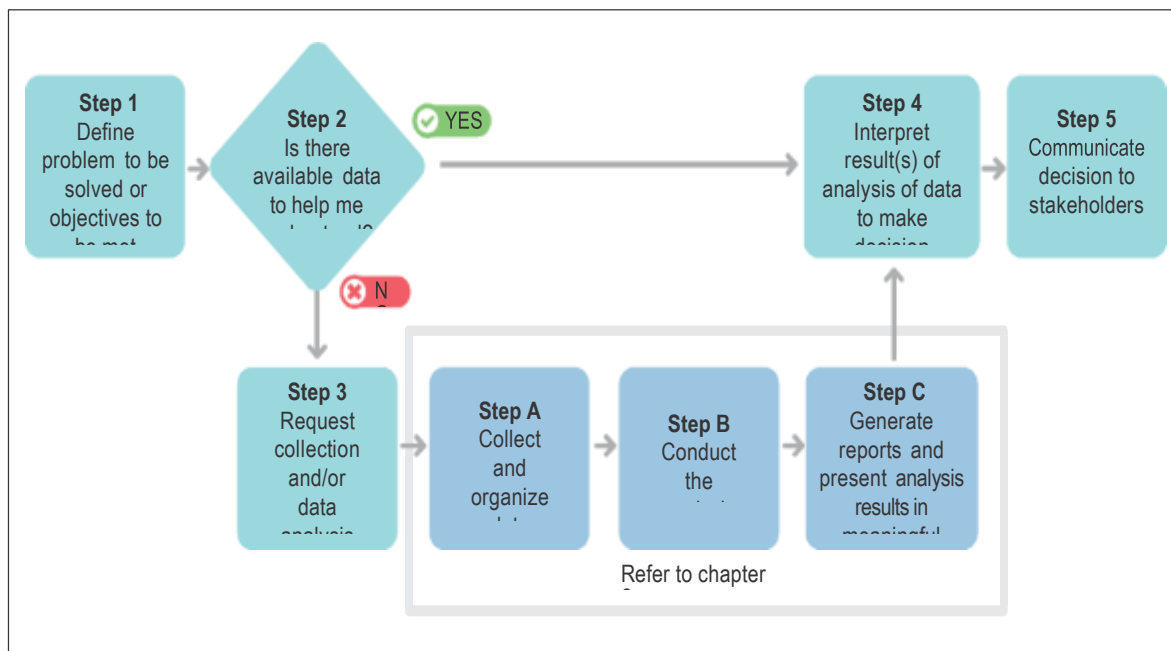


Figure 6-3.Data-driven decision-making phases

6.5.7.3 In the safety management context, the main problem statements within the organization are related to evaluating and selecting safety priorities – in alignment with the safety objectives – and establishing measures for safety risk mitigation.

Step 2 — Access to data to support the decision-making

6.5.7.4 The next step is to identify what data is needed to answer the problem (taking into account the provisions on information protection). No data is any more valuable than other data. Focus should be on whether the available data is appropriate to help answer and resolve the problem. If the data required is available, proceed to step 4. If the right data is not available, the organization will need to collect, store, analyse and present new safety data and safety information in meaningful ways.

Step 3 — Request data to support the decision-making

6.5.7.5 If the data isn't already available, the organization needs to find ways of collecting it. This may mean establishing another SPI and perhaps aligned SPTs. Establishing additional indicators can come at a cost. Once the cost is known, the organization should estimate if

the benefits outweigh those costs. The focus should primarily be on identifying, monitoring and measuring safety data that is needed to make effective data-driven safety decisions. If the costs outweigh the benefits, consider alternative data sources and/or indicators.

6.5.7.6 In the planning phase of the D3M process, the organization must define what it wants to achieve by establishing the SPTs and SPIs, and analysing the data. Why does the organization need to address the identified problem? What is a reasonable target? And how and where will safety decision makers use the results of data collection and analysis? Having a clear understanding of why the organization needs to collect, analyse, share and exchange safety data and information is fundamental for any SDCPS.

6.5.7.7 The following elements combine to enable an organization to identify trends, make informed decisions, evaluate the safety performance in relation to defined objectives, assess risks or fulfil its requirements:

- a) safety performance management - as the safety data and safety information governance framework;
- b) SDCPS - as the safety data collection and processing functionality; and
- c) D3M as a dependable decision-making process.

Step 4 — Interpret results of data analysis and make data-driven decision

6.5.7.8 The data gathered must be presented to the decision makers at the right time and in meaningful ways. The appropriateness and size of the data sets, the sophistication of the analytics and the skills of the data analysts will only be effective if the data is presented when needed and in formats that make it easy for decision makers to comprehend. The insights gained from the data should inform decision-making, and ultimately, improve safety performance.

6.5.7.9 There are many decision-making models available. Using an agreed and standardized approach will maximize consistency and effectiveness of the organization's data-driven decisions, most include the following steps:

- a) assemble a team/group with the necessary skills and experience (e.g. safety action group (SAG));
 - b) clearly define the safety problem or objective and the context;
 - c) review the organization's SPTs and safety objectives to ensure continued alignment;
 - d) review and interpret the safety data to understand what it is indicating;
 - e) consider and analyse the viable alternatives;
 - f) consider the risk of feasible actions (or inactions);
 - g) gain consensus among the decision-making group;
 - h) commit to the data-driven decision and act on the decision (turning data into action); and
 - i) monitor and evaluate the outcomes.
-

Step 5 — Communicate the decision

6.5.7.10 For the safety decision to be effective, it needs to be communicated to stakeholders, these include:

- a) staff required to enact the necessary actions;
- b) person who reported the situation (if required);
- c) all personnel, to ensure they are kept informed of safety improvements (safety promotion; States refer to chapter 8; aerodrome operators refer to chapter 9); and
- d) organizational knowledge managers to ensure the safety decision is incorporated into the learning of the organization.

6.5.7.11 For more information on safety communications, refer to 8.6 for States and 9.6 for aerodrome operators.

Chapter 7

PROTECTION OF SAFETY DATA, INFORMATION AND RELATED SOURCES

7.1 FUNDAMENTAL PRINCIPLES

- 7.1.1 The objective of protecting safety data, safety information and their related sources is to ensure their continued availability, with a view to using it for maintaining or improving aviation safety, while encouraging individuals and organizations to report safety data and safety information. In this context, the importance of implementing protections cannot be overstated. The protections are not intended to relieve sources of their safety related obligations or interfere with the proper administration of justice.
- 7.1.2 Aviation safety is not the sole responsibility of regulators or service providers. It is a shared responsibility to which all stakeholders should contribute by, among other things, providing relevant data and information through safety reports.
- 7.1.3 While data and information can come from various sources, reporting of safety data and safety information by individuals and organizations in the aviation system is fundamental to safety management. Effective safety reporting systems help to ensure that people are and remain willing to report their errors and experiences, so that regulators and service providers have access to the relevant data and information necessary to address existing and potential safety deficiencies and hazards. This assurance is provided by creating an environment in which people can be confident that safety data and safety information will be used exclusively for maintaining and improving safety, unless one of the principles of exception applies.
- 7.1.4 Regulators can extend the protection to individuals or organizations mentioned in the report.
- 7.1.5 It is important that both individuals and organizations are protected, as well as the safety data and safety information they report. Individuals and organizations are protected by:
- a) ensuring they are not punished on the basis of their report; and
 - b) limiting the use of reported safety data and safety information to purposes aimed at maintaining or improving safety.
- These protections apply unless one of the principles of exception discussed below is applicable.

7.2 SCOPE OF PROTECTION

7.2.1 Scope of safety data and safety information covered by the principles of protection

- 7.2.1.1 Protection applies to safety data captured by, and safety information derived from, voluntary safety reporting systems and related sources. This may apply to mandatory safety reporting systems where it is applicable (refer to 7.4.3 below). Sources of safety data and safety information can be individuals or organizations.
- 7.2.1.2 In some regulators, safety reporting systems may include the reporting of data to safety investigations by authorities or aviation service providers, data and information captured by self-disclosure reporting systems (including automatic data capture systems and manual data capture systems) or other relevant safety data and information. The principles of protection and exception therefore may be extended to safety data and safety information captured by those systems as well.

7.3 LEVEL OF PROTECTION

7.3.1 Actions necessary for maintaining or improving aviation safety

- 7.3.1.1 MCAR-SM ensures that regulators and service providers are not prevented from using safety data or safety information to take any preventive, corrective, or remedial action that is necessary to maintain or improve aviation safety. Consistent with that objective, such action, when taken, should avoid wherever possible financial, reputational or other adverse impacts on the source of the safety data or safety information.
- 7.3.1.2 Preventive, corrective or remedial action aims to address circumstances or conditions that present unacceptable risks to aviation safety.
- 7.3.1.3 Preventive action may be understood to involve action taken to prevent the occurrence or recurrence of an event or a hazard that poses a risk to safety.
- 7.3.1.4 Corrective action may be understood to involve action taken to address particular safety-related shortcomings or deficiencies, such as an authorization holder who is unable to demonstrate compliance with applicable safety or competency standards. Corrective action may be necessary to bring an authorization holder back into compliance.
- 7.3.1.5 Remedial action may be understood to involve action taken to address the underlying causes of particular safety-related shortcomings or deficiencies, such as training. Remedial action might also involve restricting, limiting, suspending or revoking the privileges of an authorization, certificate or licence holder who fails to continue to meet the necessary qualifications to exercise those privileges.

7.3.2 Protection of mandatory reporting systems

7.3.2.1 There are specifies different requirements for the protection of safety data, safety information and related sources captured by voluntary and mandatory safety reporting systems. Protecting safety data and safety information captured by voluntary safety reporting systems is a Standard, to ensure the continued availability and greater uniformity among States, whereas for mandatory safety reporting systems the provision of such protection is a Recommended Practice.

7.3.2.2 In certain jurisdictions, safety data and safety information captured by mandatory and voluntary safety reporting systems are subject to different levels of protection, offering greater protection to safety data and safety information from voluntary systems compared to safety data and safety information from mandatory ones. This distinction can be justified by the need to incentivize the voluntary provision of safety data or safety information in ways that are not seen to be necessary in the case of a mandatory reporting system.

Note- Principles for the protection of safety data, safety information and related source are describe in appendix 1.

Chapter 8

SAFETY MANAGEMENT SYSTEMS (SMS)

8.1 INTRODUCTION

- 8.1.1 This chapter provides guidance for aerodrome operators on the implementation of an SMS framework in accordance with Annex 19 and guidance for States on the oversight of SMS.
- 8.1.2 The purpose of an SMS is to provide aerodrome operators with a systematic approach to managing safety. It is designed to continuously improve safety performance through: the identification of hazards, the collection and analysis of safety data and safety information, and the continuous assessment of safety risks. The SMS seeks to proactively mitigate safety risks before they result in aviation accidents and incidents. It allows aerodrome operators to effectively manage their activities, safety performance and resources, while gaining a greater understanding of their contribution to aviation safety. An effective SMS demonstrates to States the service provider's ability to manage safety risks and provides for effective management of safety at the State level.
- 8.1.3 International general aviation operators should determine the SMS criteria for the aircraft they are operating, as established by the State of Registry, and ensure their SMS is acceptable to the State of Registry. To facilitate the acceptability of the SMS, international general aviation operators should ask the State of Registry if the use of an industry code of practice is permitted.
- 8.1.4 Operators of large or turbojet aeroplanes under multiple States of Registry with an AOC issued in accordance with Annex 6, Part I, are considered to be aerodrome operators, therefore, the SMS must be made acceptable to the State of the Operator.

8.2 SMS FRAMEWORK

- 8.2.1 This framework is for the implementation and maintenance of an SMS. Regardless of the service provider's size and complexity, all elements of the SMS framework apply. The implementation should be tailored to the organization and its activities.
- 8.2.2 The SMS framework is made up of the following four components and twelve elements:

8.3 COMPONENT 1: SAFETY POLICY AND OBJECTIVES

- 8.3.1 The first component of the SMS framework focuses on creating an environment where safety management can be effective. It is founded on a safety policy and objectives that set out senior

management's commitment to safety, its goals and the supporting organizational structure.

