

**Powell River Regional District**

**TEXADA AIRPORT**

**SAFETY  
MANAGEMENT  
SYSTEM**

**Original – February 28, 2011**

# Texada Island Airport Safety Management System Policy Manual

## Contents

<b>0.0</b>	<b>SMS Document Management</b>	
<b>1.0</b>	<b>Safety Management Plan:</b> .....	4 - 15
	• 1.1 Safety Policy	
	• 1.2 Non-Punitive Reporting Policy	
	• 1.3 Roles and Responsibilities	
	• 1.4 Communication	
	• 1.5 Safety Planning Objectives and Goals	
	• 1.6 Performance Measurement	
	• 1.7 Management Review and Audits	
<b>2.0</b>	<b>Documentation</b> .....	16 - 17
	• 2.1 Identification & Maintenance of Regulations	
	• 2.2 SMS Documentation	
	• 2.3 Records Management	
<b>3.0</b>	<b>Safety Oversight</b> .....	18 - 21
	• 3.1 Reactive Processes	
	• 3.2 Proactive Processes	
	• 3.3 Investigation & Analysis	
	• 3.4 Risk Management	
<b>4.0</b>	<b>Training</b> .....	22
	• 4.1 Training Awareness & Competence	
<b>5.0</b>	<b>Quality Assurance</b> .....	25-30
	• 5.1 Operational Quality Assurance	
<b>6.0</b>	<b>Emergency Response Preparedness</b> .....	31
	• 6.1 Emergency Preparedness & Response	
<b>Appendix A</b>	Occurrence Report and Hazard Identification .....	32
<b>Appendix B</b>	Incident/Accident Analysis Form .....	33
<b>Appendix C</b>	Corrective/Preventative Action Plan.....	34-35
<b>Appendix D</b>	Risk Management Worksheet .....	35-36
<b>Appendix E</b>	Risk Matrix.....	37-39
<b>Appendix F</b>	Audit Checklist.....	40-47

## 0.0 Document Management

### 0.1 Original Document

The SMS document for the Texada Airport was first approved by Transport Canada on [insert date when approved].

### 0.2 Record of Amendments

No.	DATE ISSUED	DATE ENTERED	ENTERED BY	ORGANIZATION

### 0.3 Manual Holders

<b>Manual Number</b>	<b>Holder</b>	<b>Address</b>	<b>Telephone No.\Fax No.</b>
Master	Airport Manager	Powell River Regional District (604)483-3231\483-2229 5776 Marine Avenue Powell River, B.C. V8A 2M4	
#1	Airport Caretaker	Office of the Airport Caretaker Texada Island Airport Box 233 Gillies Bay, B.C. V0N 1W0	(604) 486-7268
#2	Transport Canada Aviation Regional Manager Aerodrome & Air Navigation	Suite 620 800 Burrard Street Vancouver, B.C. V6Z 2J8	(604)666-7562\666-2313

# **1. Safety Management Plan**

## **1.1 Safety Policy**

Safety is an essential value in the administration of the Texada Island Airport. The Regional District's goal is to provide an accident-free airport facility while meeting all relevant legal and regulatory requirements, including safety and environmental legislation.

The airport management and caretaker are responsible and accountable for their actions as it impacts airport safety.

To prevent accidents and to eliminate damage or injury, the Regional District has implemented and will maintain an active Safety Management System (SMS) for the Texada Airport. Our objective is the proactive management of identifiable hazards, the reduction of risk to a level as low as reasonably practicable. To achieve this goal the Accountable Executive has appointed an Airport SMS Manager who shares safety information and seek input from all stakeholders including airport users, staff, contractors, and the public.

This safety policy will be reviewed annually and updated at that time if necessary.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

PRRD Chief Administrative Officer and Accountable Executive

## **1.2 Non-Punitive Reporting Policy**

The airport management endorses a culture of open communication where safety concerns can be brought to management's attention without fear of retribution.

Any person reporting safety-related concerns to the Texada Airport management will not be subject to punitive discipline, regardless of whether they were personally involved in the observation giving rise to the safety concern.

The only cases where disciplinary action will be taken are for:

- negligence;
- wilful or intentional disregard;
- criminal intent; and
- use of illicit substances

## **1.3 Roles & Responsibilities**

The airport management will ensure that all SMS roles and responsibilities and employee involvement are identified, communicated, documented and periodically evaluated to ensure they are appropriate and functioning throughout the organization.

The airport management organization currently comprises the Accountable Executive (PRRD Chief Administrative Officer), and the Safety Management System Manager/Airport Manager. The SMS Manager and Airport Manager roles are performed by the same individual who is also the PRRD Manager of Community Services. The PRRD CAO remains at all times the Accountable Executive.

In addition to safety responsibilities associated with day-to-day operations, the Accountable Executive, SMS Manager, Airport Caretaker, and Airport Committee have additional responsibilities associated with the operation and maintenance of our SMS.

## Texada Airport Management Organization Chart



The Accountable Executive shall:

- establish and implement the SMS;
- ensure the required safety resources are available;
- establish and adhere to the corporate safety policy;
- promote and support the SMS; and
- ensure that the SMS remains effective

The SMS Manager shall:

- manage the operation of the SMS;
- collect and analyze safety information in a timely manner;
- monitor and evaluate the results of corrective actions;
- maintain SMS documentation;
- ensure that risk assessments are conducted when applicable;
- determine the adequacy of training;
- authority to delegate specific SMS tasks/roles to persons within the organization;
- ensure that periodic reviews are conducted to determine the effectiveness of the system;
- monitor the industry for safety concerns that could affect the program; and
- ensure safety-related information, including organization goals and objectives, are made available to all personnel through established communication processes.

The Airport Caretaker shall:

- follow established safe working practices;
- immediately deal with any unsafe condition, as practical;
- identify and report all occurrences, hazards, operational irregularities, unsafe conditions or practices in a timely manner; and
- be familiar with the organization's SMS.

Airport Committee shall:

- be familiar with the organization's SMS

### **1.4 Communications**

To ensure the effectiveness of the Airport SMS, all personnel will share safety-related information through meetings, electronic and written documentation as follows:

#### **1.4.1 The SMS Manager will organize the following internal communication actions with the Accountable Executive and Airport Caretaker:**

- as required safety meetings to review reports;
- on an individual or group basis as applicable;
- organization memos;
- safety bulletin board; and
- amendments to documentation

The SMS Manager will document through a written memo to the Accountable Executive when the above-mentioned communications have occurred.

#### **1.4.2 The SMS Manager will communicate with the Airport Caretaker and Airport Users as follows:**

- safety briefings;
- safety notices; and
- airport user safety feedback forms.

The SMS Manager will document through a written memo to the Accountable Executive when the above-mentioned communications have occurred.



