

## **AMC to OR.GEN.200 (a) (1)**

### **Safety Management System**

#### **SAFETY POLICY AND OBJECTIVES**

##### **1. Management commitment and responsibility:**

1. 1 The safety policy should include a commitment to:

- a) achieve the highest safety standards;
- b) observe all applicable legal requirements and international standards, and best effective practices;
- c) provide all appropriate resources;
- d) enforce safety as a primary responsibility of all managers; and
- e) Ensure that the policy is understood, implemented and maintained at all levels.

Once developed, it should: senior management must communicate the safety policy, with visible endorsement, to all staff.

- a. be endorsed by the accountable manager
- b. reflect organisational commitments regarding safety
- c. be communicated, with visible endorsement, throughout the organisation.

##### **1.2. Senior management should:**

- a. continuously promote the safety policy to all staff and demonstrate their commitment to it
- b. provide necessary human and financial resources for its implementation
- c. establish safety objectives and standards of safety performance. The safety objectives and standards of safety performance should be linked to the safety performance indicators, safety performance targets and safety requirements.

##### **2 Safety accountabilities**

The organisation should define the accountabilities of the accountable manager and the safety responsibilities of key personnel.

##### **3 Appointment of key safety personnel**

###### **3.1 SMS organisational structure.**

a. Typically this should include a safety manager, a safety review board and a safety action group.

###### **3.2. The safety manager.**

a. The safety manager should be responsible and the focal point for the development, administration and maintenance of an effective safety management system.

b. The functions of the safety manager should be to:

- i. manage the implementation plan on behalf of the accountable manager
- ii. Facilitate hazard identification, risk analysis and management
- iii. Monitor corrective action to ensure their accomplishment
- iv. Provide periodic reports on safety performance
- v. Maintain safety documentation

- vi. Plan and organise staff safety trainingL
- vii. Provide independent advice on safety mattersL
- viii. Advise senior managers on safety mattersL
- ix. Assist line managersL
- x. oversee hazard identification systemsL
- xi. Be involved in occurrence / accident investigationsLand
- xii. Monitor compliance.
- xiii. Monitoring safety concerns in the aviation industry and their perceived impact on the organization's operations aimed at service delivery;
- xiv) Coordinating and communicating (on behalf of the Accountable Executive) with the State's oversight authority and other State agencies as necessary on issues relating to safety; and
- xv) Coordinating and communicating (on behalf of the Accountable Executive) with international agencies on issues relating to safety.

#### c. Responsibilities

- i. The position requires the ability to cope with changing circumstances and situations with little supervision. The safety manager acts independently of other managers within the organization.
- ii. The safety manager is responsible for providing information and advice to senior management and to the Accountable Executive on matters relating to safe operations. Tact, diplomacy and a high degree of integrity are prerequisites.
- iii. The job requires flexibility because assignments may be undertaken with little or no notice and outside normal work hours.

#### d. Authority

- i. Regarding safety matters, the safety manager has direct access to the Accountable Executive and appropriate senior and middle management.
- ii. The safety manager is authorized to conduct safety audits, surveys and inspections of any aspect of the operation.
- ii. The safety manager has the authority to conduct investigations of internal safety events in accordance with the procedures specified in the safety management systems manual (SMSM) of the organization.

#### e. The selection criteria for a safety manager

It acquires special significance and should include, but not be limited to, the following:

- a) Operational management experience;
- b) Technical background to understand the systems that support operations;
- c) People skills;
- d) Analytical and problem-solving skills;
- e) Project management skills; and
- f) Oral and written communications skills.

#### 3. 3. Safety review board.

The Safety Review Board (SRB) provides the platform to achieve the objectives of resource allocation and neutral assessment of the effectiveness and efficiency of the mitigation strategies.

- a. The Safety review board should be a high level committee that considers strategic safety functions.
- b. The board should be chaired by the accountable manager and be composed of heads of functional areas. The safety manager participates in the SRB in an advisory capacity only
- c. The safety review board should monitor:
  - i. Safety performance against the safety policy and objectives
  - ii. The effectiveness of the SMS implementation plan
  - iii. The effectiveness of the safety supervision of contracted operations.
  - iv. monitors that any necessary corrective action is taken in a timely manner;
- d. The safety review board should ensure that appropriate resources are allocated to achieve the established safety performance beyond that required by regulatory compliance; and
- e. The safety review board should give strategic direction to the safety action group.