- 8.3.2 Management commitment and safety leadership is key to the implementation of an effective SMS and is asserted through the safety policy and the establishment of safety objectives. Management commitment to safety is demonstrated through management decision-making and allocation of resources; these decisions and actions should always be consistent with the safety policy and objectives to cultivate a positive safety culture.
- 8.3.3 The safety policy should be developed and endorsed by senior management, and is to be signed by the accountable executive. Key safety personnel, and where appropriate, staff representative bodies (employee forums, trade unions) should be consulted in the development of the safety policy and safety objectives to promote a sense of shared responsibility.

Table 5. Components and elements of the ICAO SMS framework

<i>COMPONENT</i>	<i>ELEMENT</i>
1. Safety policy and objectives	1.1 Management commitment
	1.2 Safety accountability and responsibilities
	1.3 Appointment of key safety personnel
	1.4 Coordination of emergency response planning
	1.5 SMS documentation
2. Safety risk management	2.1 Hazard identification
	2.2 Safety risk assessment and mitigation
3. Safety assurance	3.1 Safety performance monitoring and measurement
	3.2 The management of change
	3.3 Continuous improvement of the SMS
4. Safety promotion	4.1 Training and education
	4.2 Safety communication

8.3.4 Management commitment

Safety policy

- 8.3.4.1 The safety policy should be visibly endorsed by senior management and the accountable executive. "Visible endorsement" refers to making management's active support of the safety policy visible to the rest of the organization. This can be done via any means of communication and through the alignment of activities to the safety policy.
- 8.3.4.2 It is the responsibility of management to communicate the safety policy throughout the organization to ensure all personnel understand and work in accordance with the safety policy.

8.3.4.3 To reflect the organization's commitment to safety, the safety policy should include a commitment to:

- a) continuously improve the level of safety performance;
- b) promote and maintain a positive safety culture within the organization;
- c) comply with all applicable regulatory requirements;
- d) provide the necessary resources to deliver a safe product or service;
- e) ensure safety is a primary responsibility of all managers; and
- f) ensure it is understood, implemented and maintained at all levels.

8.3.4.4 The safety policy should also make reference to the safety reporting system to encourage the reporting of safety issues and inform personnel of the disciplinary policy applied in the case of safety events or safety issues that are reported.

8.3.4.5 The disciplinary policy is used to determine whether an error or rule breaking has occurred so that the organization can establish whether any disciplinary action should be taken. To ensure the fair treatment of persons involved, it is essential that those responsible for making that determination have the necessary technical expertise so that the context of the event may be fully considered.

8.3.4.6 A policy on the protection of safety data and safety information, as well as reporters, can have a positive effect on the reporting culture. The service provider and the State should allow for the de-identification and aggregation of reports to allow meaningful safety analyses to be conducted without having to implicate personnel or specific aerodrome operators. Because major occurrences may invoke processes and procedures outside of the service provider's SMS, the relevant State authority may not permit the early de-identification of reports in all circumstances. Nonetheless, a policy allowing for the appropriate de-identification of reports can improve the quality of data collected.

Safety objectives

8.3.4.7 Taking into consideration its safety policy, the service provider should also establish safety objectives to define what it aims to achieve in respect of safety outcomes. Safety objectives should be short, high-level statements of the organization's safety priorities and should address its most significant safety risks. Safety objectives may be included in the safety policy (or documented separately), and defines what the organization intends to achieve in terms of safety. Safety performance indicators (SPIs) and safety performance targets (SPTs) are needed to monitor the achievement of these safety objectives and are further elaborated on later in this Chapter under Component 3.

8.3.4.8 The safety policy and safety objectives should be periodically reviewed to ensure they remain current (a change in the accountable executive would require its review for instance).

8.3.5 Safety accountability and responsibilities

Accountable executive

8.3.5.1 The accountable executive, typically the chief executive officer, is the person who has ultimate authority over the safe operation of the organization. The accountable executive establishes and promotes the safety policy and safety objectives that instil safety as a core organizational value. They should: have the authority to make decisions on behalf of the organization, have control of resources, both financial and human, be responsible for ensuring appropriate actions are taken to address safety issues and safety risks, and they should be responsible for responding to accidents and incidents.

8.3.5.2 There might be challenges for the service provider to identify the most appropriate person to be the accountable executive, especially in large complex organizations with multiple entities and multiple certificates, authorizations or approvals. It is important the person selected is organizationally situated at the highest level of the organization, thus ensuring the right strategic safety decisions are made.

8.3.5.3 The service provider is required to identify the accountable executive, placing the responsibility for the overall safety performance at a level in the organization with the authority to take action to ensure the SMS is effective. Specific safety accountabilities of all members of management should be defined and their role in relation to the SMS should reflect how they can contribute towards a positive safety culture. The safety responsibilities, accountabilities and authorities should be documented and communicated throughout the organization. The safety accountabilities of managers should include the allocation of the human, technical, financial or other resources necessary for the effective and efficient performance of the SMS.

Note.— The term “accountability” refers to obligations which cannot be delegated. The term “responsibilities” refers to functions and activities which may be delegated.

8.3.5.4 In the case where an SMS applies to several different certificates, authorizations or approvals that are all part of the same legal entity, there should be a single accountable executive. Where this is not possible, individual accountable executives should be identified for each organizational certificate, authorization or approval and clear lines of accountability defined; it is also important to identify how their safety accountabilities will be coordinated.

8.3.5.5 One of the most effective ways the accountable executive can be visibly involved, is by leading regular executive safety meetings. As they are ultimately responsible for the safety of the organization, being actively involved in these meetings allows the accountable executive to:

- a) review safety objectives;
- b) monitor safety performance and the achievement of safety targets;
- c) make timely safety decisions;
- d) allocate appropriate resources;
- e) hold managers accountable for safety responsibilities, performance and implementation timelines; and
- f) be seen by all personnel as an executive who is interested in, and in charge of, safety.

8.3.5.6 The accountable executive is not usually involved in the day-to-day activities of the organization or the problems faced in the workplace and should ensure there is an appropriate organizational structure to manage and operate the SMS. Safety management responsibility is often delegated to the senior management team and other key safety personnel. Although responsibility for the day-to-day operation of the SMS can be delegated, the accountable executive cannot delegate accountability for the system nor can decisions regarding safety risks be delegated. For example, the following safety accountabilities cannot be delegated:

- a) ensuring safety policies are appropriate and communicated;
- b) ensuring necessary allocation of resources (financing, personnel, training, acquisition); and
- c) setting of the acceptable safety risk limits and resourcing of necessary controls.

8.3.5.7 It is appropriate for the accountable executive to have the following safety accountabilities:

- a) provide enough financial and human resources for the proper implementation of an effective SMS;
- b) promote a positive safety culture;
- c) establish and promote the safety policy;
- d) establish the organization's safety objectives;
- e) ensure the SMS is properly implemented and performing to requirements; and
- f) see to the continuous improvement of the SMS.

8.3.5.8 The accountable executive's authorities include, but are not limited to, having final authority:

- a) for the resolution of all safety issues; and
- b) over operations under the certificate, authorization or approval of the organization, including the authority to stop the operation or activity.

8.3.5.9 The authority to make decisions regarding safety risk tolerability should be defined. This includes who can make decisions on the acceptability of risks as well as the authority to agree

that a change can be implemented. The authority may be assigned to an individual, a management position or a committee.

8.3.5.10 Authority to make safety risk tolerability decisions should be commensurate with the manager's general decision-making and resource allocation authority. A lower level manager (or management group) may be authorized to make tolerability decisions up to a certain level. Risk levels that exceed the manager's authority must be escalated for consideration to a higher management level with greater authority.

Accountability and Responsibilities

8.3.5.11 Accountabilities and responsibilities of all personnel, management and staff, involved in safety-related duties supporting the delivery of safe products and operations should be clearly defined. The safety responsibilities should focus on the staff member's contribution to the safety performance of the organization (the organizational safety outcomes). The management of safety is a core function; as such every senior manager has a degree of involvement in the operation of the SMS.

8.3.5.12 All defined accountabilities, responsibilities and authorities should be stated in the service provider's SMS documentation and should be communicated throughout the organization. The safety accountabilities and responsibilities of each senior manager are integral components of their job descriptions. This should also capture the different safety management functions between line managers and the safety manager (see 9.3.6 for further details).

8.3.5.13 Lines of safety accountability throughout the organization and how they are defined will depend on the type and complexity of the organization, and their preferred communication methods. Typically, the safety accountabilities and responsibilities will be reflected in organizational charts, documents defining departmental responsibilities, and personnel job or role descriptions.

8.3.5.14 The service provider should aim to avoid conflicts of interest between staff members' safety responsibilities and their other organizational responsibilities. They should allocate their SMS accountabilities and responsibilities, in a way that minimizes any overlaps and/or gaps.

Accountability and responsibilities and in respect to external organizations

8.3.5.15 A service provider is responsible for the safety performance of external organizations where there is an SMS interface. The service provider may be held accountable for the safety performance of products or services provided by external organizations supporting its activities even if the external organizations are not required to have an SMS. It is essential for the service provider's SMS to interface with the safety systems of any external organizations that contribute to the safe delivery of their product or services.

8.3.6 Appointment of key safety personnel

8.3.6.1 Appointment of a competent person or persons to fulfil the role of safety manager is essential to an effectively implemented and functioning SMS. The safety manager may be identified by different titles. For the purposes of this manual, the generic term “safety manager” is used and refers to the function, not necessarily to the individual. The person carrying out the safety manager function is responsible to the accountable executive for the performance of the SMS and for the delivery of safety services to the other departments in the organization.

8.3.6.2 The safety manager advises the accountable executive and line managers on safety management matters, and is responsible for coordinating and communicating safety issues within the organization as well as with external members of the aviation community. Functions of the safety manager include, but are not limited to:

- a) manage the SMS implementation plan on behalf of the accountable executive (upon initial implementation);
- b) perform/facilitate hazard identification and safety risk analysis;
- c) monitor corrective actions and evaluate their results;
- d) provide periodic reports on the organization’s safety performance;
- e) maintain SMS documentation and records;
- f) plan and facilitate staff safety training;
- g) provide independent advice on safety matters;
- h) monitor safety concerns in the aviation industry and their perceived impact on the organization’s operations aimed at product and service delivery; and
- i) coordinate and communicate (on behalf of the accountable executive) with the State’s CAA and other State authorities as necessary on issues relating to safety.

8.3.6.3 In most organizations, an individual is appointed as the safety manager. Depending on the size, nature and complexity of the organization, the safety manager role may be an exclusive function or it may be combined with other duties. Moreover, some organizations may need to allocate the role to a group of persons. The organization must ensure that the option chosen does not result in any conflicts of interest. Where possible, the safety manager should not be directly involved in the product or service delivery but should have a working knowledge of these. The appointment should also consider potential conflicts of interest with other tasks and functions. Such conflicts of interest could include:

- a) competition for funding (e.g. financial manager being the safety manager);
- b) conflicting priorities for resources; and
- c) where the safety manager has an operational role and the ability to assess the SMS effectiveness of the operational activities the safety manager is involved in.

8.3.6.4 In cases where the function is allocated to a group of persons, (e.g. when aerodrome operators extend their SMS across multiple activities) one of the persons should be designated as “lead” safety manager, to maintain a direct and unequivocal reporting line to the accountable executive.

8.3.6.5 The competencies for a safety manager should include, but not be limited to, the following:

- a) safety/quality management experience;
- b) operational experience related to the product or service provided by the organization;
- c) technical background to understand the systems that support operations or the product/service provided;
- d) interpersonal skills;
- e) analytical and problem-solving skills;
- f) project management skills;
- g) oral and written communications skills; and
- h) an understanding of human factors.

