ENTEBBE INTERNATIONAL AIRPORT

Safety Management Systems Manual

CAA/DAAS/SMSM/02

Foreword

This Manual provides the framework, procedures and guidance for managing the Safety Management System (SMS) of Entebbe International Airport (EIA), and demonstrates commitment of EIA to management of safety.

The SMS comprises of four components namely Safety Policy and Objectives, Safety Risk Management, Safety Assurance and Safety Promotion. The Safety Policy and Objectives indicate management commitment to ensuring Safety at EIA.

The SMS is in accordance with the Civil Aviation (Safety Management) Regulations.

This SMS addresses the need for the continued collection and analysis of safety data to identify trends regarding Airport safety. The manual provides tools, procedures, and processes for identifying, analysing, mitigating and tracking safety hazards, leading to safer Aerodrome Operations.

This SMS applies to all Entebbe International Airport employees, managers, contractors and related service providers who are either directly or indirectly involved in providing Airport Services. All Departments /Sections Heads are responsible for ensuring that all personnel under their supervision have access to the manual, and adhere to it.

All Aerodrome Operating staff shall comply with this manual and implement the guidelines, procedures and work instructions laid down here in, in order to achieve the highest levels of safety.

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Record of Amendments

Revision No	Revision Date	Reason for Change	Amended Pages/ Sections	Date Inserted	Inserted By
00	19 Aug 2020	Initial	All Pages	19-09-2020	MSMS
01	September 2021	To Include Regulatory Requirements	All pages	September 2021	MSMS
02	April 2023	1. Reviewed; the applicability and scope of the SMS manual to include all personnel operating at the airport, SMS functional chart to match SMS information flow, Safety policy, safety objectives in line with the reviewed policy, SMS targets, safety accountabilities and responsibilities for all airport staff, the schedule of SMS activities, SMS training syllabus and program to include induction training to all new airport staff including refresher, structure of the safety culture survey to group as per the description of safety culture in the SMS manual. 2. Included; mechanism for setting coherent safety objectives, mechanism of measuring the effectiveness of training provided to staff, mechanism for review and update of the EIA safety policy and list of effective pages 3. Removed all committees associated to other departments and only referenced them in the SMS functional chart. 4. Referenced all material to the Civil Aviation (Safety Management) Regulations 2022.	All pages	April 2023	MSMS

Distribution List

Copy No.	Name
Master Copy	Manager Safety Management Systems
SMS - 01	Director General - Accountable Executive
SMS - 02	Deputy Director General
SMS - 03	Corporation Secretary
SMS - 04	Director Airports and Aviation Security- Accountable Manager
SMS - 05	Director Safety, Security and Economic Regulation
SMS - 06	Director Air Navigation Services
SMS - 07	Director Finance
SMS - 08	Director Human Resource and Administration
SMS - 09	General Manager - EIA
SMS - 10	General Manager – Regional Airports
SMS - 11	Manager Internal Audit and Risk Management
SMS - 12	Manager Safety Management Systems& Quality Assurance (DANS)
SMS - 13	Manager Quality Assurance (Corporate)
SMS - 14	Manager Operations
SMS - 15	Manager Aerodrome Maintenance
SMS - 16	Manager Aerodrome Engineering, Planning& Development
SMS - 17	Aviation Security Manager
SMS - 18	Manager Aeronautical Information Management
SMS - 19	Manager Air Traffic Management
SMS - 20	Chief Engineer Planning& Development
SMS - 21	Chief Fire and Rescue Officer
SMS - 22	Chief Electrical& Electronic Engineer
SMS - 23	Chief Civil Engineer
SMS - 24	Principal Operations Officer

SMS - 25	Principal Safety Management Systems
SMS - 26	Principal Wildlife Hazard Management Officer
SMS - 27	Principal VIP Services Officer
SMS - 28	Principal Officer Duty Operations
SMS - 29	Principal Officer Regional Airports
SMS - 30	Senior Operations Officer Airside Services
SMS - 31	Senior Operations Officer Landside Services
SMS - 32	Senior Wildlife Hazard Management Officer
SMS - 33	Terminal Operations Control Centre (TOCC)
SMS - 34	Airside Operations Office
SMS - 35	Wildlife Office
SMS - 36	Fire Watch room
SMS - 37	UCAA Main Library
SMS - 38	NAS Handling
SMS - 39	DAS Handling
SMS - 40	Uganda Airlines Company Limited

Abbreviations

AEPC	Aerodrome Emergency Planning Committee
AEPD	Aerodrome Engineering Planning and Development
AOC	Air Operator's Committee
ASC	Apron Safety Committee
ASM	Aviation Security Manager
AWHMC	Airport Wildlife Hazard Management Committee
CAEPD	Chief Aerodrome Engineering Planning and Development
CAP	Corrective Action Plan
CEEE	Chief Electrical and Electronics Engineer
CFO	Chief Fire Officer
CSRB	Corporate Safety Review Board
DAAS	Directorate of Airports and Aviation Security
DANS	Directorate of Air Navigation Services
DCFO	Deputy Chief Fire Officer
DDG	Deputy Director General
DG	Director General
DSRC	Directorate Safety Review Committee
DSSER	Directorate of Safety, Security and Economic Regulation
EIA	Entebbe International Airport
ESSAT	Equipment Serviceability Safety Audit Team
FOD	Foreign Object Damage
GHAs	Ground Handling Agents
GM-EIA	General Manager Entebbe International Airport
HoD	Head of Department
ICAO	International Civil Aviation Organization
MSMS	Manager Safety Management System
PSMSE	Principle Safety Management Systems Engineering

PSMSO	Principal Safety Management Systems Operations
POO	Principle Operations Officer
QA	Quality Assurance
QMS	Quality Management Systems
RFFS	Rescue and Fire Fighting Services
RST	Runway Safety Team
SAG	Safety Action Group
SMM	Safety Management Manual
SMS	Safety Management Systems
SOPs	Standard Operating Procedures
SRC	Safety Review Committee
SRM	Safety Risk Management
UCAA	Uganda Civil Aviation Authority

Definitions

Accident – means an occurrence associated with the operation of an aircraft which, in the case of a manned aircraft, takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked, or in the case of an unmanned aircraft, takes place between the time the aircraft is ready to move with the purpose of flight until such time as it comes to rest at the end of the flight and the primary propulsion system is shut down, in which—

(a) a person is fatally or seriously injured as a result of —

(i) being in the aircraft;

(ii) direct contact with any part of the aircraft, including parts which have become detached from the aircraft; or

(iii) direct exposure to jet blast, except when the injuries are from natural causes, self-inflicted or inflicted by other persons, or when the injuries are to stowaways hiding outside the areas normally available to the passengers and crew; or

(b) the aircraft sustains damage or structural failure which —

(i) adversely affects the structural strength, performance or flight characteristics of the aircraft; and

(ii) would normally require major repair or replacement of the affected component, except for engine failure or damage, when the damage is limited to a single engine including its cowlings or accessories, to propellers, wing tips, antennas, probes, vanes, tires, brakes, wheels, fairings, panels, landing gear doors, windscreens, the aircraft skin such as small dents or puncture holes, or for minor damages to main rotor blades, tail rotor blades, landing gear, and those resulting from hail or bird strike including holes in the aerodrome; or

(c) the aircraft is missing or is completely inaccessible.

Aerodrome operating personnel – Means all persons whether or not employed by UCAA at EIA whose duties are concerned either with ensuring the aerodrome and airspace within which its visual traffic pattern is contained as safe for use by aircraft or whose duties require them to have access to its manoeuvring area or apron.

Analysis – A process of identifying a question or an issue to be addressed, modelling the issue, investigating model results, interpreting the results and possibly making a recommendation. Analysis typically involves using scientific or mathematical methods for evaluation.

Assessment – Process of measuring or judging the value or level of something.

Audit – Scheduled, formal reviews and verifications to evaluate compliance with policy, standards, and/or contractual requirements.

Internal Audit – an audit conducted by, or on behalf of, EIA being audited.

External Audit – an audit conducted by an entity outside of EIA being audited.

Accountable Manager – Director Airports and Aviation Security.

Accountable Executive – The Director General Uganda Civil Aviation Authority.

Corrective Action – Action to eliminate or mitigate the cause or reduce the effects of a detected nonconformity or other undesirable situation

Evaluation – A functionally independent review of Organization policies, procedures, and systems. The evaluation process builds on the concepts of auditing and inspection. An evaluation is an anticipatory process, and is designed to identify and correct potential findings before they occur.

Hazard – Any existing or potential condition that can lead to injury, illness, or death to people; damage to or loss of a system, equipment, or property; or damage to the environment. A hazard is a condition that is a prerequisite to an accident or incident.

Incident – A near miss episode with minor consequences that could have resulted in greater loss. An unplanned event that could have resulted in an accident, or did result in minor damage, and indicates the existence of, though may not define a hazard or hazardous condition.

Just Culture – An important aspect of a positive safety culture that ensures that while staff will be held accountable for their actions, they will at all times be treated fairly and with respect.

Learning Culture – An important aspect of a positive safety culture that ensures that the information contained in reports, audits, investigation, and other data sources is analysed to generate safety recommendations which are then implemented at EIA.

Likelihood – The estimated probability or frequency, in quantitative or qualitative terms, of an occurrence related to the hazard. Same as *probability.*

Organization –-Entebbe International Airport.

Oversight – A function that ensures the effective promulgation and implementation of the safety-related standards, requirements, regulations, and associated procedures. Safety oversight also ensures that the acceptable level of safety risk is not exceeded in the air transportation system.

Preventive Action – Action to eliminate or mitigate the cause or reduce the effects of a potential nonconformity or other undesirable situation.

Probability – The estimated probability or frequency, in quantitative or qualitative terms, of an occurrence related to the hazard. Same as *likelihood.*

Procedure – Specified way to carry out an activity or a process.

Process – Set of interrelated or interacting activities which transform inputs into outputs.

Records – Evidence of results achieved or activities performed. In this context it is distinct from documentation because records are the documentation of SMS outputs.

Reporting Culture – An important aspect of a positive safety culture that cultivates the willingness of every member to contribute to EIA knowledge base.

Residual Safety Risk – The remaining safety risk that exists after all control techniques have been implemented or exhausted and all controls have been verified. Only verified controls can be used for the assessment of residual safety risk.

Risk – The composite of predicted severity and probability of the potential effect of a hazard in the worst credible system state.

Risk Control – Refers to steps taken to eliminate hazards of to mitigate their effects by reducing severity and/or probability of risk associated with those hazards.

Safety Assurance – SMS process management functions that systematically provide confidence that organizational products/services meet or exceed safety requirements.

Safety Culture – The product of individual and group values, attitudes, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, EIA management of safety.

Safety Data – Information that is pertinent to aviation safety.

Safety Management System (SMS) – A systematic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures.

Safety Risk – The composite of predicted severity and probability of the potential effect of a hazard.

Safety Risk Control – Anything that reduces or mitigates the safety risk of a hazard. Safety risk controls shall be written in requirements language, measurable, and monitored to ensure effectiveness.

Safety Risk Management (SRM) – A formal process within the SMS composed of describing the system, identifying the hazards, assessing the risk, analysing the risk, and controlling the risk.

Safety Promotion – a combination of safety culture, training, and data sharing activities that support the implementation and operation of an SMS in an organization.

Severity – The consequence or impact of a hazard in terms of degree of loss or harm.

Substitute Risk – Risk unintentionally created as a consequence of safety risk control(s).

Top Management – Director General (DG), Deputy Director General (DDG), Corporation Secretary, Directors and General Manager EIA.

CHAPTER - Introduction

1.1 Applicability

This manual incorporates aspects of all safety related activities at Entebbe international Airport and its application is relevant to all aerodrome operating personnel and relevant stakeholders. It encompasses the aerodrome physical infrastructure, facilities, equipment, and procedures.

The Safety Manager is responsible for planning, implementation, and operationalization of the SMS. However, the full realisation of SMS is a responsibility of everyone. It is therefore important for all aerodrome operating personnel to consider safety in all actions and promote a safety culture of reporting potential hazards to the Safety Office for analysis and correction.

1.2 Scope and Integration of the SMS

This SMS is for EIA and its scope includes all entities operating at the airport. The scope of the Safety Management System (SMS) implemented at Entebbe International Airport (EIA) is applicable to all departments and sections at the airport including Aerodrome planning and development, Aerodrome maintenance, Airport operations as well as handling companies, Contractors and other Agencies at EIA obliged to comply with the safety management procedures.

The SMS uses processes such as auditing, inspection, investigation, root cause analysis and document control under safety policy and objectives in the safety assurance process. Reports from these processes provide a source of information to the safety risk management process.

1.3 Quality Policy

In the planning, implementation and operationalization of the SMS, Entebbe International Airport shall observe the UCAA quality policy detailed in the UCAA quality manual.

1.4 SMS Regulatory Requirements

The Civil Aviation (Aerodromes) Regulations 2022 require aerodrome operators to establish, maintain and adhere to a safety management system (SMS) that is appropriate to the size, nature and complexity of the operations authorized and conducted in accordance with the provision of the Civil Aviation (Safety Management) Regulations 2022.

An acceptable level of safety to be achieved is specified through periodic collaborative agreement with DSSER. This acceptable level of safety provides an objective in terms of safety performance at EIA which is achieved while conducting core business functions.

The development of this manual is in line with the requirements and guidance from the following regulations, SARPs and documents:

a) The Civil Aviation (Safety Management) Regulations, 2022.

b) Applicable Safety Management Systems Advisory circulars.

1.5 Manual Organization

This manual is organised following the four components of the safety management system.

a) Safety Policy and Objectives (Chapter Two)
b) Safety Risk Management (Chapter Three)
c) Safety Assurance (Chapter Four)
d) Safety Promotion (Chapter Five)

1.6 References

1.6.1 Internal Organization Documents

a) EIA Aerodrome Manual
b) UCAA Quality Manual
c) UCAA Enterprise Risk Management Manual
d) EIA SMS Implementation Plan
e) EIA Airport Emergency Plan
f) Civil Aviation (Safety Management) regulations, 2022
g) Civil Aviation (Aerodrome) Regulations, 2022
h) Advisory Circulars
i) Safety Management Systems Manual for Air Navigation Services

1.6.2 External Supporting Documents

a) ICAO Document 9859. Safety Management Manual (SMM),
b) ICAO Doc 9981 – PANS Aerodromes

1.7 Procedure for Amendment of the SMS Manual

The purpose is to ensure maintenance of the SMS Manual to fulfil all applicable requirements.

1.7.1 Responsibility:

The Manager SMS shall be responsible for the accuracy of the information contained in this manual. Any errors or omissions which may be detected should be referred to;

Manager Safety Management Systems,

Directorate Airports and Aviation Security.

Civil Aviation Authority

P. O. Box 5536,

KAMPALA

Email: safety-eia@caa.co.ug

Tel : +256-312-353000; 256-414-353000

Fax : +256-414-320964;

1.7.2 Amendment Circumstances and Procedure

The SMS Manual will be reviewed and amended every two years where necessary and when implementing:

a) Safety Recommendations and
b) Corrective Action Plans arising from:
    i. Reports;
    ii. Management Reviews;
    iii. Investigations;
    iv. Inspections; and
    v. Internal and external Audits.
c) Changes in the legislative environment;
d) Desired improvements in operations;

The Manual will be amended as follows

i. The manager SMS will communicate to all stakeholders and interested parties and call for submission of their amendment proposals to the SMS manual to address particular aspects of the manual that need amendment.
ii. The amendment proposals will be compiled and discussed by the SMS department, and presentations prepared for a workshop in which these amendments will be discussed.
iii. The manager SMS will call for a workshop to present and discuss these proposed amendments to all stakeholders, including a list of actions required.
iv. The workshop will recommend on the proposed amendments for either adoption or further action through the DAAS.
v. Agreed amendments and proposals will be presented to the DSSER for acceptance, adoption and published.

1.7.3 Indication of Amendments on Pages

Each amendment/revision shall be included in the Amendment/Revision sheet, with the date of the amendment/revision and the original approval date of the Manual.

CHAPTER TWO – SAFETY POLICY AND OBJECTIVES

2.1 Safety Policy for EIA

ENTEBBE INTERNATIONAL AIRPORT SAFETY POLICY

In ensuring the highest level of safety at Entebbe International Airport (EIA) as embedded in our business function, Management is fully committed to:

1) Take safety as our primary responsibility and fully devote to all issues concerning safety.
2) Provide necessary resources for the implementation of this safety policy, objectives, and activities.
3) Define and integrate aviation safety accountabilities and responsibility in the performance of duties by staff.
4) Comply with the applicable regulatory requirements and standards.
5) Establish and implement a risk management process to minimize operational risk to as low as Reasonably Practicable.
6) Promote a Just Culture that fosters safe practices and encourage reporting of all safety concerns and, disciplinary actions shall not apply to operational staff except gross negligence or deliberate disregard of procedures is realised.
7) Continuously improve the safety management system through audits and review of safety performance against the safety objectives and targets
8) Provide appropriate safety information to all staff and ensure that all are aware of risks and established safety controls measures.
9) Ensure that all entities and contractors participate in SMS activities in order to realise the intent of this policy.

Signed by: ……. Date …….

Director Airports and Aviation Security

Approved by:……. Date …….

Director General

2.2 Safety Objectives

The safety objectives for EIA for Entebbe International Airport as set by the directorate management and outlined in the SMS implementation plan are:

a) To ensure timely effective implementation of safety recommendations and Corrective Action Plans (CAPS).

b) To promote a positive safety culture and responsibilities through ensuring provision of safety training and awareness of all aerodrome operating staff.

c) To increase hazard identification and reporting at EIA.

d) To reduce the number of safety non compliances.

e) To improve safety risk management through assessment of risks associated with identified hazards.

f) To develop a safety database and analyse safety data.

g) Reduce the number of runway incursions

h) Reduce the number of runway excursions

i) Reduce the number aircraft incidents due to FOD

j) To Reduce the number of bird strikes

These objectives are linked to safety performance indicators and targets, as detailed in Appendix A to this manual and communicated/distributed to all Airport staff and stakeholders. These will be reviewed every year.

Signed By: …… Date: ……..

Accountable Manager

2.3 Safety Accountabilities and Responsibilities

Detailed Safety accountabilities and responsibilities of individual positions for the continued operation of the SMS are addressed in this section and appendix B to this manual. The required qualifications for the key safety management personnel are in appendix B.

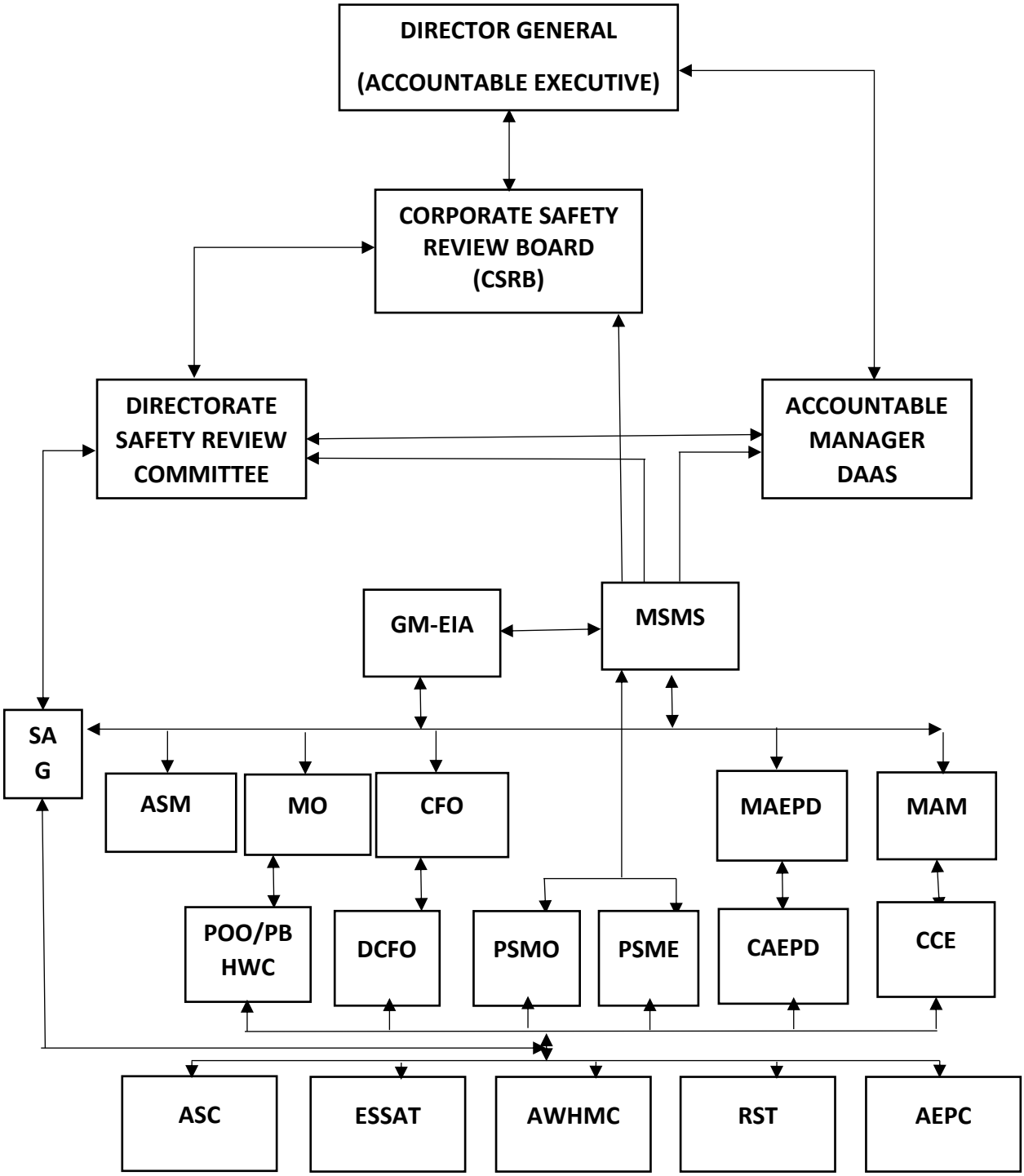
2.4 SMS Functional Chart

DAAS is composed of various categories of staff who all contribute to its success. Each staff interacts with safety in some way, but the degree of SMS involvement varies for each position. Those staff who have more direct contact with safety management have greater responsibilities with the SMS while staff who are involved in more technical areas will have fewer responsibilities in the SMS. In order to specify the SMS responsibilities for each staff the following functional categories have been established as listed.

a) Accountable Executive
b) Accountable Manager
c) Safety Manager
d) Line Manager
e) Safety Personnel
f) Safety Action Group
g) Safety Review Committees

The chart below is a functional chart showing the interfaces and interrelationships in terms of the management of safety among the various departments in DAAS. It depicts functions rather than organization. It is not intended to depict the organization of the management of safety in terms of departments and functional units and their relative hierarchical positions within the directorate, but rather the functions of each department and/or functional unit in terms of the delivery of safety as a core business process

SMS Functional Chart



Key

Direct Relationship (link)

Safety Information flow

2.4.1 Accountable Executive

The Accountable Executive is the Director General (DG) UCAA and has ultimate accountability for the SMS and will provide the resources necessary to establish, implement and maintain the SMS.

