



AVIATION SAFETY HANDBOOK

PART 1: STAFF SAFETY RESPONSIBILITIES



PREFACE

Kahn et al. (1964) as cited by Srikanth et al. (2013) defined role ambiguity as the lack of information to perform one's responsibilities effectively i.e. the employee does not have some or all the necessary information about the assignment to perform the job responsibilities effectively. The employee may not be aware of their responsibilities and/or know how to execute their responsibilities.

Employees experience anxiety resulting into less productivity whenever they are faced with tasks which are not clearly defined or ambiguous according to Cohen (1959) as sighted by Srikanth et al (2013). Ambiguity may also arise out an employee attempting to attend to a task which is quite beyond their ability to comprehend i.e. not familiar with especially job-tasks that require on-job training, internship, experience besides the classroom instruction.

Effective and successful implementation, operation and maintenance of the Safety Management Systems (SMS) requires the active participation of all UCAA staff at their different levels and in different operational area. The active participation of all UCAA staff to achieve an effective SMS is greatly enhanced by availability of clearly defined safety responsibilities/accountabilities.

This UCAA Aviation Safety Handbook Part 1: Staff Safety Responsibilities provides a clear description of the safety responsibilities accountabilities and/or authorizations of all UCAA staff at all levels and operational areas. This will facilitate active participation and productivity in the operation and maintenance of the SMS, consequently enhancing performance of safety responsibilities by all UCAA staff

ACKNOWLEDGEMENT

Thanks to UCAA Management for the continued commitment and facilitation toward implementation and operation of SMS within UCAA.

Thanks to Mr. Balikuddembe Joseph Bukenya, Mr. Rogers P. Wanzunula, Mr. Michael Kasirye, Ms. Madina Ndagire and Eng. Andrew Mwesige Mulindwa for all your invaluable contribution towards this publication of the Aviation Safety Handbook Part 1: Staff Safety Responsibilities.

Thanks to DAAS & DANS for all the support to the SMS department.

Glory and praise to God Almighty, who granted the grace and ability to prepare this publication.

RECORDS OF AMENDMENT

No.	Particulars	Date Revised	Entered by:

CONTENTS

PREFACE	ii
ACKNOWLEDGEMENT	iii
RECORDS OF AMENDMENT.....	iv
1.0 SAFETY RESPONSIBILITIES	1
1.1 Introduction.....	1
2.0 CATEGORIZATION OF SAFETY RESPONSIBILITIES.....	3
2.1 Individual Safety Responsibilities	3
2.2 Collective Safety Responsibilities	3
2.2.1 Collective - Team Safety Responsibilities	3
2.2.1.1 Safety Review Committee (SRC).....	4
2.2.1.2 Safety Action Group (SAG)	5
2.2.2 Collective-Individualized Safety Responsibilities (Jigsaw-type)	5
3.0 SAFETY RESPONSIBILITIES FOR DIFFERENT POSITIONS.....	9
3.1 The Director General (DG).....	9
3.2 Deputy Director General (DDG).....	9
3.3 Corporation Secretary (CS).....	10
3.4 Director (DF, DHRA, DAAS, DANS & DSSER).	10
3.5 General Manager (GMEIA & GMRA).....	11
3.6 Manager.....	11
3.7 Manager SMS.....	12
3.8 Principal Officer.	14
3.9 Principal SMS Officer.	15
3.10 Supervisor / Senior Officer.	16
3.11 Officer / Trainee.....	16
3.12 Contract Manager.	17
3.13 Casual Worker.....	17
3.14 Contractor.	18
4.0 SMS STAFF RECOGNITION SCHEME.....	19
REFERENCES.....	21

1.0 SAFETY RESPONSIBILITIES

1.1 *Introduction*

Safety responsibilities of all members of management irrespective of their functions and all employees of UCAA should be identified, documented and communicated throughout the entire organization. (Ref: Schedule 2 of the Civil Aviation Safety Management Regulation, 2020].