**1.4.3 The Airport Caretaker will communicate with the airport management as follows:**

- On a monthly basis: provide the SMS Manager the daily airport inspection reports.
- On an occurrence basis: provide the SMS Manager with any completed Occurrence Report and Hazard Identification forms no later than 24 hours after the occurrence.

**1.4.4 Airport Users will have the opportunity to communicate with the airport management as follows:**

- Be provided access to safety notices and feedback forms posted in the airport terminal
- Be provided with the phone number and email address of the SMS Manager for communication of safety concerns

**Airport Communications Flow Chart**



## **1.5 Safety Planning, Objectives, & Goals**

The airport management will work to ensure effective and continuous improvements to airport safety, using formal risk management assessments and annual reviews.

A risk assessment will be conducted every 5 years.

### **1.5.1 Risk Management**

The risk management process includes comprehensive processes for the Regional District's risk management activities including:

- (a) Establishment of clear definitions for probability, severity and risk levels
- (b) Clear guidance as to the appropriate management response for pre-determined risk levels
- (c) Specific event/situational triggers that require managers to apply risk management procedures
- (d) Detailed hazard identification and risk analysis procedures
- (e) Procedures for development and evaluation of proposed risk mitigation
- (f) Procedures for ensuring that mitigation is implemented as planned and that unanticipated new hazards do not result from mitigation activities
- (g) Procedures for tracking and following up mitigation activities

**See Safety Risk Profile in the 2011 Hazard Assessment Worksheet**

**1.5.2 Risk Acceptability Policy:** The Airport Manager shall determine the acceptability of operational risks. This acceptability will be identified as part of each individual hazard/risk assessment. The hazard assessment worksheet identifies the measurement for achievement of each hazard.

### **1.5.3 Risk Documentation**

The Airport Manager shall:

- (a) Maintain an inventory of all risk assessments performed using the form identified in Appendices D and E.
- (b) Track risk management activities.

- (c) Retain all completed risk assessment documentation in accordance with the Town's records management system.

#### **1.5.4 Conditions Requiring Risk Assessment**

The Airport Manager shall perform risk assessments when any of the following situations arise:

- a) **Hazards** that receive a preliminary risk evaluation at the "high" level in accordance with risk acceptance are identified through the reporting system and/or the detection of significant deviation from any regulatory requirement or previously accepted industry best practice
- b) **Short-term changes** that involves temporary deviation from standard procedures in response to operational or management requirements
- c) **Long-term change** involving:
- i) replacement of key personnel.
  - ii) commencement of all new activities or significant modification of an existing activity either at current location or in a new environment or at a new location.
  - i) introduction of new aircraft, procedures, support systems, tools or equipment or significant modification to these.
  - ii) utilisation of products or services from external suppliers when equivalent levels of safety management cannot be established.
  - iii) detection of significant deviation from any regulatory requirement or previously accepted industry best practice.
  - iv) any other situation deemed by the Manager to require a risk assessment.

#### **1.5.5 Annual Assessments**

Annually, objectives and goals will be reviewed and updated in accordance with our performance measurement and management review processes. These reviews will also confirm that the objectives and goals are linked. The reviews will include:

- results of internal safety audits
- incidents, hazard reports
- any future development plans
- trend analysis

Any identified risks or hazards will be analyzed using the Risk Management Worksheet (Appendix D) and Risk Matrix (Appendix E)

### **1.5.6 Objectives and Goals for 2011:**

There is still limited data upon which to base hazard/risk reduction strategies. This year's objectives focus on acquiring the necessary hazard/risk information.

**Objective A:        Minimize risk of wildlife incursions**

- Goal 1:        Erect fencing around runway
- Goal 2:        Monitor effectiveness, track and document any incursions

**Objective B:        Improve the clearing of runway**

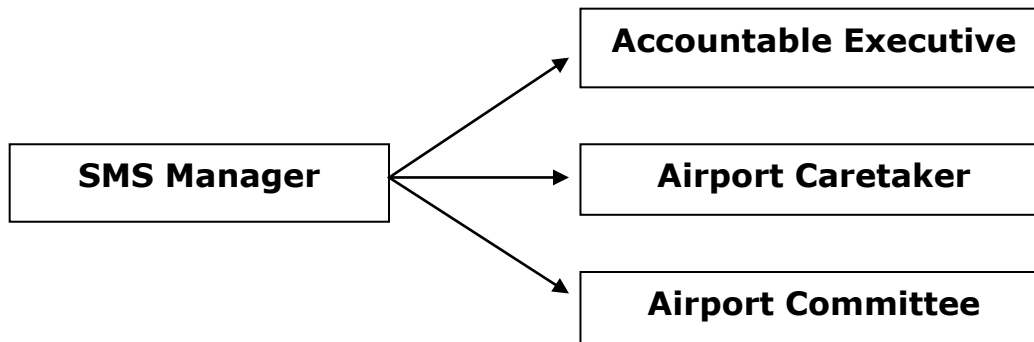
- Goal 1:        Improve snow and debris clearing by increased monitoring and reporting.
- Goal 2:        Monitor effectiveness and document data to help establish future goals.

## **1.6 Performance Measurement**

The purpose of measuring performance is to ensure the airport management meets established safety goals and objectives. The SMS Manager will perform the following:

- Identify personnel responsible for achieving safety goals and objectives and instruct these personnel, in writing, of the actual duties required to accomplish same, including a requirement to submit written proof on completion.
- Within 3 months of written instruction, conduct an on-site inspection or document verification that the work has been completed, and follow up with written reports to the management team.
- If it is found that the goals are not being met, then necessary changes will be brought, in writing to the attention of Accountable Executive, Airport Caretaker, and Airport Committee as appropriate.

### ***Flow of Instructions Regarding Safety Objectives and Goals***



Based on the Hazards found at this airport, wildlife incursions, particularly deer, are our #1 hazard. There is a lack of hard data on how frequently wildlife incursions happen. To achieve our goal, fencing will be erected around the runway (See 2011 Hazard Assessment work sheet for specifics of this assessment). The SMS Manager will immediately begin tracking any incursions. The entry point for any wildlife incursions will be identified and rectified. Documentation will occur after every incursion report and will be recorded in the hazard registry and reviewed annually by the SMS Manager and brought to the attention of the Accountable Executive.

## **1.7 Management Review**

### **1.7.1 General**

The SMS Manager will convene an annual meeting of the airport management to review safety information from the previous year. The intent of this review will be to ensure that the safety management system is effective. Information to be included in the review will be:

- Hazard and Occurrence investigation and analysis results;
- Internal audit results;
- Activities to verify that employees understand the SMS and their role and responsibilities in it.
- Safety objective achievement results;
- Internal/external feedback analysis and results;
- Status of corrective and preventive action(s);
- Follow-up actions from previous management reviews;
- Changes that could affect the SMS;
- Recommendations for improvement;
- Sharing of best practices across the organization.