2.4.2 Accountable Manager

The Accountable manager is the Director Airports and Aviation Security and reports directly to the Accountable Executive. The Accountable manager's accountabilities and responsibilities are detailed in appendices to this manual.

2.4.3 Safety Manager

The Manager Safety Management Systems is the safety manager and is directly accountable to the Accountable Manager (DAAS). The duties and responsibilities of Manager Safety Management Systems are detailed in appendices to this manual.

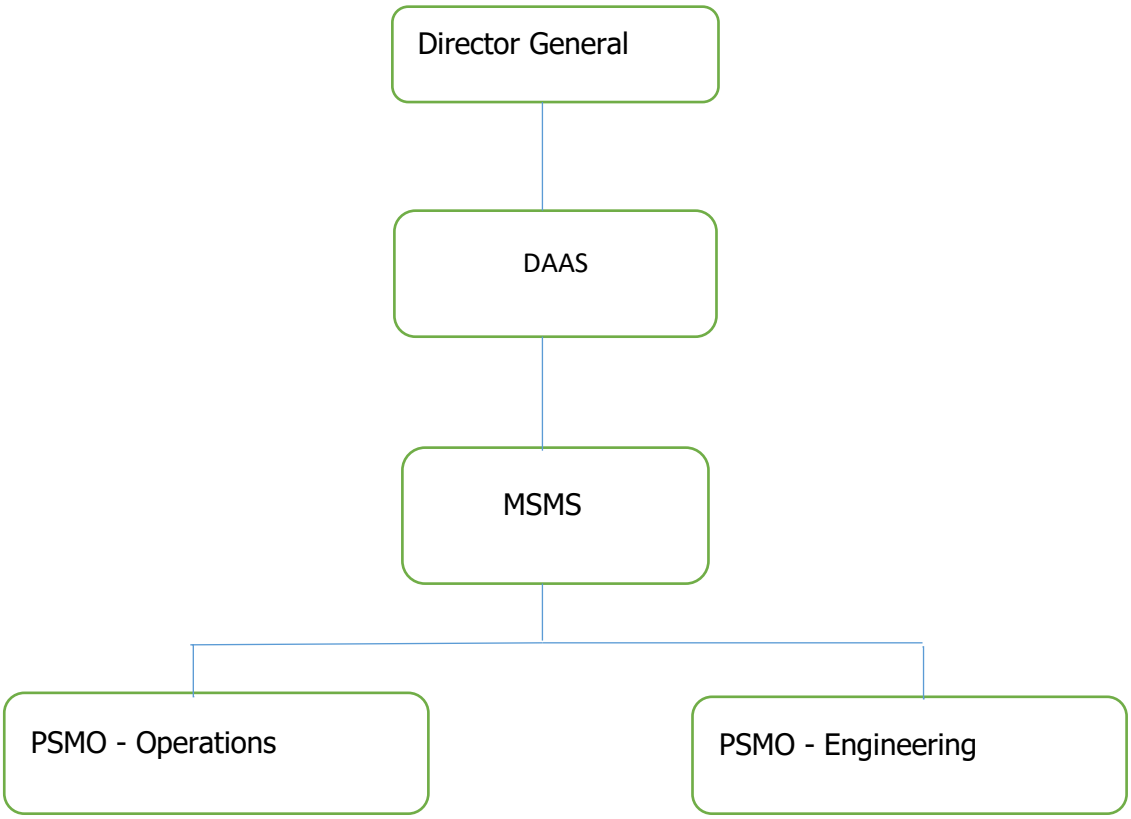
2.4.4 Principal SMS officers

The principal SMS officers are accountable to the Safety Manager. The Safety Manager provides direct supervision for these personnel for all SMS related activities. The Safety responsibilities of Principal SMS Officers are detailed in appendices to this manual.

2.4.5 The Safety Office.

The safety office is at the heart of the functional chart and is independent and neutral in terms of the processes and decisions made regarding the delivery of services by the line managers of operational units.

EIA SMS Departmental Organisational Chart



The Safety Manager's role is to provide safety expertise to assist all operating departments in achieving their safety targets. The responsibilities/duties, functions and authority of the safety manager are in the UCAA job description for Manager SMS.

2.5 Operational Safety Committees

The integrated structure of safety committees provides for oversight of safety performance and management throughout Operations. Safety committees also ensure a framework for safety related issues to be raised in a formal, structured environment that includes senior and accountable managers as outlined in the structure above. A summary of each committee is given below.

The SMS functional chart outlines the structure and relationship between the various airport departments and safety committees. A summary of each committee is given in the following sub-sections.

2.5.1 Corporate Safety Review Committee (CSRC)

The organization has established a corporate Safety Review Committee (SRC) to provide a formal process for assessing the effectiveness and efficiency of aviation safety risk mitigation strategies. The corporate SRC further provides a platform for achieving the objectives of resource allocation and for discussing safety related issues from different perspectives.

The corporate SRC comprises members of the UCAA top management, (DG, DDG, DAAS, DANS, DHRA, DF, MSMS/QA and MSMS), representing the entire organisation in a multidisciplinary expertise which provides a neutral forum for sharing ideas and assessing safety performance from an organisational perspective.

The Director General (Accountable Executive) or the designated deputy will chair the corporate SRC and the SMS Managers will participate on this committee in advisory capacity only. This committee will convene at least, once every four (4) months or as circumstances may dictate.

2.5.1.1 Responsibilities of the CSRC

The CSRC provides a formal process for UCAA/DAAS to assess the effectiveness and efficiency of any mitigation strategies used to achieve the agreed safety performance targets of the organization. The CSRC provides a platform to achieve the objectives of resource allocation and to assess the effectiveness and efficiency risk mitigation strategies. The CSRC is responsible for:

a) Monitoring:
   1) The effectiveness of the SMS.
   2) That necessary corrective action is taken in a timely manner.
   3) Safety performance against the organizations/DAAS safety policy and objectives.
   4) The effectiveness of the organization's/DAAS safety management processes.

5) The effectiveness of the safety supervision of subcontracted operations.

b) Ensuring that appropriate resources are allocated to achieve safety performance beyond that required by regulatory compliance.

Note: Corporate SRC fulfils the above at Organization level while Directorate SRC fulfils at directorate level.

2.5.2 Directorate Safety Review Committee

The Directorate Safety Review committee is a Directorate level committee that is chaired by the Director and meets once every month. It is eminently strategic, deal with high level issues and in relation to policies, resource allocation and EIA safety performance monitoring. A report and or issues not resolved at this level will be progressed to the Corporate Safety Review Committee.

2.5.2.1 Composition of the Directorate Safety Review Committee

1. Director Airports and Aviation Security - Chairman
2. General Manager / EIA
3. Manager Maintenance
4. Manager Aerodrome Planning and Development
5. Manager Operations
6. Manager Aviation Security
7. Chairman AOC
8. Manager Safety DAS Handling
9. Manager Safety ENHAS
10. Chief Fire Officer
11. Manager Safety Management System / DAAS – Secretary

2.5.2.2 Functions of the Directorate Safety Review Committee

The Directorate safety review committee is eminently strategic to deal with high level issues and in relation to policies, resource allocation and EIA safety performance monitoring. A report of issues not resolved at this level will be progressed to the Corporate Safety Review Committee. In order to achieve its objectives, the committee will;

a) Monitor the effectiveness of the SMS implementation plan.
b) Monitors that any necessary corrective action is taken in a timely manner.
c) Monitors safety performance against the airport's safety policy and objectives.
d) Monitors the effectiveness of the airport's safety management processes which support safety management as a core business process.
e) Monitors the effectiveness of the safety supervision of contractors and sub-contractors.

f) Ensures that appropriate resources are allocated to achieve desired safety performance.
g) Gives strategic direction to the SAG.

2.5.3 Safety Action Group (SAG)

The Safety Action Group (SAG) of DAAS serves to coordinate the implementation of safety strategies as per the strategic direction developed by the Directorate SRC.

2.5.3.1 Composition of the SAG

The SAG is composed of Principals and supervisors in various departments at Entebbe International Airport, and is chaired by the POO, members of SAG include:

1. Chief Electrical and Electronics Engineer
2. Senior Electronics Engineer
3. Principal Airport Operations Officer
4. Airport Operations Officer
5. Senior Engineer Planning and Development
6. Senior Plant and Equipment Technician
7. Deputy Chief Fire Officer
8. Senior Civil Engineer
9. Senior Maintenance Engineer
10. Senior Marine Officer
11. Principle Bird and Wildlife Hazard Control Officer.
12. Principal Safety Management Officers.
13. Senior Fire Officer / Training
14. Senior Fire Officer / SMS/ QA – Secretary

2.5.3.2 Responsibilities of the SAG

The duties and responsibilities of Safety Action group (SAG) shall include, but not necessarily limited to

i) Oversee operational safety performance within the functional areas of the organization and ensures that appropriate safety risk management activities are carried out with staff involvement as necessary to build up safety awareness;

ii) Coordinate the resolution of mitigation strategies for the identified consequences of hazards and ensure that satisfactory arrangements exist for safety data capture and employee feedback;

iii) Assess the safety impact related to the introduction of operational changes or new technologies;

iv) Coordinate the implementation of corrective action plans and ensure that corrective action is taken in a timely manner;

v) Review the effectiveness of previous safety recommendations; and

vi) Oversee safety promotion activities as necessary to increase employee awareness of safety issues and to ensure that they are provided appropriate opportunities to participate in safety management activities.

Frequency of the SAG Meeting

The SAG meets twice a month.

2.5.4 Runway Safety Team (RST)

Runway Safety Team has been established. It is an effective element of SMS which supports reactive and proactive processes for identification and mitigation of risks on the movement area.

a) GM-EIA (Chairman)
b) Manager Operations
c) Manager Aerodrome Maintenance
d) Manager Aerodrome Planning& Development
e) Chief Fire Officer
f) Manager SMS
g) MSMS/QA DANS
h) Principal Operations Officer
i) PWHMO
j) MATM
k) O/C Met
l) Chief Pilot - Eagle Air
m) Chief Pilot Uganda Airlines
n) Chief Air Operation MONUSCO
o) Chief Electrical and Electronics Engineer
p) Chief Pilot UPDAF
q) Principal Aerodrome Inspector
r) O/C Tower – Secretary
s) MAIM

2.5.4.1 Responsibilities of the RST

The RST programme covers a wide range of safety issues related to runway safety, including the following occurrence categories:

a) Identifying potential runway safety issues by reviewing aerodrome practices regularly, and when relevant information is available, from incident investigation findings;

b) Developing appropriate risk-prevention measures and creating awareness of potential solutions;

c) Advising aerodrome management on runway safety issues and recommending risk mitigation measures;

d) Creating a plan containing action items for mitigating runway safety deficiencies. Action items should be aerodrome-specific, that is linked to a runway safety concern, issue or problem at the airport;

e) Monitoring the number, type and severity of runway incursions;

f) Identifying any local problem areas and suggesting improvements (e.g. by sharing the outcome of investigation reports to establish local hot spots or problem areas and developing workable mitigations with or for operational staff;

g) Working as a cohesive team to better understand the operating difficulties of personnel who work in other areas and recommend areas for improvement;

h) Ensuring that the recommendations contained in EIA action plans for the prevention of runway incursions and runway excursions are implemented;

i) Conducting a runway safety awareness campaign that focuses on local issues (e.g. producing and distributing local hot spot maps or other guidance material as considered necessary); and

j) Regularly reviewing the compliance of EIA with applicable. Civil Aviation (Aerodrome) Regulations and Civil Aviation Safety Management Regulations.

k) Review arrangements of the surface movement guidance and control systems and its components including markings, Stop Bars, Runway Guard Lights and Road Holding Points;

l) Review Wildlife Events

Review internal audits and incident investigation corrective actions and implementation on the movement areas.

i) Review the status of identified safety risks.
ii) Review safety improvements proposals
iii) Provide a forum to discuss runway safety issues.
iv) Report to the Airport Safety Committee.

2.5.4.2 Frequency of the RST Meeting

The Committee meets every 3 months (Quarterly) to discuss topics concerning runways safety.

2.6 Safety Oversight for outsourced organisations

The Civil Aviation (Aerodrome) Regulations 2022 require the Aerodrome operator to ensure that all institutions at EIA adhere to safety regulations as stated by the authority, by conducting the safety oversight function. The safety policy of the EIA also states that all airport institutions will implement measures to ensure adherence to safety regulations at EIA. Such institutions /organisations are external contractors and outsourced organisations.

2.6.1 Contractors and other service providers

Generally, documentation of requirements for contracts will incorporate SMS inputs. Specifically, the Contractor's role in SMS as detailed in this manual.

Section heads, Contract managers, unit supervisors should ensure that all contractors undergo safety briefing prior to commencing works within the EIA, and at any facility or equipment in liaison with SMS office.

2.6.1.1 Contractors and service providers shall;

a) Familiarize oneself with safety requirements of user department/directorate applicable to contract activities
b) Understand the organization safety policy and objectives and adhere to all the applicable requirements established under them in the course of executing their contractual duties.
c) Prepare safety assessment of the works to be accomplished and share it with user departments and/or directorate for review prior to commencement of works.
d) Implement safety recommendations and/or risk mitigation controls from the safety assessment prior to or during implementation of the contract as required.
e) Identify and report any potential/actual hazard while executing the contractual duties.
f) Get acquainted with the Emergency procedures. E.g. Report any incident/accident while executing contractual duties.

Contract Managers in addition shall;

a) Coordinate the preparation of safety assessment prior to implementation of contract.
b) Share safety assessment report with HoD and SMS/QA department for follow up.
c) Monitor and document implementation of risk mitigation controls prior to and during implementation of the contract

2.6.2 Coordination of Emergency Planning

Coordination of Emergency Planning is vested in the Aerodrome Emergency and Planning Committee. Detailed plans are contained in the Emergency response plans.

2.7 Documentation of the SMS

2.7.1 General Documentation

EIA maintains critical files, important records, and other information. All records are maintained in structured systems that provide legibility, original dates, revision dates, and easy retrieval. All records are reviewed by the safety manager.

The current versions of relevant documents are provided to all locations where operations essential to the functioning of the SMS are performed. Obsolete documents are promptly removed from all points of use and retained or discarded in accordance with the schedule below.

All the SMS records are retained for 5 years under the following headings:

i. Policy and Objectives:

a) The original SMS documents and subsequent revisions

b) Potential Safety Hazard Reports

c) Voluntary Safety Reports

d) SMS Training records

ii. Outputs of the SMS:

a) Completed Hazard Worksheets (risk assessment & associated action plans)

b) Minutes of the meetings of the safety committees

c) Annual Safety Report

iii. Accident and incidents:

- Completed accident and incident investigation reports
- If legal action is pending or anticipated accident/incident records will be kept until the legal action has been resolved.

All stakeholders that generate information relevant to SMS have the obligation to store and maintain their own record with a copy to Manager SMS. The Manager SMS in turn maintains records of: -

a) Safety incidents/accident.

b) Hazard reports, hazard identification and risk assessment for the common area.

c) Safety audits, inspections and reviews among others.

2.7.2 SMS Manual for EIA

The Safety Management Systems Manual, its revisions and amendments are published and issued by the Manager Safety Management System (MSMS). The MSMS is responsible for its contents and for keeping instructions and information up-to-date. Submission, review and acceptance of SMS manual revisions shall be as per EIA Aerodrome Manual (UCAA/EIA/AM/01) and QMS procedure (CAA/CORP/OP/01) for control of documents and records. This manual shall not be reproduced in whole or in part or otherwise disclosed to any third parties without prior written consent from the Accountable Manager (DAAS). Copies of this manual may be made available to certain contractors or industry partners, but the ownership of those copies remains with the Accountable Manager.

2.7.3 Procedures and controls

EIA utilizes technical operating procedures which are incorporated into the operational manuals. All work is reviewed for accuracy and adherence to approved procedures by departmental supervisors and managers. Records of system analyses, hazard reporting, new operational procedures, risk analyses, risk mitigations, accidents/ incidents, and operational errors are kept.

These are reviewed every two years to ensure the objectives of the safety policy are being accomplished.

2.7.4 Methods of Storage

The following methods are used to store and retrieve information:

a) Logbooks

b) Physical Forms.

c) Computer based system e.g. SMS software.

d) Video Records from CCTV

e) Voice Records of air ground communication and information desk announcements.

f) Maps, charts and drawings

CHAPTER THREE - Safety Risk Management (SRM)

3.1 Introduction

The Directorate manages safety by ensuring that, through its Safety Management processes, safety risks associated with consequences of hazards in critical activities related to the provision of services are controlled to a level that as low as reasonably (ALARP) through hazard identification and safety risk assessment and mitigation.

EIA Safety Management System uses the formal process of Safety Risk Management to identify hazards that are associated with its operations, analyze and assess the risks associated with those hazards and implement controls where necessary to prevent future incidents and accidents. The safety risk management process is both reactive and proactive. The process is also used to prioritize the resulting process improvements to ensure the best allocation of available resources.

The SRM utilizes the different forms and checklists in Appendix C to this manual.

3.2 Hazard Identification

All staff shall exercise due diligence to identify hazards related to their operations. These hazards can be actual or potential. All hazards identified shall be assigned a unique tracking number and introduced into the Safety Risk Management process described in this chapter. All hazards which still appear at the close of the year in the Risk Register will be transferred to the Hazard Register.

EIA utilizes both reactive and proactive methods of hazard identification. The traditional reactive methods of hazard identification will analyse hazards that have been identified or have already contributed to a safety occurrence. These reactive methods include the conduct of investigations into accidents, incidents, occurrences, Mandatory and Voluntary employee reports, external audits and regulatory violations.

Proactive methods attempt to identify and analyse hazards before they have resulted into an incident or accident. The proactive hazard management process is as below;

a) Develop a complete description of the system to be evaluated and the environment in which the system is operated;

b) Identification of hazards is carried out by the user departments from hazard reports and logbooks;

c) Assess the severity of the consequences of the hazard occurring;

d) Estimate the likelihood of that hazard occurring;

e) Evaluate the risk;

f) Mitigate the risk and re-evaluate the risk to ensure that the mitigation has not introduced a new hazard;

g) Record Safety Assessment documentation

Determine the probability that the hazard will cause an accident or incident of the severity assessed previously.

Probability may be determined quantitatively when historical information is available.

3.3 Mandatory Reporting Program for EIA

It is mandatory for Entebbe International Airport Operating Staff to report or notify accidents/incidents and occurrence within 24 hours after the occurrence, in order to comply with the prevailing Safety Management regulation. All Airports' staff shall participate in the mandatory reporting program. As a minimum all accidents/incidents associated with aircraft operations shall be reported under the established mandatory reporting program. The Occurrence and general safety concerns report form (SMS Form 02) in Appendix E accompanied by a log entry in the operational Logbook and other departmental forms shall be used under this program. All incident investigation reports shall be submitted to DSSER. Copies of these reports shall also be submitted to the Safety Manager for subjection to the Safety Risk Management process.

The occurrences requiring mandatory reporting include the following:

1) Bird strike of an aircraft
2) Abnormal bird concentration
3) Failure of communication services
4) Failure of a big section of the AGL lighting system
5) Failure of any facility or operating procedure used in airside operations
6) Wrong transmission, receipt or interception of radio transmissions
7) Any foreign object in the movement area
8) Presence of Wildlife in operational areas
9) Major deterioration of infrastructure/facilities at the aerodrome.
10) Collision between moving aircraft and vehicles or any object
11) Collision between vehicles or vehicles and other Ground Service Equipment

12) Any Oil and Fuel spillage.
13) Anything/Person affected by Jet blast incident/accident/occurrences
14) Breaches of airside driving rules.
15) Unserviceable condition of airside facilities.
16) Any incident of fire.
17) Any safety incident that could be of interest to the press and news media.

Note: *Concealment or not reporting incidents/safety occurrences is regarded as unacceptable behaviour within Airports and will be subject to punitive measures. All reportable incidents must be reported.*

3.4 Voluntary Reporting

The Voluntary reporting system is a means that protects the identity of the reporter. It facilitates the collection of information on actual or potential safety deficiencies that might have not be captured by the mandatory incident reporting system.

At EIA, the following facilitates this process;

a) The person reporting is at liberty not to disclose his / her identity.
b) The identity of the reporter may be disclosed to only the Manager SMS for purposes of further inquiry or clarification.
c) Further use of the reported information outside of the Safety Office will not contain any facts that can identify the reporter.
d) The main means of confidential reporting is by using the safety-eia@caa.co.ug email.

The Voluntary Reporting Program is non-punitive and shall not use the reported information to punish staff. However, this non-punitive approach does not apply to illegal acts or blatant disregard of regulations or applicable procedures.

3.5 Feedback

All reporters shall receive confirmation of receipt of their report from the Safety Manager. Upon resolution of the issue, the reporter shall also receive summary of the actions taken. These corrective actions may also be communicated to the entire airport, but the identity of the reporter will remain confidential.

a) Feedback should be given on incident reports received by the MSMS to acknowledge receipt. Any actions taken and lessons learned will also be communicated to stakeholders.

b) Upon resolution of the issue, actions taken should also be communicated to the stake holders.

Note: Concealment or not reporting incidents/safety occurrences is regarded as unacceptable behaviour within EIA and will be subject to punitive measures.

3.6 Reportable Occurrences

3.6.1 Introduction

EIA shall notify DSSER whenever any accident, serious incident, fatal or serious injury occurs at the aerodrome as soon as practicable after the occurrence and provide a detailed occurrence report thereafter.

3.6.2 Accidents

All accidents shall be notified to DSSER

3.6.2.1 Reportable Serious Incidents to Regulator/DSSER:

a. Runway incursion;
b. Runway excursion/overshoot;
c. Failure or significant malfunction of airfield lighting;
d. Damage to the aircraft.

3.6.2.2 Reporting Timelines to Regulator/DSSER

Occurrence	**Notification to the DSSER**	**Mandatory Report (Reporting Form) submission to the DSSER**
Accident	Immediate	Within 24 hours
Serious incident	Immediate	Within 48 hours
Incident	N/A	Within 72 hours
Telephone and e-mail will in most cases constitute the most suitable and quickest means to send a notification.		

3.7 Risk Analysis

Risk analysis follows a simple three step process of condition (hazard), consequence (event), and risk (the probability and severity of the event.)

Identified hazard is evaluated as well as the system state(s) in which it exists, to determine what controls exist to prevent or reduce the effect(s) of the hazard. Each hazard is analyzed to determine its potential to cause damage or harm. The analysis will also include examining events or conditions that could cause the hazard to reduce system operability or safety levels. SMS Forms are used to organize the risk analysis process and record the results.

3.7.1 Severity of occurrences

The severity of each risk is determined by its worst credible outcome. The table below shows the severity levels.