Safety responsibilities form part of the SMS documentation (SMS Manual) which is reviewed periodically (at least once every two years) in line with UCAA procedure for Control of Documents and Records (CAA/CORP/OP/01). Safety responsibilities of employees have been reviewed as part of the review of the SMS Manual for ANS which was completed in October 2020.

The incorporation of safety responsibilities into job descriptions in 2008 and subsequent reviews mainly focused on staff in technical directorates. However, the responsibility for safety has evolved over the years from being the responsibility of the SMS office to responsibility of entire organization. The safety responsibilities have been reviewed and enhanced to; -

- a) Provide safety responsibilities for each position in the technical directorate i.e. replaced “all staff” with the specific positions e.g. Officers, seniors, principals, etc.
- b) Cover all staff in UCAA, i.e. safety responsibilities for all UCAA staff.

The safety responsibilities have been compiled with reference to:

- i. Guidance from Safety Management Manual (ICAO Doc 9859)
- ii. Existing safety responsibilities in the SMS manuals/JDs
- iii. Gaps/challenges in SMS implementation and operations which require management intervention.
- iv. Best practices in SMS implementation.

It's a requirement for individual members of management, the management team and all other staff of UCAA to be aware of their safety responsibilities as part of the safety promotion.

Effective aviation safety management is the responsibility of all staff and stakeholders in the aviation industry. Some safety responsibilities can be fully executed by an individual while others require involvement/participation of more than one person.

It's very necessary for all staff in the aviation industry including stakeholders to understand and embrace the "collective responsibility approach" to management of aviation safety.

Individuals within an aviation organization have different safety responsibilities by virtue of their position/title and/or depending on their level of involvement in the implementation and operation of the SMS.

Safety responsibilities can be generally categorised into either individual safety responsibilities or collective safety responsibilities. Staff within an aviation organisation could either have the individual safety responsibilities, collective safety responsibilities or both.

2.0 CATEGORIZATION OF SAFETY RESPONSIBILITIES.

2.1 Individual Safety Responsibilities.

These are safety responsibilities which can be performed by an individual to completion without requiring input from any other person. E.g. Safety reporting, participate in aviation safety activities, CAP development, etc.

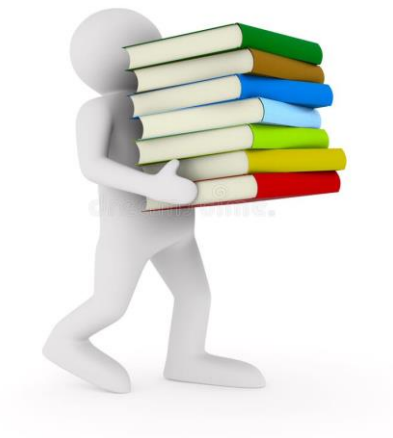


Figure 1: Individual safety Responsibilities

2.2 Collective Safety Responsibilities

These are safety responsibilities which require the input of more than one person to be fully performed i.e. require involvement/participation of at least two individuals to be fully executed. Collective safety responsibilities can be further classified into two i.e. collective - team safety responsibilities and the collective -individualized (jigsaw-type) safety responsibilities.

2.2.1 Collective - Team Safety Responsibilities

These are safety responsibilities assigned to a group/team of persons, e.g. safety committees, management teams, etc.

Any of the safety responsibilities assigned to the team requires active involvement/participation of all team members, i.e. an individual member of the team can't assume the responsibilities of the team while taking part in the Safety

Review Committee (SRC), Safety Action Group (SAG), Runway Safety Team committee, Safety Assessment team, etc. Safety committees are established by service providers with specific safety responsibilities as part of SMS implementation framework. (Ref: ICAO Doc 9859)



Figure 2: Collective - Team/group safety responsibilities

2.2.1.1 Safety Review Committee (SRC).

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

- a) Monitoring:
 - i) The effectiveness of the SMS.
 - ii) That necessary corrective action is taken in a timely manner.
 - iii) Safety performance against the organizations safety policy and objectives.
 - iv) The effectiveness of the organization's safety management processes.
 - v) 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.