8.3.6.6 Depending on the size, nature and complexity of the organization, additional staff may support the safety manager. The safety manager and supporting staff are responsible for ensuring the prompt collection and analysis of safety data and appropriate distribution within the organization of related safety information such that safety risk decisions and controls, as necessary, can be made.

8.3.6.7 Aerodrome operators should establish appropriate safety committees that support the SMS functions across the organization. This should include determining who should be involved in the safety committee and frequency of the meetings.

8.3.6.8 The highest-level safety committee, sometimes referred to as a safety review board (SRB), includes the accountable executive and senior managers with the safety manager participating in an advisory capacity. The SRB is strategic and deals with high-level issues related to safety policies, resource allocation and organizational performance. The SRB monitors the:

- a) effectiveness of the SMS;
- b) timely response in implementing necessary safety risk control actions;
- c) safety performance against the organization’s safety policy and objectives;
- d) overall effectiveness of safety risk mitigation strategies;
- e) effectiveness of the organization’s safety management processes which support:
 - 1) the declared organizational priority of safety management; and
 - 2) promotion of safety across the organization.

8.3.6.9 Once a strategic direction has been developed by the highest-level safety committee, implementation of safety strategies should be coordinated throughout the organization. This may be accomplished by creating safety action groups (SAGs) that are more operationally focused. SAGs are normally composed of managers and front-line personnel and are chaired by a designated manager. SAGs are tactical entities that deal with specific implementation issues in accordance with the strategies developed by the SRB. The SAGs:

- a) monitor operational safety performance within their functional areas of the organization and ensure that appropriate SRM activities are carried out;
- b) review available safety data and identify the implementation of appropriate safety risk control strategies and ensure employee feedback is provided;
- c) assess the safety impact related to the introduction of operational changes or new technologies;
- d) coordinate the implementation of any actions related to safety risk controls and ensure that actions are taken promptly; and
- e) review the effectiveness of specific safety risk controls.

8.3.7 Coordination of emergency response planning

8.3.7.1 By definition, an emergency is a sudden, unplanned situation or event requiring immediate action. Coordination of emergency response planning refers to planning for activities that take place within a limited period of time during an unplanned aviation operational emergency situation. An emergency response plan (ERP) is an integral component of a service provider's SRM process to address aviation-related emergencies, crises or events. Where there is a possibility of a service provider's aviation operations or activities being compromised by emergencies such as a public health emergency/pandemic, these scenarios should also be addressed in its ERP as appropriate. The ERP should address foreseeable emergencies as identified through the SMS and include mitigating actions, processes and controls to effectively manage aviation-related emergencies.

8.3.7.2 The overall objective of the ERP is the safe continuation of operations and the return to normal operations as soon as possible. This should ensure an orderly and efficient transition from normal to emergency operations, including assignment of emergency responsibilities and delegation of authority. It includes the period of time required to re-establish "normal" operations following the emergency. The ERP identifies actions to be taken by responsible personnel during an emergency. Most emergencies will require coordinated action between different organizations, possibly with other aerodrome operators and with other external organizations such as non-aviation-related emergency services. The ERP should be easily accessible to the appropriate key personnel as well as to the coordinating external organizations.

8.3.7.3 Coordination of emergency response planning applies only to those aerodrome operators required to establish and maintain an ERP. Annex 19 does not require the creation or development of an ERP; emergency response planning is applicable only to specific aerodrome operators as established in the relevant ICAO Annexes (different terms for provisions related to dealing with emergency situations may be used in other Annexes). This coordination should be exercised as part of the periodic testing of the ERP.

8.3.8 SMS Documentation

8.3.8.1 The SMS documentation should include a top-level “SMS manual”, which describes the service provider’s SMS policies, processes and procedures to facilitate the organization’s internal administration, communication and maintenance of the SMS. It should help personnel to understand how the organization’s SMS functions, and how the safety policy and objectives will be met. The documentation should include a system description that provides the boundaries of the SMS. It should also help clarify the relationship between the various policies, processes, procedures and practices, and define how these link to the service provider’s safety policy and objectives. The documentation should be adapted and written to address the day-to-day safety management activities that can be easily understood by personnel throughout the organization.

8.3.8.2 The SMS manual also serves as a primary safety communication tool between the service provider and key safety stakeholders. The SMS manual may be a stand-alone document, or it may be integrated with other organizational documents (or documentation) maintained by the service provider. Where details of the organization’s SMS processes are already addressed in existing documents, appropriate cross-referencing to such documents is enough. This SMS document must be kept up to date. DCA agreement may be required before significant amendments are made to the SMS manual, as it is a controlled manual.

8.3.8.3 The SMS manual should include a detailed description of the service provider’s policies, processes and procedures including:

- a) safety policy and safety objectives;
- b) reference to any applicable regulatory SMS requirements;
- c) system description;
- d) safety accountabilities and key safety personnel;
- e) voluntary and mandatory safety reporting system processes and procedures;
- f) hazard identification and safety risk assessment processes and procedures;
- g) safety investigation procedures;
- h) procedures for establishing and monitoring safety performance indicators;
- i) SMS training processes and procedures and communication;
- j) safety communication processes and procedures;
- k) internal audit procedures;

- l) management of change procedures;
- m) SMS documentation management procedures; and
- n) where applicable, coordination of emergency response planning.

8.3.8.4 SMS documentation also includes the compilation and maintenance of operational records substantiating the existence and ongoing operation of the SMS. Operational records are the outputs of the SMS processes and procedures such as the SRM and safety assurance activities. SMS operational records should be stored and kept in accordance with existing retention periods. Typical SMS operational records should include:

- a) hazards register and hazard/safety reports;
- b) SPIs and related charts;
- c) record of completed safety risk assessments;
- d) SMS internal review or audit records;
- e) internal audit records;
- f) records of SMS/safety training records;
- g) SMS/safety committee meeting minutes;
- h) SMS implementation plan (during the initial implementation); and
- i) gap analysis to support implementation plan.

8.4 COMPONENT 2: SAFETY RISK MANAGEMENT

8.4.1 Aerodrome operators should ensure they are managing their safety risks. This process is known as safety risk management (SRM), which includes hazard identification, safety risk assessment and safety risk mitigation.

8.4.2 The SRM process systematically identifies hazards that exist within the context of the delivery of its products or services. Hazards may be the result of systems that are deficient in their design, technical function, human interface or interactions with other processes and systems. They may also result from a failure of existing processes or systems to adapt to changes in the service provider's operating environment. Careful analysis of these factors can often identify potential hazards at any point in the operation or activity life cycle.

8.4.3 Understanding the system and its operating environment is essential for the achievement of high safety performance. Having a detailed system description that defines the system and its interfaces will help. Hazards may be identified throughout the operational life cycle from internal and external sources. Safety risk assessments and safety risk mitigations will need to be continuously reviewed to ensure they remain effective. Figure 9-1 provides an overview of the hazard identification and safety risk management process for a service provider.

Note.— Detailed guidance on hazard identification and safety risk assessment procedures is

addressed in Chapter 2.

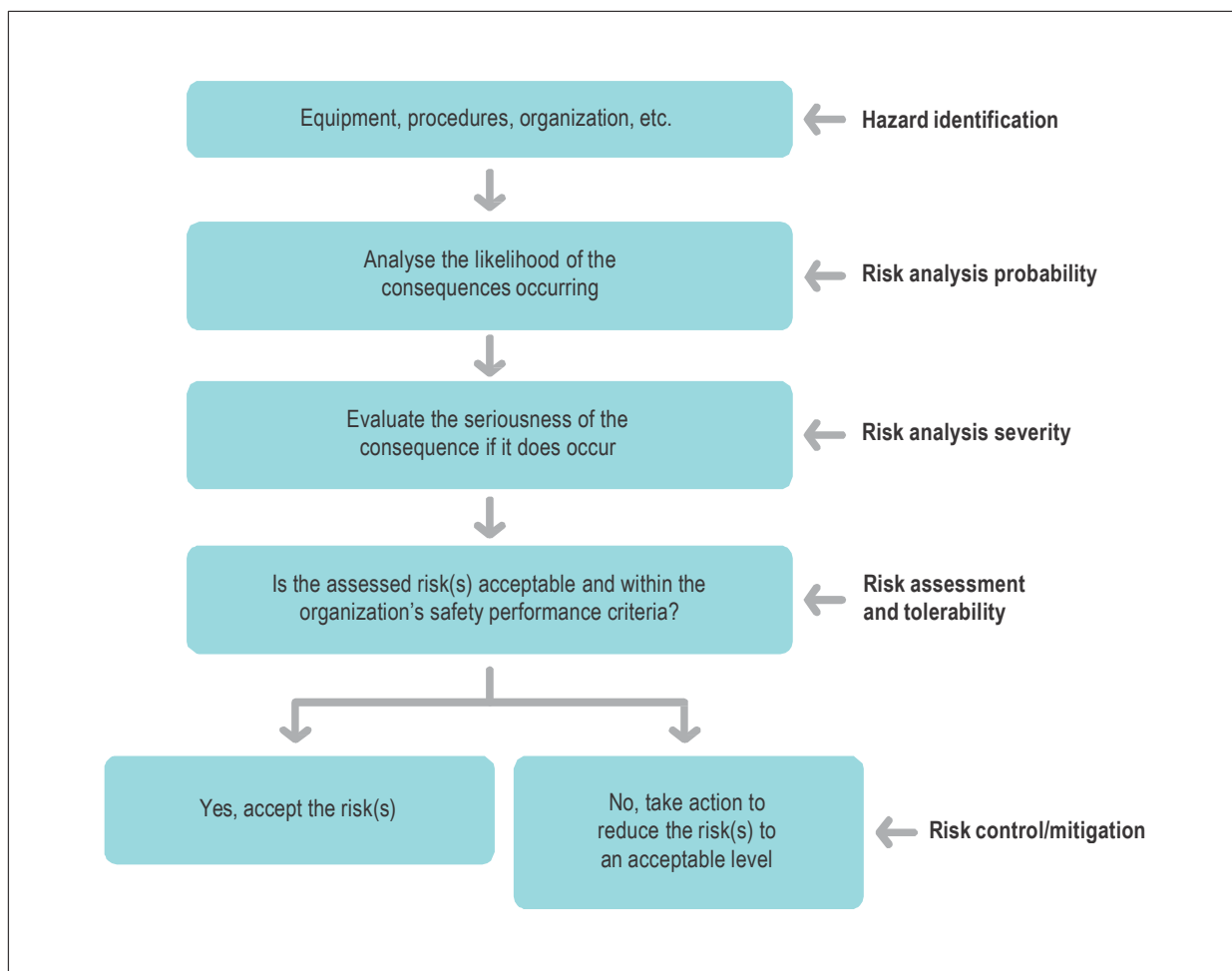


Figure 5-1 Hazard identification and risk management process

8.4.4 Hazard identification

Hazard identification is the first step in the SRM process. The service provider should develop and maintain a formal process to identify hazards that could impact aviation safety in all areas of operation and activities. This includes equipment, facilities and systems. Any aviation safety-related hazard identified and controlled is beneficial for the safety of the operation. It is important to also consider hazards that may exist as a result of the SMS interfaces with external organizations.

Sources for hazard identification

8.4.4.1 There are a variety of sources for hazard identification, internal or external to the organization. Some internal sources include:

- a) *Normal operations monitoring*; this uses observational techniques to monitor the day-to-day operations and activities such as line operations safety audit (LOSA).
- b) *Automated monitoring systems*; this uses automated recording systems to monitor parameters that can be analyzed such as flight data monitoring (FDM).