Table 1: Severity Classification

Criteria	Severity Classification				
	Safety Effect (E)	**Minor (D)**	**Major (C)**	**Hazardous (B)**	**Catastrophic (A)**
Effect on aircraft operations	No effect on safety	Slight reduction in safety margin or functional capabilities	Significant reduction in safety margin or functional capability	Large reduction in safety margin or functional capabilities	Hull loss
Effect on people	Inconvenience	Physical discomfort	Physical distress possibly including injuries	Serious or life changing injury to small number of people	At least one fatality
Loss of confidence in airport	Slight to moderate impact on airport reputation	Moderate impact to reputation at community level	Significant impact to reputation at regional level	Significant impact to reputation at state level	Severe impact to reputation at national level
Environmental Impact	Non-Reportable	Reportable without fine	Physical damage and fine	Considerable damage to people/facilities/equipment significant fine and cost	Loss of people, facilities or equipment highest fine and cost
Financial loss	Slight damage is less than $5,000	Noticeable damage between $5,000 and $25,000	Large damage between $25,000 and $100,000	Major damage between $100,000 and $1,000,000	Severe damage exceeds $1,000,000

3.8 Likelihood of Occurrence

Table 2: Likelihood of Occurrence

Qualitative Definition	Meaning	Indicative Time Scale	Value
Frequent	Likely to occur many times (it has already occurred frequently)	at least once per month	**5**
Probable	Likely to occur sometimes (has occurred infrequently)	more than once per year	**4**
Remote	Unlikely, but possible to occur (has occurred rarely)	once per year	**3**
Extremely Remote	Very unlikely to occur (not known to have occurred)	once every five years	**2**
Extremely Improbable	Almost inconceivable that the event will occur	Once in fifty years	**1**

3.9 Safety Risk Assessment

Hazards are ranked according to the severity and the likelihood of their risk. To accomplish a risk assessment, the results of each analysed risk will be plotted on the Risk Assessment Matrix (risk index). The risk index will determine the priority of corrective actions as shown below.

3.9.1 Risk Matrix

Table 3: Risk Matrix

Probability of Risk	Severity of Risk				
	Catastrophic A	Hazardous B	Major C	Minor D	Negligible E
Frequent5	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

3.10 Risk Assessment Criteria

Table 4: Risk Assessment Criteria

Intolerable Risk
Tolerable with Mitigation
Acceptable Risk

3.10.1 Intolerable risks

Hazards with risk indices falling in this range are intolerable and therefore un-acceptable under any circumstances. They require immediate action to eliminate the hazard or control the factors leading to its higher probability or severity. The Safety Manager shall receive immediate notification of such assessments from SAG, DSRC and Line Managers. The DAAS will own the Unacceptable risks by signing off the report/notification/assessment received from the SAG/DSRC/line manager to signify that top Management is aware about these risks and the course of action taken/to be taken thereafter.

Newly identified hazards with unacceptable risks will require the development of controls within the normal course of business.

3.10.2 Tolerable with mitigation

Hazards with risks falling in this range are tolerable and acceptable provided appropriate mitigation strategies are implemented. They require the implementation of mitigation

strategies as expeditiously as possible. Continued monitoring will be required to ensure the effectiveness of the implemented controls.

3.10.3 Acceptable risks

Risks in this range are acceptable without further action, but prior efforts should be made to reduce the risk to as low as reasonably practicable (ALARP) if it is economical to do so. The objective of this SMS is to reduce risk to as low as reasonably practicable (ALARP) whenever possible.

3.11 Risk Assessment Approvals

Risk assessment reports shall be subjected to appropriate management approvals. These assessments shall be prepared by the line managers, verified by the MSMS and approved by the GM-EIA.

Table 5: Risk Assessment Approvals

Risk Index	Tolerability	Action required (customize as appropriate)
5A, 5B, 4A	Extreme risk	Stop operation or process immediately. Unacceptable under the existing circumstances. Do not permit any operation until sufficient control measures have been implemented to reduce the risk to an acceptable level. Top management approval required.
5C, 4B, 3A	High risk	Caution. Ensure that risk assessment has been satisfactorily completed and declared preventive controls are in place. Senior management approval of risk assessment before commencement of the operation or process.
1A, 2A, 2B, 3B, 3C, 4C, 4D, 5D, 5E	Moderate risk	Perform or review risk mitigation as necessary. Departmental approval of risk assessment.
1B, 1C, 2C, 2D, 3D, 3E, 4E	Low risk	Risk mitigation or review is optional.
1D, 1E, 2E	Negligible risk	Acceptable as is. No risk mitigation required.

3.12 Risk Controls

Risk controls will include; additional or changed procedures, new supervisory controls, addition of organizational hardware or software, changes to training, additional or modified equipment, changes to staffing arrangements, or any of a number of other system changes.

3.12.1 Risk Control Tracking and monitoring

Risk control tracking is accomplished using the Hazard Worksheet where each hazard is uniquely identified to validate risk controls.

The Manager SMS monitors the effectiveness of mitigation and control measures.

CHAPTER 4 - SAFETY ASSURANCE

4.1 Introduction

The safety assurance process provides confidence that the SMS is operating as designed and is effective. Safety assurance consists of processes and activities undertaken by the organisation to determine whether the SMS is operating according to expectations and requirements. The primary purpose of this process is to ensure the performance and effectiveness of the risk controls. Safety assurance uses information from various sources including Mandatory incident reporting systems, voluntary incident reporting systems, Safety studies, Safety surveys, safety reviews, evaluations, operational data, system and task analyses, audits and internal investigations.

Safety studies are analyses used to gain an understanding of broad safety issues or those of a global nature. This involves analysing global safety recommendations to assess their ability to improve safety performance in the context of aviation activities at EIA.

Safety reviews are a fundamental component of change management. They are conducted during the introduction of new technologies, new procedures or systemic changes that affect aviation operations. Safety review shall be conducted before such change is effected, in order to ensure that safety performance is maintained at appropriate levels during periods of change.

Safety surveys examine procedures and processes related to a specific operation. They may involve the use of checklists, questionnaires and informal confidential interviews. Safety surveys generally provide quantitative information that may require validation to determine appropriate corrective action.

Safety audits (internal & external) and evaluations are core safety management activities that provide a means of systematically assessing how well DAAS is meeting its safety objectives. Evaluations can be scheduled or unscheduled formal reviews, examinations and verifications of activities and operations. They improve the quality of products, processes, or services and provide a means for monitoring compliance with international standards and national regulations.

Safety assurance provides for the continued monitoring of internal processes as well as its operating environment to detect changes or deviations that may introduce emerging safety risks or the degradation of existing risk controls. If personnel identify that existing risk controls are ineffective, have not been fully implemented, or are not being properly followed, they work with the department management to arrive at corrective actions to reinstate the control. In some cases, the resolution of corrective action could constitute a change to established

procedures. Proposed changes shall be subjected to the change management process prior to implementation.

4.2 Operational System Description

Safety assurance and evaluation are proactive functions that look for safety issues and hazards that could lead to incidents and accidents. If an operational staff identifies that existing risk controls have not been fully implemented, or are not being properly followed, they work with the department management to arrive at corrective actions to reinstate the control. In some cases, the resolution or corrective action could constitute a change to established procedures. Such proposed changes must be communicated to the Manager SMS for analysis using the SRM process, prior to implementation.

Safety assurance process assures SMS performance and effectiveness of the risk controls. Safety Assurance and SRM components are closely linked. SRM ensures that hazards and their associated risks are identified, analysed, assessed and mitigations are put in place. Safety Assurance processes then takes over, using data to evaluate whether the mitigations are having the desired effect. Figure 3 below depicts the SRM/Safety Assurance relationship. Safety assurance has three elements:

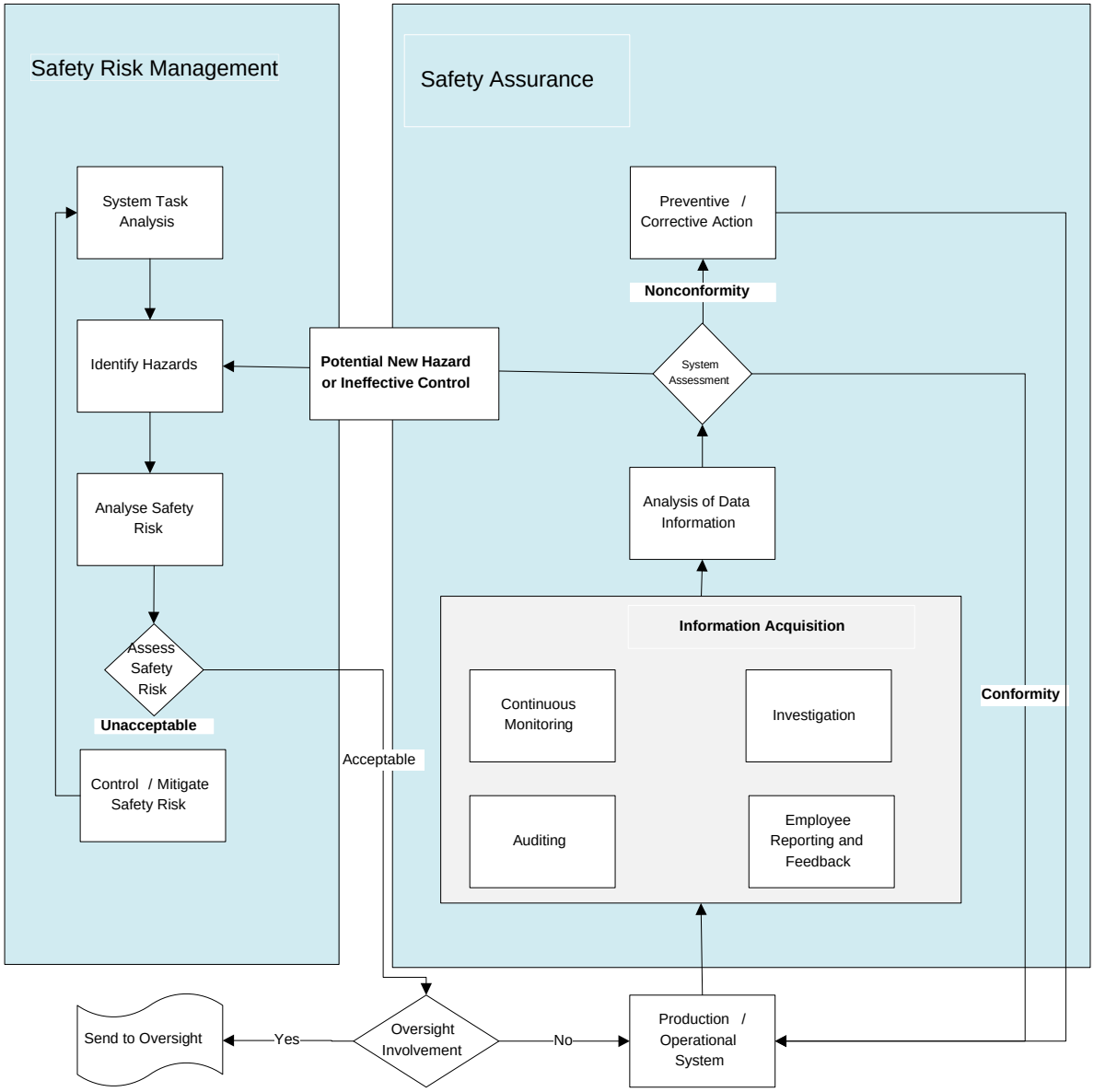
a) Safety Performance Monitoring and Measurement

b) Management of Change

c) Continuous Improvement of the Safety System

Safety assurance process includes safety reviews, evaluations, audits, and inspections as well as data tracking, analysis and investigations. Audits and evaluations support the essential function of the SMS by ensuring that safety objectives are met. Internal audits are carried out within each department by departmental personnel and external audits carried out by DSSER. This section deals with the internal approach to accomplishing this major element of the safety management system.

Any control that is found to be deficient or ineffective will be re-assessed and controls re-enforced.


Safety Risk Management
Safety Assurance
System Task Analysis
Identify Hazards
Analyse Safety Risk
Assess Safety Risk
Unacceptable
Control / Mitigate Safety Risk
Potential New Hazard or Ineffective Control
Acceptable
Preventive / Corrective Action
Nonconformity
System Assessment
Analysis of Data Information
Information Acquisition
Continuous Monitoring
Investigation
Auditing
Employee Reporting and Feedback
Conformity
Send to Oversight
Yes
Oversight Involvement
No
Production / Operational System

4.3 Information Acquisition

Information used for measuring safety performance of the organization is generated from safety reporting systems described in Chapter 3, section 3.3, 3.4 and 3.6 to this manual.

4.4 Continuous monitoring of operational data

EIA actively seeks the information necessary to confirm the successful operation of the SMS processes. Continuous monitoring involves analysis of operational data as it becomes available. The operational data pertinent to the safety of aircraft and airport operations is available from many sources including but not limited to; Operational logbooks, equipment logs, reliability data among others. A safety database shall be maintained to facilitate the effective analysis of information on actual and potential safety deficiencies identified including that from the incident reporting systems. This operational data will be monitored and analysed for trends and other indications of inherent hazards and continually monitored to discover any pertinent trends. The Safety Manager is responsible for monitoring this information and accomplishing this review on a quarterly basis.

4.5 Safety Reviews

Safety reviews are conducted as part of the organization's safety assurance program. Safety reviews are carried out to understand the current levels of safety risks, identify areas of deficiency and opportunities for improvement. Safety reviews shall be conducted once a year using the "safety review checklist"

Safety reviews shall be conducted by the directorate safety review committee, (DSRC) with personnel experience, expertise and training in the technical area under review as that required. The team shall in addition to technical competence possess safety related training in auditing and at least one of the following i.e. human factors principles, root cause analysis and safety risk management.

On completion of the safety review, a safety review report shall be prepared and forwarded to the respective heads of departments. The heads of department shall develop and share action plan with the safety office after receipt of the safety review report.

The respective HoD shall oversee and ensure implementation of any remedial action relating to outcomes of the safety review and the safety office shall monitor implementation

4.6 Safety Studies

Safety studies shall be conducted by a team headed by the safety manager every 5 years to analyse and understand the performance of the SMS at the airport.

4.7 Safety surveys

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 that may require validation to determine appropriate corrective action. Safety surveys shall be conducted every 2 years by the safety manager.

4.8 Safety Investigations

4.8.1 Internal Investigations

Investigations are used to facilitate the implementation of more effective risk controls in operation. They are not intended to be a chase for the guilty party, but rather a move towards effective risk mitigation. This ensures the cooperation of those involved in the event and facilitates discovery of the underlying causes. The short-term expediency of finding someone to blame is detrimental to the long-term goal of preventing future mishaps.

Incidents may be indicative of potentially serious hazards, perhaps systemic problems or latent conditions that will not be revealed unless the occurrence is properly investigated. Some safety occurrences may not require detailed investigation. At EIA, all these events are subjected to appropriate level of investigation and then subjected to the SRM process for hazard identification, Risk Assessment, Mitigation, tracking and control.

When an event occurs, it is a regulatory requirement to report all incidents and accidents to DSSER with copies to the Head of Department, GM-EIA, DAAS, SMS Coordinating Office.

On receipt of incident report at EIA, an investigation is instituted by the concerned departmental manager. Whenever necessary the Safety Office may carry out an additional investigation.

There are various levels of investigation carried in the event of Accident/Incident as follows: Departmental level, DAAS Safety Office, DSSER Investigation and Chief Investigator of Accidents (MoWT)

4.8.2 Scope of Safety Investigations

EIA investigates all incidents. Reports from accidents and serious incident investigations by DSSER or other regional/international accident and incident investigation bodies will also provide the incentive for internal investigations to be undertaken by DAAS.

4.8.3 Investigation Methodology

The investigation process should take place as soon as possible after the event. The objective of the investigation is to understand why an event happened and the contributing causes and not to apportion blame. The investigation should include:

a) Review of documentation and processes;
b) Operational data monitoring;
c) Interviews;
d) Root cause analysis
e) Data analysis.

4.8.4 Internal safety investigations by Aerodrome Operating Agencies

The different entities carry out in-house investigations of occurrences taking place in their areas of responsibilities. The investigation teams may however require specialists' assistance from other sources depending on the nature of the occurrence being investigated.

Airport management is always informed of in-house investigations carried out by the entities, and they are in the circulation list of all reports and conclusions of such occurrences in the airport area.

It is the responsibility of the entity Safety Officer to oversee incident investigations and to ensure that the process is complete and that final reports and appropriate recommendations are finalized and executed.

4.9 Aircraft Incidents

DSSER carries out investigations where serious aircraft incidents have occurred. However, DAAS may conduct aircraft incident investigations for system improvement and capacity building.

4.10 Analysis of safety data

A critical component of the SMS is tracking and analysing safety data to enhance the awareness of potentially hazardous situations. This screening and decision process will evaluate the data for significance and is applied to all incoming data. Safety data described in section 4.3 is collected and analysed. This information is continually shared to improve the level of safety. This safety information is used to:

a) Identify risks and verify the effectiveness of implemented controls.

b) Identify areas for safety improvement.

c) Contribute to accident and incident prevention.

d) Assess the effectiveness of training.

e) Safety Performance measurement and monitoring

The line managers will submit processed data to the Safety Manager who is responsible for conducting trend analyses, and to identify indicators of potential safety issues.

4.11 Safety Management System Assessment

The system assessment is accomplished by conducting a careful evaluation of the data collected by SMS. The Manager Safety Management System and his/her team render an opinion or judgment of the effectiveness and efficiency of the organization and the maturity of the SMS. These findings are then compared to the safety performance goals. If the deficiencies are realized, then the action plans are generated to improve deficient areas.

The system assessment is conducted using an SMS Form. This form is used to organize the process and record the results of the assessment.

4.12 Safety performance Monitoring

The following means are inputs into safety performance measurement at EIA;

a) Safety audit;

b) Safety surveys;

c) Safety reviews;

d) Safety studies; and

e) Internal safety investigations

4.13 Safety Performance indicators (SPIs)

The final output of a safety performance monitoring and measurement process is the development of safety performance indicators based on analysis of data collected through the sources referenced above. The monitoring and measurement process involves the use of selected safety performance indicators, corresponding safety performance targets and alert levels as set in Appendix D to this manual.

Safety Performance Indicators and Safety targets will be set through a consultative process involving all stakeholders as per the mechanism for setting safety performance indicators and targets, Appendix D-7.

The procedure for developing and monitoring coherent set of safety performance indicators, their corresponding safety performance targets and alert levels is as described in appendix D to this manual.

4.14 Management of Change

4.14.1 General

A formal process for management of Change is essential for the safe provision, delivery and continuous improvement of the SMS. The process is intended to identify hazards that may be inadvertently introduced into the system and to develop and implement strategies to manage the consequential safety risks. Change at Airports may result from:

a) Changes to internal systems, processes or procedures that support the delivery of products and or services

b) Organizational expansion or contraction

c) Changes to the organization's operating environment

Examples of situations that will require change management are:

a) New aircraft type introduced by an airline

b) New equipment requiring new expertise or new work practices

c) New operation procedures

d) Changes to existing infrastructure

e) Planned construction or maintenance works

f) Transfer of critical activity to a new provider.

The objective is to eliminate or control potential hazards and their associated risks before implementing the changes in order to maintain or improve the organization's acceptable level of safety. This process is also be referred to as Safety Assessment Process.

4.14.2 Procedure for Management of Change

The procedure for management of change is as follows:

a) The departmental Manager will initiate the change to be approved by the GM / EIA or the DAAS.

   i. The initiation must include a description of the Change, identified safety hazards and remedial measures to be implemented to reduce the risk;

b) Once the change is accepted the following will proceed;

   i. Implementation of the change

   ii. Implementation of necessary remedial actions to manage hazards

   iii. Continuous monitoring and assessment of effectiveness of the remedial action

   iv. Continuous improvement of the overall safety of the airport

4.14.3 Safety Case

A safety case is an in depth assessment by the safety manager used to assess safety concerns arising from deviations from standards and applicable regulations, identified changes at an airport or when any other safety concerns arise.

There are four steps involved:

I. Definition of the safety concern and identification of the regulations deviated from

II. Hazard identification and analysis

III. Risk assessments and development of mitigation measures

IV. Development of an implementation plan for mitigation measures and conclusion of the assessment

When a safety concern affects several stakeholders, consideration shall be made to involve them in the safety assessment process to ensure the compatibility of final proposals.

A collaborative assessment would:

a) Determine the interdependencies
b) Plan and conduct a safety assessment in coordination with the stakeholders
c) Align assumptions and mitigations with affected parties in a systematic way.
d) Ensure a comprehensive assessment of the change including any necessary interactions
e) Ensure valid arguments, evidence and safety criteria are established and documented to support the safety assessment; and that the change supports the improvement of safety whenever reasonably practicable.

Where changes to a system are made, the Risk owners / Line managers should review the system, its anticipated and actual operational environment for effectiveness. This will form a part of the periodic review of the risk register.

4.16 Continuous improvement of the SMS

Safety assurance processes support improvements to the SMS through continual verification and follow-up actions. These objectives are achieved through the application of internal evaluations and independent audits of the SMS

Process

The following actions are taken to achieve continual improvement:

a) Analyse and evaluate the existing safety performance to identify areas for improvement

b) Establish objectives for improvement

c) Search for solutions to achieve the objectives

d) Evaluate solutions for decision making

e) Implement the recommended/selected Action(s) Formalize/adopt changes

f) Measure, verify, analyse and evaluate results of the implementation to determine that the objectives have been met.

g) In this way, improvement is a continual activity. Feedback from stakeholders, customers, audits and review of the SMS is also used to identify opportunities for improvement.

4.17 Safety audits

Audits evaluate the effectiveness of the overall SMS, identify areas in need of improvement, and verify the results of those improvements. Audits further contribute to the identification of negative safety trends, which can lead to the identification and mitigation of hazards. Audits may be conducted by entities that are external to the service provider or through an internal audit process having the necessary policies and procedures to ensure its independence and objectivity.

Audits are intended to provide assurance of the safety management functions, including staffing, compliance with approved regulations, levels of competency and training.

The scope of an audit varies with the stage of the program/operation, its maturity, type of safety processes, and level of confidence developed from previous audits.

EIA Safety Audit Programme incorporates two audit types.

4.18 Audits

All audits involve the systematic and scheduled examination of operations at EIA, including those specific to implementation of the SMS. They provide the organization's management

with the ability to track the implementation and effectiveness of the SMS as well as its supporting systems. They are meant to check the following:

a) Compliance with regulations;

b) Policies, processes and procedures;

c) The effectiveness of safety risk controls;

d) The effectiveness of corrective actions; and

e) The effectiveness of the SMS.

Internal Safety Audits are conducted by the Safety Office who are independent of the functions being evaluated, while external audits are conducted by various regulatory authorities, DSSER and other external agencies.

General Internal audit checklists are provided in Appendix E-14.

4.19 Preventive/corrective action

Following each system & task analysis, safety review, safety study, safety survey, audit cycle, incident investigation, evaluations, data analyses or risk assessment, action will be taken to address identified non-conformances and deficient areas. This response will include both preventive and corrective actions.

i. **Preventive Action:** This is taken to eliminate the cause of a potential non-conformity or other undesirable potential situation.

ii. **Corrective Action**: is taken to eliminate the cause of a detected nonconformities or other undesirable situation. Corrective action is taken to prevent recurrence whereas preventative action is taken to prevent occurrence.