2.2.1.2 Safety Action Group (SAG)

SAG is a tactical committee which deals with specific implementation issues and is specifically responsible for: -

- a) Overseeing operational safety performance of the service provider and ensuring that safety risk management activities are carried out with staff involvement.
- a) Coordinating resolution of mitigation strategies and ensuring that safety data is captured and feedback given to employees.
- b) Assessing safety impact related to introduction of changes or new technologies.
- c) Reviewing effectiveness of previous safety recommendations.
- d) Overseeing safety promotion activities and ensuring that employees are given opportunities to participate in safety management activities.

2.2.2 Collective-Individualized Safety Responsibilities (Jigsaw-type)

These are safety responsibilities which require the input/involvement of at least two (2) persons each with a different individual role (not existing/working as formal team/group) for the safety responsibility to be executed. Each staff/member can complete their individual separate/unique role without working as a team.



Figure 3: *Collective – Individualised safety responsibilities*

Some safety responsibilities are like a jigsaw-puzzle; different members of staff hold different parts of the puzzle which can only be completed when each member brings their different part of the puzzle. Execution of some aviation safety activities depends on active participation/involvement of several individuals from different offices/sections/departments/directorates each having a specific and different role e.g. implementation of some CAPs, risk mitigation controls, safety recommendations, etc.

Illustration 1.

CAP to have adequate number of appropriately competent personnel to man operational positions in AIM department requires.

- a) *MAIM to plan for and initiate process to have qualified personnel.*
- b) *DANS to provide for required resources within the directorate budget and also grant any necessary directorate authorisations/approvals.*
- c) *DHRA grant required approvals/authorisations, take any necessary actions (e.g. prepare request to Minister where it is required, etc) and avail the resources.*
- d) *DG to secure (where applicable) and grant the required approvals for the required resources.*
- e) *DF process and releases the required funds. Etc.*

Illustration 2.

Risk mitigation control: “To install a serviceable AGL remote control system in ATC tower”.

- a) *DANS requests for repair or replacement of current AGL remote control system in tower.*
- b) *DAAS budgets for and initiates procurement of the system.*
- c) *PDU clears and processes the procurement of the system.*
- d) *CS prepares necessary documentation for SG clearance (where applicable) and prepares contracts and any other associated legal documentation.*
- e) *DG secures (where applicable) and grants necessary approvals to procure the system.*
- f) *DF process and releases the required funds.*

Illustration 3.

Table 3.1 below contains some of the CAPs and Risk mitigation controls which require action by at least two persons/offices to be implemented. Failure or delay to take necessary action by one or more of the responsible office affects its implementations with consequent negative impact on safety.

Table 3.1

No.	Safety action	Responsible office(s)
1	Install CCTV cameras to allow control tower to monitor portion of R12/30 obstructed by terminal building. [CAP]	MATM, MCNS, DAAS, MP, CS, DF, DG.
2	Establish safety performance indicators and targets [CAP]	MSMS, DANS, DAAS MANSAS, DSSER,
3	Establish communication system for AIS briefing Soroti and RFS, MET offices [CAP]	MAIM, MCNS, MP, CS, DF, DG.
4	One windsock located mid runway in soroti, no windsock at the threshold of both runways. [CAP]	DANS, DAAS, GMRA, MP, CS, DF, DG
5	<i>Obstruction of tower view of the runway 17/35 by CFS shed [HZD/A-006/19]- Relocate the CFS shed or Tower complex.</i>	MATM, GMRA, DAAS, MP, CS, DF, DG