The SMS Manager will also convene a meeting with airport management at any time to “review for cause”.

### **1.7.2 Performance Measures for 2010:**

- Collect reports regarding winter maintenance reporting and notification;
- Collect reports about pedestrian incursions onto airside areas
- Fully implement phase 2 of SMS.

### **1.7.3 Proactive Processes**

The Regional District will follow the following procedures for the proactive gathering of safety information. The processes include:

- a) Workplace inspections and employee surveys as described in this section
- b) Internal and external SMS Quality Assurance Audits

#### **1.7.4 Audits**

The Airport Manager will arrange external audits of the SMS at intervals not exceeding every six years.

Given the small size of the operation, the Airport Manager, with an employee with training in inspection or auditing and who is not regularly assigned to the Airport may conduct internal audits of the SMS at regular intervals not exceeding every three years from any previous internal review or external audit.

A sample internal audit checklist is attached as Appendix F. A checklist of all activities controlled by the Airport Operations Manual shall also be completed, with a record of each occurrence of compliance or non-compliance, and a record of follow-up action required and a space to indicate when completed. Audit results shall be copied to the Accountable Executive and to the Airport Manager.

#### ***Safety Inspections and Surveys***

The Airport Caretaker will conduct daily inspections according to the framework set out in the Airport Operations Manual and required safety procedures.

The SMS Manager will conduct biannual inspections at the airport to ensure compliance with the Airport Operations Manual and required safety procedures.

Inspection findings that may have safety implications shall be documented and reported to the Airport Manager.

Completed Inspection and Survey documents shall be retained in the Regional District's records management system, and a copy provided for the Airport Caretaker.

#### ***Processing***

The Airport Manager shall conduct a preliminary review of the report and shall direct reports on the basis of "risk level".

**High** – Immediately report to the SMS Manager and Accountable Executive, and to any employees at risk.

**Moderate** – Promptly report to the SMS Manager and Accountable Executive.

**Low** – Routinely report to the SMS Manager.

Where the person making the report has identified him/herself on the reporting form, the Airport Manager shall, within fifteen working days, discuss the report with

the person who submitted it, indicating any intended action planned in response to the report and entering a note of the discussion on file related to this report.

Completed Workplace Inspection Reports or Accident/Incident/Hazard Reports shall be retained in the Regional District's record management system, with a copy to Airport Caretaker.

**Note:** Airport Manager shall ensure prompt reporting to the appropriate agency of all Transportation Safety Board, Workers Compensation, Transportation of Dangerous Goods, Workplace Hazardous Materials, Motor Vehicle and other safety events/occurrences.

### ***Investigation and Analysis***

All accident reports, incident reports, and hazard reports shall be investigated by the Airport Manager, with the assistance and the expertise of the Joint Health and Safety Committee. Safety inspection findings and survey findings conducted by the Joint Health and Safety Committee inspection team shall be reviewed by the Airport Manager and Superintendent utilizing the following risk assessment form.

**As of October 3rd, 2011, there has been no Audit nor Management Review conducted for the Gillies Bay Airport. When this occurs any corrective actions resulting from the review will be logged as per this airport's SMS documentation guidelines.**



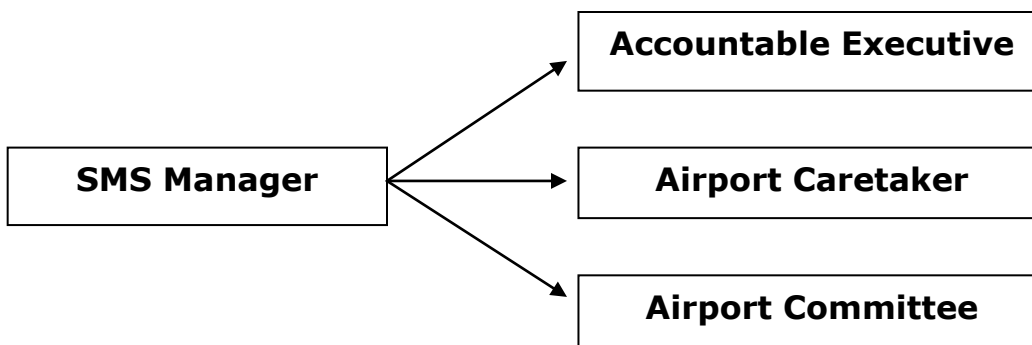
## 2. Documentation

### **2.1 Identification and Maintenance of Applicable Regulations**

The purpose of identifying and maintaining applicable regulations is to ensure the airport management understands its legal responsibilities. The SMS Manager will perform the following:

- Bi-annual review of Canadian Aviation Regulations and Standards (via the summary), including applicable exemptions;
- If regulations are found that require changes to Texada Airport operations, then necessary changes will be brought to the attention of Accountable Executive, Airport Caretaker, and Airport Committee as appropriate;
- All applicable safety regulations will be acted upon;
- Ensure pertinent regulatory and technical information is available to all applicable airport personnel.

#### **Flow of Regulations Information within Airport Management:**



## **2.2 Documentation and 2.3 Records Management Combined**

The SMS Manager maintains two types of SMS documents and records:

- Description of SMS policies, processes, and procedures; and
- Records of outputs from the SMS processes.

The SMS manual including policy, process and procedure documentation is kept adjacent to the Airport Operations Manual, and Airport Emergency Response Plan, at the Powell River Regional District office, and in the office of the Administrative Assistant on a shelf that is easily accessible by all applicable personnel. The manual will be reviewed during the annual internal quality assurance audit. The manual may also be review on an as-required basis. Information stored in the SMS manual will be stored for a minimum of two audit cycles.

Records of information reports gathered through the SMS (outputs) will be stored in a secure filing cabinet within the Powell River Regional District administrative filing system and kept for a minimum of two audit cycles.

When records are ready for disposal they will be disposed of by shredding.

The SMS Manager will annually review the SMS documentation system to ensure its effectiveness. This review must consider any changes within the organization that could affect airport documentation. Upon completion of this review the SMS Manager will document this through a memo to the Accountable Executive.

Changes to airport documentation will be recorded in the Airport SMS Policy Manual in the Documentation section, with the date and specific change noted.

## 3. Safety Oversight

### **3.1 Reactive Processes – Reporting**

The Texada Airport SMS maintains an occurrence/hazard reporting system to collect and analyze data and carry out investigations. All reports will be dealt with in confidence. Self-identified reporters will receive a response acknowledging their submission within 5 days, and an update within 30 days or upon process completion. The process is described below:

When an occurrence (incident or accident) happens it must be documented by completing the **OCCURRENCE REPORT AND HAZARD IDENTIFICATION FORM** located in Appendix A.