Dates for issuing interim reports and for receiving comments will be mutually agreed upon after which planned remedial actions will be generated and documented for all identified areas of safety concern. Each departmental manager has the responsibility to develop and implement corrective action plans. Each action item will be assigned an agreed time period for completion.

Any preventive/corrective actions that introduce new procedures or equipment shall be subjected to the change management process

4.20 Sources of information relevant to a safety audit/evaluation

The information relevant for audits will be derived from the following:

a) Physical examination of the equipment used. This may include examining the front-line equipment used, its components, and the workstations and equipment used by supporting personnel.
b) Documentation as used in different operations, for example:
    1. maintenance records and logs
    2. personal records/logbooks
    3. certificates and licenses
    4. in-house personnel and training records and work schedules
    5. Manuals and SOPs
    6. training manuals and syllabi
    7. manufacturers' data and manuals and
    8. Regulatory authority records.
c) Interviews conducted with individuals. These can provide a principal source of information for any investigation. In the absence of measurable data, interviews may be the only source of information.
d) Direct observation of actions performed by operating or maintenance personnel in their work environment. This can reveal information about potential unsafe conditions. However, the persons being observed shall be aware of the purpose of the observations.
e) Specialist advice. Investigators cannot be experts in every field related to the operational environment. It is important that they realize their limitations. When necessary, they shall be willing to consult with other professionals during an audit or evaluation.

4.21 Management reviews

Whenever necessary, the Directorate Safety Review Committee (DSRC) and the Corporate Safety Review Committee will review the SMS to ensure its continuous suitability, adequacy and effectiveness. These reviews include assessing opportunities for improvement and the need for changes to the SMS as well as the Safety Policy and objectives. The input to the management reviews includes information on:

a) Results of audits, evaluations, and assessments
b) Customer feedback
c) Process performance and product conformity
d) Status of preventive and corrective actions

e) Follow-up actions from previous management reviews

f) Changes that could affect the SMS

g) Recommendations for improvement

CHAPTER 5 - SAFETY PROMOTION

5.1 Introduction

Safety Promotion refers to the collection of activities undertaken by EIA to promote a positive safety culture and create an environment that is conducive to the achievement of the safety objectives. A positive safety culture is characterized by values, attitudes and behaviours that are committed to EIA safety efforts. This is achieved through technical competence that is continually enhanced through training and education, effective communications and information sharing. The elements of a positive safety culture are described below.

a) Safety Culture

The essential goal of SMS is to broaden and strengthen the part of the airport culture that deals with safe operations, commonly referred to as the positive safety culture. The emphasis is put on safety education, safety situational awareness, communication and participation by all members of the airport operational team and responsibility for safety is assumed by all members of the Airport.

b) Informed Culture

Management intends to foster a culture where people understand the hazards and risks inherent in their areas of operation. EIA provides personnel with the necessary knowledge, skills and job experience to work safely, and they are encouraged to identify the threats to their safety and to seek the changes necessary to overcome them.

c) Learning Culture

Learning in this organization is seen as more than a requirement for initial skills training, rather it is valued as a lifetime process. EIA personnel are encouraged to develop and apply their own skills and knowledge to enhance organizational safety. Staff are updated on safety issues by management, and safety reports are fed back to staff so that everyone can learn the pertinent safety lessons.

d) Reporting Culture

Managers and operational personnel freely share critical safety information without the threat of punitive action. Personnel are able to report hazards or safety concerns as they become aware of them, without fear of sanction or embarrassment.

Just culture EIA has a Just culture meaning that no punitive action shall apply to any employee for disclosure of a safety concern thru the safety reporting system or outcomes of safety investigations.

While a non-punitive environment is fundamental for a good reporting culture, all staff must know what acceptable and what unacceptable behaviour is. Negligence or deliberate violations will not be tolerated at EIA. However, if investigations establish that the event was as a result of gross negligence or violation of procedure, disciplinary or administrative measures are taken.

Safety promotion affects both individual and organizational behaviour and supplements the directorate's policies, procedures and processes, providing a value system that supports safety efforts.

EIA is committed to ensuring that all staff are informed about the safety policies and goals, how well we are meeting those goals, results of accident and incident investigations, new safety practices, and other matters dealing with safety.

5.2 Promotion of positive safety culture

Top management is committed to fostering an informed culture at EIA where all employees understand the hazards and risks inherent in their areas of operation.

EIA has established a reporting culture that encourages every employee to contribute to corporate safety knowledge base. This is characterized by an organizational climate in which the employees feel free to contribute without fear of punishment.

Top Management of EIA has instituted a positive safety culture at the airport where all employees are treated fairly and with respect, though still held accountable for their actions.

In order to ensure the growth of a learning culture at the airport, the outputs from the SMS are communicated to all employees through the methods described. This information is also shared outside the organization with DSSER and industry partners in accordance with established programmes and agreements.

In order to achieve the growth of a positive safety culture, the following programmes are implemented:

1) A Safety Policy Statement: Top Management is committed to allocating adequate resources to operate and maintain SMS. Safety responsibilities for EIA employees have been specified in this manual.

2) The employee safety feedback system described in this manual is in operation and provides for complete confidentiality. Internal safety audits are completed by all departments as communicated in the audit plan. The safety office maintains a database of safety information collected from all the available source and is regularly analysed, assessed, and applied to improve safety.

3) Clear channels of communication have been established throughout the Airport and open, honest communications are rewarded. Safety issues are discussed in meetings to provide for the open exchange of ideas. EIA maintains a Safety Bulletin Board where safety information is posted for all employees.

4) Management undertakes safety promotional campaigns when necessary to promote system-wide awareness of important safety issues. These campaigns utilize various media such as posters, videos, displays, seminars, meetings, and/or workshops.

5.3 Safety Promotion means

EIA employs the following means of safety promotion:

a) **Email:** Company email is used to communicate to various committees and groups. A directorate email is used to communicate and promote safety thru out EIA.

b) **Safety bulletins:** Safety bulletins produced once a year to disseminate safety material to all stake holders. The production of the safety bulletins is coordinated by the MSMS.

c) **Safety Notice Boards**. The Safety notice board is located conspicuously in strategic areas of the airport. These boards display current important safety notices to airport users.

d) **Safety Brochures**. Safety brochures are produced for dissemination to stakeholders. At least one brochure is produced in a year, Safety brochures can also be produced to coincide with organizational events

5.4 Safety training

EIA provides SMS training to all staff appropriate to the individual's responsibility and involvement in the SMS. Training needs assessment shall be conducted as per procedure in the training program in Appendix E to this manual. Training shall consist of initial and recurrent

SMS training for operational personnel, managers and supervisors, senior managers and the Accountable Executive.

SMS awareness shall be incorporated into DAAS' employee training programs. All SMS training content developed internally shall be validated by the safety manager prior to its use. The DAAS safety office under the supervision of the safety manager shall develop an annual SMS training plan and manage the SMS training records.

The directorate utilizes the bi-annual SMS sensitization workshops to refresh staff on safety management knowledge and its application in the works environment.

The SMS department organizes workshops and refresher training for any staff to address the gaps existing in the knowledge, skills and abilities in the application of safety management due to passage of time, dis-use or rare use. For personnel involved in SMS implementation and operation, shall be considered for refresher training after a period of at least five (5) years.

Successful operation EIA's SMS is tied to the success of the safety management system training program detailed in appendices to this manual. All personnel shall understand the safety philosophy, policies, procedures and practices. They should understand their roles and responsibilities within that safety management framework. Accordingly, safety training will begin with each employee's initial training and continue throughout the term of employment.

In as far as practicable, SMS training at EIA shall:

a) Identify skill requirements through training needs and risk assessment
b) Develop training programmes in co-operation with employees and work areas
c) Deliver training programmes in a timely fashion;

5.5 Safety Communication

Successful Safety Management Systems are marked by good communication between all interested parties. This enhances safety, lifts morale, and improves productivity, efficiency, and profitability.

5.6 Internal safety Communication

Organization's SMS objectives and procedures shall be communicated to all staff. Information regarding safety performance trends, specific safety issues, lessons learned from investigations/case histories/experiences both internally and from other organizations will be disseminated through established communication channels/processes described in this section.

Staff are encouraged to use available communication channels to continuously identify and report hazards.

5.7 External safety Communication

EIA SMS shares safety information with external organizations whose operations affect safety as appropriate on prior arrangement. This may either be on request or voluntary basis through workshops, seminars, newsletters, meetings publications, ad-hoc training and official memos.

Additionally, safety committees like the runway safety team provides a platform for safety information sharing/exchange as well as collaborative safety risk management.

5.8 Communication initiatives

To achieve this, SMS has initiated the communication and information dissemination channels/process described below.

1. A Safety Policy Statement has been displayed.
2. The employee safety feedback system described in this manual is in operation and provides for complete confidentiality.
3. Safety issues are discussed at meetings and other gatherings to provide for the open exchange of ideas.
4. EIA maintains a Safety Bulletin Board where safety information is posted for all staff.

5.9 Communication and awareness for Airport personnel

Communication initiatives for Airport Personnel include:

a) Dissemination of the SMS manual
b) Safety processes and procedures
c) Safety newsletters, notices and bulletins, and
d) Websites or email.

APPENDICES

Appendix A - Safety Performance Indicators and Targets

The safety performance indicators and targets are linked to the safety objectives. Here below are safety indicators and targets for the period 2023 to 2025.

SN.	Safety Objective	Performance Indicator	Safety Target
a.	To ensure timely effective implementation of safety recommendations and Corrective Action Plans (CAPS).	Number of implemented safety recommendations out of audits, investigations and inspections.	Increase the level of implementation of CAPS by 20% by June 2025.
b.	To promote a positive safety culture and responsibility thru provision of safety training and awareness to all aerodrome operating staff.	1. Number of Aerodrome Operating staff who have received safety training per year. 2. Number of awareness activities conducted annually.	80% aerodrome operating staff safety trained by June 2025. 4 safety awareness activities completed per year.
c.	Improve safety risk management through increased hazard identification and safety risk assessment.	Percentage increase in the number of hazards reported and risk assessments carried out for identified hazards.	25% increase in the number of hazards reported and safety risk assessments conducted by June 2025.
d.	To develop a safety database and analyse safety data in all departments at EIA.	Percentage of Departments analysing data.	60% of departments analysing data by June 2025.
e.	Reduce the number of Runway incursions.	Number of runway incursions per 10,000 movements.	1 incursion per category i.e persons, aircraft, vehicle by June 2025.
f.	Reduce the number of Runway excursions.	Number of runway excursions per 10,000 movements.	Reduce the number of aircraft excursion to zero per 10,000 movements by June 2025.
g.	Reduce the amount of FOD at the airside.	Amount of FOD collected per FOD program.	Less than 5000 Grams of FOD collected per FOD program.
h.	Reduce damage to aircraft due to bird strikes	Number of bird strike incidents resulting into damage to aircraft per 10,000 movements	Less than 2 incidents of damage to aircraft per 10,000 movements by 2025.

Appendix B - Safety Accountabilities and Responsibilities

Director General (DG)/Accountable Executive

The Accountable Executive is the DG who has ultimate responsibility and accountability for the SMS and will provide the resources necessary to implement and maintain the SMS. The Accountable Executive safety responsibilities include:

a) Provision and allocation of human, technical, financial or other resources necessary for the effective and efficient performance of SMS;

b) Direct responsibility for the conduct of the organization's affairs;

c) Final Authority over operations under the certificate/approval of the organization;

d) Establishment and promotion of the safety policy;

e) Establishment of the organization's safety objectives and safety targets;

f) Acting as the organization's safety champion/Advocate;

g) Having Final Responsibility for the resolution of all safety issues;

h) Final responsibility for accepted risks.

i) Having final responsibility for resolution of all safety issues

j) Establishing and maintaining the organization's competence to learn from the analysis of data collected through its safety reporting system.

Director Airports and Aviation Security (Accountable Manager)

The DAAS is accountable the Director General and is responsible for the Directorate's safety performance and contribution of the directorate towards the overall safety performance of the organization. The DAAS is Key Safety responsibilities are:

a) Actively participating in Corporate Safety Review Committee meetings

b) Convening the Directorate Safety Review Committee meetings

c) Facilitating development and/or implementation of safety policy and objectives

d) Advocate and budget for financial, human, technical and other resources necessary for the effective implementation and performance of the SMS.

e) Facilitate implementation of the SMS across the Airport

f) Foster a strong safety culture within the Airport.

g) Facilitating timely implementation of CAPs, safety recommendations and risk mitigations.

h) Promote safety awareness

i) Facilitating development of safety performance indicators and targets in the directorate.

j) Allocating the resources for SMS operations within the directorate by;-

   a. Availing staff required for safety office, safety audits/inspections, trainings and workshops, and other SMS activities.
   b. Ensuring appropriate budget and training plan provisions for SMS implementation and operation.
   c. Providing a conducive working environment and tools for SMS implementation and operation.
   d. Committing time for SMS implementation and operation activities e.g. avoid planning activities on dates/times with/known scheduled SMS activities.

General Manager (GM-EIA)

The General Manager is accountable to DAAS and has responsibility for safety at EIA and reports directly to the DAAS on safety issues. The GM's is Key Safety responsibilities are;

a) To advocate for and budget for financial, human, technical and other resources necessary for the effective performance of the SMS at EIA.

b) Facilitate implementation of the SMS.

c) Foster a strong safety culture.

d) Promote safety awareness.

e) Participate in Develop safety targets and measures.

f) Establishing levels of Tolerable risk

g) Chair the Runway Safety Team, Wildlife Hazard Control, Emergency Planning and the Works and Contractor Safety Committees.

h) Responsible for the effective performance of the SMS at EIA

MSMS-EIA - *(safety manager)*

The MSMS is the safety manager accountable for safety related issues at EIA and is accountable to DAAS.

MSMS is Key Safety responsibilities are:

a) Programme leadership for implementation of the SMS

b) Prepare SMS implementation plan, coordinate and monitor its implementation

c) Monitor and review implementation of safety policy and objectives within the directorate

d) Develop and maintain the directorate hazard register

e) Provide periodic reports on organisation's safety performance

f) Plan for and facilitate staff aviation safety awareness and training

g) Monitor safety concerns in the aviation industry and their perceived impact on the organisation operations

h) Providing information and advice on safety matters to top management

i) Providing support and consultation on safety management to all departments

j) Developing and maintenance of specific SMS guidance materials and/or requirements

k) Coordination of the day to day activities associated with the SMS

l) Approving of Safety Risk Management documents as delegated

m) Overall Safety planning and monitoring

n) Oversight of Emergency planning and coordination

o) Liaising with the Regulatory Authority on safety issues

p) Arranging safety training for all employees as described in this manual.

q) Keeping of recording of all safety related reports, incidents and accidents

r) Conducting of safety audits of all departments in the Directorate

s) Oversight of Investigation of incidents and accidents

t) Conducting of periodic audits of the SMS, operations, equipment and facilities of sub-concessions and sub-contractors

u) Conducting periodic observations and inspections of safety practices of all company operations, equipment and facilities.

v) Being secretary to the Runway Safety Team and EIA Safety Review Board

Safety Personnel: Principal Safety Management Officers - EIA.

The PSMOs are accountable to Manager Safety Management System. Their key safety responsibilities are:

a) Member of DSRC

b) Member of SAG

c) Develop, implement, track and document implementation of CAPS in respective sections.

d) Implement track and document implementation of risk controls/mitigations within their departments

e) Facilitate staff under their supervision to participate in aviation safety activities.

f) Participate in safety assessments within their respective sections

g) Advise MSMS on SMS related activities and issues in respective departments

h) Coordinate and participate in directorate safety risk management activities.

i) Review respective departments incident investigation reports

j) Ensure that respective departments and staff are aware of safety critical information and areas that require special attention and care.

k) Receive reports from the voluntary employee reporting system for action

l) Responsible for the day to day activities associated with the SMS

m) Receive hazards identified from audits and operational data

n) Log and track all identified hazards

o) Assist operational departments to identify risks associated with hazards

p) Assist operational departments to assess risks and develop risk controls

q) Provide communication to all employees on safety issues

r) Participate in periodic audits of the SMS, operations, equipment and facilities of sub-concessions and sub-contractors

s) Participates in inspection of safety practices of all company operations, equipment and facilities.

t) Promoting awareness of safety requirements throughout the organization

u) Reviewing safety data reports to determine the safety status of the organization

v) Participates in Safety planning and monitoring of safety performance

Departmental/Line Managers:

In general departmental line Managers are accountable to the DAAS and have the following responsibilities:

a) Members of DSRC

b) Members of CSRB

c) Ensure changes within their respective departments are subjected to the management of change process prior to implementation.

d) Promote voluntary and mandatory reporting of hazards within the departments.

e) Carry out risk assessments in their departments

f) Develop Corrective Action plans for identified safety gaps.

g) Implement Corrective Action plans.

h) Implement safety activities of the SMS

i) Plan for staff safety training

j) Enforcement of safety rules

k) Conduct safety performance reviews

l) Manage risks

m) Safety coaching of staff

n) Monitoring staff safety performance

o) Ensuring incident and accident investigations are carried out.

Specific safety Responsibilities.

Manager Aerodrome Engineering Planning and Development.

Key Aerodrome Safety Responsibilities

1. Ensures that people, processes, and systems are continuously reviewed and updated to support regulatory and service KPIs are continuously met or exceeded.
2. Plan all major aerodrome works and coordinate with key operational activities and/or services in an efficient and timely manner to support both secure and efficient airport operations.
3. Oversee and co-ordinate the development of asset investment plans.
4. Ensure that the defined aerodrome management risk register is effective and maintained up to date.
5. Ensure that suitable qualified and competent persons are employed in asset critical roles.
6. Ensure that all departmental key postholders are aware of their safety responsibilities.

Manager Aerodrome maintenance

Key Aerodrome Safety Responsibilities

1. Oversee and co-ordinate the overall planning and control of regular and ad-hoc quality assurance reviews and investigations in major and key operational areas to ensure quality standards are maintained.
2. Ensure that aerodrome pavements for use by aircraft are maintained free of FOD and in good structural repair so as to cause no hazard to aircraft.
3. Ensure the provision of a service dedicated to the safe containment and clean-up of all types of spillages.
4. Provide adequate resources to respond to an emergency situation as dictated by the Airport Emergency Response Plan and to service the Operations Plan.
5. Provide adequate resources to respond and to service the operations Plan.
6. Ensure that repairs to paved and landscaped surfaces are undertaken to a safe standard.
7. Ensure that Airfield grasslands and other soft ground areas are maintained in a condition to deter wildlife activity and as requested by the Airfield Wildlife Control.
8. Ensure that regular assessments of Runway Friction are undertaken in accordance with regulations, local operating procedures, and Airfield Standing Instructions.

9. Ensure that electrical power supplies are maintained with the required supplementary back-up systems so as to provide an uninterrupted supply to essential AGL and navigational aids during Low Visibility Operations.
10. Ensure that suitably skilled manpower is available at all times to rectify faults or configure AGL and power supplies as required by ATC.
11. Ensure that runway lighting is maintained and tested for performance against rated output as required for IRVR de-rating credit.
12. Ensure that systems are in place to inform the Airfield Duty Manager immediately of any degradation in the characteristics of runway friction, pavement condition, or AGL.
13. Ensure crash and fire alerting systems in are in place and functioning in accordance with the requirements of the Airport Emergency Response Plan.
14. Ensure that a system is in place to brief staff on the content of Operational Advice Notices and other operational notices, with special regard to any specific duties and actions.
15. Ensure that the aerodrome ground markings are applied and maintained to the requirements of the

Chief Electrical and Electronics Engineer

Key Aerodrome Safety Responsibilities

1. Ensure that the Aerodrome Ground Lighting (AGL) systems are planned and designed to meet the requirements of the Civil Aviation (Aerodromes) Regulations
2. Ensure that aerodrome signage installed are planned and designed to meet the requirements of Civil Aviation (Aerodromes) Regulations
3. Ensure that the AGL control system has the required safe failure modes.
4. Ensure that Electrical Power supply systems are planned and designed in accordance with required specifications.
5. Ensure that Electrical monitoring system is planned and designed in accordance with required specifications.

Manager Operations

1. Manage resources to provide airside safety services including: Aircraft marshalling, and Aircraft and vehicle escort
2. Discipline and monitoring of apron safety in accordance with Civil Aviation (Aerodromes) Regulations and airport policies
3. Ensure that a thorough system of airfield inspections is carried out, recorded and followed up.
4. Ensure that all employees are aware of their safety accountabilities.
5. Ensure that operational risk assessments for Airfield Safety Unit activities are kept up to date and reviewed in accordance with company procedures.
6. Ensure that an effective Wildlife Hazard Management Plan is in place and reviewed on an annual basis.
7. Ensure that Local Operating Procedures (LOP) for the Airfield Operations Centre are in place.
8. Ensure that all operational staff are trained and competent to carry out duties within the LOPs.
9. Ensure that a system for reporting of safety significant occurrences is in place, including Reportable Accidents
10. Ensure that the aerodrome remains safe for use in adverse weather conditions through development, review, and activation of procedures.
11. Ensure an effective emergency response is provided by Airfield Operations in accordance with the Airport Emergency Orders
12. Ensure Systems are in place to facilitate safe operations during periods of airside works or maintenance in accordance with Civil Aviation regulatory requirements and the Airport Aerodrome manual.
13. Ensure systems are in place that facilitates the safe allocation of aircraft to apron parking stands.

Attend and contribute to formal safety related committees.

All Staff

All staff in the organization are responsible for safety. They will consider safety implications of their actions and communicate all safety relevant information. Staff will:

1) Participate in all safety activities.

2) Report actual and or potential safety hazards in their areas.

3) Report deviations and deficiencies in operational procedures.

4) Participate in safety risk management and safety promotions activities.

5) Promote and observe a safety culture.

Contractors and other service providers

They will consider safety implications of their actions and communicate all safety relevant information. Contractors and service providers will:

- Familiarize oneself with safety requirements of user department/directorate applicable to contract activities
- Understand the organization safety policy and objectives and adhere to all the applicable requirements established under them in the course of executing their contractual duties.
- Prepare safety assessment of the works to be accomplish and share it user department/directorate for review prior to commencement of works.
- Implement safety recommendations and/or risk mitigation controls from the safety assessment prior to or during implementation of the contract as required.
- Identify and report any potential/actual hazard while executing the contractual duties.
- Get acquainted with the Emergency procedures.
- Report any incident/accident while executing contractual duties.

Specific Job requirements and qualifications for key management personnel.

MSMS

DAAS/SMS: GRADE: 13 A

JOB TITLE: MANAGER SAFETY MANAGEMENT SYSTEMS

REPORTS TO: DIRECTOR AIRPORTS & AVIATION SECURITY

JOB PURPOSE: The position exists to ensure effective and efficient safety management systems.