### 3. 4. Safety action group.

Once a strategic direction has been developed by the SRB, concerted implementation of strategies across the organization must take place, in a coordinated manner. This is the primary role of the Safety Action Group (SAG).

- a. The safety action group should report to and take strategic direction from the safety review board composed of line managers, and representatives of front-line personnel, and chaired in turn by designated line managers. The safety manager is the secretary of the SAG. The SAG is eminently tactical and deals with implementation issues to satisfy the strategic directives of the SRB. While the SAG deals with grass roots implementation issues pertaining to specific activities to ensure control of the safety risks of the consequences of hazards during line operations, the SRB deals with the coordination of those issues, to ensure consistency with the strategic direction provided by the SRB.
- b. The safety action group should:
  - i. Oversees operational safety performance within the functional areas and ensures that hazard identification and safety risk management are carried out as appropriate, with staff involvement as necessary to build up safety awareness;
  - ii. Coordinates the resolution of mitigation strategies for the identified consequences of hazards and ensures that satisfactory arrangements exist for safety data capture and employee feedback;
  - iii. Assess the impact on safety of operational changes
  - iv. Implement corrective action plans
  - v. Ensure that corrective action is achieved within agreed timescales.
- c. The safety action group should review the effectiveness of previous safety recommendations, and safety promotion.

### 4 Coordination of emergency response planning

The overall objective is the safe continuation of operations or the return to normal operations as soon as possible.

- a. An Emergency Response Plan (ERP) should be established that provides the actions to be taken by the organisation or specified individuals in an emergency and reflects the size, nature and complexity of the activities performed by the organisation.
- b. The Emergency Response Plan should ensure:
  - i. An orderly and efficient transition from normal to emergency operations
  - ii. Safe continuation of operations or return to normal operations as soon as practicable.
  - iii. Who is responsible for each action
  - iv. Authorization for action by key personnel

## 5 SMS documentation

One explicit feature of an SMS is that all safety management activities are required to be documented and visible

- a. Documentation should consist of:
  - i. Applicable regulations
  - ii. Safety management system manual
  - iii. SMS records
  - iv. Documentation, such as hazard reporting forms, lines of accountability, responsibility and authority regarding the management of operational safety, and the structure of the safety management organization. It must furthermore document explicit guidelines for records management, including handling, storage, retrieval and preservation.
- b. Safety policy should include a commitment to:
  - i. Achieve the highest safety standards
  - ii. Observe all applicable legal requirements, standards and best practices
  - iii. Provide appropriate resources
  - iv. Enforce safety as one primary responsibility of all managers
  - v. Ensure that the policy is implemented and understood at all levels both internally and externally.
- c. SMS implementation plan.

The SMS implementation plan should be a realistic strategy for the implementation of SMS that meets the needs of the organisation and defines the approach taken for managing safety. The plan should be endorsed by senior management and completed within a period of 2 years.

SMS implementation plan . contents:

- i. Safety policy
- ii. Safety planning, objectives and goals
- iii. System description
- iv. Gap analysis
- v. SMS components
- vi. safety roles and responsibilities
- vii. Hazards reporting policy
- viii. Means of employee involvement

- ix. Safety communicationL
- x. Safety training
- xi. Safety performance measurementLand
- xii. Management review of safety performance.

d. The safety management system manual (SMSM)

Is a key instrument for communicating the organization's approach to safety for the whole of the organisation and documents all aspects of the SMS, including the safety policy, objectives, procedures and individual safety accountabilities. The contents of the safety management system manual should include:

- i. scope of the safety management systemL
- ii. Safety policy and objectivesL
- iii. Safety accountabilitiesL
- iv. Key safety personnelL
- v. Documentation control proceduresL
- vii. Hazard identification and risk management schemesL
- viii. Safety assuranceL
- ix. Coordination of emergency response planningL
- x. Management of changeL
- xi. Safety promotionLand
- xii. Contracted activities.
- Xiii Safety Auditing

d. The SMSM may be a chapter in the organisation manual.