The process is as follows:

#### **Complete Parts A, B, and C as soon as practicable.**

- Reporter completes Appendix A and submits it to the SMS Manager. This report consists of tombstone data (name, date, location), occurrence narrative and preliminary recommendations.
- SMS Manager leads the investigation and completes Appendix B (occurrence analysis). This form is intended to assist the investigator with discovering and weighing the causes that led to the occurrence. The form also leads the investigator to think of what actions could have prevented each specific cause.
- SMS Manager leads the development of corrective actions (Appendix C), with input from Accountable Executive, and other parties when applicable. This process will include follow-up and the determination of the requirement to carry out a risk assessment.
- All information collected is brought to the attention of the Accountable Executive.

#### **A Risk Assessment is required when:**

- trend analysis shows that previous corrective actions have not resolved similar concerns;
- the root cause of a particular incident is not clear;
- the potential loss is severe; or
- the SMS Manager or other personnel feel it is necessary.

The SMS Manager will perform a risk assessment by utilizing the Risk Management Worksheet (Appendix D) and the Risk Matrix (Appendix E). The outcome of this risk assessment will be conveyed to the Accountable Executive and documented by written memo.

**Trend Analysis:**

When an Occurrence/Hazard Report is received, the SMS Manager will analyze the report in the context of previous reports in an effort to see any emerging patterns.

When Appendix A, B, and C have been completed, relevant documentation will be filed and saved in an Occurrence Register for a minimum of two audit cycles. This information will be used as part of the Texada Airport SMS performance measurement and management review process.

**The following must be reported:**

- any incident or accident involving injury or damage to personnel, equipment or facilities;
- any incident or accident involving injury or damage to non-airport personnel, equipment or facilities, resulting from airport operations.

**3.2 Proactive Processes:**

When a potential hazard is identified at the Texada Airport the SMS Manager will ensure that the established proactive process is followed. All reports will be dealt with in confidence. Self-identified reporters will receive a response acknowledging their submission within 5 days, and an update within 30 days or upon process completion.

The proactive process is as follows:

- Reporter completes Appendix A: **OCURRENCE REPORT AND HAZARD IDENTIFICATION FORM** and submits it to the SMS Manager. This report consists of tombstone data (name, date, location), hazard identification and preliminary recommendations to eliminate hazard.
- SMS Manager leads the development of the **Corrective/Preventative Action Plan** found in Appendix C, with input from Accountable Executive, and other parties when applicable. This process will include follow-up and the determination of the requirement to carry out a risk assessment.
- All information collected is brought to the attention of the Accountable Executive.

**A Risk Assessment is required when:**

- trend analysis shows that previous corrective actions have not resolved similar concerns;
- the root cause of a particular hazard is not clear;
- the potential loss is severe; or
- the SMS Manager or other personnel feel it is necessary.

The SMS Manager will perform a risk assessment by utilizing the Risk Management Worksheet (Appendix D) and the Risk Matrix (Appendix E). The outcome of this risk assessment will be conveyed to the Accountable Executive and documented by written memo.

**Trend Analysis:**

When an Occurrence/Hazard Report is received, the SMS Manager will analyze the report in the context of previous reports in an effort to see any emerging patterns.

When Appendix A and C have been completed, relevant documentation will be filed and saved in an Occurrence Register for a minimum of two audit cycles. This information will be used as part of the Texada Airport SMS performance measurement and management review process.

**The following hazards must be reported:**

- any hazard that could lead to an incident involving injury or damage to personnel, equipment or facilities;
- any hazard that could lead to an incident involving injury or damage to non-airport personnel, equipment or facilities, resulting from airport operations.

**Self Evaluation:**

As stated in detail in 1.5.4: the Airport Manager shall conduct a risk assessment when any changes occur that could impact airport operations.

Also, as stated in 1.7.4: the Airport Manager will arrange external audits of the SMS at intervals not exceeding every six years.

Given the small size of the operation, the Airport Manager, with an employee with training in inspection or auditing and who is not regularly assigned to the Airport may conduct internal audits of the SMS at regular intervals not exceeding every three years from any previous internal review or external audit.

Hazard analyses will be conducted annually as part of the Annual Assessments outlined in 1.5.5.

### **3.3 Investigation and Analysis**

The SMS Manager is responsible for leading investigation and analysis of occurrences and hazards so that the Texada Airport will be able to:

- determine the cause;
- develop and implement corrective or preventive actions; and
- evaluate corrective actions to make sure they are effective.

The SMS Manager will review all reports of hazards, incidents, and accidents. When required, the SMS Manager will initiate an investigation. The analysis of the investigative findings will seek to identify contributing and root causes. When identifying these contributing and root causes the SMS Manager will consider individual human factors, the environment, and organizational elements. The Incident/Accident Analysis Form in Appendix B will assist the SMS Manager to consider these factors. The results of all analyses, including results of trend analysis will be communicated by the SMS Manager to the Accountable Executive and will be documented by written memo.

### **3.4 Risk Management**

If it is determined that a risk assessment is required, the SMS Manager will ensure it is conducted and will also ensure the process is documented by completion of the RISK MANAGEMENT WORKSHEET located in Appendix D. Use of the RISK MATRIX found in Appendix E will assist with assessing the risk.

The risk management process is as follows:

- the hazard or occurrence is identified;
- the associated risks are determined;
- the probability or severity risk rating is determined;
- risk control strategies, including timelines, are developed and a revised risk rating is determined;
- risk control strategies are implemented;
- implemented risk controls are assessed;
- when the process has been completed, the SMS file is updated with a narrative of the results; and
- the completed forms are stored in a secure location.

As stated in the Safety Policy – this airport’s goal is the reduction of risk to a level as low as reasonably practicable. After assessing the risk level, decisions on airport risk management practices will be made by the airport management, follow the action guidelines in Appendix E based on whether the risk level is found to be low, medium, or high.

## 4. Training

**The Airport Manager will be attending the CASO/Safety Manager training course delivered by GJB Consulting in Richmond, BC on April 11 and 12, 2013.**

### 4.1 Training, Awareness & Competencies

#### (1) Training Requirements

- a. The level of safety management training will vary depending on the nature of the job responsibilities.
- b. Safety training must be provided to on an annual, and recurring basis to all parties with responsibilities under this SMS.
- c. All parties with responsibilities under this SMS must safety training session per year.
- d. Airport manager, SMS manger and SMS Committee must also have
  - i. Training in safety management and incident analysis
  - ii. Training in safety audits
- e. All parties must have training in basic safety management awareness,

#### (2) Training Effectiveness & Validation

- a. Personnel receiving in-house training will be tested on the contents of that training. Tests will be prepared by the person providing the training and administered immediately following the training. Test results will be discussed with the person involved. After this discussion, tests and notes from the discussion will be dated, signed and kept in the employee's permanent personnel file.
- b. Training provided by external consultants:
  - i. the consultant will be required to provide an outline of the training, any documentation or tests generated as part of the training, and a signed, written confirmation that the person participated in the training. The consultant must provide the SMS manager with a written report about the training, including record of attendance, test results. After receiving that report, the SMS manager or Accountable Executive (as appropriate) will meet with the person to discuss the training. Test results and training reports will be stored in the employees's permanent personnel file.