- c) Voluntary and mandatory safety reporting systems; this provides everyone, including staff from external organizations, with opportunities to report hazards and other safety issues to the organization.*
- d) Audits; these can be used to identify hazards in the task or process being audited. These should also be coordinated with organizational changes to identify hazards related to the implementation of the change.*
- e) Feedback from training; training that is interactive (two way) can facilitate identification of new hazards from participants.*
- f) Service provider safety investigations; hazards identified in internal safety investigation and follow-up reports on accidents/incidents.*

8.4.4.2 Examples of external sources for hazard identification include:

- a) Aviation accident reports; reviewing accident reports; this may be related to accidents in the same State or to similar aircraft type, region or operational environment.*
- b) State mandatory and voluntary safety reporting systems; some States provide summaries of the safety reports received from aerodrome operators.*
- c) State oversight audits and third-party audits; external audits can sometimes identify hazards. These may be documented as an unidentified hazard or captured less obviously within an audit finding.*
- d) Trade associations and information exchange systems; many trade associations and industry groups are able to share safety data that may include identified hazards.*

Safety reporting system

8.4.4.3 One of the main sources for identifying hazards is the safety reporting system, especially the voluntary safety reporting system. Whereas the mandatory system is normally used for incidents that have occurred, the voluntary system provide an additional reporting channel for potential safety issues such as hazards, near misses or errors. They can provide valuable information to the regulators and service provider on lower consequence events.

8.4.4.4 It is important that aerodrome operators provide appropriate protections to encourage people to report what they see or experience. For example, enforcement action may be waived for reports of errors, or in some circumstances, rule-breaking. It should be clearly stated that reported information will be used solely to support the enhancement of safety. The intent is to promote an effective reporting culture and proactive identification of potential safety deficiencies.

8.4.4.5 Voluntary safety reporting systems should be confidential, requiring that any identifying information about the reporter is known only to the custodian to allow for follow-up action.

The role of custodian should be kept to a few individuals, typically restricted to the safety manager and personnel involved in the safety investigation. Maintaining confidentiality will help facilitate the disclosure of hazards leading to human error, without fear of retribution or embarrassment. Voluntary safety reports may be de-identified and archived once necessary follow-up actions are taken. De-identified reports can support future trending analyses to track the effectiveness of risk mitigation and to identify emerging hazards.

- 8.4.4.6 Personnel at all levels and across all disciplines are encouraged to identify and report hazards and other safety issues through their safety reporting systems. To be effective, safety reporting systems should be readily accessible to all personnel. Depending on the situation, a paper-based, web-based or desktop form can be used. Having multiple entry methods available maximizes the likelihood of staff engagement. Everyone should be made aware of the benefits of safety reporting and what should be reported.
- 8.4.4.7 Anybody who submits a safety report should receive feedback on what decisions or actions have been taken. The alignment of reporting system requirements, analysis tools and methods can facilitate exchange of safety information as well as comparisons of certain safety performance indicators. Feedback to reporters in voluntary reporting schemes also serves to demonstrate that such reports are considered seriously. This helps to promote a positive safety culture and encourage future reporting.
- 8.4.4.8 There may be a need to filter reports on entry when there are a large number of safety reports. This may involve an initial safety risk assessment to determine whether further investigation is necessary and what level of investigation is required.
- 8.4.4.9 Safety reports are often filtered through the use of a taxonomy, or a classification system. Filtering information using a taxonomy can make it easier to identify common issues and trends. The service provider should develop taxonomies that cover their type(s) of operation. The disadvantage of using a taxonomy is that sometimes the identified hazard does not fit cleanly into any of the defined categories. The challenge then is to use taxonomies with the appropriate degree of detail; specific enough that hazards are easy to allocate, yet generic enough that the hazards are valuable for analysis. Some States and international trade associations have developed taxonomies that could be used. Chapter 5 contains additional information on taxonomies.
- 8.4.4.10 Other methods of hazard identification include workshops or meetings in which subject matter experts conduct detailed analysis scenarios. These sessions benefit from the contributions of a range of experienced operational and technical personnel. Existing safety committee meetings (SRB, SAG, etc.) could be used for such activities; the same group may also be used to assess associated safety risks.

8.4.4.11 Identified hazards and their potential consequences should be documented. This will be used for safety risk assessment processes.

8.4.4.12 The hazard identification process considers all possible hazards that may exist within the scope of the service provider's aviation activities including interfaces with other systems, both within and external to the organization. Once hazards are identified, their consequences (i.e. any specific events or outcomes) should be determined.

Investigation of hazards

8.4.4.13 Hazard identification should be continuous and part of the service provider's ongoing activities. Some conditions may merit more detailed investigation. These may include:

- a) instances where the organization experiences an unexplained increase in aviation safety-related events or regulatory non-compliance; or
- b) significant changes to the organization or its activities.

8.4.5 Service provider safety investigation

8.4.5.1 Effective safety management depends on quality investigations to analyse safety occurrences and safety hazards, and report findings and recommendations to improve safety in the operating environment.

8.4.5.2 There is a clear distinction between accident and incident investigations under Annex 13 and service provider safety investigations. Investigation of accidents and serious incidents under Annex 13 are the responsibility of the State, as defined in Annex 13. This type of information is essential to disseminate lessons learned from accidents and incidents. Service provider safety investigations are conducted by aerodrome operators as part of their SMS to support hazard identification and risk assessment processes. There are many safety occurrences that fall outside of Annex 13 that could provide a valuable source of hazard identification or identify weaknesses in risk controls. These problems might be revealed and remedied by a safety investigation led by the service provider.

8.4.5.3 The primary objective of the service provider safety investigation is to understand what happened, and how to prevent similar situations from occurring in the future by eliminating or mitigating safety deficiencies. This is achieved through careful and methodical examination of the event and by applying the lessons learned to reduce the probability and/or consequence of future recurrences. Service provider safety investigations are an integral part of the service provider's SMS.

8.4.5.4 Service provider investigations of safety occurrences and hazards are an essential activity of the overall risk management process in aviation. The benefits of conducting a safety investigation

include:

- a) gaining a better understanding of the events leading up to the occurrence;
- b) identifying contributing human, technical and organizational factors;
- c) identifying hazards and conducting risk assessments;
- d) making recommendations to reduce or eliminate unacceptable risks; and
- e) identifying lessons learned that should be shared with the appropriate members of the aviation community.

Investigation triggers

8.4.5.5 A service provider safety investigation is usually triggered by a notification (report) submitted through the safety reporting system. Figure 9-2 outlines the safety investigation decision process and the distinction between when a service provider safety investigation should take place and when an investigation under Annex 13 provisions should be initiated.

8.4.5.6 Not all occurrences or hazards can or should be investigated; the decision to conduct an investigation and its depth should depend on the actual or potential consequences of the occurrence or hazard. Occurrences and hazards considered to have a high-risk potential are more likely to be investigated and should be investigated in greater depth than those with lower risk potential. Aerodrome operators should use a structured decision-making approach with defined trigger points. These will guide the safety investigation decisions: what to investigate and the scope of the investigation. This could include:

- a) the severity or potential severity of the outcome
- b) regulatory or organizational requirements to carry out an investigation;
- c) safety value to be gained;
- d) opportunity for safety action to be taken;
- e) risks associated with not investigating;
- f) contribution to targeted safety programmes;
- g) identified trends;
- h) training benefit; and
- i) resources availability.

8.4.5.7 If an investigation is to commence, the first action will be to appoint an investigator or where the resources are available, an investigation team with the required skills and expertise. The size of the team and the expertise profile of its members depend on the nature and severity of the occurrence being investigated. The investigating team may require the assistance of other specialists. Often, a single person is assigned to carry out an internal investigation, with support from operations and safety office experts.

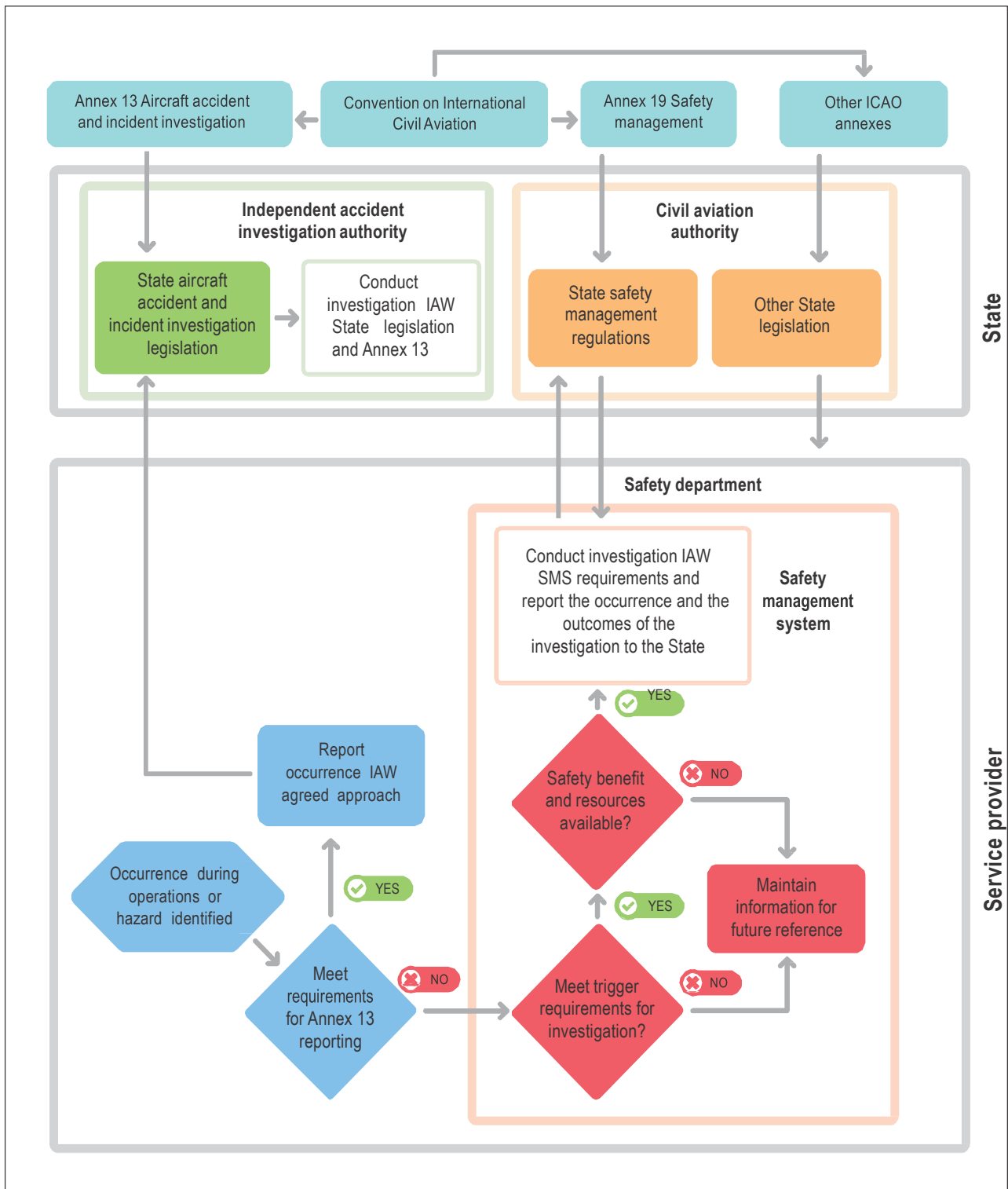


Figure 5-2. Safety investigation decision process

Assigning an investigator

8.4.5.8 Service provider safety investigators are ideally organizationally independent from the area associated with the occurrence or identified hazard. Better results will be obtained if the investigator(s) are knowledgeable (trained) and skilled (experienced) in service provider safety investigations. The investigators would ideally be chosen for the role because of their knowledge, skills and character traits, which should include: integrity, objectivity, logical thinking, pragmatism, and lateral thinking.

The investigation process

8.4.5.9 The investigation should identify what happened and why it happened and this may require root cause analysis to be applied as part of the investigation. Ideally, the people involved in the event should be interviewed as soon as possible after the event. The investigation should include:

- a) establishing timelines of key events, including the actions of the people involved;
- b) review of any policies and procedures related to the activities;
- c) review of any decisions made related to the event;
- d) identifying any risk controls that were in place that should have prevented the event occurring; and
- e) reviewing safety data for any previous or similar events.