6	<p><i>Unauthorised movement of personnel on runways at Gulu aerodrome [HZD/A-005/19] -</i></p> <p><i>Demarcate and separate airside from landside</i></p> <p><i>Remove all human settlement from the airside of the aerodrome</i></p>	<p>MATM, DANS, GMRA, DAAS, DHRA, MP, DF, CS, DG</p>
7	<p><i>Power blackout in critical operational area – tower [HZD/A-037/17]</i></p> <p><i>Improve the existing power back up plan system for all tower equipment and operational areas.</i></p> <p><i>Sign an SLA with Airport authority with a bearing on quality and consistency of service provision.</i></p> <p><i>Implement the signed SLA to the letter.</i></p>	<p>MCNS, DANS, MAM, DAAS, MP, CS, DF, DG</p>
8	<p><i>Wild life on the manoeuvring area EIA [HZD/A-025/17]</i></p> <p><i>Seal the open holes on the perimeter fence</i></p> <p><i>Hunt animals on the airside and relocate them to designated places.</i></p>	<p>MATM, MO, DAAS, DHRA, CS, DF</p>

NB. Each of the member listed among the responsible officers must play their part timely and appropriately for the CAP, safety risk mitigation control or safety recommendation to be implemented timely and effectively.

3.0 SAFETY RESPONSIBILITIES FOR DIFFERENT POSITIONS.

This section highlights the safety responsibilities for each of the position/title within Uganda Civil Aviation Authority and the various safety committees.

3.1 The Director General (DG).

The Director General is the accountable executive who has ultimate authority over the safe operation of the organization. The Director General is accountable for the organization's safety risks and hold final responsibility for the resolution of all safety issues. The Director General is specifically responsible for; -

- a) Providing resources needed for the effective and efficient performance of SMS in the organization
- b) Convening the Corporate Safety Review Committee meetings.
- c) Establishing and facilitating implementation of the safety policy.
- d) Promoting safety as a core organizational value.
- e) Ensuring that the SMS is properly implemented and maintained.
- f) Facilitating timely implementation of CAPs, safety recommendations and risk mitigation controls.

3.2 Deputy Director General (DDG).

The Deputy Director General assumes the safety responsibilities in 2.1 above in the absence of the DG. Other safety responsibilities of the DDG includes, but not limited to; -

- a) Facilitating implementation of safety policy and objectives by the corporate directorate.
- b) Promoting safety as a core value within the Corporate Directorate.
- c) Ensuring departments in the Corporate Directorate facilitate the effective implementation and operation of the SMS.
- d) Facilitating timely implementation of CAPs, safety recommendations and risk

mitigation controls by the corporate directorate.

3.3 Corporation Secretary (CS).

The safety role of the Corporation Secretary is an essential input into the collective/shared safety responsibilities. The safety responsibilities of the Corporation Secretary include;

- a) Facilitating the timely promulgation of aviation regulations and laws.
- b) Facilitating the timely preparation and signing of contracts for procurement of services/facilities/equipment which have a direct impact on the safe operation of aircraft.
- c) Promoting aviation safety in the legal department.
- d) Active participation in Safety promotion activities.
- e) Assuming any safety responsibility delegated by DG.

3.4 Director (DF, DHRA, DAAS, DANS & DSSER).

The Director is accountable for the Directorate's safety performance and contribution of the directorate towards the overall safety performance of the organization. The director is responsible for;

- a) Actively participating in Corporate Safety Review Committee meetings.
- b) Convening the Directorate Safety Review Committee meetings (where applicable).
- c) Facilitating directorate safety promotion activities.
- d) Facilitating development and/or implementation of safety policy and objectives where applicable.
- e) Fostering a positive safety culture within the directorate.
- f) Facilitating timely implementation of CAPs, safety recommendations and risk mitigations.
- g) Allocating the resources for SMS operations within the directorate by:-
 - i) Availing staff required for safety office, safety audits/inspections, trainings and workshops, and other SMS activities.

- ii) Ensuring appropriate budget and training plan provisions for SMS implementation and operation.
- iii) Providing a conducive working environment and tools for SMS implementation and operation.
- iv) Committing time for SMS implementation and operation activities
- h) Promoting voluntary and mandatory reporting of hazards within the directorate.
- i) Facilitating development of safety performance indicators and targets in the directorate (where applicable).