PRINCIPAL ACCOUNTABILITIES

S.NO	PRINCIPAL ACCOUNTABILITIES	DELIVERABLES
1.	Planning and development of SMS and writing of SMS manuals	• To act as the focal point for the development and maintenance of an effective SMS, its implementation plans and manuals. • To act as the main point of contact and liaison with the regulator on safety issues.
2.	Advising Top Management on SMS issues	• To advise senior management on all safety related matters in DAAS including policy and safety objectives.
3.	Managing SMS Databases	• To manage the integrated safety database and safety information management system. The manager also disseminates safety information in-house and to other airport organisations and service providers.
5.	Organizing personnel training	• To ensure proper hazard identification, risk assessment and selection of appropriate mitigation. • To assist line managers in identification of hazards, assessment of risks and selecting the most appropriate risk mitigation measures for those risks deemed unacceptable. • To promote and sustain awareness and understanding of the directorate's safety management process across all operational areas including other airport organisations and service providers.

S.NO	PRINCIPAL ACCOUNTABILITIES	DELIVERABLES
		• To coordinate with and guide relevant personnel in the other airport organizations and service providers in implementation of SMS
6	Managing Compliance	• To programme and conduct safety surveys, safety studies, safety audits and trend monitoring. This is in order to monitor, observe and assess every aspect of airport services and functions and therefore determine the levels of application of the safety management principles and operator handling agents and other service providers. • To coordinate the work of safety representatives, the airport safety committee and its sub committees. • To plan, initiate and conduct in-house inspection programmes so as to maintain the currency of airport certification.
7	Reporting safety status to management	• To facilitate an effective safety reporting system, incident reporting systems and to participate in investigations of accidents and incidents occurring in the vicinity of the airport. • To make safety reports to meet the requirements of management and the regulator. • To be the secretariate for the airport safety committee.
8	Human resource management	• Motivates and develop staff that are dedicated to outstanding performance. • Advises management on the departments manpower requirements and ensures staff development within the department • Develops structures that facilitate the delivery of the vision of the business through the licensing department of the regulatory services directorate.

S.NO	PRINCIPAL ACCOUNTABILITIES	DELIVERABLES
		• Proposes appropriate calibre of staff that meets all the hiring standards are recruited and selected to deliver results expected. • Implements performance management • Qualifies the capability gaps in terms of skills and competencies and proposes programs to close the capability gaps. • Participates in recruitment of staff for the department
9	Carries out any other lawful assignment allocated by the immediate supervisor.	• The jobholder is cooperative and readily responds to any adhoc tasks assigned to him/her.

QUALIFICATIONS/REQUIREMENTS:

Academic Qualifications;

1. A Master's degree in the Engineering, Business Administration and a postgraduate qualification in air transport management Or its equivalent, relevant professional formal qualifications in Aviation management.
2. Must have had training in safety management systems, in large a organisation.
3. Must have knowledge of relevant Annexes
4. 8 years relevant working experience 5 of which should have been at a senior supervisory level.

Knowledge and skills;

1. The job requires practical experience in airport operational safety management and an adequate technical background or the Emergency services.
2. A good understanding of safety management principles acquired through formal training and practical experience is essential
3. The function requires strength in several areas to complement professional expertise
4. The manager SMS should posses
    a. A broad knowledge of aviation and the organization's functions and activities
    b. Analytical and problem solving skills
    c. Good oral and written communication skill
    d. Training in safety management systems principles

e. Airport operations and management or emergency services management
f. Computer literacy

5. Must be a seasoned people manager with demonstrable prior experience and success in overseeing staff productivity and performance management.
6. Should be between 35 to 50 years of age. An existing senior in department who is above 50 can also be considered.

PSMSO (E)

DAAS/SMS: GRADE: 12

JOB TITLE: PRINCIPAL SAFETY MANAGEMENT SYSTEMS OFFICER (ENGINEERING) – PSMS-E

REPORTS TO: MANAGER SAFETY MANAGEMENT SYSTEMS

JOB PURPOSE: The job exists to ensure that SMS processes are integrated within engineering functions in line with SMS framework and ISO standards by overseeing and auditing the system to ensure safety and customer satisfaction of Airport services

PRINCIPAL ACCOUNTABILITIES DELIVERABLES

S.NO	PRINCIPAL ACCOUNTABILITIES	DELIVERABLES
1.	Safety Management Systems implementation	• Coordinates the planning, implementation and operation of SMS within Engineering departments and other units as required. • Ensures that SMS documentation and the related Engineering procedures are up to date. • Participates in the periodic review of the DAAS SMS Manual • Participates in the development of the DAAS SMS Implementation plans. • Prepare Directorate SMS monthly reports. • Updates departmental SMS documents and files. • Member of the Directorate SAG and secretary to the Directorate SRC. • Coordinates Hazard identification, Risk assessment and development of Mitigation measures of engineering safety risks. • Coordinates Safety Action Group (SAG) mitigation strategies for engineering functions. • Participates in the Directorate Safety Review Committee (SRC) meetings. • Updates the Hazard register annually.

S.NO	PRINCIPAL ACCOUNTABILITIES	DELIVERABLES
		• Carries out safety performance and measurement in engineering departments. • Coordinates development of Engineering sections Corrective Action Plans (CAPS) from Audits and Inspections. • Follows up on implementation of CAPS and/or safety recommendations from inspections, audits and minutes of meetings at Directorate level. • Provides advice to the Manager SMS on matters that can improve SMS and safety operations. • Coordinates the Change Management process for engineering activities. • Reviews engineering processes with the aim of continuously improving of the SMS. • Ensures that maintenance and planning staff are aware of safety-critical information and areas that require special attention/care. • Organizes Safety promotion and sensitization workshops for Entebbe station and annually for Upcountry stations. • Prepares information for the SMS bulletin system.
2.	Quality Assurance	• Communicates the Quality policy and objectives to all Engineering staff. • Participates in the international quality certification process and its application in Airport Services. • Coordinates Internal Safety audits and development of corrective actions for maintenance sections.
4.	Planning, budgeting and review process	• Participates and makes contributions to ensures that Business Plan provisions contain adequate allocations for the department's requirements

S.NO	PRINCIPAL ACCOUNTABILITIES	DELIVERABLES
		• Participates in the preparation of annual budget inputs for the department • Follow up on Business plan, Budget and training plan implementation for the SMS department.
6.	Coordinating awareness campaigns across all directorate departments and aviation facility users	• Provides input to the current and future training needs of staff and costs and ensure that the designed programs to meet the Safety Management Systems requirements. • Participates in training and instruction of staff. • To sustain awareness and understanding of the directorate's safety management process across all operational areas including other airport organizations and service providers • To coordinate the work of safety representatives in the directorate. • To coordinate with and guide relevant personnel in the airport, organizations and service providers in implementation of SMS.

QUALIFICATIONS/REQUIREMENTS:

Academic Qualifications;

5. A Master's degree in the Sciences, Engineering or Business Administration.
6. An honours' Engineering Degree in any of the following: Electrical (Light Current), Electronics, Telecommunications, mechanical and Computer Systems, or Software with a Science background. AND

Professional Qualifications;

8 years relevant working experience 4 of which should have been at supervisory level in civil aviation related fields

PLUS

i) Certification in Safety Management Systems.
ii) Relevant training in Airport Operational Management.
iii) Airport safety assurance
iv) Airport safety risk Management

v) Airport safety performance measurement
vi) Safety Auditing

Knowledge and skills;

The job requires practical experience in airport operational safety and relevant technical background knowledge in airport operations.

1 Must have knowledge of relevant documents including

a) ICAO DOC 9859
b) Aerodrome Manuals
c) Civil Aviation Regulations
d) Relevant Airport Services Manuals
e) Airport Certification etc.

2. The function requires strength in several areas to complement professional expertise. Therefore, the Principal SMO/Engineering& Emergency Services should possess:

a) Analytical and problem solving skills
b) Good oral and written communication skill
c) Ability to transfer knowledge.
d) Computer literacy and proficiency

Experience

A. Must have had exposure to Safety Management System in a large operational organization.
B. Working experience in Airport Operations or the Airport Emergency service for a minimum of 10 years 6 of which must have been at Senior Officer Level.

PSMSO(O)

DAAS/SMS: GRADE: 12

JOB TITLE: PRINCIPAL SAFETY MANAGEMENT SYSTEMS OFFICER (ENGINEERING) – PSMS-O

REPORTS TO: MANAGER SAFETY MANAGEMENT SYSTEMS

JOB PURPOSE: The job exists to ensure that SMS processes are integrated within operations functions in line with SMS framework and ISO standards by overseeing and auditing the system to ensure safety and customer satisfaction of Airport services

PRINCIPAL ACCOUNTABILITIES DELIVERABLES

S.NO	PRINCIPAL ACCOUNTABILITIES	DELIVERABLES
1.	Safety Management Systems implementation	• Coordinates the planning, implementation and operation of SMS within Engineering departments and other units as required. • Ensures that SMS documentation and the related Engineering procedures are up to date. • Participates in the periodic review of the DAAS SMS Manual • Participates in the development of the DAAS SMS Implementation plans. • Prepare Directorate SMS monthly reports. • Updates departmental SMS documents and files. • Member of the Directorate SAG and secretary to the Directorate SRC. • Coordinates Hazard identification, Risk assessment and development of Mitigation measures of engineering safety risks. • Coordinates Safety Action Group (SAG) mitigation strategies for engineering functions. • Participates in the Directorate Safety Review Committee (SRC) meetings. • Updates the Hazard register annually.

S.NO	PRINCIPAL ACCOUNTABILITIES	DELIVERABLES
		• Carries out safety performance and measurement in engineering departments. • Coordinates development of Engineering sections Corrective Action Plans (CAPS) from Audits and Inspections. • Follows up on implementation of CAPS and/or safety recommendations from inspections, audits and minutes of meetings at Directorate level. • Provides advice to the Manager SMS on matters that can improve SMS and safety operations. • Coordinates the Change Management process for engineering activities. • Reviews engineering processes with the aim of continuously improving of the SMS. • Ensures that maintenance and planning staff are aware of safety-critical information and areas that require special attention/care. • Organizes Safety promotion and sensitization workshops for Entebbe station and annually for Upcountry stations. • Prepares information for the SMS bulletin system.
2.	Quality Assurance	• Communicates the Quality policy and objectives to all Engineering staff. • Participates in the international quality certification process and its application in Airport Services. • Coordinates Internal Safety audits and development of corrective actions for maintenance sections.
4.	Planning, budgeting and review process	• Participates and makes contributions to ensures that Business Plan provisions contain adequate allocations for the department's requirements

S.NO	PRINCIPAL ACCOUNTABILITIES	DELIVERABLES
		• Participates in the preparation of annual budget inputs for the department • Follow up on Business plan, Budget and training plan implementation for the SMS department.
6.	Coordinating awareness campaigns across all directorate departments and aviation facility users	• Provides input to the current and future training needs of staff and costs and ensure that the designed programs to meet the Safety Management Systems requirements. • Participates in training and instruction of staff. • To sustain awareness and understanding of the directorate's safety management process across all operational areas including other airport organizations and service providers • To coordinate the work of safety representatives in the directorate. • To coordinate with and guide relevant personnel in the airport, organizations and service providers in implementation of SMS.

QUALIFICATIONS/REQUIREMENTS:

1) Academic Qualifications

a) A Master's degree in the Sciences, or Business Administration.

b) A bachelor's degree in the sciences or humanities from a recognized university.

2) Professional Qualifications

i) Certification in Safety Management Systems.

ii) Relevant training in Airport Operational Management.

iii) Airport safety assurance

iv) Airport safety risk Management

v) Airport safety performance measurement

vi) Safety Auditing

3) Experience

a) Must have had exposure to Safety Management System in a large operational organization.

b) Working experience in Airport Operations or the Airport Emergency service for a minimum of 6 years 4 of which must have been at Senior Officer level.

4) **Knowledge& Skills**

a) The job requires practical experience in airport operational safety and relevant technical back ground knowledge in airport operations or the emergency services.

b) Must have knowledge of relevant ICAO documents

i. ICAO DOC 9859

ii. Aerodrome Manuals

iii. Civil Aviation Regulations

iv. Relevant Aerodrome Services Manuals

v. Airport Certification etc.

c) The function requires strength in several areas to complement professional expertise. Therefore, the Principal SMO/Operations should possess:

i) Analytical and problem-solving skills

ii) Good oral and written communication skill

iii) Ability to transfer knowledge.

iv) Computer literacy and proficiency

OR

1) Academic Qualifications

a) A bachelor's degree in the sciences or humanities from a recognized university.

b) A post graduate qualification in Aviation management or Airport Management

2) Professional Qualifications

i) Certification in Safety Management Systems.

ii) Relevant training in Airport Operational Management.

iii) Airport safety assurance

iv) Airport safety risk Management

v) Airport safety performance measurement

vi) Safety Auditing

3) Experience

a) Must have had exposure to Safety Management System in a large operational organization.

b) Working experience in Airport Operations or the Airport Emergency service for a minimum of 8 years 3 of which must have been at Senior Officer level.

4) Knowledge & skills

a) The job requires practical experience in airport operational safety and relevant technical back ground knowledge in airport operations or the emergency services.

b) Must have knowledge of relevant ICAO documents

i. ICAO DOC 9859

ii. Aerodrome Manuals

iii. Civil Aviation Regulations

iv. Relevant Aerodrome Services Manuals

v. Airport Certification etc.

c) The function requires strength in several areas to complement professional expertise. Therefore, the Principal SMO/Operations should possess:

i) Analytical and problem-solving skills

ii) Good oral and written communication skill

iii) Ability to transfer knowledge.

Appendix C – 01 : Occurrence and general safety concerns

	Form Number:	**CAA/DAAS/SMS/FM- 01**
	Title:	**Occurrence and general safety concerns**
	Revision date:	**August 2019**
	Revision number:	**00**

Confidential Reporting Form:
Note: The information supplied in this form will only be used to enhance safety. Under no circumstance will your identity be disclosed to any person should you so wish. You may therefore wish to submit this form anonymously.

PART A: To be completed by the person reporting

DATE: ….....	TIME: ….....

Location: …..

PART B: Incident/Occurrence description

Please fully describe circumstances on incident, or significant aviation safety concern: (You may include suggestions that might lead to solution to rectify the problem):…..

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PART C: Optional

Name:	
Signature:	

Appendix C-02: Hazard Identification Form

	Form Number:	**CAA/DAAS/SMS/FM- 02**
	Title:	**Hazard Identification Form**
	Revision date:	**August 2019**
	Revision number:	**00**
NAME (optional):		Department(s):
Telephone:		Email(optional)
The above information is confidential. This portion will be removed from the form and returned to you as a receipt. No record of your identity will be kept. You may be contacted for additional information prior to submitting the information into the SMS process.		

Description of the issue or hazard:		
Date and place observed:		
How do you recommend fixing the problem?		
To be completed by the Safety Manager:		
Hazard Tracking Number assigned:		
Investigator assigned		Date assigned
Action taken by Internal Evaluation Department:		
Actions Accepted: YES/NO		DATE: COMMENTS
Further Action Required: YES/NO		DATE: COMMENTS

Appendix C-03: Risk Assessment Form

		Form Number		**CAA/DAAS/SMS/FM - 03**							
		Form Title		**Risk Assessment Form**							
		Revision Date		**August 2019**							
		Revision Number		**00**							
SN.	**Hazard**	**Cause**	**System sate**	**Description of consequences**	**Risk assessment**						**Evaluation**
					Current defenses	**Current risk index**	**Further action to reduce risk**		**Risk owner**		**Actual risk index**
							Risk/Hazard controls	**Theoretical risk index**			
01											
02											

Evaluated By:
Name: …… Signature: …… Date: …….

Approved By:
Line Manager(s) (Shall ensure that the proposed mitigations are implemented prior to or during the change as require)

Name: ……. Signature: …… Date: ……..

Next Evaluation Date: ……
(Date when change implementation will be completed)

Appendix C-04: Hazard Worksheet

	Form No:	**CAA/DAAS/ SMS/FM- 04**
	Title	**Hazard Worksheet**
	Revision Date	**August 2019**
	Revision Number	**00**

Hazard No	Hazard Description	Causes	System State	Possible Effect(s)	Severity/ Rationale	Probability/ Rationale	Existing Safety Controls	Initial Risk	Recommended Safety Controls	Residual Risk	Control Assigned To:	Control Planned Date	Control Implemented Date	Follow-up Audit Date

Appendix C-05 : System Assessment checklist Form

	Form No.	**CAA/DAAS/SMS/FM- 05**
	Title	**System Assessment checklist Form**
	Revision date	**August 2019**
	Revision Number	**00**
Analyst Name:		**Date:**

Safety Goal Description	**Safety Goal Target**	**Current Performance**	**Status (Green, Yellow or Red)**	**Comments**

Appendix C-06 : Change Management Form

	**Form No.**	**CAA/DAAS/SMS/FM- 06**		
	Title	**Change Management Form**		
	Revision date	**August 2019**		
	Revision Number	**00**		
Originator/Name & Title		System/Equipment concerned	Date Raised	Reference Number
Change Description				
Change Justification (attach relevant Documents if available)				
Back Out Plan (what happens if the change cannot be made)				
Areas affected by the change				
Costs if any		Time (How long to implement the change)		Proposed implementer

Recommendation and acceptance

Recommended by (line manager): ……DATE …….

Accepted by (MSMS): ……DATE ……..

Appendix C-07 : Change Implementation Schedule

	Form No.	**CAA/DAAS/SMS/FM- 07**				
	Title	**Change Implementation Schedule**				
	Revision date	**August 2019**				
	Revision Number	**00**				
Change description:						
Originator:		Date originated:	Date approved:			
Name of implementer:		Implementation date:				
No.	Task Description	Hazard	Risk mitigation/controls	Date/Time implemented (implementer)	Approval (sign/ date)	
1						
2						

Remarks

1) HoD or her/his designee verifies that proposed hazard control (Risk mitigations/ Hazard Controls) associated with any task is implemented appropriately and in a timely manner prior to proceeding to the next task.
2) Approves implementation of the next task by appending his/her signature, date and time in the approval column besides the proposed hazard control.

NB. Whenever a hazard mitigation control is required at a certain task, implementer should proceed to next task only after HoD or his/her designee has verified implementation of the hazard mitigation control. Review by safety officer.

Date received: ……Reviewed by: ……. Date reviewed: ……..

Appendix C-08 : Hazard Register Form

	Form Number	**CAA/DAAS/SMS/FM- 08**
	Title	**Hazard Register**
	Revision Date	**August 2019**
	Revision Number	**00**

Hazard ID No.	Type of Operation or Activity	Description of Hazard	Description of Consequences	Current/existing defenses to control the risk	Further actions to reduce the risks (Technical, Administrative, Training)	Responsible Person
01						
02						
03						
04						
05						
06						

APPROVAL:

Name: …… Signature: ……. Date: ……

Next Review Date: ……..

Appendix C-09 : Monitoring Effectiveness of Safety Risk Controls/CAPS

	Form Number	**CAA/DAAS/SMS/FM- 09**
	Title	**Monitoring Effectiveness of Safety Risk Controls/CAPS**
	Revision Date	**August 2019**
	Revision Number	**00**

Date	Source	Additional notes/findings	Category	Causes /safety issues	CAP/ safety recommendations/ risk mitigation	Action to prevent recurrence	CAP submission date	CAP acceptance date	Proposed date of completion	Action by	Status	Time taken	Remarks

Name: …….. Signature: …… Date: ……

Next review: ……

Appendix C-10 : Corrective Action Request Form

	Form Number	**CAA/DAAS/SMS/FM- 10**	
	Title	**Corrective Action Request Form**	
	Revision Date	**August 2019**	
	Revision Number	**00**	
Department:	Location:	Date:	File:
Area Audited/Inspected:			
Auditor/Inspector:		Signature:	
Auditee/Representative:		Signature:	
Part 1: Non-Conformance/Observation			
References:			
Part 2: Cause(s) of non-conformity			
Proposed Corrective Action(s) (indicate the action office)			
Proposed date of completion:		Sign:	
Action(s) to prevent Recurrence (Preventive action)			
Part 3: Corrective Action Evaluation (Inspector)			

SMS Response / Comments:

□ CAP Accepted Proposed follow Up: □ On – Site Inspection

□ Administrative Action

Proposed follow up Date: .....

□ CAP Rejected New CAP Target Date: .....

Inspectors Name: …….. Signature: …….. Date: ……..

Finding Closed by: ……

Auditor/Inspector: ……

Signature: …….

Date: ……..

Appendix C-11: Incident and Accident Investigation Report Form

	Form No.	**CAA/DAAS/SMS/FM- 11**
	Title	**Incident and Accident Investigation Report Form**
	Revision date	**August 2019**
	Revision Number	**00**

GENERAL INFORMATION	
AIRCRAFT REGISTRATION NUMBER:	
COMPANY:	
AIRLINE:	
STATION:	
TIME:	
DATE:	
PERSONS ON BOARD:	

DIRECTOR OF AIRPORTS & AVIATION SECURITY
P. O BOX 5536, KAMPALA, UGANDA
TELEPHONE: +256 353000
EMAIL: asooma @caa.co.ug
Website: www.caa.co.ug

INCIDENT/ACCIDENT DATA	
ACCIDENT/INCIDENT REPORT:	
AIRCRAFT OWNER:	
AIRCRAFT TYPE:	
AIRCRAFT REGISTRATION:	
FLIGHT NUMBER:	
AIRPORT (Departure):	
AIRPORT (Destination):	
LOCATION:	
DATE OF ACCIDENT:	
TIME OF THE ACCIDENT/INCIDENT:	
WEATHER:	
PHASE OF OPERATION:	

INVESTIGATION		
Preliminary report analysis		
Interview data analysis		
Findings/root cause/contributing factors /conclusions		
Conclusions/recommendations		
NAME OF INVESTIGATORS	**SIGN**	**DATE**

Appendix C-12 : Safety Culture Survey Checklist

	Form Number	**CAA/DAAS/SMS/CL - 12**
	Title	**Safety Culture Survey Checklist**
	Revision Date	**August 2019**
	Revision Number	**00**

Circle the appropriate number (1 to 5) in its box for each of the 29 questions below. If you **strongly disagree** with the statement, circle 1. If you strongly agree, circle 5. If your opinion is somewhere in between these extremes, circle 2, 3 or 4 (for disagree, unsure or agree).

Please respond to every question. Adding all the responses gives a safety culture score for the company, which is checked against known benchmarks.