8.4.5.10 The safety investigation should focus on the identified hazards and safety risks and opportunities for improvement, not on blame or punishment. The way the investigation is conducted, and most importantly, how the report is written, will influence the likely safety impact, the future safety culture of the organization, and the effectiveness of future safety initiatives.

8.4.5.11 The investigation should conclude with clearly defined findings and recommendations that eliminate or mitigate safety deficiencies.

8.4.6 Safety risk assessment and mitigation

8.4.6.1 The service provider must develop a safety risk assessment model and procedures which will allow a consistent and systematic approach for the assessment of safety risks. This should include a method that will help determine what safety risks are acceptable or unacceptable and to prioritize actions.

8.4.6.2 The SRM tools used may need to be reviewed and customized periodically to ensure they are suitable for the service provider's operating environment. The service provider may find more sophisticated approaches that better reflect the needs of their operation as their SMS matures. The service provider and CAA should agree on a methodology.

- 8.4.6.3 More sophisticated approaches to safety risk classification are available. These may be more suitable if the service provider is experienced with safety management or operating in a high-risk environment.
- 8.4.6.4 The safety risk assessment process should use whatever safety data and safety information is available. Once safety risks have been assessed, the service provider will engage in a data-driven decision-making process to determine what safety risk controls are needed.
- 8.4.6.5 Safety risk assessments sometimes have to use qualitative information (expert judgement) rather than quantitative data due to unavailability of data. Using the safety risk matrix allows the user to express the safety risk(s) associated with the identified hazard in a quantitative format. This enables direct magnitude comparison between identified safety risks. A qualitative safety risk assessment criterion such as “likely to occur” or “improbable” may be assigned to each identified safety risk where quantitative data is not available.
- 8.4.6.6 For aerodrome operators that have operations in multiple locations with specific operating environments, it may be more effective to establish local safety committees to conduct safety risk assessments and safety risk control identification. Advice is often sought from a specialist in the operational area (internal or external to the service provider). Final decisions or control acceptance may be required from higher authorities so that the appropriate resources are provided.
- 8.4.6.7 How aerodrome operators go about prioritizing their safety risk assessments and adopting safety risk controls is their decision. As a guide, the service provider should find the prioritization process:
- a) assesses and controls highest safety risk;
 - b) allocates resources to highest safety risks;
 - c) effectively maintains or improves safety;
 - d) achieves the stated and agreed safety objectives and SPTs; and
 - e) satisfies the requirements of the State's regulations with regard to control of safety risks.
- 8.4.6.8 After safety risks have been assessed, appropriate safety risk controls can be implemented. It is important to involve the “end users” and subject matter experts in determining appropriate safety risk controls. Ensuring the right people are involved will maximize the practicality of safety risk chosen mitigations. A determination of any unintended consequences, particularly the introduction of new hazards, should be made prior to the implementation of any safety risk controls.
- 8.4.6.9 Once the safety risk control has been agreed and implemented, the safety performance should be monitored to assure the effectiveness of the safety risk control. This is necessary to verify the integrity, efficiency and effectiveness of the new safety risk controls under operational conditions.
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8.4.6.10 The SRM outputs should be documented. This should include the hazard and any consequences, the safety risk assessment and any safety risk control actions taken. These are often captured in a register so they can be tracked and monitored. This SRM documentation becomes a historical source of organizational safety knowledge which can be used as reference when making safety decisions and for safety information exchange. This safety knowledge provides material for safety trend analyses and safety training and communication. It is also useful for internal audits to assess whether safety risk controls and actions have been implemented and are effective.

8.5 SAFETY ASSURANCE

8.5.1 In accordance with Annex 19, Appendix 2, 3.1.1, aerodrome operators develop and maintain the means to verify the safety performance of the organization and to validate the effectiveness of safety risk controls. The safety assurance component of the service provider's SMS provides these capabilities.

8.5.2 Safety assurance consists of processes and activities undertaken to determine whether the SMS is operating according to expectations and requirements. This involves continuously monitoring its processes as well as its operating environment to detect changes or deviations that may introduce emerging safety risks or the degradation of existing safety risk controls. Such changes or deviations may then be addressed through the SRM process.

8.5.3 Safety assurance activities should include the development and implementation of actions taken in response to any identified issues having a potential safety impact. These actions continuously improve the performance of the service provider's SMS.

8.5.4 Safety performance monitoring and measurement

To verify the safety performance and validate the effectiveness of safety risk controls requires the use of a combination of internal audits and the establishment and monitoring of SPIs. Assessing the effectiveness of the safety risk controls is important as their application does not always achieve the results intended. This will help identify whether the right safety risk control was selected and may result in the application of a different safety risk control strategy.

Internal audit

8.5.4.1 Internal audits are performed to assess the effectiveness of the SMS and identify areas for potential improvement. Most aviation safety regulations are generic safety risk controls that have been established by the State. Ensuring compliance with the regulations through the internal audit is a principle aspect of safety assurance.

8.5.4.2 It is also necessary to ensure that any safety risk controls are effectively implemented and

monitored. The causes and contributing factors should be investigated and analyzed, where non-conformances and other issues are identified. The main focus of the internal audit is on the policies, processes and procedures that provide the safety risk controls.

8.5.4.3 Internal audits are most effective when conducted by persons or departments independent of the functions being audited. Such audits should provide the accountable executive and senior management with feedback on the status of:

- a) compliance with regulations;
- b) compliance with policies, processes and procedures;
- c) the effectiveness of safety risk controls;
- d) the effectiveness of corrective actions; and
- e) the effectiveness of the SMS.

8.5.4.4 Some organizations cannot ensure appropriate independence of an internal audit, in such cases, the service provider should consider engaging external auditors (e.g. independent auditors or auditors from another organization).

8.5.4.5 Planning of internal audits should take into account the safety criticality of the processes, the results of previous audits and assessments (from all sources), and the implemented safety risk controls. Internal audits should identify non-compliance with regulations and policies, processes and procedures. They should also identify system deficiencies, lack of effectiveness of safety risk controls and opportunities for improvement.

8.5.4.6 Assessing for compliance and effectiveness are both essential to achieving safety performance. The internal audit process can be used to determine both compliance and effectiveness. The following questions can be asked to assess compliance and effectiveness of each process or procedure:

- a) Determining compliance
 - 1) Does the required process or procedure exist?
 - 2) Is the process or procedure documented (inputs, activities, interfaces and outputs defined)?
 - 3) Does the process or procedure meet requirements (criteria)?
 - 4) Is the process or procedure being used?
 - 5) Are all affected personnel following the process or procedure consistently?
 - 6) Are the defined outputs being produced?
 - 7) Has a process or procedure change been documented and implemented?
 - b) Assessing effectiveness
 - 1) Do users understand the process or procedure?
 - 2) Is the purpose of the process or procedure being achieved consistently?
 - 3) Are the results of the process or procedure what the “customer” asked for?
-

- 4) Is the process or procedure regularly reviewed?
- 5) Is a safety risk assessment conducted when there are changes to the process or procedure?
- 6) Have process or procedure improvements resulted in the expected benefits?

8.5.4.7 In addition, internal audits should monitor progress in closing previously identified non-compliances. These should have been addressed through root cause analysis and the development and implementation of corrective and preventive action plans. The results from analysis of cause(s) and contributing factors for any non-compliance should feed into the service provider's SRM processes.

8.5.4.8 The results of the internal audit process become one of the various inputs to the SRM and safety assurance functions. Internal audits inform the service provider's management of the level of compliance within the organization, the degree to which safety risk controls are effective and where corrective or preventive action is required.

8.5.4.9 CAAs may provide additional feedback on the status of compliance with regulations, and the effectiveness of the SMS and industry associations or other third parties selected by the service provider to audit their organization and processes. Results of such second- and third-party audits are inputs to the safety assurance function, providing the service provider with indications of the effectiveness of their internal audit processes and opportunities to improve their SMS.

Safety performance monitoring

8.5.4.10 Safety performance monitoring is conducted through the collection of safety data and safety information from a variety of sources typically available to an organization. Data availability to support informed decision-making is one of the most important aspects of the SMS. Using this data for safety performance monitoring and measurement are essential activities that generate the information necessary for safety risk decision-making.

8.5.4.11 Safety performance monitoring and measurement should be conducted observing some basic principles. The safety performance achieved is an indication of organizational behaviour and is also a measure of the effectiveness of the SMS. This requires the organization to define:

- a) safety objectives, which should be established first to reflect the strategic achievements or desired outcomes related to safety concerns specific to the organization's operational context;
- b) SPIs, which are tactical parameters related to the safety objectives and therefore are the reference for data collection; and
- c) SPTs, which are also tactical parameters used to monitor progress towards the achievement of the safety objectives.

8.5.4.12 A more complete and realistic picture of the service provider's safety performance will be achieved if SPIs encompass a wide spectrum of indicators. This should include:

- a) low probability/high severity events (e.g. accidents and serious incidents);
- b) high probability/low severity events (e.g. uneventful operational events, non-conformance reports, deviations etc.): and
- c) process performance (e.g. training, system improvements and report processing).

8.5.4.13 SPIs are used to measure operational safety performance of the service provider and the performance of their SMS. SPIs rely on the monitoring of data and information from various sources including the safety reporting system. They should be specific to the individual service provider and be linked to the safety objectives already established.

8.5.4.14 When establishing SPIs aerodrome operators should consider:

- a) Measuring the right things: Determine the best SPIs that will show the organization is on track to achieving its safety objectives. Also consider what are the biggest safety issues and safety risks faced by the organization, and identify SPIs which will show effective control of these.
- b) Availability of data: Is there data available which aligns with what the organization wants to measure? If there isn't, there may be a need to establish additional data collection sources. For small organizations with limited amounts of data, the pooling of data sets may also help to identify trends. This may be supported by industry associations who can collate safety data from multiple organizations.
- c) Reliability of the data: Data may be unreliable either because of its subjectivity or because it is incomplete.
- d) Common industry SPIs: It may be useful to agree on common SPIs with similar organizations so that comparisons can be made between organizations. The regulator or industry associations may enable these.

8.5.4.15 Once SPIs have been established the service provider should consider whether it appropriate to identify SPTs and alert levels. SPTs are useful in driving safety improvements but, implemented poorly, they have been known to lead to undesirable behaviours – that is, individuals and departments becoming too focused on achieving the target and perhaps losing sight of what the target was intended to achieve – rather than an improvement in organizational safety performance. In such cases it may be more appropriate to monitor the SPI for trends.

8.5.4.16 The following activities can provide sources to monitor and measure safety performance:

- a) Safety studies are analyses to gain a deeper understanding of safety issues or better understand a trend in safety performance.
- b) Safety data analysis uses the safety reporting data to uncover common issues or trends that

might warrant further investigation.

- c) Safety surveys examine procedures or processes related to a specific operation. Safety surveys may involve the use of checklists, questionnaires and informal confidential interviews. Safety surveys generally provide qualitative information. This may require validation via data collection to determine if corrective action is required. Nonetheless, surveys may provide an inexpensive and valuable source of safety information.
- d) Safety audits focus on assessing the integrity of the service provider's SMS and supporting systems. Safety audits can also be used to evaluate the effectiveness of installed safety risk controls or to monitor compliance with safety regulations. Ensuring independence and objectivity is a challenge for safety audits. Independence and objectivity can be achieved by engaging external entities or internal audits with protections in place - policies, procedures, roles, communication protocols.
- e) Findings and recommendations from safety investigations can provide useful safety information that can be analysed against other collected safety data.
- f) Operational data collection systems such as FDA, radar information can provide useful data of events and operational performance.

8.5.4.17 The development of SPIs should be linked to the safety objectives and be based on the analysis of data that is available or obtainable. The monitoring and measurement process involves the use of selected safety performance indicators, corresponding SPTs and safety triggers.