3.5 General Manager (GMEIA & GMRA).

The General Manager reports safety issues at the airport(s) directly to the DAAS and has the following safety responsibilities; -

- a) Advocates for and budget for financial, human, technical and other resources necessary for the effective performance of the SMS at the airport.
- b) Facilitates implementation of the SMS at the airport(s).
- c) Fosters a strong safety culture within the airports.
- d) Promotes safety awareness at the airport(s).
- e) Participates in development of the airports' safety performance indicators and targets.
- f) Chairs the Bird Hazard Control Committee.
- g) Chairs the Emergency Planning Committee.
- h) Approves Safety Risk Assessments for airport.
- i) Responsibility for the effective performance of the SMS at the airport(s).

3.6 Manager.

The Manager is the head of a department and considered the most senior/technical personnel in the department responsible for overseeing the activities and operations of the department. The Manager supervises all staff of the department and facilitates them to operate in a way that ensures that safety is not compromised and

is continually improved through all department operations/activities. The Manager specifically responsible for;-

- a) Actively participating in Corporate Safety Review Committee meetings. (where applicable).
- b) Actively participating in Directorate Safety Review Committee meetings. (Where applicable).
- c) Ensuring that safety CAPS are developed and implemented, risk mitigation controls are implemented and changes within their respective department are subjected the “management of change process”.
- d) Ensuring timely investigation of occurrences within the department.
- e) Appointing personnel to conduct safety assessment of proposed changes in respective departments.
- f) Facilitating timely implementation of CAPs from safety audit/inspection and risk mitigation controls from other departments/directorates as needed.
- g) Ensuring that the safety policy is understood by department staff.
- h) Facilitating and participating in the implementation of the safety policy.
- i) Facilitating staff in the department to participate in safety promotion, safety assurance and safety risk management activities as appropriate.
- j) Promoting voluntary and mandatory reporting of hazards within the department.

3.7 Manager SMS.

The manager SMS coordinates the implementation and functioning of the safety management system in the directorate. S/he is responsible to the DG for the performance of the SMS. The SMS manager’s specific responsibilities include but are not limited to;-

- a) Preparation of SMS implementation plan, coordinating and monitoring its implementation.
- b) Monitoring and reviewing implementation of the directorate safety policy and objectives.

- c) Monitoring/facilitating hazard identification, safety risk assessment and mitigation.
- d) Development and maintenance of the directorate' hazard register.
- e) Monitoring corrective actions, risk mitigation controls and safety recommendations and evaluate their results within the directorate.
- f) Providing periodic reports on organisation's safety performance.
- g) Development and maintenance of SMS documentation and records.
- h) Planning and facilitating staff aviation safety awareness and training.
- i) Providing independent advice on safety matters.
- i) Monitoring safety concerns in the aviation industry and their perceived impact on the organization's operations.
- j) Coordinating and communicating (on behalf of the directorate) with the State's oversight authority and other State agencies as necessary on issues relating to safety.
- k) Coordinating and communicating (on behalf of the directorate) with international organizations on issues relating to safety.
- l) Disseminating and articulating safety related information to management, organizational staff, contractors and stakeholders through established communication processes.
- m) Conducting/coordinating ATS incident investigation
- n) Analysing directorate safety data for trends related to hazards, events and occurrences.
- o) Coordinating/conducting safety audits/inspections, safety reviews and safety studies.
- p) Coordinating/administering safety related surveys.
- q) Coordinating/monitoring the management of and approve changes.
- r) Presentation of the status of implementation of CAPs, risk mitigation controls and safety recommendations to management.
- s) Coordinating the preparation of safety reports for the SRC/B.
- t) Facilitating/monitoring directorate safety committee activities.