Qn. No.	**STATEMENT**	**ORGANISATION RATING**				
		Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
	INFORMED CULTURE					
1	Staff are given enough training to do their tasks safely	1	2	3	4	5
2	There are procedures to follow in the event of an emergency in my work area.	1	2	3	4	5
3	Staff do all they can to prevent accidents.	1	2	3	4	5
4	Everyone is given sufficient opportunity to make suggestions regarding safety issues	1	2	3	4	5
5	All new staff are provided with sufficient safety training before commencing work.	1	2	3	4	5
6	Staff follows safety rules almost all of the time.	1	2	3	4	5
7	Accident investigations attempt to find the real cause of accidents, rather than just blame the people involved	1	2	3	4	5
8	There are mechanisms in place in my work area for me to report safety deficiencies.	1	2	3	4	5

9	Safety audits are carried out frequently.	1	2	3	4	5
10	Staff receive safety information regularly	1	2	3	4	5
11	Staff receive safety information in a timely manner	1	2	3	4	5
REPORTING CULTURE						
1	Staff often encourages each other to work safely.	1	2	3	4	5
2	Any defects or hazards that are reported are rectified promptly.	1	2	3	4	5
3	Safety within this Directorate is generally well controlled.	1	2	3	4	5
4	Staffs usually report any dangerous work practices they see.	1	2	3	4	5
LEARNING CULTURE						
1	Everyone is kept informed of any changes, which may affect safety.	1	2	3	4	5
2	Safety within this Directorate is better than in other Directorates.	1	2	3	4	5
3	After an accident has occurred, appropriate actions are usually taken to reduce the chance of reoccurrence.	1	2	3	4	5
4	Everyone is given sufficient feedback regarding this Directorate's safety performance.	1	2	3	4	5
5	Information about safety is adequate	1	2	3	4	5
6	Safety information communication channels are effective	1	2	3	4	5
MANAGEMENT SUPPORT/ POSITIVE CULTURE						
1	Managers get personally involved in safety enhancement activities	1	2	3	4	5
2	Managers often discuss safety issues with staff.	1	2	3	4	5
3	Managers are aware of the main safety problems in the workplace.	1	2	3	4	5
4	Managers often praise staff they see working safely	1	2	3	4	5
5	Managers do all they can to prevent accidents.	1	2	3	4	5
6	Managers recognise when staff are working unsafely.	1	2	3	4	5
7	Managers stop unsafe operations or activities	1	2	3	4	5

8	Managers regard safety to be a very important part of all work activities.	1	2	3	4	5
SAFETY CULTURE TOTAL						

Notes

Several separate results are obtained from a safety culture survey using this form:

1. A 'benchmark' safety culture score that can be compared with similar companies worldwide.
2. A means of comparing the views of management with those of staff regarding the DAAS' safety culture.
3. A means of evaluating the results of any changes made to the Directorate's safety management system when a follow-up survey is carried out.
4. Identification of areas of concern, indicated by "1" and "2" responses which can assist in the allocation of safety resources.
5. A means of comparing the safety culture of different departments and/or operational bases.

The higher the value, the better the safety culture rating.

Use the following as a guide only but an average DAAS safety culture score of 93 is considered a minimum. Anything less would suggest that improvements are needed.

Poor safety culture 29-58

Bureaucratic safety culture 59-87

Positive safety culture 88-145

Organizations with a poor safety culture treat safety information in the following way:

1. Information is hidden
2. Messengers are shot
3. Responsibility is avoided
4. Dissemination is discouraged
5. Failure is covered up

6. New ideas are crushed

Organizations with a bureaucratic safety culture treat safety information in the following way:

1. Information may be ignored
2. Messengers are tolerated
3. Responsibility is compartmentalised
4. Dissemination is allowed but discouraged
5. Failure leads to local repairs
6. New ideas present problems

Organizations with a positive safety culture treat safety information in the following way:

1. Information is actively sought
2. Messengers are trained
3. Responsibility is shared
4. Dissemination is rewarded
5. Failure leads to inquiries and reforms
6. New ideas are welcomed

Appendix C-13 : SMS Audits and Internal Evaluation Checklists

These checklists are applicable to all internal audits.

	Form Number	**CAA/DAAS/SMS/CL - 13**
	Title	**SMS Audits & Internal Evaluation Checklist**
	Revision Date	**August 2019**
	Revision Number	**00**
GENERAL AUDIT INFORMATION		
Person /Team undertaking audit		
Department/Section being audited		
INFORMATION SOURCES		
Documents Reviewed		(list all documents reviewed in course of the audit) Note: This includes all Safety Reports and Safety Checklists pertaining to the operator to be audited for the previous 12 months.
Individuals Interviewed		(list all persons interviewed including title)
Operations Assessed		(list all operations that were observed during the course of the audit- e.g. fuelling of a B-747 on air bridge) Note; For the observation phase of the audit use Safety Checklists.

Appendix C-14 : SMS Inspection/Audit Checklists (Internal)

	Form Number	**CAA/DAAS/SMS/CL- 14**
	Form Title	**SMS Inspection/Audit Checklist (Internal)**
	Revision Date	**August**
	Revision Number	**00**

ITEM	YES/NO	REMARKS
APRON SAFETY MANAGEMENT		
Do you have a procedure to identify and assess risks identified on apron areas? (Risk Matrix)		
If Yes, who is the person/s responsible for ensuring that risk assessments are conducted?		
Are the risk assessments/ analysis conducted by competent individuals?		
Are risk assessments and safety audits conducted on apron operations?		
Has the department developed a procedure to ensure the consistent application of risk assessments on aerodrome apron operations?		
Is the frequency of risk assessments and preceding management review detailed?		
Are there risk assessments and hazard identification reports available for audit?		
Has the department developed a safety Occurrence and investigation procedure for events?		
Are there accident and incident investigation reports?		
Are these Apron Safety issues discussed in Apron safety committee?		
Are the minutes available for review?		
Are all aprons clean and clear of foreign object debris (FOD)?		
Are there any FOD bins available on the parking bays and other strategic positions?		
Aircraft Safety		
Are FOD bins emptied regularly?		
Is all apron equipment parked in designated staging areas?		
Do you have a procedure for allocating aircraft parking positions		
Is the marshaller on the aircraft stand prior to the arrival of the aircraft? (One sample per apron)?		

Do all marshallers comply with all standard operating procedures prescribed by the aerodrome operator?		
Are the marshalling signals used compliant with Civil Aviation Requirements?		
Is all marshalling staff adequately trained? (Sample: Verify marshaller details with marshalling training records)?		
Interview: Is the marshaller familiar with the aircraft marshalling standard operating procedures?		
Do apron staff approach the aircraft prior to been given the go-ahead from the aircraft engineer?		
Are there any unsafe acts/ conditions during the loading and unloading of the aircraft?		
Do all apron equipment and vehicles adhere to the speed limit permitted when on the ramp?		
Are all standard operating procedures adhered to during the servicing of the aircraft?		
Parking of, Securing Aircraft on the Apron		
Are there safety lines painted to define the areas intended for use by ground vehicles and other servicing equipment, to provide safe separation from aircraft?		
Does the aircraft stand provide the minimum clearance requirements as prescribed in Annex 14?		
Is the movement of aircraft on apron areas conducted in a safe manner?		
Do all pilots adhere to all parking and departing instructions issued by the Apron Management Service/ATC?		
Is the aircraft properly chocked once stationary?		
Are the chocks used, suitable for the size of aircraft?		
Is provision made for smaller aircraft to be properly moored?		
Does the aerodrome make use of air-bridges?		
If yes, are the air-bridge operators suitably trained?		
Do the aerobridge operators comply with the aerodrome operators' standard operating procedures when using the aerobridges?		
Are the apron equipment in a serviceable and roadworthy condition?		
Are the steps used suitable for the type of aircraft?		

Airside Vehicle Control		
Have you developed procedures to regulate the movement of vehicles and equipment on the movement area?		
Are measures to ensure that all drivers are familiar with and complies with, the procedures for the operation of ground vehicles implemented?		
Do airside drivers display their driver's permit before being allowed into the airside?		
Are drivers with expired permits prevented from entering the airside?		
How do you ensure prevention of drivers without airside permit is achieved?		
Do all drivers adhere to the minimum speed and standard operating procedures when on the apron/s and service roads?		
Are vehicles operating on the manoeuvring areas fitted with R/T or closely escorted by an R/T equipped vehicle?		
Is there an enforcement procedure in the event of violation of airside driving rules?		
If Yes, is it implemented and enforcement records maintained?		
Apron Inspections		
Has the department developed an aerodrome inspection programme, incorporating information and procedures for apron inspections?		
Are all apron areas inspected at least once daily and are the findings recorded on a daily basis?		
Do competent aerodrome personnel conduct these inspections?		
Does the apron inspection checklist used, address the specific operational safety needs of the aerodrome?		
Do all employees complete the apron inspection checklist in accordance with the apron inspection procedures?		
Are these reports available for audit?		
Are these inspection reports verified by management?		
Is the staff aware of safety requirements related to inspections?		
Is the apron sufficiently illuminated when dark?		

Are airside staff allowed to smoke on airside?		
Refuelling of Aircraft		
Do you have a standard operating procedures with regard to aircraft refuelling?		
Is refuelling of aircraft done in accordance with the prescribed standard operating procedures?		
How do the department ensure that refuelling is conducted within the prescribed safety parameters?		
How do you ensure that all refuelling vehicles are roadworthy and that the refuelling equipment is compliant with the safety specifications?		
Does aircraft refuelling take place whilst passengers are boarding or disembarking from the aircraft		
If Yes, have you prescribed procedures to mitigate the risks associated with this practice?		
How do you ensure that these procedures complied with at all times?		
Are fuel/ oil spillages reported, appropriately treated and cleaned immediately?		
Are fuel spillages recorded?		
To prevent staff and drivers going under aircraft wings, are safety cones placed around wingtips, vent areas and engines?		
Are these areas kept clear whilst refuelling is taking place?		
Interview: Are the staff charged with ensuring airside safety aware and knowledgeable about the prescribed refuelling procedure?		
Interview: Are the refuelling staff aware and knowledgeable about the prescribed refuelling procedure?		
Safety Training		
Is appropriate training being given to personnel who are charged with the responsibilities of ensuring safety on the apron?		
Is such training being presented by competent personnel?		
Is the training presented at an accredited training Institution?		
Are all persons working on the apron inducted in terms of the aerodrome standard operating procedures?		

Are training records being kept indicating the Individuals who attended the training, the type of training, when the training was attended and if the training was successfully completed?		
Is prompt follow-up action taken to ensure correction of defects in accordance with the manual done?		
Is there any information you feel relevant for the improvement of apron safety?		
WILDLIFE MANAGEMENT		
Has risk assessment process has been established?		
What are the main threats?		
Has risk assessment process has been established?		
What are the species of concern?		
Are alerts sent to airlines?		
Is there a migration register?		
Is migration managed?		
What mitigation measures are in place?		
Wildlife plan prioritizing actions in the plan with target dates		
Wildlife population management		
Habitat modification		
Land use changes		
Requirements for wildlife control permits		
Identification of resources		
List of individuals having authority and responsibility for implementing the plan		
Procedures		
Reports on Wildlife concentration areas		
Dispersal activities		
Bird strike incident reports		
Air carrier bird strike reports		
Air carrier engine ingestion reports		
Reports on Wildlife concentration areas		
Dispersal activities		
Handling of hazardous materials		

Procedures for handling		
Responsible persons		
Documentation of handling Dangerous goods		
Cargo handling/HAZMAT procedures, if applicable		
Fire safety fuel standards		
Procedures for 3-month inspections		
Noncompliance notification procedures		
Do you have a map of internal & external threats? What distance outside the aerodrome is considered?		
Do you have previous years strike data to provide you with trends of bird strikes?		
What mitigation factors do you use per species		
Low Visibility Operations		
Procedures for low visibility Operations		
Provision of '' follow me '' vehicles		
Documents		
Manual available		
Do you make bird strike reports?		
Have Look for the last strike report		
Look for near miss register		
Look for monthly trend reports		
Use of shot gun: Is there a licence to shoot?		
Training records		
Basis airside training record		
Wildlife hazard training program conducted by a qualified wildlife damage management biologist		
Look for runway incursion training		
Look for crossing stop bars contingency plans		
Is there a familiarization programme?		
Is there post incident training?		
How long is wildlife specific training take?		
What is the content? Is content sufficient?		
Who provides the training?		

Is there refresher training programme? How often is refresher training required?		
Support (Expert advice)		
Is there a biologist?		
Is the in charge sufficiently trained in role?		
Are wildlife team sufficiently trained in role?		
Is equipment sufficient?		
Is equipment old?		
Seasonal/weather		
Breeding/nesting		
Migration		
Equipment (Vehicle color)		
Is it ICAO compliant? Orange or yellow painted?		
What equipment is available?		
Crackers		
Voice recordings		
Transponder: What frequency, emergency frequency?		
Radio: Is driver competent in ATC calls?		
Falcon		
Dogs		
Kites		
Wires		
Lasers (hand held)		
Killing/Shooting/Culling		
Trapping		
Variation/scheduling of each intervention; Is there rotation of procedures?		
Other		
Wildlife Committee- Annual review		
How often does it meet?		
Who sits on it?		
Do ATC attend?		
Are airlines invited?		

Is local authority invited?		
Does aerodrome environment dept. attend?		
Threats- Habitat & Wildlife		
Do you carry out assessments to estimate existing species on the airport and its vicinity?		
Standing water/pools/ streams: Are they protected by wires/ribbons?		
Is there grass cutting policy		
Is there excessive trees/ landscaping?		
Weeds: Can poison be used?		
How do you manage garbage?		
What of other Nature reserves		
Insects: Can pesticide be used?		
Is there any information you feel relevant for the improvement of apron safety?		
AERODROME PLANNING DEPARTMENT		
Are there obstacles around the aerodrome?		
Are the obstacles temporary, permanent or mobile?		
Does the aerodrome have obstacle chart?		
Does the plan depict the plan views of the entire aerodrome and environ to the outer limit of the conical surface (and the outer horizontal surface where established)?		
Does it show the profile view of all obstacle limitation surfaces?		
Is every significant obstacle identified in		
Are the permanent obstacles around the aerodrome been included in the AIP?		
Does the department have a process of notifying the DSSER of any obstacle around the aerodrome?		
Does the department have a process of regularly monitoring obstacles within the aerodrome OLS		
Are the coordinates of obstacles reported in degree, minute and seconds?		

Is the elevation above mean sea level of the obstacle reported?		
Are the obstacles appropriately marked?		
Are the obstacles appropriately lighted?		
Does the operator have records of the qualifications, experience training of persons conducting technical inspections?		
Is the operator maintaining records in accordance with the aerodrome annual?		
Are adequate and suitable staff and resources available?		
Are those persons appropriately trained accordingly?		
Are serviceability inspections carried out during and after working hours in accordance with the manual?		
Is the time and frequency of inspections in accordance with the manual?		
Is the logbook kept in accordance with the manual? (Check for location and format).		
Is the checklist used in accordance with the manual?		
Is the method of communicating with ATC during inspections in accordance with the manual?		
When a serviceability inspection indicated the need for a technical inspection, was it carried out as soon as practicable?		
Do the technical inspections include all items in accordance with the manual?		
Are the times of the inspections in accordance with the manual?		
Is prompt follow-up action taken to ensure correction of defects in accordance with the manual?		
Is the staff aware of safety requirements related to inspections?		
Does the field condition of a sample of the aerodrome facilities confirm the results of the serviceability inspections?		
Does the operator indicate how he can ensure that the aerodrome facilities will comply with the Regulations?		

Do the physical characteristics of the movement area comply with the Regulations?		
Do the aerodrome markings comply with the Regulations?		
Do the wind indicators comply with the Regulations?		
Does the PAPI comply with the Regulations?		
Does the lighting of the movement area comply with the Regulations?		
Are inspection related incidents noted, reported and followed up?		
ELECTRICAL SECTION) - VISUAL AIDS		
Personnel		
Do your personnel have experience with High Voltage applications?		
Do your personnel have experience in Series Circuits?		
Is there a list of telephone numbers of maintenance personnel?		
Is there a documented training Program for the competence of maintenance personnel?		
Spares and replacement regime		
Is there a procedure for replacement of spares?		
How do you decide to replace lights as an example?		
Where are replacement spares kept?		
Are spares available in adequate numbers?		
Survey Drawings showing locations of underground facilities		
Does the airport have survey drawings showing the layout of all the underground services?		
If yes, how often is the survey drawing updated?		
What is the latest facility that has been added to the survey drawing?		
How does the maintenance department coordinate new and planned works with all the stakeholders of the airport in order to avoid damaging these facilities?		
Approach, Runway and Taxiway lighting system Preventive Maintenance		
Is there a daily maintenance program e.g.?		

(i) Replacement of burnt out bulbs (ii) Correction of misaligned bulbs (iii) Correction of malfunction of the control equipment for proper operation (iv) Replacement of broken glass parts		
Is there an annual maintenance program e.g. (i)Tightening of fasteners for each light was carried out (ii) Replacement of rusted parts of lamp (light) (iii) Cleaning or replacement of glass of each light (iv) Replacement of unserviceable lamps (v) Adjustment of horizontal alignment (vi) Cleaning of faulty contacts and plug connections (vii) Checking of light fittings and their support structures (viii) Checking of paintings (ix) Recording results and corrective action taken		
Unscheduled Maintenance		
Is the adjustment of elevation setting and horizontal alignment of light units after severe storm carried out?		
Is the removal of grass and other obstructions carried out?		
Visual Approach Slope Indicator Maintenance		
Do you do the twice monthly maintenance programme like?		
(i)Cleaning of spreader glasses, filters and lamps carried out (ii) Elevating of light unit sets (vertical angle)		
Do you carry out annual maintenance programme like?		
(i)Supporting structure, foundation inspected and found no damage		

(ii) All required calibrations are carried out and recorded		
Runway Threshold And Runway End Lights Maintenance		
Do you do the twice weekly maintenance programme like?		
(i)Tightening of loose lights (ii) Checking each glass for wear and tear		
Aerodrome Beacons, Obstacle Lights and Windsock Maintenance		
Do you conduct daily maintenance programmes like? (i)Replacement of damaged lumps (ii) Checking to ensure that control equipment operating normally (iii) Fabric of wind direction indicator in good condition		
Do you conduct annual maintenance programme like? (i)Glasses and gaskets of obstacle lights are found clean and in good condition (ii) Functioning of flashing relays and twilight switches of obstacle lights are found to be clean and in good condition (iii) Power supply to and the lighting of the windsock is on (iv) Electrical connections are tight or sprayed with contact agent (v) Fasteners of obstacle lights are tight and in good condition (vi) Structures and fasteners of windsock are tight and in good condition (vii) Lights are not corroded (viii) Colour of windsock fabric is not faded and is not torn (ix) Easy access for maintenance of obstacle lights		

Docking Guidance System Maintenance		
Do you conduct daily maintenance programme like? (i)System checked for overall operation (ii) Lights are serviceable		
Do you conduct semi – annual maintenance programme like?		
System properly aligned		
Do you conduct annual maintenance programme like? (i)Electrical systems have no corrosions or tear (ii) Functions of relays are clean and functional (iii) Structure of system and mechanical parts are in good condition and functioning normally		
GROUND HANDLING AGENCIES		
Are risk assessment and safety audits conducted on the apron?		
If Yes, who is the person/s responsible for ensuring that risk assessment s and safety audits are conducted?		
Are the risk assessments/ analysis and internal audits conducted by competent individuals?		
Has the GHA developed criterion to identify and assess risks identified on apron areas? (Risk Matrix)		
Apron Safety Management		
Are risk assessments and safety audits conducted on apron operations?		
Has the GHA developed a procedure to ensure the consistent application of risk assessments on aerodrome apron operations?		
Is the frequency of risk assessments and preceding management review detailed?		
Is the frequency of risk assessments and preceding management review detailed?		
Are there risk assessments and hazard identification reports available for inspection?		
Has the GHA developed a safety occurrence and investigation procedure for events?		
Are there accident and incident investigation reports available for inspection?		

Has the GHA established a Committee/Forum where Apron Safety issues are discussed?		
Are the minutes available for review?		
Are all aprons clean and clear of foreign object debris (FOD)?		
Are there any FOD bins available on the parking bays and other strategic positions?		
Aircraft Safety		
Are FOD bins emptied regularly (Apron 4)		
Is all apron equipment parked in designated staging areas?		
Do apron staff approach the aircraft prior to been given the go-ahead from the aircraft engineer?		
Are there any unsafe acts/ conditions during the loading and unloading of the aircraft?		
Do all apron equipment and vehicles adhere to the speed limit permitted when on the ramp?		
Are all standard operating procedures adhered to during the servicing of the aircraft?		
Parking of, Securing Aircraft on the Apron		
Is the aircraft properly chocked once stationary?		
Are the chocks used, suitable for the size of aircraft?		
Is provision made for smaller aircraft to be properly moored?		
Does the aerodrome make use of motorized apron equipment?		
Are the apron equipment in a serviceable and roadworthy condition?		
Are the steps used suitable for the type of aircraft?		
Movement of Vehicles		
Is vehicular movement regulated?		
Has the GHA developed rules and procedures to regulate the movement of vehicles and equipment on the movement area?		
Has the GHA implemented measures to ensure that all drivers are familiar with and complies with, the rules		

and procedures for the operation of ground vehicles on service roads and aerodrome stands?		
Do all drivers adhere to the minimum speed and standard operating procedures when on the apron/s and service roads?		
Interview: (One Sample per apron) Verify if the driver has all necessary authorisations to operate a vehicle on airside and if he/she is knowledgeable on the standard operating procedures governing vehicular movement on the aerodrome?		
Has the drivers been trained tooperate vehicles on the movement area?		
Apron Inspections		
Has the GHA developed an aerodrome inspection programme, incorporating information and procedures for apron inspections?		
Are all parking stands inspected daily and are the findings recorded on a daily basis?		
Do competent aerodrome personnel conduct these inspections?		
Does the aircraft parking stand inspection checklist used, address thespecific operational safety needs of the stand?		
Do all employees complete the stand inspection checklist in accordance with the stand inspection procedures?		
Are these reports available for inspection?		
Are these inspection reports verified by GHA management?		
Do all airside staff adhere to no smoke policy on airside?		
Refuelling of Aircraft		
Has the GHA prescribed standard operating procedures with regard to aircraft refuelling?		
Does the GHA ensure that refuelling is conducted within the prescribed safety parameters?		
Does aircraft refuelling take place whilst passengers are boarding or disembarking from the aircraft		
If Yes, has the GHA prescribed procedures to mitigate the risks associated with this practice?		
Are these procedures complied with at all times?		

Are fuel/ oil spillages reported, appropriately treated and cleaned immediately?		
Are fuel spillages recorded?		
To prevent staff and drivers going under aircraft wings, are safety cones placed around wingtips, vent areas and engines?		
Are these areas kept clear whilst refuelling is taking place?		
Interview: Are the staff charged with ensuring airside safety aware and knowledgeable about the prescribed refuelling procedure?		
Safety Training		
Is appropriate training being given to personnel who are charged with the responsibilities of ensuring safety on the apron approved by the Aerodrome operator?		
Is such training being presented by competent personnel?		
Is the training (Dangerous Goods) presented at an accredited training establishment?		
Are all persons working on the apron inducted in terms of the GHA standard operating procedures?		
Are training records being kept indicating the individuals who attended the training, the type of training, when the training was attended and if the training was successfully completed?		
Airside management & safety audit		
Is hearing protection used by all employees?		
Is proper footwear worn?		
Has an FOD inspection been made (15min -ATA)? Is the gate area clear? Is all equipment positioned outside aircraft clearance lines?		
Are chocks properly installed?		
Do personnel wait until the aircraft has stopped, chocked and "all clear" sign is given by marshaller before approaching?		
Are wingtip/engine cones properly positioned?		
Aircraft arrival/offload		
Do employees walk rather than run on the ramp?		
Are local speed limits observed by all drivers?		
Are roadways used by equipment operators?		