8.5.4.18 The organization should monitor the performance of established SPIs and SPTs to identify abnormal changes in safety performance. SPTs should be realistic, context specific and achievable when considering the resources available to the organization and the associated aviation sector.

8.5.4.19 Primarily, safety performance monitoring and measurement provides a means to verify the effectiveness of safety risk controls. In addition, they provide a measure of the integrity and effectiveness of SMS processes and activities.

8.5.4.20 The State may have specific processes for the acceptance of SPIs and SPTs that will need to be followed. Therefore, during development of SPIs and SPTs, the service provider should consult with the organization's regulatory authority or any related information that the State has published.

8.5.4.21 For more information about safety performance management, refer to Chapter 4.

8.5.5 The management of change

8.5.5.1 Aerodrome operators experience change due to a number of factors including, but not limited to:

- a) organizational expansion or contraction;
- b) business improvements that impact safety; these may result in changes to internal systems, processes or procedures that support the safe delivery of the products and services;
- c) changes to the organization's operating environment;
- d) changes to the SMS interfaces with external organizations; and
- e) external regulatory changes, economic changes and emerging risks.

8.5.5.2 Change may affect the effectiveness of existing safety risk controls. In addition, new hazards and related safety risks may be inadvertently introduced into an operation when change occurs. Hazards should be identified and related safety risks assessed and controlled as defined in the organization's existing hazard identification or SRM procedures.

8.5.5.3 The organization's management of change process should take into account the following considerations:

- a) Criticality. How critical is the change? The service provider should consider the impact on their organization's activities, and the impact on other organizations and the aviation system.
- b) Availability of subject matter experts. It is important that key members of the aviation community are involved in the change management activities; this may include individuals from external organizations.
- c) Availability of safety performance data and information. What data and information is available that can be used to give information on the situation and enable analysis of the change?

8.5.5.4 Small incremental changes often go unnoticed, but the cumulative effect can be considerable. Changes, large and small, might affect the organization's system description, and may lead to the need for its revision. Therefore, the system description should be regularly reviewed to determine its continued validity, given that most aerodrome operators experience regular, or even continuous, change.

8.5.5.5 The service provider should define the trigger for the formal change process. Changes that are likely to trigger formal change management include:

- a) introduction of new technology or equipment;
 - b) changes in the operating environment;
 - c) changes in key personnel;
 - d) significant changes in staffing levels;
 - e) changes in safety regulatory requirements;
 - f) significant restructuring of the organization; and
 - g) physical changes (new facility or base, aerodrome layout changes etc.).
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8.5.5.6 The service provider should also consider the impact of the change on personnel. This could affect the way the change is accepted by those affected. Early communication and engagement will normally improve the way the change is perceived and implemented.

8.5.5.7 The change management process should include the following activities:

- a) understand and define the change; this should include a description of the change and why it is being implemented;
- b) understand and define who and what it will affect; this may be individuals within the organization, other departments or external people or organizations. Equipment, systems and processes may also be impacted. A review of the system description and organizations' interfaces may be needed. This is an opportunity to determine who should be involved in the change. Changes might affect risk controls already in place to mitigate other risks, and therefore change could increase risks in areas that are not immediately obvious;
- c) identify hazards related to the change and carry out a safety risk assessment; this should identify any hazards directly related to the change. The impact on existing hazards and safety risk controls that may be affected by the change should also be reviewed. This step should use the existing organization's SRM processes;
- d) develop an action plan; this should define what is to be done, by whom and by when. There should be a clear plan describing how the change will be implemented and who will be responsible for which actions, and the sequencing and scheduling of each task;
- e) sign off on the change; this is to confirm that the change is safe to implement. The individual with overall responsibility and authority for implementing the change should sign the change plan; and
- f) assurance plan; this is to determine what follow-up action is needed. Consider how the change will be communicated and whether additional activities (such as audits) are needed during or after the change. Any assumptions made need to be tested.

8.5.6 Continuous improvement of the SMS

8.5.6.1 Annex 19, Appendix 2, 3.3 requires that... "the service provider monitor and assess its SMS processes to maintain or continuously improve the overall effectiveness of the SMS." Maintenance and continuous improvement of the service provider's SMS effectiveness is supported by safety assurance activities that include the verification and follow up of actions and the internal audit processes. It should be recognized that maintaining and continuously improving the SMS is an ongoing journey as the organization itself and the operational environment will be constantly changing.

8.5.6.2 Internal audits involve assessment of the service provider's aviation activities that can provide information useful to the organization's decision-making processes. The internal audit function includes evaluation of all of the safety management functions throughout the organization.

8.5.6.3 SMS effectiveness should not be based solely on SPIs; aerodrome operators should aim to implement a variety of methods to determine its effectiveness, measure outputs as well as outcomes of the processes, and assess the information gathered through these activities. Such methods may include:

- a) Audits; this includes internal audits and audits carried out by other organizations.
- b) Assessments; includes assessments of safety culture and SMS effectiveness.
- c) Monitoring of occurrences: monitor the recurrence of safety events including accidents and incidents as well as errors and rule-breaking situations.
- d) Safety surveys; including cultural surveys providing useful feedback on staff engagement with the SMS. It may also provide an indicator of the safety culture of the organization.
- e) Management reviews; examine whether the safety objectives are being achieved by the organization and are an opportunity to look at all the available safety performance information to identify overall trends. It is important that senior management review the effectiveness of the SMS. This may be carried out as one of the functions of the highest-level safety committee.
- f) Evaluation of SPIs and SPTs; possibly as part of the management review. It considers trends and, when appropriate data is available, can be compared to other aerodrome operators or regulators or global data.
- g) Addressing lessons learnt; from safety reporting systems and service provider safety investigations. These should lead to safety improvements being implemented.

8.5.6.4 In summary, the monitoring of the safety performance and internal audit processes contributes to the service provider's ability to continuously improve its safety performance. Ongoing monitoring of the SMS, its related safety risk controls and support systems assures the service provider and the State that the safety management processes are achieving their desired safety performance objectives.

8.6 COMPONENT 4: SAFETY PROMOTION

8.6.1 Safety promotion encourages a positive safety culture and helps achieve the service provider's safety objectives through the combination of technical competence that is continually enhanced through training and education, effective communication, and information-sharing. Senior management provides the leadership to promote the safety culture throughout an organization.

8.6.2 Effective safety management cannot be achieved solely by mandate or strict adherence to policies and procedures. Safety promotion affects both individual and organizational behaviour, and supplements the organization's policies, procedures and processes, providing a value system that supports safety efforts.

- 8.6.3 The service provider should establish and implement processes and procedures that facilitate effective two-way communication throughout all levels of the organization. This should include clear strategic direction from the top of the organization and the enabling of “bottom-up” communication that encourages open and constructive feedback from all personnel.

8.6.4 Training and education

- 8.6.4.1 In Annex 19, “the service provider shall develop and maintain a safety training programme that ensures that personnel are trained and competent to perform their SMS duties.” It also requires that “the scope of the safety training programme be appropriate to each individual’s involvement in the SMS.” The safety manager is responsible for ensuring there is a suitable safety training programme in place. This includes providing appropriate safety information relevant to specific safety issues met by the organization. Personnel who are trained and competent to perform their SMS duties, regardless of their level in the organization, is an indication of management’s commitment to an effective SMS. The training programme should include initial and recurrent training requirements to maintain competencies. Initial safety training should consider, as a minimum, the following:

- a) organizational safety policies and safety objectives;
- b) organizational roles and responsibilities related to safety;
- c) basic SRM principles;
- d) safety reporting systems;
- e) the organization’s SMS processes and procedures; and
- f) human factors.

- 8.6.4.2 Recurrent safety training should focus on changes to the SMS policies, processes and procedures, and should highlight any specific safety issues relevant to the organization or lessons learned.

- 8.6.4.3 The training programme should be tailored to the needs of the individual’s role within the SMS. For example, the level and depth of training for managers involved in the organization’s safety committees will be more extensive than for personnel directly involved with delivery of the organization’s product or services. Personnel not directly involved in the operations may require only a high level overview of the organization’s SMS.

Training needs analysis

- 8.6.4.5 For most organizations, a formal training needs analysis (TNA) is necessary to ensure there is a clear understanding of the operation, the safety duties of the personnel and the available

training. A typical TNA will normally start by conducting an audience analysis, which usually includes the following steps:

- a) Every one of the service provider's staff will be affected by the implementation of the SMS, but not in the same ways or to the same degree. Identify each staff grouping and in what ways they will interact with the safety management processes, inputs and outputs - in particular with safety duties. This information should be available from the position/role descriptions. Normally groupings of individuals will start to emerge that have similar learning needs. The service provider should consider whether it is valuable to extend the analysis to staff in external interfacing organizations;
- b) Identify the knowledge and competencies needed to perform each safety duty and required by each staff grouping.
- c) Conduct an analysis to identify the gap between the current safety skill and knowledge across the workforce and those needed to effectively perform the allocated safety duties.
- d) Identify the most appropriate skills and knowledge development approach for each group with the aim of developing a training programme appropriate to each individual or group's involvement in safety management. The training programme should also consider the staff's ongoing safety knowledge and competency needs; these needs will typically be met through a recurrent training programme.

8.6.4.6 It is also important to identify the appropriate method for training delivery. The main objective is that, on completion of the training, personnel are competent to perform their SMS duties. Competent trainers are usually the single most important consideration; their commitment, teaching skills and safety management expertise will have a significant impact on the effectiveness of the training delivered. The safety training programme should also specify responsibilities for development of training content and scheduling as well as training and competency records management.

8.6.4.7 The organization should determine who should be trained and to what depth, and this will depend on their involvement in the SMS. Most people working in the organization have some direct or indirect relationship with aviation safety, and therefore have some SMS duties. This applies to any personnel directly involved in the delivery of products and services, and personnel involved in the organization's safety committees. Some administrative and support personnel will have limited SMS duties and will need some SMS training, as their work may still have an indirect impact on aviation safety.

8.6.4.8 The service provider should identify the SMS duties of personnel and use the information to examine the safety training programme and ensure each individual receives training aligned with their involvement with SMS. The safety training programme should specify the content of safety training for support staff, operational personnel, managers and supervisors, senior managers and the accountable executive.

8.6.4.9 There should be specific safety training for the accountable executive and senior managers that includes the following topics:

- a) specific awareness training for new accountable executives and post holders on their SMS accountabilities and responsibilities;
- b) importance of compliance with national and organizational safety requirements;
- c) management commitment;
- d) allocation of resources;
- e) promotion of the safety policy and the SMS;
- f) promotion of a positive safety culture;
- g) effective interdepartmental safety communication;
- h) safety objective, SPTs and alert levels; and
- i) disciplinary policy.

8.6.4.10 The main purpose of the safety training programme is to ensure that personnel, at all levels of the organization, maintain their competence to fulfil their safety roles; therefore competencies of personnel should be reviewed on a regular basis.

8.6.5 Safety communication

8.6.5.1 The service provider should communicate the organization's SMS objectives and procedures to all appropriate personnel. There should be a communication strategy that enables safety communication to be delivered by the most appropriate method based on the individual's role and need to receive safety related information. This may be done through safety newsletters, notices, bulletins, briefings or training courses. The safety manager should also ensure that lessons learned from investigations and case histories or experiences, both internally and from other organizations, are distributed widely. Safety communication therefore aims to:

- a) ensure that staff are fully aware of the SMS; this is a good way of promoting the organization's safety policy and safety objectives.
- b) convey safety-critical information; Safety critical information is specific information related to safety issues and safety risks that could expose the organization to safety risk. This could be from safety information gathered from internal or external sources such as lessons learned or related to safety risk controls. The service provider determines what information is considered safety critical and the timeliness of its communication.
- c) raise awareness of new safety risk controls and corrective actions; The safety risks faced by the service provider will change over time, and whether this is a new safety risk that has been identified or changes to safety risk controls, these changes will need to be communicated to the appropriate personnel.
- d) provide information on new or amended safety procedures; when safety procedures are updated it is important that the appropriate people are made aware of these changes.