- u) Participation in the development and review of emergency response plans.
- v) Coordinating emergency response exercises.
- w) Representing the organization on government, international organization and aviation safety industry committees (e.g. ICAO, IATA, CANSO, etc.)
- x) Modelling and promoting an organizational safety culture that fosters safety practices through effective leadership.

3.8 Principal Officer.

The principal officer is considered to be the most senior and technical person within each section of the department. The Principal Officer directly supervises the activities within the section and reports to the head of department on operations/activities of the section. The principal officer is responsible for ensuring that activities/operations of the respective section are carried out in a way that facilitates maintenance and/or continuous improvement of safety. They are specifically responsible for: -

- a) Actively participating in Directorate SRC meetings.
- b) Actively participating in Safety Action Group activities.
- c) The development and implementation of CAPs including tracking/documenting implementation of the CAPs within the respective section.
- d) Implementing and tracking/documenting implementation of risk controls / mitigations within his/her section.
- e) Reporting potential hazards, safety occurrences, etc.
- f) Facilitating staff under their supervision to participate in aviation safety activities.
- g) Participating in safety communication within their section.
- h) Initiating management of change for changes within respective sections
- i) Conducting/participating in safety assessments and preparing associated documentation within the respective section.
- j) Reporting on the effectiveness of CAPs, risk mitigation controls and safety recommendations within respective section.

3.9 Principal SMS Officer.

A principal SMS officer supports the Manager SMS in the implementation/operation of SMS within the directorate/organization and coordinates SMS activities for the respective technical department. The specific responsibilities of the principal SMS officer are to: -

- a) Monitor and/or actively participate in the implementation of the safety policy and objectives within the respective department.
- b) Advise MSMS/QA on SMS related issues within respective department.
- c) Coordinate/participate in the preparation and implementation of SMS/QA department budget and training plan.
- d) Coordinate/participate in the directorate and respective department Safety Risk Management (SRM) activities.
- e) Coordinate/participate in the preparation and update the directorate's hazard register.
- f) Conduct safety audits/inspections.
- g) Coordinate/participate in the development and monitor implementation of Corrective Action Plans (CAPS) & safety recommendations for the directorate.
- h) Review and/or accept respective CAPs of department.
- i) Coordinate/participate in the Management of change activities within the directorate and review safety assessments of the respective department.
- j) Coordinate/participate in directorate/department incident investigations.
- k) Monitor implementation of safety recommendations from incident investigations.
- l) Review effectiveness of CAPs, risk mitigation controls and safety recommendations within respective department.
- m) Collect and analyse safety data/information from respective department.
- n) Actively participate in safety reviews, safety studies and safety surveys.
- o) Actively participate in safety communication within directorate and respective department.

- p) Coordinate participation of respective department staff in safety management activities.
- q) Update SMS documentation and records.
- r) Coordinate and facilitate SMS workshops
- s) Coordinate/actively participate in directorate safety meetings.

3.10 **Supervisor / Senior Officer.**

Senior officer is directly involved in the daily operations of their respective departments/sections i.e. they interact directly with the operating environment on a daily basis and therefore their actions have a direct and immediate impact on safety of operations. The safety responsibilities of senior officers include and are not limited to: -

- a. Active participation in: -
 - i) SAG activities as appropriate.
 - ii) Development of CAPs when required.
 - iii) The implementation of CAPs, risk mitigation controls and safety recommendations from incident investigations as appropriate.
 - iv) Safety promotion activities.
 - v) Safety assessments.
 - vi) Safety audits/inspection when required.
- b. Report potential hazards and safety occurrences.
- c. Propose/recommend possible solutions to reported potential hazards and/or safety occurrences.
- d. Report on the effectiveness of implemented CAPs, risk mitigation controls and safety recommendations.

3.11 **Officer / Trainee.**

An officer and the trainee are frontline operational personnel whose actions impact directly on safety of operations.

Their safety responsibilities include:

a. Reporting: -

- i) Potential hazards, safety occurrences, incidents, etc.
- ii) Faulty procedures, unserviceabilities, malfunctions, etc.

b. Participating in: -

- vii) Safety communication activities e.g. contributing content for safety publications.
- viii) Safety assurance activities.
- ix) Safety risk management activities.