Is a guide person used when positioning equipment in confined areas?		
Is a guide person used when backing equipment to the aircraft?		
Is a guide person used when positioning high reach trucks?		
After positioning elevated units to the aircraft, are stabilizers immediately deployed?		
Do all vehicles make a stop for a brake check?		
Are the areas around cargo/passenger doors visually checked for existing damage before ground equipment approaches?		
Do personnel check clearances when opening cargo/passenger doors?		
Is the belt loader in the full down position with handrail stowed when approaching the aircraft?		
Is the belt loader front bumper positioned below and away from the cargo door sill?		
Is the belt loader handrail raised when up to wide body aircraft?		
Is ground equipment parked to avoid jet blast/prop wash/engine ingestion|?		
Equipment		
Is ramp free of items which could cause FOD?		
Is the ramp area free of any fluid spillage?		
Is the ramp area free of unnecessary congestion?		
Is ground equipment parked in proper areas?		
Are vehicles free of evidence of smoking?		
Audit		
Are airside safety performance audits conducted?		
Is there a set frequency for airside safety performance audits?		
Are findings of airside safety performance audits recorded?		
Are findings of airside safety performance audits reviewed and actioned?		
Are airside safety performance targets/goals measured?		
Are shortfalls of airside safety performance targets/goals analysed?		

Do records indicate that all personnel are trained for the tasks being performed?		
Passenger services		
Are staff aware of Emergency Response Plan (ERP)		
Is no smoking signs posted		
Do employees know how to use fire extinguishers and their training records available		
Is emergency phone numbers clearly displayed		
Safety management		
Is Safety Policy displayed and communicated to all staff		
Non-Punitive hazard reporting Policy clearly displayed		
Safety program clearly displayed and communicated to staff		
Risk assessment conducted and disseminated to all staff?		
Availability of current version of SMS Manual for use by all?		
Availability of risk management operating procedure to all		
Are staff aware of voluntary occurrence reporting procedures		
Do the operational staff understand their Safety responsibilities		
Have the employees received SMS training?		
Is there an effective change management process in place?		
Do you conduct Safety meetings on a regular basis?		
AERODROME RESCUE AND FIRE FIGHTING SERVICES		
What is the Category of the RFF?		
Are the minimum number of vehicle(s) and equipment required for the Category available?		
Is the minimum useable amount of water for fire extinguishment maintained?		
Is the minimum foam compound available for the depletion of two loads of water carried on the vehicles?		
Is the minimum required complementary agent available on the vehicles?		

Is the quantity of available backup foam compound, compliant with the level of foam used?		
Is the RFFS station having equipment to measure quality of concentrate and foam mixture		
Are there documentation showing the discharge rate of foam for each firefighting vehicle.		
Is the station having additional dry powder nitrogen bottles for each firefighting vehicle and are they properly stored		
Are the operations of the RFFS limited to the critical aircraft the airport is licensed for?		
Does the airport have a fire-prevention program?		
Does this programme include all areas of the aerodrome? Eg: Terminal, Concessionaires, Offices, etc.		
Is there a dedicated program for the inspection and servicing of fire extinguishers		
Is there a checklist for fire extinguishers inspection at the aerodrome?		
Relevant to personnel		
Are fire personnel available adequate to utilize the fire vehicles effectively? Including the hand-lines.		
Are RFFS personnel available to utilize the rescue equipment simultaneously with the firefighting process?		
Are the personnel meeting the Minimum staff required as per RFFS CAT		
Has Task Resource Analysis (TRA) been done for the RFFS		
What is total number of trained firefighting personnel?		
What is the Number of firefighting personnel per shift?		
Is there a fitness programme in place for the RFFS personnel		
Is the fitness programme measureable		
Is there a structured medical assessment programme in place for personnel		
Are all the firefighters equipped with full protective clothing: jacket, pants, helmet, gloves, hood, boots and SCBA		
Is the protective clothing luminous, radiant and thermal exposure resistant		

Do the RFFS have Gas monitoring equipment and adequate number of chemical protection suits		
Is there a Program for inspection, testing and maintenance of Breathing Apparatus		
Is there a check list for the Breathing Apparatus and are the equipment tested on a daily basis		
Is the air in the BA cylinder renewed at least every three months?		
Do you have breathing apparatus recharging equipment for charging the BA sets?		
Is the breathing apparatus recharging equipment stationary or mobile?		
Do you have a gymnasium at the fire station?		
Relevant to rescue and fire station		
Is the Grid Map up to date		
Does the watch room position provide an unimpeded view of the movement area		
Are there schematic diagrams of the critical aircraft normally operating at the aerodrome		
Is there a facility to house the vehicles to perform minor maintenance works		
Are there facilities such as restrooms and administrative rooms for service personnel with the necessary logistics to guarantee comfort, good working environment.		
Are the facilities having the necessary logistics to guarantee comfort, good working environment.		
Are there facilities for storing supplies and technical support		
Do you have fire hydrants at your aerodrome		
Are the hydrants serviceable 24hours and with required hydrant pressure (8 – 10 bar)		
Do the RFFS have water storage facility?		
Can the stored water last at least two (2) times the amount required for the category declared, with input and output systems?		
Do you have mobile emergency flood light to deploy to an emergency scene in the night		
Is the Foam concentrate type (AFFF 3% or 6%) in the fire tender same as in your reserve stock?		

Is the Dry chemical powder (BC) in stock same as in the equipment and fire tender		
Is there a reserve of 200% foam concentrate and Dry chemical in storage		
Do you have a procedure for filling your fire tenders with foam concentrate mechanically at the fire station		
Are the Extinguishing agents (Foam concentrate & Dry chemical) stored in areas that are: safe, dry, free from exposure to extreme temperatures and easily accessible an emergency		
Do you have a procedure for refilling your fire tenders with foam concentrate at the scene of the emergency		
Is your *finished foam* and dry chemical powder Compatible		
Relevant to communications		
Are there Alarm & communications system in place to ensure effective and immediate deployment of vehicles in case of emergency at the fire station and the control tower of the aerodrome?		
Is the alarm system tested regularly?		
Is there a Hot line telephone between RFFS and TWR		
Do the RFFS have enough portable hand-radios to be provided to support external agencies		
Does the Radio communication system in place allows for radio communications link between the RFFS station(s) / TWR / ARFF vehicles		
Is the quantity sufficient to enable communication between vehicle operators, officers in charge (OICs) and rescue operators?		
Are there any communication facilities available to summon assisting agencies to the aerodrome during an emergency?		
Are these equipment tested regularly?		
Is the result of these tests documented?		
Relevant to rescue and firefighting vehicle		
Are the Firefighting vehicle meeting the requirements of Table 5-1 of Airport Services Manual Part 1		
Is the number of RFFS vehicles required for aerodrome category adequate		
Are the vehicle's tyres of an off road type?		

Do you have an arrangement in place to maintain your category in event of one of your fire tenders becoming unserviceable for more than forty eight hours?		
Are Water and foam tanks filled to their maximum capacity?		
Does all emergency lighting operate properly?		
Can the vehicles achieve the required speed within the prescribed time frame?		
Are there ABC extinguishers inside the RFFS trucks?		
Does the station have maintenance record of RFFS vehicles?		
Is there a fault reporting system?		
Does the rescue service have personnel dedicated to the maintenance activities of vehicles and life-saving equipment		
If yes, does this staff have the skills listed in Chapter 17.3 of the ICAO ASM (DOC 9137) Part 1?		
Does the Rescue and Fire Department have appropriate tools for preventive maintenance?		
Do the RFFS have Preventive maintenance plan for ARFF vehicles and equipment (verify existence vs. compliance)		
Are your rescue equipment carried in the fire tenders as per Table 5-2 and 8-4 of Airport Services Manual Part 1.		
Is there a fleet replacement plan for your fire tenders?		
Is there daily inspection of vehicles and equipment program.		
Is there weekly inspection/maintenance of vehicles and equipment program?		
Is there monthly inspection/maintenance of vehicles and equipment program?		
Is there quarterly inspection/maintenance of vehicles and equipment program?		
Is there bi-annual/ annual inspection/maintenance of vehicles and equipment program?		
Are the inspection and maintenance conducted by a competent person		
Are the daily, weekly, monthly, six monthly and annual maintenance program documented and signed by the airport authorities		

Is there a procedure for the notification of significant changes of the RFFS protection level to the Regulator?		
Relevant to training		
Is your training program reviewed by the Regulator?		
Is your training curriculum complaint to Airport Services Manual Part 1 and ICAO Annex 14 chp9: a) airport familiarization b) aircraft familiarization c) safety of ARFF personnel d) aerodrome emergency communication systems, including fire alarms concerning aircraft e) use of hoses, nozzles, turrets f) application of the types of extinguishing agents required for compliance with Annex 14, 9, 9.2 g) assistance in aircraft emergency evacuation h) firefighting operations i) adaptation and use of ARFF structural equipment and aircraft firefighting j) dangerous goods k) familiarity with the obligations of ARFF personnel under emergency plan l) clothing and respiratory protective equipment		
Are the fire personnel certified as first aiders?		
Is there a facility for live fire simulation for the RFFS personnel at your aerodrome?		
Are your firefighters expose to Hot fire training scenarios commensurate to the aerodrome risk		
How many times is hot fire training done in a year for the fire personnel		
Is the hot fire Training programme documented for each fire personnel?		
Does your training consider the impact of human factors on operations		
Relevant to emergency exercise		
Aeronautical emergency agreements		
Is there a procedural manual and contingencies that have clear rules for all activities of the RFFS personnel (testing of the fire tenders, inspection, change of shift, etc)		
Is there an Agreement between Airport RFFS and off-airport Fire departments to provide assistance during emergencies?		
Is the agreements reviewed periodically		

Are Emergency drills conducted as per Airport Services Manual Part 7 chp.13;		
Are there records of all exercises performed and the associated corrective actions undertaken and documented		
Do you have a response time test program?		
Are the response time test conducted and documented per the program		
What type of Difficult terrain exist for which special equipment may be needed: a) sea and other water considerable extensions b) mountainous areas c) desert areas, etc		
Are there necessary equipment (helicopters, hovercrafts, boats, amphibious, all-terrain) for rescue in difficult terrain.		
When working in challenging environments (communication blind spots, enclosed areas, heights, hazardous spills, etc.)are there special equipment such as communication tools, medical kits, lighting equipment, ropes, hooks, megaphones, etc.		
Does your aerodrome have adequate medical services and supplies as per Appendix 3 of Airport Services Manual Part 7		
Are there Ambulances at the station?		
Are Ambulances staffed by competent personnel in first aid and medical supplies		
Are all personnel assigned to rescue functions receive instruction in first aid and CPR (cardiopulmonary resuscitation); perform regular exercises and tests		
Relevant to aerodrome emergency access road		
Are there adequate emergency access roads on the aerodrome?		
Is the terrain strong enough to bear the weight of the RFFS vehicles?		
Are there Marking indicating emergency access roads when they have barriers and/or access to public areas?		
Are there any emergency gates on the aerodrome?		
Are these gates accessible to the emergency vehicles?		
Does the fire vehicles have direct, expeditious access and minimum number of curves to the runway		

Does the RFFS vehicles from the station have direct access to the runway		
Are the exits for the RFFS vehicles free of other service vehicles?		
If not, are procedures in place in order to grant rapid exit to RFFS vehicles?		
Auditor's remark(s):		
Recommendation(s):		
Name of the Auditor: **Date:** **Signature:**		

Appendix C-15 : Model Gap Analysis

	Form No:	**CAA/DAAS/ SMS/CLCL- 15**
	Title	**Model Gap Analysis checklist**
	Revision Date	**August 2019**
	Revision Number	**00**

s.no	ICAO SMS Framework	Response (Yes/No)	If *Yes*, State Where the Requirement Is Addressed. If *No*, Record SMS Processes That Need Further Development
	Safety Policy and Objectives		
1.	Is a safety management system with defined components established, maintained and adhered to?		
2.	Is the safety management system appropriate to the size and complexity of the organization?		
3.	Is there a safety policy in place?		
4.	Have safety objectives been established?		
5.	Are safety objectives publicized and distributed?		
6.	Is there a formal process to develop a coherent set of safety goals?		
7.	Is there a formal process to develop and maintain a set of safety performance indicators and safety performance markers?		
8.	Has the organization based its safety management system on the safety policy?		
9.	Is the safety policy approved by the accountable executive?		
10.	Is the safety policy promoted by the accountable executive?		
11.	Is the safety policy reviewed periodically?		

s.no	ICAO SMS Framework	Response (Yes/No)	If *Yes*, State Where the Requirement Is Addressed. If *No*, Record SMS Processes That Need Further Development
12.	Is there a policy in place that ensures that employees are free to report safety deficiencies, hazards or occurrences without being subject to unjust discipline?		
13.	Does the accountable executive have responsibility for ensuring that the safety management system is properly implemented and performing to requirements in all areas of the organization?		
14.	Does the accountable executive have control of the financial and human resources required for the proper execution of their SMS responsibilities?		
15.	Has a qualified person been appointed to oversee the operation of the SMS?		
16.	Does the person overseeing the operation of the SMS fulfil the required job functions and responsibilities?		
17.	Are the safety authorities, responsibilities and accountabilities of personnel at all levels of the organization defined and documented?		
18.	Do all personnel understand their authorities, responsibilities and accountabilities in regards to all safety management processes, decisions and actions?		

s.no	ICAO SMS Framework	Response (Yes/No)	If *Yes*, State Where the Requirement Is Addressed. If *No*, Record SMS Processes That Need Further Development
19.	Does the organization have an emergency response procedure appropriate to the size, nature and complexity of the organization?		
20.	Have the emergency response procedures been documented, implemented and assigned to a responsible manager?		
21.	Have the emergency response procedures been periodically reviewed as part of the management review of the SMS, and after key personnel and organizational change?		
22.	Does the organization have a process to distribute the emergency response procedures and to communicate the content to all personnel?		
23.	Has the organization conducted drills and exercises with all key personnel at specified intervals?		
24.	Has a documented procedure been established and maintained for identifying applicable regulatory requirements?		
25.	Are regulations, standards and exemptions periodically reviewed to ensure that the most current information is available?		
26.	Is there consolidated documentation that describes the SMS and the interrelationships between all its components?		

s.no	ICAO SMS Framework	Response (Yes/No)	If *Yes*, State Where the Requirement Is Addressed. If *No*, Record SMS Processes That Need Further Development
27.	Does this information reside or is it incorporated into approved documentation, such as Company Operations Manual, Maintenance Control/Policy Manual, Airport Operations Manual, as applicable, and where these approved documents are not required by regulation, the organization includes the information in a separate, controlled document?		
28.	Does the organization have a records system that ensures the generation and retention of all records necessary to document and support operational requirements, and is in accordance with applicable regulatory requirements and industry best practices?		
29.	Does the system provide the control processes necessary to ensure appropriate identification, legibility, storage, protection, archiving, retrieval, retention time, and disposition of records?		
Safety Risk Management			
30.	Does the organization have a reactive process or system that provides for the capture of internal information including incidents, accidents and other data relevant to safety and risk management?		
31.	Is the reactive reporting process simple, accessible and commensurate with the size of the organization?		

s.no	ICAO SMS Framework	Response (Yes/No)	If *Yes*, State Where the Requirement Is Addressed. If *No*, Record SMS Processes That Need Further Development
32.	Are reactive reports reviewed at the appropriate level of management?		
33.	Is there a feedback process to notify contributors that their reports have been received and to share the results of the analysis?		
34.	Is there a process in place to monitor and analyse trends?		
35.	Are corrective and preventive actions generated in response to event analysis?		
36.	Does the organization have a process or system that provides for the capture of internal information including hazard identification, occurrences and other data relevant to safety?		
37.	Is the proactive reporting process simple, accessible and commensurate with the size of the organization?		
38.	Is there a structured process for the assessment of risk associated with identified hazards, expressed in terms of severity, and probability of occurrence?		
39.	Are there criteria for evaluating risk and the acceptable level of risk the organization is willing to accept?		
40.	Does the organization have risk management strategies that include corrective/ preventive action plans to prevent recurrence of reported occurrences and deficiencies?		
Safety Assurance			

s.no	ICAO SMS Framework	Response (Yes/No)	If *Yes*, State Where the Requirement Is Addressed. If *No*, Record SMS Processes That Need Further Development
41.	Are regular and periodic, planned reviews conducted regarding company safety performance, internal audit results, hazard and occurrence investigations, hazard and occurrence analysis results, internal/external feedback analysis/results, status of corrective actions, follow-up actions from previous management reviews, changes that could affect safety, recommendations for improvement and sharing of best practices across the organization?		
42.	Is there a process to evaluate the effectiveness of corrective actions?		
43.	Are proactive reports reviewed at the appropriate level of management?		
44.	Is there a feedback process to notify contributors that their reports have been received and to share the results of the analysis?		
45.	Is there a process in place to monitor and analyse trends?		
46.	Has the organization planned self-evaluation processes, such as regularly scheduled reviews, evaluations, surveys, operational audits, assessments, etc.?		
47.	Are corrective and preventive actions generated in response to risk analysis?		
48.	Is a process in place for analysing changes to operations or key personnel for risks?		
49.	Are there procedures in place for the conduct of investigations?		

s.no	ICAO SMS Framework	Response (Yes/No)	If *Yes*, State Where the Requirement Is Addressed. If *No*, Record SMS Processes That Need Further Development
50.	Do measures exist that ensure all reported occurrences and deficiencies are investigated?		
51.	Is there a process to ensure that occurrences and deficiencies reported are analysed to identify all associated hazards		
52.	Are corrective and preventative actions generated in response to event investigation and risk analysis?		
53.	Does the organization have a process for evaluating the effectiveness of the corrective/ preventive measures that have been developed?		
54.	Are corrective/ preventive actions, including timelines, documented?		
55.	Does the organization conduct reviews and audits of its processes, its procedures, analyses, inspections and training?		
56.	Does the organization have a system to monitor the internal reporting process and the associated corrective actions?		
57.	Is there an operationally independent audit function with the authority required to carry out an effective internal evaluation programme?		
58.	Does the audit system cover all functions, activities and organizations within the company?		
59.	Are there defined audit scope, criteria, frequency and methods?		

s.no	ICAO SMS Framework	Response (Yes/No)	If *Yes*, State Where the Requirement Is Addressed. If *No*, Record SMS Processes That Need Further Development
60.	Are there selection/training process to ensure the objectivity and competence of auditors as well as the impartiality of the audit process?		
61.	Is there a procedure for reporting audit results and maintaining records?		
62.	Is there a procedure outlining requirements for timely corrective and preventive action in response to audit results?		
63.	Is there a procedure to record verification of action(s) taken and the reporting of verification results?		
64.	Does the organization perform periodic Management reviews of safety critical functions and relevant safety or quality issues that arise from the internal evaluation programme?		
Safety Promotion			
65.	Are there communication processes in place within the organization that permit the safety management system to function effectively?		
66.	Are communication processes (written, meetings, electronic, etc.) commensurate with the size and scope of the organization?		
67.	Is information established and maintained in a suitable medium that provides direction in related documents?		

s.no	ICAO SMS Framework	Response (Yes/No)	If *Yes*, State Where the Requirement Is Addressed. If *No*, Record SMS Processes That Need Further Development
68.	Is there a process for the dissemination of safety information throughout the organization and a means of monitoring the effectiveness of this process?		
69.	Is there a process in place to monitor and analyse trends?		
70.	Are corrective and preventive actions generated in response to event analysis?		
71.	Is there a documented process to identify training requirements so that personnel are competent to perform their duties?		
72.	Is there a process that measures the effectiveness of training?		
73.	Is the organization's safety training incorporated into indoctrination training upon employment?		
74.	Is there emergency response and response training for affected personnel?		

Appendix D: SMS Procedures

APP D-1. Incident investigation procedure

Purpose:

To systematically guide the process of establishing root cause(s) of incidents and developing mitigation measures with a goal of preventing recurrence.

Mechanism:

1. Notification of the incident: Shall be notified immediately within 30 minutes by Operational log, Report from pilot/air operator, SITREP, Hazard identification form, among others.
2. Data collection: The Shift Head/principle/section head shall immediately:
    a) Organize for the facts about the occurrence to be prepared within utmost 72 hours from the time of notification.
    b) Properly and fully complete the safety occurrence data form.
    c) Get copies of all flight statistics and details from operations and/or ATC.
    d) Where necessary conduct interviews with affected personnel including operators and pilots.
    e) Any other relevant data.
3. Assignment of the investigation team: The respective Head of Department shall conduct or assign competent personnel or notify the responsible personnel/office to conduct the preliminary investigation.
4. The investigation team/personnel shall:
    a. Review and analyse investigation data,
    b. Identify root causes and contributing factors,
    c. Make conclusions and proposes recommendations to address the findings.
    d. And document the above in the preliminary report.
5. A preliminary report shall be prepared within five (5) calendar days from the time of completion of the fact sheet.

6. The affected department shall implement recommendations of the preliminary report that are of operational nature and likely to directly impact on the Operations or Safe aircraft Operations. Forward the preliminary report to the Safety office.
7. The Safety Office shall:
    a. Review the preliminary report and make a final draft report within 10 calendar days if necessary.
    b. Forward the draft final report to the affected directorate for review.
    c. Share copies of final incident report with DAAS, GM-EIA and the respective department head.

NB: The preliminary report may be adopted as the final investigation report with justification and

MSMS shall review or assign competent personnel to review the preliminary report and prepare the final investigation report

8. The Safety Office shall monitor the implementation of the safety recommendations from the incident investigation.

APP D-2. Mechanism of establishing a coherent set of objectives

Purpose

To guide the development of safety objectives in line with the organisational policy, aspirations, regulatory requirements, and global/regional trends.

Scope

The process shall apply to establishment of EIA safety objectives.

Mechanism Steps

a) Review the regional and international trends.
b) Review organisational objectives and initiatives.
c) Review the safety performance targets for previous periods for trend and performance.
d) Develop SMART objectives basing on results from (i) (ii) and (iii) above.
e) Conduct stakeholder engagement for conclusiveness and completeness.
f) Document the set objectives developed.
g) Present the objectives for approval by the accountable manger.
h) Develop the distribution list for the set objectives.

APP D-3. Mechanism to ensure safety objectives are published and distributed

Purpose

To disseminate a common safety direction for consideration of synergies towards improving safety.

Scope

Applies to all safety objectives and shall be communicated to all personnel at EIA.

Steps

i) Ensure that the SMS manual has been approved by the Accountable executive.
j) Ensure that copies of the SMS manual are distributed as per the distribution list in the manual distribution list
k) Determine the other audiences to which the safety objective may apply
l) Determine the other means (other than the manual) of dissemination of the safety objectives to target audiences.
m) Disseminate the objectives using the alternatives in (d) above and use a checklist to confirm receipt of the objectives.
n) Where possible obtain evidence of receipt of disseminated safety objectives.
o) Maintain records of receipt of safety objectives.