- c. The SMS manager will use test results and completed training reports when planning for for future training needs.

### **(3) Training Schedule**

- a. The SMS manager will maintain a training matrix that includes:
  - i. position competency requirements related to airport responsibilities;
  - ii. incumbent training experience with dates;
  - iii. incumbent training requirements for the current and future year.
  - iv. This matrix shall be maintained in the Regional District filing system and updated as part of the annual management review process.
- b. The SMS manager will evaluate training levels as part of the annual management review.

### **(4) Orientation (Indoctrination Training)**

- When personnel are contracted, hired or designated to duties, which have responsibilities under this SMS, the Accountable Executive (or designate) will, at least one week prior the date the person commences their SMS-affected duties, notify the SMS manager, in writing of the person's name, actual start date, duties, as well as previous training and experience.
- The SMS manager will meet with this person on or just prior to their start date and:
  - i. Review the organization's safety policy, SMS, and the duties expected in relation to the SMS.
  - ii. Enquire about safety training and experience.
  - iii. Discuss the organizations expectations of the person.
  - iv. Discuss the person's concerns or questions with respect to safety and the SMS.
  - v. The person will receive a copy of the SMS, highlighting their responsibilities.



## **(5) SMS Training Guidelines**

- The SMS manager will determine what training a person needs in order to meet their SMS responsibilities. This determination will be made using information from completed training reports and test results.
- Depending on the existing level of expertise in safety training and management, additional training may be immediately provided either by existing staff or by external specialists.
- The airport caretaker will be provided with specific training with respect to reporting procedures, hazards and hazard reporting and specific safety initiatives (e.g. seasonal safety and emergency preparedness).
- As well as specific competencies, all training must include:
  - i. human and organizational factors involved in safety
  - ii. the importance of cultivating a safety culture that includes continuous learning and improvement

## **(6) Emergency Response & Preparedness Training**

- See section 6.1 of the SMS document.

## 5.0 Operation Quality

### 5.1 Operational Quality Assurance

**(1) A quality assurance program is established and maintained and is under the management of an appropriate person.** CARs 107.02, 302.503(1) & (2)

- a. A Quality Assurance Program is established by the Accountable Executive and who will also ensure that sufficient funds are budgeted to cover this expense.
- b. The Quality Assurance program is maintained for the purpose of objectively and independently evaluating adherence to:
  - i. the processes, standards, procedures, performance measures (goals) and guidelines of the Safety Management System; and
  - ii. the conditions set out in of the Airport Operations Manual.
- c. The Airport Manager shall manage and maintain the quality assurance program.

**(2) There is an operationally independent audit function with the authority required to carry out an effective internal evaluation program.** CARs 107.03, 302.503(5)

The Accountable Executive has appointed the Airport Manager/SMS Manager to arrange for internal and external audits.

The objectives of the audit function are to:

- identify and track noncompliance instances;
- communicate and facilitate the resolution of noncompliance issues;
- identify and communicate, to senior management, best practices and opportunities for improvement;
- document Quality Assurance activities; and
- report quality issues to relevant stakeholders.

Benefits of the audit process are realized through:

- consistency in assessing use of organizational processes;
- improved compliance with enterprise-wide standards and directives;
- facilitation of improvements; and
- enhanced planning and resource allocation capability.

**(3) The organization conducts reviews and audits of its processes, its procedures, analyses, inspections and training. CARs 107.03, 302.503(3)(g)**

- a. The Airport Manager/SMS will arrange for all audits.
- b. Conduct of Audits
  - i. External audits will be conducted by persons or organizations not connected with Powell River Regional District.
  - ii. Internal Audits will be conducted by internal staff. The rationale for using internal staff to conduct these audits is:
    - The operations and activities of the Texada/Gillies Bay Airport are very limited.
    - The certificate holder has conducted a risk analysis to show that having the Airport Manager perform the audit function will not result in an unacceptable risk to aviation safety. This risk analysis is held in the files at the Regional District office and the results have been communicated in a letter from the Accountable Executive to the Minister.
- c. The initial internal audit will be completed by September 31, 2014

**(4) The organization has a system to monitor for completeness of the internal reporting process and the corrective action completion. CARs 107.03, 302.503(3)(g)**

Corrective Actions: The Airport Manager uses a diary system to schedule follow-up on required work. The follow-up will be either an on-site inspection or document review to verify that required work has been completed, as set out in Section 1.6 of the SMS document

Corrective actions and required internal reports are also considered at the annual Management Review, as set out in Section 1.7 of the SMS document.

**(5) The quality assurance system covers all functions defined within the certificate.** CARs 107.03, 302.503(3)(c)

The quality assurance program covers all aspects of the conditions set out in the airport certificate issued by Transport Canada for the Texada Airport.

**(6) There are defined audit scope, criteria, frequency and methods.** CARs 107.03, 302.503(3)

- i. Audit scope will cover the Safety Management System, the Emergency Plan and the Airport Operations Manual.
- ii. Audit criteria will be the elements of document management, safety oversight, training, quality assurance and emergency response for the Safety Management System, the Emergency Plan and the Airport Operations Manual.
- iii. Audit frequency: External Audits will be arranged at intervals not exceeding 6 years. Internal Audits will be conducted at regular intervals not exceeding every three years from any previous internal review or external audit.
- iv. Audit method will include to perform a random, statistical sampling of processes, procedures, analyses, reports and corrective actions required by or arising from the Safety Management System and the Airport Operations Manual.

**(7) There is a selection/training process to ensure the objectivity and competence of auditors as well as the impartiality of the audit process.** CARs 107.03, 302.503(5)

- a. External Audit: the Airport Manager/SMS Manager will issue a tender for the audit service that describes the work to be performed and that requires references, training, proof of competency and experience in the field of small airport audits. Regional District employees not involved with the airport function will check references to ensure that tenderers do not have any affiliation with the airport manager or airport users.

- b. Internal Audit: the Airport Manager/SMS Manager will conduct the audit with the assistance of a Regional District employee who:
- has demonstrated training in management processes; and
  - is not regularly assigned to work at the airport; and
  - does not have a reporting relationship with the Airport Manager.