3.12 Contract Manager.

Contract Managers are responsible for ensuring that the safety management requirements of their respective directorate are observed during execution of any contract. The contract manager's specific responsibilities include but are not limited to: -

- a) Coordinating the preparation of safety assessment prior to execution of a contract.
- b) Sharing safety assessment report with Head of Department and SMS/QA department for appropriate follow up.
- c) Monitoring and documenting implementation of risk mitigation controls prior to and during implementation of the contract where applicable.
- d) Ensure that contractors are given safety briefs before they commencement of work.

3.13 Casual Worker.

Casual workers undertake specific assignments under the direct supervision of UCAA employees/staff. Besides following instruction to execute the assigned duties, the casual worker is additionally responsible for; -

- a) Reporting potential hazards, safety occurrences, incidents, etc
- b) Reporting faulty procedures, unserviceabilities, malfunctions, etc.
- c) Contributing towards safety promotion. E.g. content for safety publication, etc.

3.14 Contractor.

Contractors undertake specialised projects to improve UCAA operations and/or services. Implementation/execution of the projects/contracts has the potential to introduce hazards into the system. To ensure that safety is not compromised but rather maintained/improved, a contractor shall; -

- a) Familiarize oneself with safety requirements of user department/directorate applicable to contract activities.
- b) Prepare safety assessment of the works to be accomplished and share with user department/directorate for review prior to commencement of works.
- c) Implement safety recommendations and/or risk mitigation controls from the safety assessment prior to or during implementation of the contract as required.

4.0 **SMS STAFF RECOGNITION SCHEME**

The SMS staff recognition scheme is a safety promotion activity for identifying staff who have significantly contributed towards improving aviation safety within operations through enhancement of existing or devising new systems, procedures, processes, facilities, and continuously diligent participation in SMS activities.

The Scheme was launched in December 2019, when the first group of three nominees were recognized and rewarded for their significant contribution towards safety enhancement within the ANS operations. The nomination and evaluation of the second group of six (6) nominees was completed in April 2022.

4.1 *Purpose of the Scheme*

- a) To identify and reward significant staff contribution towards continuous improvement of aviation safety in operational areas.
- b) To enhance the just culture by recognizing and rewarding good aviation safety practices/behavior besides punitive measures against unacceptable behaviors.

4.2 *Individual Staff Responsibility*

The participation of members of staff in the scheme is by nomination.

At any time of the year, a member of staff of choice, who is perceived to have significantly contributed towards improving aviation safety within operational areas, is nominated from the Directorate by:

- a) Completing SMS form 114 “*Employee SMS Recognition Nomination*”, sealing it in an envelope. (Refer SMS form 114 from Safety Manual).
- b) Describing the action(s) worthy of recognition on a separate paper without any names.
- c) Attach the paper to the sealed envelope.
- d) Submit the sealed envelope and paper to safety office personnel.

The evaluation committee is composed of the Directorate Safety Review Committee (DSRC) and any other co-opted person(s).

4.3 *Certificates of Recognition/Rewards*

The rewards include a Certificate of Recognition and other rewards as stipulated in the UCAA Human Resource Manual. Figure 4-6 shows some of the awarded Certificates.



Figure 4: Jason Arinaitwe Keith was awarded for his contribution in Safety Assurance.



Figure 5: Wanzunula Rogers Peter was awarded for his general contribution to SMS.



Figure 6: Jackline Kwagala was awarded for her contribution to Safety Assurance.

REFERENCES

The Civil Aviation (Safety Management) Regulations, 2020

Safety Management Systems Manual for Air Navigation Services, Revision: 03

The Safety Management Manual, ICAO Doc 9859, 4th Edition.

Airport Road-Entebbe. P.O.Box 5536, Kampala
Tel: +256312352000
Email: aviation@caa.co.ug