APP D-4. Mechanism of measuring the effectiveness of training provided to staff.

Purpose

The purpose of this mechanism is to.

1. Guide the measurement and determination of the effectiveness of provided trainings to staff in the SMS domain,
2. Determine if training benefits employees,
3. Identify and improve issues in training programs,
4. Facilitate informed decisions on which programs to continue providing,

Scope

The process shall apply to measurement of training effectiveness to staff of EIA.

Mechanism Steps

a) Ensure that trainees write reports to the SMS office on the effectiveness of the training provided to their daily tasks and express any value addition from the training.
b) Evaluate if employees apply their learnings from training to their everyday work through visual authentication of effectiveness, observation, and authentication by the immediate supervisor.
c) Review of work output in line with the intended goal of the training, i.e. work related reporting systems like hazard registers, quality of investigation reports, and rate of attainment of set goals and targets.
d) Check if the business objectives (such as greater productivity and fewer errors) linked to corporate training are met by analyzing reported incidents and casual factors through a root cause analysis technique.

Conduct a system analysis to determine whether safety is increasing at the work sites or reducing which points to a training gap.

APP D-5. Mechanism for Management of Hazards

Purpose

The purpose of this plan is to document the process of hazard management so that hazards are identified and evaluated using an identical criterion.

Scope

This plan covers all hazards that arise due to operations at Entebbe International Airport through the department of Operations, Aerodrome Engineering and Development, Safety Management Systems and Aerodrome Maintenance. The category scope of hazards shall include but not limited to aviation hazards, Occupational Safety and Health and Environment (OSHE) hazards

Sources of hazards

The hazards shall be determined from the following sources.

a) Incident analyses
b) Issue and hazard report forms
c) Situational reports
d) Client /customer complaints
e) Operational safety logs
f) Specialist advice
g) Audit, Inspection, and survey reports
h) Monitoring of "day-to-day" normal operations and environment reports
i) Industry reports

Hazard Categories

The following hazard/issue categories shall be adopted for now;

a) Aviation hazards (AV)

Any hazard/issues that can have an impact (whether directly or indirectly) on the operational safety of aircraft or aviation safety-related equipment, products and services should be deemed pertinent to an aviation SMS.

b) Occupational Safety Health and Environment (OSHE) Hazards

Hazards/issues related to the safety, health and welfare of people engaged in work or employment.

The purpose of reviewing occupational safety and health issues/hazards include fostering a safe and healthy work environment.

STEPS FOR HANDLING HAZARDS/ISSUES

1. Collect information from all available sources of hazards.
2. Send acknowledgement of receipt of information to the source as appropriate.
3. Analyse collected reports/information and identify hazards.
4. Categorise hazards and assign hazard tracking number for each hazard identified (HZD/A-001/21 for aviation (AV) hazard number 001 in 2021 or HZD/O-001/21 for Occupational
5. Safety, health and environmental (OSHE) hazard number 001 in 2021).
6. OSHE hazards shall be forwarded to appropriate offices for further action while the AV hazards shall be subjected to the SRM process.
7. The AV Hazards shall be ranked/prioritised for purposes of determining the order in which they are taken through the Safety Risk Management process. The ranking/ prioritisation shall depend on the number of persons likely to be affected and/or associated financial costs. A hazard representing a threat to the greatest number of people and /or highest associated financial cost will be subjected to the SRM process before the others.
8. Complete the Safety Risk management Process for each AV hazard using a pre-determined methodology that shall be conspicuously pinned on the notice board in the SMS office.
9. The risk register shall be reviewed regularly to determine the continuous effectiveness of the mitigation controls.
10. All AV hazards that still appear at the close of the year in the risk register will be transferred to the hazard register.

APP D-6: Mechanism for review and update of the EIA safety policy.

Purpose

To maintain a safety policy appropriate to the operations of EIA and through demonstrating senior management involvement and commitment to all stakeholders that responsibilities to people and the environment are taken seriously.

Scope

The mechanism shall be applicable for review and publication of the safety policy related to EIA Airport for a defined a period.

Steps

i) Determine the effectiveness and guidance of the safety policy to Airport operations for a given period of time.
ii) Determine the maturity of safety for the period.
iii) Assign a review period for the policy.
iv) Pin-up a chart indicating the review due dates for the safety policy and communicate intensions to review the safety policy.
v) Review the safety policy and call for suggestions from all stakeholders.
vi) Document the reviews and indicate the new changes and present to different levels of management for their adoption and approval.
vii) Sign of the policy and communicate to all stakeholders.

APP D-7. Procedure for management of change before introduction of new technologies, new procedures or system changes that affect aviation operations

Purpose

The purpose of this procedure is to guide the management of change process whenever there are pertinent changes to operations/processes, procedures, facilities/equipment/software, key safety personnel or pertinent changes external to EIA, such as regulatory/industry standards, best practices or technology.

Responsibility

The department head where the change is to take place shall be accountable for implementation of this procedure.

The section heads shall monitor and recommend changes to the safety manager for acceptance prior to implementation.

Steps

1. The departmental heads shall identify any proposed new technologies, procedures or system changes and notify the safety manger accordingly.
2. The departmental heads shall then delegate a team to carry out a safety review of the proposed new changes to identify all potential hazards to the system introduced by the change.
3. The identified hazards shall then be broadly categorised into Safety hazards or OSHE hazards.
4. The Aviation hazards shall then be extracted and subjected to a Safety Risk Assessment in which the actual risk index column shall be left blank and filled at step (xi).
5. Appropriate mitigations shall be proposed to ensure that the risk is acceptable to the system in accordance to the ICAO risk ratings.
6. The OSHE hazards will be forwarded to the relevant office(s) for appropriate follow up action.

7. After the Safety assessment, the team shall fill the change management form describing the change, justification, areas affected by the change and back out plan if the change is unsuccessful.
8. The draft forms shall then be presented to the Safety Action Group (SAG) for review prior to endorsement by the department Manager.
9. After endorsement by the department manager, the change management forms shall then be submitted to the Safety manager for acceptance.
10. The original copy shall be kept in the department and duplicate copy with the SMS office.
11. HoD shall monitor and ensure implementation of the proposed hazard controls (technical and administrative defence)
12. The actual risk index column shall be filled after implementation of the change (stipulated next evaluation date).
13. Completed change management forms shall be submitted to safety office immediately after implementing the change for review.

APP D-8: Procedure for development of safety performance indicators and associated performance targets.

Purpose:

The purpose of this procedure is to determine the safety performance and implementation levels at any time basing on the agreed targets.

Scope:

Applies to all safety performance indicators and performance targets associated with safety activities.

Steps:

i) Develop safety database/records structure described in SMS manual section 4.2.
ii) Determine the safety data metrics that may be applied to analyse and assess the system.
iii) Analyse the data to determine the areas of improvement.
iv) Determine/define improvement objectives/goals.
v) Define safety improvement activities.
vi) Develop safety performance indicators for each of the activities.
vii) Determine the method of verification of each of the performance indicators.
viii) Determine the time frame and the measurable output for each of the activities.
ix) Assign a responsibility to an individual to ensure that the targets are achieved.
x) Develop an escalation plan in case the targets are not achievable within the means of the department.
xi) Submit developed Safety Performance Indicators and Safety Performance indicators to DSSER for acceptance.

APP D-9: Procedure to ensure the setting of alert levels/out of control criteria is based on objective safety metrics

Purpose

To develop alert levels based on objective safety metrics

Scope

Shall apply to all safety performance indicator alert levels applicable to Airports SMS

Steps

i) Determine the safety performance indicators
ii) Define appropriate objective safety metrics to be used in determining the alert levels.
iii) Define alert levels for each performance indicator using the chosen objective metrics (e.g., standard deviation, variance etc)
iv) Document the alert levels defined in (iii) above and maintain records.
v) Determine the review period for alert levels for each performance indicators.

APP D-10: Mechanism to ensure periodic review of safety performance indicators

Purpose

To maintain safety performance indicators appropriate to the operations which help in determining the level of safety at any given time.

Scope

The mechanism shall be applicable to the safety performance indicators related to Airport operations during a defined a period of time.

Steps

i) Determine the safety performance indicators for Airport operations for a given period of time.
ii) Determine the maturity period of each safety performance indicator or as appropriate.
iii) Assign a review period for each safety performance indicator
iv) Pin-up a chart indicating the review due dates for each performance indicator for the entire period in (i) above.
v) Review safety performance indicators on dates in (iii) above.
vi) Document the reviews and indicate the new dates for the review of each safety performance indicator.
vii) Repeat (v) and (vi) for the entire period set in (i) above.
viii) Assign a safety performance indicator or a set of them to an individual who shall monitor and ensure that review is done.
ix) Repeat (i) – (Viii) at the end of the period in (i) above.

APP D-11: Procedure for conducting internal audits.

Purpose:

To determine the level of compliance with the civil aviation regulations.

Scope:

Applies to all airport departments, stakeholders, and contractors.

Steps:

1. Notify the auditee one month prior to the audit through established channels of communication.
2. Conduct the audit on notified standards and scope.
3. Forward audit report to auditee at least within ten (10) days after the audit.
4. Auditee to submit CAPS within thirty (30) days of receiving the audit report.
5. Evaluate CAPS and inform the auditee of the outcomes at least within five (5) days of receiving the CAPS.
6. Auditee is given 10 days to respond to the outcome of the evaluation and rectify any queries arising from the evaluation and submit an implementation plan.
7. Follow up on the CAP implementation and in turn the effectiveness of the implemented CAPS. This action should be conducted within 60 days of CAPS acceptance
8. Warning should be served for CAPS that are not implemented or incorrectly implemented.
9. Enforcement actions shall include counselling, verbal warnings, written warnings and sanctions.
10. The CAP will be closed after successful implementation by the user department.
11. The same procedure shall apply to inspections.

Appendix E - SMS Training Program. (DAAS/SMS/TP)

Introduction

In fulfilment of the requirements set forth by Uganda Civil Aviation (Aerodromes) Regulations 2022, PART V - obligations of the aerodrome operator, Article 44. Competence of operational and maintenance personnel, requires that:

1. An operator shall ensure that there is an adequate number of qualified and skilled personnel to perform activities for aerodrome operation and maintenance.
2. Where the Authority or any other relevant authority requires competence certification for the personnel of an aerodrome, the operator shall employ only those persons with the required certification.

Training of SMS personnel will be done in accordance with the Civil Aviation (Safety Management) Regulations 2022, together with any guidance material issued by the regulator (DSSER).

This training program forms part of the UCAA training program for EIA staff.

Training Principles

Training will be done in compliance with this Manual and the directorate training program. The Manager SMS and/or principles SMS are responsible for making annual training request submissions for consideration in subsequent financial year budgets for personnel development.

Training needs assessment

Training needs assessment will be conducted based on gap analysis as indicated in this manual/ or the departments' training program and the training so far acquired by individual personnel.

Training needs assessment may also be determined by deficiencies identified during internal, state or international audits.

Training selection criteria

Training selection shall be done objectively to meet strategic goals of the organisation together with the departmental safety objectives and UCAA as a whole.

Responsibility of training

The responsibility for implementation of the training program lies with the Manager Safety Management Systems following submission of training requirements by the Principles.

Training program and plan

Program objective and content

The program shall be designed for training SMS personnel in specific skills following training guidelines for SMS personnel and in accordance with UCAA regulatory requirements.

Approval and Review

The training program shall be reviewed by the MSMS every 2 years and approved by the DAAS.

Training plan development and approval

The plan shall be developed yearly with regard to a training needs assessment and in consultation with the training roadmap as detailed in the program. Approval shall remain a function of the MSMS.

Required Levels of Training

AB-Initio Training

Before conducting initial training, the skills and knowledge of the trainees should be assessed. SMS personnel can be recruited from different domains, and therefore their skills and knowledge vary, and ab initio training may be necessary to meet the entry level required in the different domains to be able to successfully complete initial training and execute the duties of SMS. The purpose of ab initio training is to harmonize trainees' entry skills and knowledge before they start initial training. The program for this phase of training shall not be developed from the competency framework.

Initial/Basic Training

Initial training is the first phase of training where actual basic SMS principles criteria are covered. The purpose of initial training is to provide basic skills and knowledge to SMS personnel who have been recently recruited or transferred from another job. The curriculum of initial training is derived from the competency framework. The associated duration and mastery test are relevant to the program.

Advanced Training

The purpose of advanced training is to augment the skills and knowledge of active SMS personnel in dealing with more complex SMS criteria. The curriculum of advanced training should be derived from the competency framework.

Specialized Training

Following an advanced analysis of the level and maturity of the airport SMS, personnel will further be trained in advance and more detailed fundamentals of SMS as required by the regulatory body. This may range from advanced aircraft accident and incident investigations as and when delegated by the line ministry (Ministry of Works and Transport).

Recurrent Training

The purpose of recurrent training is to address changes in the available SMS criteria and regulations. It is essential that the SMS personnel update their knowledge and skills in accordance with the latest techniques and technologies and benchmarks against identified best practices. Regular recurrent training should therefore be planned accordingly. At the minimum, the recurrent training should be conducted every two years.

Refresher training

The purpose of refresher training is to strengthen skills and knowledge that have weakened through disuse and the passage of time. Given the safety-critical nature of the function, it is strongly recommended that SMS personnel identify skills and knowledge that have weakened with time and that refresher training be planned accordingly. The refresher training curriculum should be derived from the competency framework.

Description of the EIA SMS training.

SMS training is delivered in accordance with employee's Safety Responsibilities as below:

a) Top Management

b) Manager Safety Management System/Principal Safety Management officer

c) Departmental managers and Section heads

d) Safety Committees

e) All Staff

Top Management Training

Top management shall be trained in the SMS framework to provide awareness and knowledge of their obligation to supporting and ensuring safety as required by our core business function. This training will address the seven critical elements shown below.

a) Definition of SMS

b) Safety culture and value

c) Legal implications of SMS

d) Front line involvement and committee process

e) Response to events and emergencies (i.e. safety decision making that may require accepting financial loss for benefit of Facility/ Organization /Company)

f) Implementing change (and the obstacles to change)

Manager Safety Management System/ Principal Safety Management officer

The Manager Safety Management System must be familiar with all aspects of the EIA SMS and its impact on the activities of all personnel. The Manager Safety Management System completes all of the SMS training prescribed for every SMS job category. This allows him/her to assess the quality of the training provided and to adjust the curriculum accordingly.

Additional technical training provided to the Manager Safety Management System must include at least the items listed below.

a) Operation of safety management systems

b) Crisis management and emergency response

c) Accident and incident investigation

d) Safety promotion

e) Communication skills

f) Investigating safety performance

g) Monitoring safety performance

h) Performing safety assessment

i) Managing safety databases

j) Performing safety audits

k) Familiarization with aircraft fleets, types of operation, size, performance, among others.

Departmental managers and Section heads

The supervisory and leadership personnel must have a thorough understanding of the principles on which the safety management system is based. They must also be aware of their particular SMS responsibilities that are associated with their departments. The additional training provided address at least the items listed below.

a) Specific SMS responsibilities and accountabilities of their position and department.

b) Specific SMS responsibilities of their department and the employees they supervise

c) Legal issues involved, for example, their legal liabilities.

Safety committees.

Safety specialist training is provided to employees who work in the Safety Office, serve on safety committees, or to any employee requiring this additional training. It is important that staff performing these functions receive adequate training in the special methods and techniques involved. This training is provided from within our organization with the assistance of any of our various departments, or externally by contract arrangement. Safety Specialist training items are listed below.

a) Investigating safety occurrences

b) Monitoring safety performance

c) Identifying hazards

d) Performing safety assessments

e) Managing safety databases

f) Performing safety audits

g) Operational data collection

Training for All Operational Staff

All staff receive a basic SMS training course including at least the following items:

a) Basic Principles of Safety Management

b) Overview of This SMS Manual

c) Proper Safety Culture

d) Importance of Complying with the Safety Policy and Procedures That Comprise the SMS

e) Organization's Past Safety Record, Including Areas of Systemic Weakness

f) Safety Goals and Objectives;

g) Voluntary and Mandatory Reporting Systems

The Safety Training Syllabus/Contents Include the Following:

Level	Specific Positions	Category of SMS Accountabilities	Required Competences	Required SMS Courses/Trainings	Desirable Competences	Desirable Courses
Top Mgt	DG, DDG, Corporation Secretary	Top Management Commitment to Safety performance review	1. The Civil Aviation legislations and management obligations 2. Safety as a strategic business need 3. Safety Culture Risk Tolerance	Safety Management for Senior Executives Civil Aviation Chief Executives Programme	Understand the context and drivers of a Safety Management System Differentiate the existing safety management organisation and the new elements of a SMS Be able to assess the return on investment for a functioning SMS Be able to make the proper decisions when allocating resources to safety	1. Integrated Aviation Management System – IAMS 2. Any specially customized program or training for executives by the industry

Directors	DAAS, GM-EIA	1)Top Management Commitment 2)Safety Review Committee	a. Legal implications of SMS (organizational safety standards and national regulations) b. Safety Assurance	1. Air Law and Regulations 2. Quality Assurance	a. SMS overview and Policy formulation b. Safety culture and value c. The push for changed. Front line involvement and committee process e. Response to events and emergencies (i.e. safety decision making that may require accepting financial	1. Safety Oversight 2.Accident/Incident Investigation Management 3. Emergency Management

Managers	MSMS, MAEPD, MAM, MO, CFO	1)Top Management Commitment 2)Safety Review Committee	a). Advanced SMS and Policy –the safety process b). The push for change c. Operation of safety management systems d). Crisis management and emergency response planning e). Accident and incident investigation f. Safety promotion g). Investigating safety occurrences h). Monitoring safety performance i). Performing safety assessments j). Performing safety audits	1). Integrated SMS or its equivalent 2). Emergency Response Planning & Crisis Management 3). Accident and Incident Investigation 4). Change Management 5). Hazard and Risk Management	a. Safety culture and value b. Familiarization with aircraft, fleets, types of operations, routes, etc. c. Managing safety databases d. Legal implications of SMS	1. Corporate Safety Culture and Safety Communication 2. Safety Oversight

Principals	PSMSO, PSMSE, POO, PBHWCO, CAEPD, CEEE, CCE	1)Safety Review Committee 2)Safety Action Group 3) Safety committees	a). Investigating safety occurrences b). Identifying hazards c). Performing safety assessments d). Performing safety audits e. Operational data collection	1). Hazard Identification & Risk Management 2).Safety Investigations 3). Safety Audits 4). Integrated SMS 5). SMS Train the Trainer 6). Safety performance Monitoring and Measurement 7). Root Cause Analysis 8. Safety Oversight Managers Course 9). Operational Risk management 10). State safety Program	a). Monitoring safety performance b). Managing safety databases* c). SMS implementation d). Managing Risks in operations e). Internal safety oversight in operational departments f). Maintaining Acceptable level of safety g). Integration of QMS with SMS in DAAS operations	1. Supervisory Leadership and Management Course 2. Database Management and Reporting

Seniors and Supervisors	SFO, SOO, SCE, SAEPD, Shift Supervisors	1)Safety Action Group 2) Safety committees	a). Human Factors and Organizational Factors b). Safety audits. c. Performing safety assessments d). Operational data collection e). Identifying hazards	1). Human Factors except for ATM 2). SMS Course 3). Safety Risk Assessment and Investigations 4). Root Cause Analysis Operational Risk management	a). Monitoring safety performance b). Investigating safety occurrences c). Performing Safety Assessment d). Development of corrective action Plans Managing Risks in operations	1. Operation Supervisory Course 2. Safety Audits
Officers	FO, CE, EE,	Safety Reporting and Promotion	a). Basic principles of safety management b). Overview of this SMS manual c). Proper safety culture d. Importance of complying with the safety policy and procedures that comprise the SMS	ICAO/IATA Basic SMS Course or equivalent	a). Safety promotion and dissemination of Organization information b). Safety awards programs. Familiarization of the layout and operations c). Emergency procedures, assembly points, and escape routes d). First aid facilities	a. SMS Overview and Policy b. SMS Manual c. Safety Reporting d. Safety Culture
Trainees and New Staff	trainees and DAAS new staff	Safety Reporting		SMS Sensitization		SMS Policy
others	Contractors, EXEC ASSTs	Safety Reporting		Local SMS Workshop		SMS Policy

Attachment A - SMS Tools index Reference

Number	Name	Rev. date	Page
DAAS/SMS/TP	SMS training program	00	58
CAA/DAAS/SMS/FM- 01	Occurrence and general Safety concerns	00	78
CAA/DAAS/SMS/FM- 02	Hazard Identification Form	00	80
CAA/DAAS/SMS/FM- 03	Safety assessment form	00	81
CAA/DAAS/SMS/FM- 04	Hazard worksheet	00	82
CAA/DAAS/SMS/FM- 05	System and task analysis worksheet	00	83
CAA/DAAS/SMS/FM- 06	Change management form	00	84
CAA/DAAS/SMS/FM- 07	Change implementation schedule	00	86
CAA/DAAS/SMS/FM- 08	Hazard register	00	87
CAA/DAAS/SMS/FM- 09	Monitoring effectiveness of safety risk control (CAPS)	00	88
CAA/DAAS/SMS/FM- 10	Corrective action request form (CAP)	00	89
CAA/DAAS/SMS/FM- 11	Accident and incident investigation form	00	91
CAA/DAAS/SMS/CL- 12	Safety culture survey checklist	00	92
CAA/DAAS/SMS/CL- 13	SMS audit and internal evaluation checklist	00	96
CAA/DAAS/SMS/CL- 14	SMS Inspection/Audit Checklist (internal)	00	97
CAA/DAAS/SMS/CL- 15	Model Gap analysis checklist	00	118

Attachment B : SMS Calendar of Regular Scheduled Events

This table helps to organize those recurring aspects of the SMS that shall be accomplished on a regular basis

No.	ITEM	Ref. to SMS Manual	Scheduled frequency	Dates to accomplish
1	Internal audits by SMS department	4.17	Once a year	December
2	Internal safety inspections	-	Twice a year	October, April
3	Internal Evaluation of SMS	4.18	Once a year	January
4	External Audit of SMS	4.5	As per regulator	As per regulator
5	System Assessment	4.11	Yearly	February
6	Emergency Response exercise	-	Once in two years	As per Airport Emergency plan
7	Directorate Safety Review committee Meetings	2.5.2	Quarterly	March, June, September, December
8	Corporate Safety Review committee Meeting	2.5.1	Quarterly	Quarterly
9	Safety Action Group meetings	2.5.3	Twice a month	Twice a Month
10	Updating hazard register	-	Yearly	December
11	SMS workshops	5.6	Twice a year	September, March
12	Follow up of implementation of safety recommendations	5.5	Monthly	Monthly
13	Annual Safety Survey	5.3	Yearly	May
14	Emergency response table top/simulations exercises	-	Once in two years	As per Airport Emergency plan
15	Safety Committees	2.5	As appropriate	As appropriate