- e) promote a positive safety culture and encourage personnel to identify and report hazards; safety communication is two-way. It is important that all personnel communicate safety issues to the organization through the safety reporting system.
- f) provide feedback; provide feedback to personnel submitting safety reports on what actions have been taken to address any concerns identified.

8.6.5.2 Aerodrome operators should consider whether any of the safety information listed above needs to be communicated to external organizations.

8.6.5.3 Aerodrome operators should assess the effectiveness of their safety communication by checking personnel have received and understood any safety critical information that has been distributed. This can be done as part of the internal audit activities or when assessing the SMS effectiveness.

8.6.5.4 Safety promotion activities should be carried out throughout the life cycle of the SMS, not only at the beginning.

8.7 IMPLEMENTATION PLANNING

8.7.1 System description

8.7.1.1 A system description helps to identify the organizational processes, including any interfaces, to define the scope of the SMS. This provides an opportunity to identify any gaps related to the service provider's SMS components and elements and may serve as a starting point to identify organizational and operational hazards. A system description serves to identify the features of the product, the service or the activity so that SRM and safety assurance can be effective.

8.7.1.2 Most organizations are made up of a complex network of interfaces and interactions involving different internal departments as well as different external organizations that all contribute to the safe operation of the organization. The use of a system description enables the organization to have a clearer picture of its many interactions and interfaces. This will enable better management of safety risk and safety risk controls if they are described, and help in understanding the impact of changes to the SMS processes and procedures.

8.7.1.3 When considering a system description, it is important to understand that a “system” is a set of things working together as parts of an interconnecting network. In an SMS, it is any of an organization's products, people, processes, procedures, facilities, services, and other aspects (including external factors), which are related to, and can affect, the organization's aviation safety activities. Often, a “system” is a collection of systems, which may also be viewed as a system with subsystems. These systems and their interactions with one another make up the

sources of hazards and contribute to the control of safety risks. The important systems include both those which could directly impact aviation safety and those which affect the ability or capacity of an organization to perform effective safety management.

- 8.7.1.4 An overview of the system description and the SMS interfaces should be included in the SMS documentation. A system description may include a bulleted list with references to policies and procedures. A graphic depiction, such as a process flow chart or annotated organization chart, may be enough for some organizations. An organization should use a method and format that works for that organization.
- 8.7.1.5 Because each organization is unique, there is no “one size fits all” method for SMS implementation. It is expected that each organization will implement an SMS that works for its unique situation. Each organization should define for itself how it intends to go about fulfilling the fundamental requirements. To accomplish this, it is important that each organization prepare a system description that identifies its organizational structures, processes, and business arrangements that it considers important to safety management functions. Based on the system description, the organization should identify or develop policy, processes, and procedures that establish its own safety management requirements.
- 8.7.1.6 When an organization elects to make a significant or substantive change to the processes identified in the system description, the changes should be viewed as potentially affecting its baseline safety risk assessment. Thus, the system description should be reviewed as part of the management of change processes.

8.7.2 Interface management

Safety risks faced by aerodrome operators are affected by interfaces. Interfaces can be either internal (e.g. between departments) or external (e.g. other aerodrome operators or contracted services,). By identifying and managing these interfaces the service provider will have more control over any safety risks related to the interfaces. These interfaces should be defined within the system description.

8.7.3 Identification of SMS interfaces

- 8.7.3.1 Initially aerodrome operators should concentrate on interfaces in relation to its business activities. The identification of these interfaces should be detailed in the system description that sets out the scope of the SMS and should include internal and external interfaces.
- 8.7.3.2 Figure 9-3 is an example of how a service provider could map out the different organizations it interacts with to identify any SMS interfaces. The objective of this review is to produce a comprehensive list of all interfaces. The rationale for this exercise is that there may be SMS interfaces which an organization is not necessarily fully aware of. There may be interfaces

where there are no formal agreements in place, such as with the power supply or building maintenance companies.

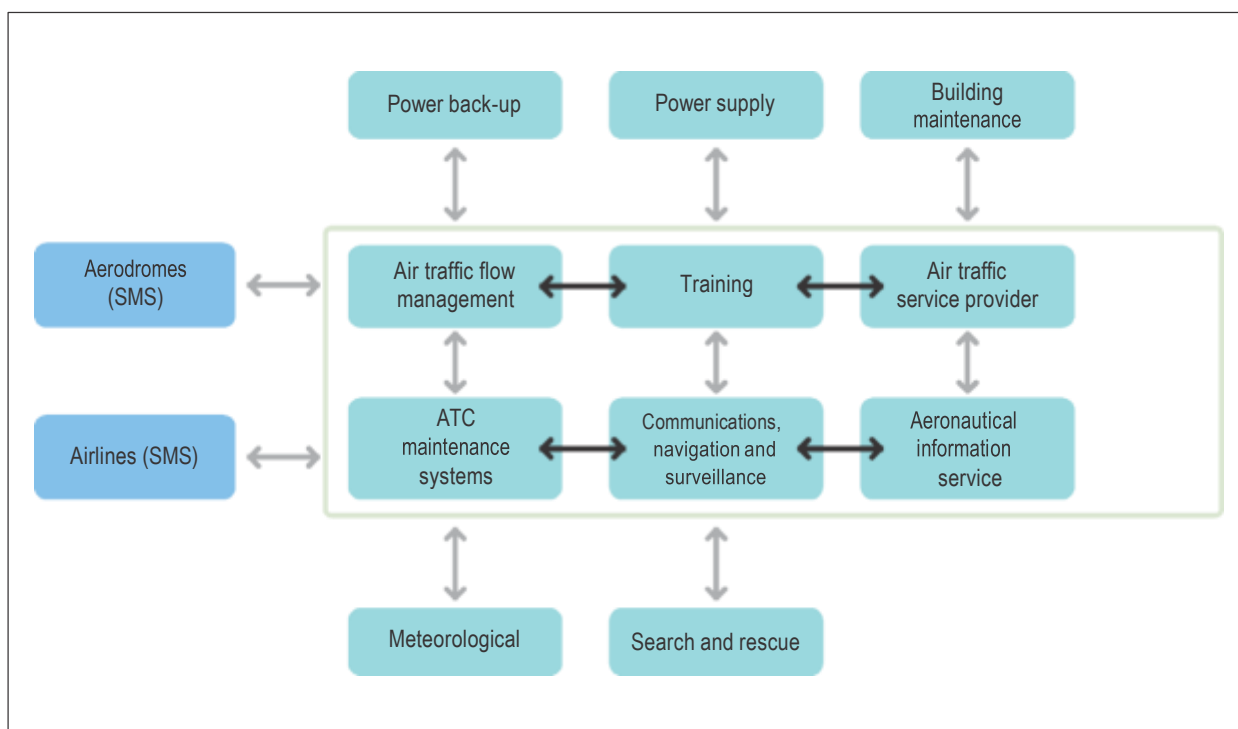


Figure 8-1.Example of air traffic service provider SMS interfaces

8.7.3.3 Some of the internal interfaces may be with business areas not directly associated with safety, such as marketing, finance, legal and human resources. These areas can impact safety through their decisions which impact on internal resources and investment, as well as through agreements and contracts with external organizations, and may not necessarily address safety.

8.7.3.4 Once the SMS interfaces have been identified, the service provider should consider their relative criticality. This enables the service provider to prioritize the management of the more critical interfaces, and their potential safety risks. Things to consider are:

- what is being provided;
- why it is needed;
- whether the organizations involved has an SMS or another management system in place; and
- whether the interface involves the sharing of safety data / information.

Assessing safety impact of interfaces

8.7.3.5 The service provider should then identify any hazards related to the interfaces and carry out a safety risk assessment using its existing hazard identification and safety risk assessment processes.

- 8.7.3.6 Based on the safety risks identified, the service provider may consider working with the other organization to determine and define an appropriate safety risk control strategy. By involving the other organization, they may be able to contribute to identifying hazards, assessing the safety risk as well as determining the appropriate safety risk control. This collaborative effort is needed because the perception of safety risks may not be the same for each organization. The risk control could be carried out by either the service provider or the external organization.
- 8.7.3.7 It is also important to recognize that each organization involved has the responsibility to identify and manage hazards that affect their own organization. This may mean the critical nature of the interface is different for each organization as they may apply different safety risk classifications and have different safety risk priorities (in term of safety performance, resources, time, etc.).

Managing and monitoring interfaces

- 8.7.3.8 The service provider is responsible for managing and monitoring the interfaces to ensure the safe provision of their services and products. This will ensure the interfaces are managed effectively and remain current and relevant. Formal agreements are an effective way to accomplish this as the interfaces and associated responsibilities can be clearly defined. Any changes in the interfaces and associated impacts should be communicated to the relevant organizations.
- 8.7.3.9 Challenges associated with the service provider's ability to manage interface safety risks include:
- a) one organization's safety risk controls are not compatible with the other organizations';
 - b) willingness of both organizations to accept changes to their own processes and procedures;
 - c) insufficient resources or technical expertise available to manage and monitor the interface;
 - and
 - d) number and location of interfaces.
- 8.7.3.10 It is important to recognize the need for coordination between the organizations involved in the interface. Effective coordination should include:
- a) clarification of each organization's roles and responsibilities;
 - b) agreement of decisions on the actions to be taken (e.g. safety risk control actions and timescales);
 - c) identification of what safety information needs to be shared and communicated;
 - d) how and when coordination should take place (task force, regular meetings, ad hoc or dedicated meetings); and

- e) agreeing on solutions that benefit both organizations but that do not impair the effectiveness of the SMS.

8.7.3.11 All safety issues or safety risks related to the interfaces should be documented and made accessible to each organization for sharing and review. This will allow the sharing of lessons learned and the pooling of safety data that will be valuable for both organizations. Operational safety benefits may be achieved through an enhancement of safety reached by each organization as the result of shared ownership of safety risks and responsibility.

8.7.4 SMS Scalability

8.7.4.1 The organization's SMS, including the policies, processes and procedures, should reflect the size and complexity of the organization and its activities. It should consider:

- a) the organizational structure and availability of resources;
- b) size and complexity of the organization (including multiple sites and bases); and
- c) complexity of the activities and the interfaces with external organizations.

8.7.4.2 The service provider should carry out an analysis of its activities to determine the right level of resources to manage the SMS. This should include the determination of the organizational structure needed to manage the SMS. This would include considerations of who will be responsible for managing and maintaining the SMS, what safety committees are needed, if any, and the need for specific safety specialists.

Safety risk considerations

8.7.4.3 Regardless of the size of the service provider, scalability should also be a function of the inherent safety risk of the service provider's activities. Even small organizations may be involved in activities that may entail significant aviation safety risks. Therefore, safety management capability should be commensurate with the safety risk to be managed.

Safety data and safety information and its analysis

8.7.4.4 For small organizations, the low volume of data may mean that it is more difficult to identify trends or changes in the safety performance. This may require meetings to raise and discuss safety issues with appropriate experts. This may be more qualitative than quantitative but will help identify hazards and risks for the service provider. Collaborating with other aerodrome operators or industry associations can be helpful, since these may have data that the service provider does not have. For example, smaller aerodrome operators can exchange with similar organizations/operations to share safety risk information and

identify safety performance trends. Aerodrome operators should adequately analyse and process their internal data even though it may be limited.

8.7.4.5 Aerodrome operators with many interactions and interfaces will need to consider how they gather safety data and safety information from multiple organizations. This may result in large volumes of data being collected to be collated and analysed later. These aerodrome operators should utilize an appropriate method of managing such data. Consideration should also be given to the quality of the data collected and the use of taxonomies to help with the analysis of the data.