**(8) There is a procedure to record verification of action(s) taken and the reporting of verification results. CARs 107.03, 302.503(4) and 302.503(3)(g)**

- a. The Airport Manager/SMS manager will use the audit report to determine the need for corrective actions arising from an audit.
- b. The Airport Manager/SMS Manager will issue required corrective actions which clearly set out:
- i. the problem and the associated risk level (High, Moderate or Low); the work required;
  - ii. the work required to correct the problem;
  - iii. the work must be completed;
  - iv. a requirement that the completion be reported back; and the reason for the work
- c. All corrective actions will be dated, signed by the SMS manager and sent to the person with authority to complete the required work.
- d. The Airport Manager/SMS manager will follow-up all corrective actions in a time frame commensurate with the risk level:
- High risk – immediate follow up after 1day.
  - Moderate risk – prompt follow up after 5 days
  - Low risk – routine follow up after 3 weeks
- e. Any person required to perform a corrective action will notify the SMS Manager, in writing, as soon as the required work is completed.
- f. The Airport Manager/SMS manager will verify completion of corrective action through an on-site inspection or a document review (as appropriate). Airport Manager/SMS manager will confirm verification by issuing a memo to the person responsible for the work stating that the work is satisfactory or that more work is needed. If more work is needed, then the time-frame set out in(c) above will apply.

**(9) The organization performs a periodic Management Review of safety critical functions and relevant safety or quality issues that arise from the internal evaluation program. CARs 107.03,**

- a. The Airport Manager/SMS manager will arrange an annual meeting to review safety critical functions and relevant safety or quality issues that arise from the internal audit.
- b. The meeting must be attended by all personnel having responsibility for operations or documentation related to the airport. Other members of the certificate holder's management team may also be invited to attend, as appropriate.
- c. The review will consider the current audit report and corrective actions arising from it, as well as all safety concerns, accident reports and corrective actions received or issued during the preceding year.
- d. Each review will generate a report showing all topics discussed and listing the documents reviewed. These reports will be signed and dated by all attending parties, and stored in the filing system at the Regional District office for a minimum of two external audit cycles.

**(10) There is a documented procedure for reporting audit results and maintain records. CARs 107.03, 302.503(4)**

Within one week of completing the audit, the auditor will issue a written report describing the work done and setting out the audit findings. The auditor will sign and date the report.

Within one week of receiving the auditor's report, the Airport Manager/SMS manager will meet with the auditor. This meeting will be documented with a written report signed by all parties attending the meeting.

All audit reports, audit meeting reports, corrective actions and related follow-ups will be dated and signed and copies stored in the respective audit file, in the filing system at the Regional District office for a minimum of two audit cycles.

Within one month of receiving the final audit report, the Airport Manager/SMS manager will forward a copy of the report to the Accountable Executive.

**(11) There is a documented procedure outlining requirements for timely corrective and preventive action in response to audit results. CARs 107.03, 302.503(4)**

When audit findings indicate that corrective or preventive action may be required, the Airport Manager/SMS manager will immediately conduct a risk assessment of finding(s), using the Risk Matrix in Appendix E.

The Airport Manager/SMS manager will use the Risk Assessment, comments from the auditor and discussion with affected employees. To develop a corrective action plan,

The timing for corrective and preventive action plans in response to audit results shall be as follows:

- **High Risk** – The SMS Manager will immediately report to the and Accountable Executive, and to any employees at risk. Corrective or preventive actions will be initiated with one day.
- **Moderate** – The SMS Manager will promptly report to the Accountable Executive. Corrective or preventive actions will be initiated within 5 working days.
- **Low** – The SMS Manager will initiate a corrective or preventive action within 3 weeks.

*For (12) and (13) below: this output is the result of a documented process or procedure and will be confirmed during the on-site review.*

**(12) There is evidence that the quality assurance program has itself been subjected to internal audits. CARs 107.03(g)**

**(13) Competence to perform duties is evaluated. CARs 107.03(d)**

## 6.0 Emergency Preparedness

### **6.1 Emergency Preparedness and Response**

While the airport management will continually strive to prevent accidents, it is recognized that damage and injuries can occur even in a safety-conscious operation. The Texada Airport Emergency Response Plan outlines the roles, and responsibilities for emergency response at the airport facility and includes pertinent emergency contact information.

The Emergency Response Plan is:

- provided to all PRRD personnel with responsibilities and roles associated with the airport (caretaker, Airport Manager, SMS Manager);
- required reading for all members of the airport management and anyone designated to be involved in airport emergency response.
- examined annually as part of the airport's management review process and also as part of the Regional District's emergency management responsibilities under the *Local Government Act*;
- communicated and distributed to all organizations and flight watch personnel (Campbell River Flight Service Station, Kamloops Flight Information Service) and local emergency response authorities;
- exercised in co-operation with local authorities on an annual basis and with the participation of all PRRD personnel with responsibilities and roles associated with the airport (caretaker, Airport Manager, SMS Manager); and
- updated as required by findings from exercise and reviews.

**END OF DOCUMENT**



**APPENDIX A — OCCURRENCE REPORT AND HAZARD IDENTIFICATION FORM**

**Note:**

*Appendix A must be completed as soon as practical after an occurrence is reported or a hazard is identified. Submit completed reports to the person responsible for safety as soon as practicable.*

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Location: \_\_\_\_\_

Report No.: \_\_\_\_\_

Hazard Identification Report: (Yes) (No)

Occurrence Report: (Yes) (No)

**Note:**

*If reporting an occurrence, Appendix B must be completed as soon as practicable. In all cases, Appendix C must be completed as soon as practicable.*

Details of occurrence or hazard:

Preliminary recommendations to prevent a future occurrence or eliminate hazard:

**APPENDIX B – INCIDENT/ACCIDENT ANALYSIS**

Can the accident be attributed to one or more causes listed below? If “yes” then estimate a percentage for each cause and state what may have prevented it.

		<b>NO</b>	<b>YES</b>	<b>%</b>	<b>PREVENTION</b>
1.	Lack of Communication				
2.	Complacency				
3.	Lack of Knowledge				
4.	Distraction				
5.	Lack of Teamwork				
6.	Fatigue				
7.	Lack of Resources				
8.	Pressure from <ul style="list-style-type: none"> <li>• Self</li> <li>• Peers</li> <li>• Organization</li> <li>• Schedule</li> </ul>				
9.	Lack of Assertiveness				
10.	Stress				
11.	Lack of Awareness				
12.	Norms				
13.	Other				
14.	Other				

**APPENDIX C—CORRECTIVE/PREVENTATIVE ACTION PLAN**

Is a risk assessment required? Yes \_\_\_\_\_ No \_\_\_\_\_

**Note:**

*If a risk assessment is required, complete it before determining short- and long-term corrective action plan.*

Short-term corrective/preventative action—to be completed within 30 days:

Long-term corrective/preventative action—including due date and follow-up requirements:

**Texada Airport – Safety Management System**

Follow-up:  
 Was the corrective/preventative action effective? Yes \_\_\_\_\_ No \_\_\_\_\_  
**Note:**  
 If “no,” a revised corrective action plan is to be determined, documented and its effectiveness is to be determined.