8.7.5 Integration of management systems

8.7.5.1 Safety management should be considered as part of a management system (and not in isolation). Therefore, a service provider may implement an integrated management system that includes the SMS. An integrated management system may be used to capture multiple certificates, authorizations or approvals or to cover other business management systems such as quality, security, occupational health and environmental management systems. This is done to remove duplication and exploit synergies by managing safety risks across multiple activities. For example, where a service provider holds multiple certificates it may choose to implement a single management system to cover all of its activities. The service provider should decide the best means to integrate or segregate its SMS to suit its business or organizational needs.

8.7.5.2 A typical integrated management system may include a:

- a) quality management system (QMS);
- b) safety management system (SMS);
- c) security management system (SeMS), further guidance may be found in the Aviation Security Manual (Doc 8973 — Restricted);
- d) environmental management system (EMS);
- e) occupational health and safety management system (OHSMS);
- f) financial management system (FMS);
- g) documentation management system (DMS); and
- h) fatigue risk management system (FRMS).

8.7.5.3 A service provider may choose to integrate these management systems based on their unique needs. Risk management processes and internal audit processes are essential features of most of these management systems. It should be recognized that the risks and risk controls developed in any of these systems could have an impact on other systems. In addition, there may be other operational systems associated with the business activities that may also be integrated, such as supplier management, facilities management, etc.

8.7.5.4 A service provider may also consider applying the SMS to other areas that do not have a current regulatory requirement for an SMS. Aerodrome operators should determine the most suitable means to integrate or segregate their management system to suit their business model, operating environment, regulatory, and statutory requirements as well as the expectations of the aviation community. Whichever option is taken, it should still ensure that it meets the SMS requirements.

Benefits and challenges of management system integration

8.7.5.5 Integrating the different areas under a single management system will improve efficiency by:

- a) reducing duplication and overlapping of processes and resources;
- b) reducing potentially conflicting responsibilities and relationships;
- c) considering the wider impacts of risks and opportunities across all activities; and
- d) allowing effective monitoring and management of performance across all activities.

8.7.5.6 Possible challenges of management system integration include:

- a) existing systems may have different functional managers who resist the integration; this could result in conflict;
- b) there may be resistance to change for personnel impacted by the integration as this will require greater cooperation and coordination;
- c) impact on the overall safety culture within the organization as there may be different cultures in respect of each system; this could create conflicts;
- d) regulations may prevent such an integration or the different regulators and standards bodies may have diverging expectations on how their requirements should be met; and
- e) integrating different management systems (such as QMS and SMS) may create additional work to be able to demonstrate that the separate requirements are being met.

8.7.5.7 To maximize the benefits of integration and address the related challenges, senior management commitment and leadership is essential to manage the change effectively. It is important to identify the person who has overall responsibility for the integrated management system.

8.7.6 SMS and QMS integration

8.7.6.1 Some aerodrome operators have both an SMS and QMS. These sometimes are integrated into a single management system. The QMS is generally defined as the organizational structure and associated accountabilities, resources, processes and procedures necessary to establish and promote a system of continuous quality assurance and improvement while delivering a product or service.

8.7.6.2 Both systems are complementary; the SMS focuses on managing safety risks and safety performance while the QMS focuses on compliance with prescriptive regulations and requirements to meet customer expectations and contractual obligations. The objectives of an SMS are to identify hazards, assess the associated safety risk and implement effective safety risk controls. In contrast, the QMS focuses on the consistent delivery of products and services that meet relevant specifications. Nonetheless, both the SMS and the QMS:

- a) should be planned and managed;
- b) involve all organizational functions related to the delivery of aviation products and services;
- c) identify ineffective processes and procedures;
- d) strive for continuous improvement; and
- e) have the same goal of providing safe and reliable products and services to customers.

8.7.6.3 The SMS focuses on:

- a) identification of safety-related hazards facing the organization;
- b) assessment of the associated safety risk;
- c) implementation of effective safety risk controls to mitigate safety risks;
- d) measuring safety performance; and
- e) maintaining an appropriate resource allocation to meet safety performance requirements.

8.7.6.4 The QMS focuses on:

- a) compliance with regulations and requirements;
- b) consistency in the delivery of products and services;
- c) meeting the specified performance standards; and
- d) delivery of products and services that are “fit for purpose” and free of defects or errors.

8.7.6.5 Monitoring compliance with regulations is necessary to ensure that safety risk controls, applied in the form of regulations, are effectively implemented and monitored by the service provider. The causes and contributing factors of any non-compliance should also be analysed and addressed.

8.7.6.6 Given the complementary aspects of SMS and QMS, it is possible to integrate both systems without compromising each function. This can be summarized as follows:

- a) an SMS is supported by QMS processes such as auditing, inspection, investigation, root cause analysis, process design, and preventive actions;
- b) a QMS may identify safety issues or weaknesses in safety risk controls;
- c) a QMS may foresee safety issues that exist despite the organization’s compliance with standards and specifications;

- d) quality principles, policies and practices should be aligned with the objectives of safety management; and
- e) QMS activities should consider identified hazards and safety risk controls for the planning and performance of internal audits.

8.7.6.7 In conclusion, in an integrated management system with unified goals and decision-making that considers the wider impacts across all activities, quality management and safety management processes will be highly complementary and will support the achievement of the overall safety goals.

8.7.7 SMS gap analysis and implementation

8.7.7.1 Before implementing an SMS, the service provider should carry out a gap analysis. This compares the service provider's existing safety management processes and procedures with the SMS requirements as determined by the State. It is likely that the service provider already has some of the SMS functions in place. The development of an SMS should build upon existing organizational policies and processes. The gap analysis identifies the gaps that should be addressed through an SMS implementation plan that defines the actions needed to implement a fully functioning and effective SMS.

8.7.7.2 The SMS implementation plan should provide a clear picture of the resources, tasks and processes required to implement the SMS. The timing and sequencing of the implementation plan may depend on a variety of factors that will be specific to each organization, such as:

- a) regulatory, customer and statutory requirements;
- b) multiple certificates held (with possibly different regulatory implementation dates);
- c) the extent to which the SMS may build upon existing structures and processes;
- d) the availability of resources and budgets;
- e) interdependencies between different steps (a reporting system should be implemented before establishing a data analysis system); and
- f) the existing safety culture.

8.7.7.3 The SMS implementation plan should be developed in consultation with the accountable executive and other senior managers, and should include who is responsible for the actions along with timelines. The plan should address coordination with external organizations or contractors where applicable.

8.7.7.4 The SMS implementation plan may be documented in different forms, varying from a simple spread sheet to specialized project management software. The plan should be monitored regularly and updated as necessary. It should also clarify when a specific element can be considered successfully implemented.

8.7.7.5 Both the State and the service provider should recognize that achieving an effective SMS may take several years. Aerodrome operators should refer to their State as there may be requirements for a phased approach for SMS implementation.

APPENDIX 1. PRINCIPLES FOR THE PROTECTION OF SAFETY DATA, SAFETY INFORMATION AND RELATED SOURCES

1. General principles

- 1.1 States shall, through national laws, regulations and policies protecting safety data, safety information and related sources, ensure that:
- a) a balance is struck between the need for the protection of safety data, safety information and related sources to maintain or improve aviation safety, and the need for the proper administration of justice;
 - b) safety data, safety information and related sources are protected in accordance with this appendix;
 - c) the conditions under which safety data, safety information and related sources qualify for protection are specified; and
 - d) safety data and safety information remain available for the purpose of maintaining or improving aviation safety.
- 1.2 When an investigation under Annex 13 has been instituted, accident and incident investigation records listed in 5.12 of Annex 13 shall be subject to the protections accorded therein instead of the protections accorded by this Annex.

2. Principles of protection

- 2.1 States shall ensure that safety data or safety information is not used for:
- a) disciplinary, civil, administrative and criminal proceedings against employees, operational personnel or organizations;
 - b) disclosure to the public; or
 - c) any purposes other than maintaining or improving safety; unless a principle of exception applies.
- 2.2 States shall accord protection to safety data, safety information and related sources by ensuring that:
- a) the protection is specified based on the nature of safety data and safety information;
 - b) a formal procedure to provide protection to safety data, safety information and related sources is established;
 - c) safety data and safety information will not be used in a way different from the purposes for which they were collected, unless a principle of exception applies; and
 - d) to the extent that a principle of exception applies, the use of safety data and safety information in disciplinary, civil, administrative and criminal proceedings will be carried out only under authoritative safeguards.

3. Principles of exception

Exceptions to the protection of safety data, safety information and related sources shall only be granted when the competent authority:

- a) determines that there are facts and circumstances reasonably indicating that the occurrence may have been caused by an act or omission considered, in accordance with national laws, to be conduct constituting gross negligence, wilful misconduct or criminal activity;
- b) after reviewing the safety data or safety information, determines that its release is necessary for the proper administration of justice, and that the benefits of its release outweigh the adverse domestic and international impact such release is likely to have on the future collection and availability of safety data and safety information; or
- c) after reviewing the safety data or safety information, determines that its release is necessary for maintaining or improving safety, and that the benefits of its release outweigh the adverse domestic and international impact such release is likely to have on the future collection and availability of safety data and safety information.

4. Public disclosure

- 4.1 States that have right-to-know laws shall, in the context of requests made for public disclosure, create exceptions from public disclosure to ensure the continued confidentiality of voluntarily supplied safety data and safety information.
- 4.2 Where disclosure is made in accordance with section 3, States shall ensure that:
 - a) public disclosure of relevant personal information included in the safety data or safety information complies with applicable privacy laws; or
 - b) public disclosure of the safety data or safety information is made in a de-identified, summarized or aggregate form.

5. Responsibility of the custodian of safety data and safety information

States shall ensure that each SDCPS has a designated custodian to apply the protection to safety data and safety information in accordance with applicable provisions of this appendix.

6. Protection of recorded data

- 6.1 States shall, through national laws and regulations, provide specific measures of protection regarding the confidentiality and access by the public to ambient workplace recordings.
 - 6.2 States shall, through national laws and regulations, treat ambient workplace recordings required by national laws and regulations as privileged protected data subject to the principles of protection and exception as provided for in this appendix.
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ABBREVIATIONS AND ACRONYMS

ADREP	Accident/incident data reporting
AIA	Accident investigation authority
ALoSP	Acceptable level of safety performance
AOC	Air operator certificate
ATS	Air traffic service(s)
CAA	Civil aviation authority
CVR	Cockpit voice recorder
D3M	Data-driven decision-making
Doc	Document
ERP	Emergency response plan
FDA	Flight data analysis
FDR	Flight data recorder
FMS	Financial management system
FRMS	Fatigue risk management systems
GASP	Global Aviation Safety Plan
ICAO	International Civil Aviation Organization
iSTARS	Integrated Safety Trend Analysis and Reporting System LOSA Line operations safety audit
OHSMS	Occupational health and safety management system OSHE Occupational safety, health and environment
PIRG	Planning and implementation regional group
QMS	Quality management system
RASG	Regional aviation safety group
RSOO	Regional safety oversight organization
SAG	Safety action group
SARPs	Standards and Recommended Practices
SD	Standard deviation
SDCPS	Safety data collection and processing system
SeMS	Security management system
SMM	Safety management manual
SMP	Safety Management Panel

SMS	Safety management system(s)
SPI	Safety performance indicator
SPT	Safety performance target
SRB	Safety review board
SRBS	Safety risk-based surveillance
SRM	Safety risk management
SSO	State safety oversight
SSP	State safety programme
STDEVP	Population standard deviation
TNA	Training needs analysis
USOAP	Universal Safety Oversight Audit Programme

References

The following documents are referred to in this manual or may provide additional guidance material.

- 2.1. MCAR –Section 1 Aerodrome Certification
- 2.2. MCAR – Section 2 Aerodrome Standards
- 2.3. ICAO Annex 19 Safety Management System
- 2.4. ICAO Annex 14, Volume 1, Aerodromes Design and Operations
- 2.5. ICAO Doc 9859, *Safety Management Manual*
- 2.6. ICAO Doc 9981, *Procedures for Air Navigation Services* (Aerodromes)
- 2.7. Myanmar Civil Aviation Requirements, Safety Management