**APPENDIX D – RISK MANAGEMENT WORKSHEET**

1. Task		2. Date:			3. Prepared by:		
4. Hazard	5. Risks	6. Initial Risk Rating	7. Risk Control Strategies		8. Revised Risk Rating	9. How to implement	10. Measurement for Control Effectiveness

**Texada Airport – Safety Management System**

<p>Overall risk level after controls are implemented (circle one):</p> <p><b>Low</b>                      <b>Medium</b>                      <b>High</b></p> <p>Is this risk level acceptable?</p> <p><b>Yes</b>                      <b>No</b></p>				<p>Accountable Executive or Delegate:</p> <p>_____ Signature                      Date</p>		

**APPENDIX E—RISK MATRIX**

This risk matrix is designed to help determine the level of risk for a particular hazard by providing objective criteria relating to probability and severity.

Low
Medium
High

P R O B A B I L I T Y	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	S E V E R I T Y					

Values	Risk Levels	Action
1–5	Low	Proceed after considering all elements of risk.
6–12	Medium	Continue after taking appropriate mitigating action.
13–25	High	STOP: do not proceed until sufficient control measures have been implemented to reduce risk to an acceptable level.

<b>Severity (S)</b>	
Level 1	<ul style="list-style-type: none"> <li>• No damage or injury or adverse consequences.</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>• Personnel—first aid injury; no disability or lost time</li> <li>• Public—minor impact</li> <li>• Environment—contained release</li> <li>• Equipment—minor damage; potential organizational slowdown or potential downtime</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>• Personnel—lost time injury; no disability</li> <li>• Public—greater than minor impact, loss of confidence; some injury potential</li> <li>• Environment—small uncontained release</li> <li>• Equipment—minor damage; leads to organizational slowdown or minor downtime</li> </ul>
Level 4	<ul style="list-style-type: none"> <li>• Personnel—disability or severe injury</li> <li>• Public—exposed to a hazard that could or will produce injuries</li> <li>• Environment—moderate uncontained release</li> <li>• Equipment—major damage; results in major slowdown or downtime</li> </ul>
Level 5	<ul style="list-style-type: none"> <li>• Personnel—fatal, life-threatening injury</li> <li>• Public—exposed to life-threatening hazard</li> <li>• Environment—large uncontained release</li> <li>• Equipment—loss of critical equipment, or shutdown of organization</li> </ul>

**Texada Airport – Safety Management System**

<b>Probability (P)</b>	
Level 1	<ul style="list-style-type: none"><li>• Mishap almost impossible.</li></ul>
Level 2	<ul style="list-style-type: none"><li>• Postulated event (may be possible, but not known to have occurred).</li></ul>
Level 3	<ul style="list-style-type: none"><li>• Has occurred rarely (known to have happened, but a statistically credible frequency cannot be determined).</li></ul>
Level 4	<ul style="list-style-type: none"><li>• May/has occur(ed) infrequently.</li></ul>
Level 5	<ul style="list-style-type: none"><li>• May/has occur(ed) frequently.</li></ul>



**APPENDIX F—PRRD SMS AUDIT CHECK LIST**

1. Safety Management Plan..... page 41-42
2. Document Management..... page 43
3. Safety Oversight..... page 44-46
4. Quality Assurance ..... page 46
5. Training ..... page 46
6. Emergency Response..... page 47

## 1. Safety Management Plan

### a) Safety Policy

i) There is a written Safety Policy that:

- ◆ is signed by the Accountable Executive
- ◆ is disseminated in such a way that all staff are aware of the policy
- ◆ states the organisation's intent to:
  - explicitly address safety
  - maintain or improve current safety performance
  - minimise the risks of an accident
  - manage safety through an effective SMS
- ◆ assigns accountability for safety to:
  - individuals - their own safety actions
  - the Accountable Executive - ultimate responsibility for safety
- ◆ establishes the priority to be given to safety within the organisation

ii) The Safety Policy is used as the basis for the SMS

### b) Non-Punitive Reporting

a) There is a written policy that:

- ◆ forbids punitive action against anyone who reports a safety issue
- ◆ indicates that there are consequences for gross negligence or illegal acts

ii) The company abides by the non- punitive reporting policy as it is written

### c) Roles and Responsibilities and Employee Involvement

i) The Accountable Executive's job description includes:

- ◆ supervising the Airport Manager's management of SMS
- ◆ performing other duties described in the Town's programs

ii) The Accountable Executive actively performs described duties

iii) Employee job descriptions include:

- ◆ complying with all aspects of the company's SMS
- ◆ performing other duties described in the Town's programs

iv) Employees perform actively described duties

v) There is an organisation chart that describes the company's structure and reporting relationships

vi) Reporting relationships shown in the organisation chart are consistently observed throughout the company

d) Communication

i) There is a defined committee process that ensures:

- ◆ open safety communication throughout the Town employees
- ◆ safety concerns are identified, resolved and documented 
  - ii) All other forms of communication that support the SMS are identified
  - iii) There is consistent open safety communication throughout the Town employees

e) Safety Planning Objective and Goals

i) There is a defined process that provides for the establishment of:

- ◆ broad safety objectives for the company
- ◆ specific, time relevant safety goals that the Town intends to achieve in order to support its safety objectives
- ◆ documented safety objectives and goals

ii) The process is consistently performed as documented

f) Performance Measurement

iii) There is a defined process that:

- ◆ measures and documents the extent to which safety objectives and goals have been met
- ◆ informs employees about the results

ii) The process is consistently performed as documented

g) Management Review

i) There is a defined process that ensures:

- ◆ that all aspects of the SMS are reviewed
- ◆ that reviews are at pre-determined scheduled intervals
- ◆ that necessary changes are:
  - identified
  - implemented
  - tracked

ii) The process is consistently performed as documented

## 2. Document Management

- a) Identification and Maintenance of Applicable Regulations
- i) A structured process is in place which ensures that:
    - ◆ all relevant regulatory and industry best practices that apply to the organisation are identified
    - ◆ changes to regulatory requirements or industry best practices are identified on a regular scheduled basis
    - ◆ compliance is verified on a regular scheduled basis
    - ◆ a written record is made whenever required compliance is lost or restored
    - ◆ regulatory violations are reported to the appropriate agency, as required
    - ◆ a log of compliance management activities is maintained
  - ii) Processes are consistently performed as documented
- b) SMS Documentation
- i) There are structured processes with respect to all SMS documents which ensure:
    - ◆ clear accountabilities for document maintenance
    - ◆ accurate records of document holders
    - ◆ regular scheduled document review
    - ◆ amendments tracking
    - ◆ page control
    - ◆ the master copy is identified
  - ii) Documents contain clear procedure and process descriptions
  - iii) All regulator controlled documents are identified
  - iv) All SMS and SMS-related documents are identified
  - v) All other management, administrative, procedural and safety documents are identified
  - vi) Processes are consistently performed as documented
- c) Records Management
- i) There are documented processes which:
    - ◆ identify all records that are to be retained
    - ◆ identify retention times for all such records
  - ii) Company processes and procedures appropriately describe
    - ◆ record structure, form and content
    - ◆ where records are to be retained
  - iii) Processes are consistently performed as documented

### 3. Safety Oversight

- i) Reactive Processes
  - i) There is a defined safety reporting system that utilises published forms or on-line systems that:
    - ◆ is readily available to all personnel
    - ◆ includes definitions of occurrence/hazard types:
    - ◆ enables all personnel to report all defined occurrence/hazard types:
    - ◆ includes data fields for all relevant information
    - ◆ includes procedures for submitting reports
    - ◆ provides for feedback or follow-up to the person submitting the report including: 
      - actions taken as a result of the report, or
      - an explanation of decisions not to act with respect to a particular report
  - ii) Reporting processes are consistently performed as documented
  - iii) Feedback processes are consistently performed as documented
- a) Proactive Processes
  - i) There are defined safety inspection processes that include:
    - ◆ scheduling inspections
    - ◆ assigning inspection responsibilities to personnel
    - ◆ developing inspection checklists and tools
    - ◆ conducting inspections
    - ◆ recording findings
    - ◆ compiling and distributing inspection data
  - ii) Inspection processes are consistently performed as documented
  - iii) There are defined safety survey processes that include:
    - ◆ scheduling surveys
    - ◆ assigning survey responsibilities to personnel
    - ◆ setting survey standards and/or establishing responsibilities
    - ◆ identifying survey requirements
    - ◆ developing survey questionnaires
    - ◆ performing surveys
    - ◆ recording findings
    - ◆ compiling and distributing survey data
  - iv) Survey processes are consistently performed as documented
- b) Investigation and Analysis
  - i) There are defined investigation processes that include guidelines for:
    - ◆ the depth of investigations that may be required in different circumstances
    - ◆ investigation procedures
    - ◆ reporting

- ii) There are defined data analysis processes that provide for:
    - ◆ identifying causal and contributing human, organisational, technical and environmental factors common to all occurrences/hazards
    - ◆ reporting on analysis results to management and employees as appropriate
  - iii) There are defined tracking procedures that provide for:
    - ◆ identifying all planned hazard monitoring/mitigation plans
    - ◆ ensuring that all monitoring/mitigation is completed as scheduled
    - ◆ ensuring that all follow-up review or evaluation actions are completed as scheduled
  - iv) Investigation and analysis processes are consistently performed as documented
- c) Risk Management
- i) There are clear definitions for:
    - ◆ Hazard
    - ◆ Risk
    - ◆ Probability
    - ◆ Severity
  - ii) There is a “level of safety” statement that defines the organisation’s risk tolerance in terms of degrees of risk as measured in terms of probability and severity. The statement identifies:
    - ◆ risk that is unacceptable to the company
    - ◆ risk that requires management action
    - ◆ risk that is acceptable to the company
  - iii) There is a clear statement of expected response to various degrees of risk:
    - ◆ stopping an activity until an unacceptable risk is reduced to a lower level
    - ◆ continuing an activity with on-going risk monitoring or additional mitigation
    - ◆ continuing an activity utilising established risk mitigation
  - iv) There is a clear statement of circumstances when the risk management processes shall be utilised, including:
    - ◆ identification of unacceptable risks
    - ◆ identification of risks that require management action
    - ◆ short term changes
    - ◆ long term changes
  - v) There is a structured risk management process that includes procedures and tools for:
    - ◆ defining hazards
    - ◆ assessing the risks associated with each hazard
    - ◆ relating risks to the organisation’s “level of safety” statement
    - ◆ designing mitigation strategies intended to bring assessed risks into conformance with the “level of safety” statement
    - ◆ ensuring that mitigation measures are implemented as planned

- ◆ evaluating results to ensure that: 
  - identified hazards have been eliminated, or that their associated risks have been reduced to an acceptable level
  - no additional unacceptable risks have been created
- vi) Risk Management processes are effectively applied in accordance with documented procedures

#### **4. Training**

- a) Training Plans
  - i) There are structured processes for:
    - ◆ Identifying all technical, non-technical and safety training requirements
    - ◆ determining dates by which training is required
    - ◆ developing clear training objectives
    - ◆ delivering identified training
    - ◆ Evaluating results
  - i) Training processes are effectively applied in accordance with documented procedures
- b) There are accurate and complete records of all training

#### **5. Quality Assurance**

- a) SMS Quality Assurance
  - i) There are structured processes for Quality Assurance that:
    - ◆ address all programs, plans and procedures that comprise the organisation's safety management systems
    - ◆ address all programs, plans and procedures that comprise the safety management systems of all external suppliers of goods and services
    - ◆ contain situational criteria or cyclical schedules which trigger the audit process
    - ◆ document audit findings
    - ◆ refer safety related QA findings to the company's occurrence/hazard reporting system
  - ii) SMS Quality Assurance processes are effectively applied in accordance with documented procedures

**6. Emergency Response**

- a) There are documented procedures that:
  - i) contain clear responsibilities and accountabilities
  - ii) identify a range of emergency situations such as:
    - ◆ operational emergencies
    - ◆ workplace accidents
    - ◆ natural and man-made disasters
    - ◆ social or political events
  - iii) establish response requirements for
    - ◆ initial reporting
    - ◆ immediate actions
    - ◆ longer term actions
  - iv) address a range of issues such as:
    - ◆ communications contacts and/or procedures for all staff
    - ◆ passenger and crew welfare
    - ◆ liaison with relevant civil or police investigations
    - ◆ preservation of evidence
    - ◆ internal investigation
    - ◆ wreckage or debris management and clean-up
    - ◆ insurance procedures
    - ◆ media relations
  - v) identify plan distribution requirements
  - vi) identify test procedures
  - vii) identify training requirements
  - viii) identify plan maintenance requirements
- b) Emergency Response processes are effectively applied in accordance with documented procedures

\_\_\_\_\_  
Date

\_\_\_\_\_  
Auditor