



SMS Manual

Revision: Original

15 August 2009

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SMS Manual

Introduction

1. GENERAL INFORMATION

A. BACKGROUND

Your Company's Safety Management System has been developed from guidance contained in ICAO Document 9859: **Safety Management Manual**, Transport Canada Advisory Circular AC 107-001: **Guidance on Safety Management Systems Development**, and FAA's **Safety Management System Framework Guide and SMS Assurance Guide** (revisions dated July 15, 2009).

B. SMS MANUAL AND SUPPORTING PROGRAMS

This SMS Manual sets forth instructions and guidance to all personnel regarding their responsibilities, authorities and the proper performance of duties as they pertain to the company's Safety Management System. Additional programs which support the SMS are hereby incorporated by reference, and are maintained and revised under separate cover:

- Risk Management Program
- Internal Evaluation Program
- Event Investigation Program
- Emergency Response Plan
- SMS Forms Catalog

C. INTEGRATED SAFETY AND QUALITY MANAGEMENT

Your Company's Safety Management System contains an integrated Quality Management Program. Through clear statements of safety and quality policy, employee training, open reporting, and use of the YCO Incident Reporter database, systems of safety management and quality management are integrated with a common interface; the Incident Reporter database. Within IR, both safety and quality issues may be managed, tracked, and reported on for purposes of trend analysis and continuous improvement.

2. SMS FRAMEWORK

A. STRUCTURE

Section titles and numbers of this SMS Manual correspond to the SMS components of FAA's SMS Framework Guide. Paragraphs and numbers also correspond to the SMS Framework Guide's elements and numbers, and sub-paragraphs correspond to the Guide's processes. The SMS Manual and each supporting program contains a Table of Contents with hyperlinks to all sections and paragraphs. These links permit rapid retrieval of information when documents are published in electronic format. The structure of this SMS Manual produces a user-friendly, auditable and standardized format, in alignment with both ICAO and FAA Frameworks.

B. SAFETY ATTRIBUTES

System Safety Attributes have been incorporated into this SMS Manual to ensure process outcomes and address SMS process interrelationships. Safety attributes include those of **Responsibility** and **Authority**. **Procedures** specify how an activity or process is accomplished. **Controls** help to ensure that procedures are followed and processes are satisfactorily completed. Many of these controls are contained in the Incident Reporter (IR) database. **Process measures** permit management to see how well various systems and processes are functioning, and to measure their success. **Interfaces** define input-output relationships between the activities of various processes, which include procedures, documentation, and flows of authority / responsibility / communication. These interfaces may involve lines of authority between departments, interactions between employees, departments and contractors, and consistency of procedures contained in written guidance. With regard to SMS activities, interfaces are the "Inputs" and "Outputs" of a process. See *definitions at the end of this Introduction for more information.*

3. OVERVIEW OF SMS PROCESSES

SMS processes are performed under the components of **Safety Risk Management**, **Safety Assurance**, and **Safety Promotion**. The following descriptions of SMS processes within each component provide an overview of the YCO Safety Management System, and how it is designed to operate.

A. SAFETY RISK MANAGEMENT

System design (and existing system analysis) – The first step in Safety Risk Management (SRM) is to develop system and task descriptions for analysis. Here, the analysis needs to be only as extensive as needed to understand the processes in enough detail to:

- Develop procedures;
- Design appropriate training curricula;
- Identify hazards; and
- Measure performance.

Hazard identification – Next, operational processes are examined and **Hazard Identification Tools** are utilized to determine what could go wrong with operational processes (under both normal and abnormal operational conditions) that could be considered hazardous. This is how hazards are identified. Hazard ID tools may be found in the YCO **Risk Management Program**.

Risk analysis – When hazards are identified, they are then analyzed for their injury and damage potentials. Each hazard is analyzed in terms of **likelihood** of occurrence, and **severity** of resulting consequences. **Exposure** may also be considered, in terms of time, cycles, distance, and number of people or number of aircraft involved. This process is performed using the Incident Reporter database.

Risk assessment – Risk assessment is a decision step based on combined levels of severity and likelihood (and exposure, if desired). Is the risk acceptable? If so, the overall level of risk is recorded and operations commence, resume or continue. If the level of risk is unacceptable, risk controls and/or corrective actions may be needed, in order to bring risk down to an acceptable level.

Risk control – If one or more risks are unacceptable, risk controls and corrective actions must be developed and implemented. Most often, these entail either new processes or equipment, or changes to existing ones. Corrective actions typically eliminate or transfer risk in such a way that monitoring is not required. Risk controls typically require monitoring to ensure they are effective. The system is then evaluated with the proposed controls in place to see if the level of risk is now acceptable – this is called **residual risk**. Initial monitoring and a follow-up audit of each specific control are then performed, until it is determined that all identified risks for the proposed operation, change, etc. have been either accepted or mitigated to acceptable levels. These processes are also performed by managers using the IR database.

If initial monitoring and a follow-up audit of each specific risk control indicate conformance and effectiveness of the control, Safety Risk Management processes are complete and the system is ready for operation.

NOTE:

Related system documentation may need to be updated to reflect the risk controls that have been put in place.

From here, Safety Assurance (SA) processes are performed that include continuous monitoring, internal audits, external audits, internal evaluations, and management reviews. These processes determine regulatory compliance, conformity, and effectiveness of all risk controls. They also measure the performance of processes, and of the SMS itself.

B. SAFETY ASSURANCE

System operation – During system operation, monitoring and measurements of risk controls are critical to maintaining the high level of safety established by Safety Risk Management activities. This monitoring, measurement, and management of information and data acquired is accomplished using the safety assurance processes described below.

Data acquisition – Data is obtained from **continuous monitoring** of operational processes (e.g. dispatch procedures, observance of training activities, maintenance performed), internal audits, internal evaluations, and employee reports. Data is also obtained from event investigations. This data is needed to confirm regulatory compliance, and to test and confirm conformance with, and the effectiveness of, risk controls.

Analysis of data – As in Safety Risk Management, data must be analyzed in terms of performance objectives, and to determine the root causes of any shortfalls. Managers must also remain vigilant for any new conditions (hazards) that haven't appeared before, as well as unexpected results of system performance. Analysis of data produces outputs of identified hazards and root causes of deficiencies.

System assessment – The assessment process is one in which decisions are made. If assessment results are satisfactory, then monitoring, measurement and analysis of data continues and management continuously affirms that operational processes, as well as SMS processes, are producing desired results. If assessment results reveal risk control or system deficiencies, those deficiencies and non-conforming or ineffective risk controls go back into Safety Risk Management for correction.

Preventive / Corrective action – When system assessment indicates that a system or operational process is not in conformance with established risk controls, corrections must be made to eliminate the causes of non-conformance. **This does not require the same level of detail used in initial design.** Often the corrective action needed is straightforward. If an existing risk control is not conforming or performing properly, it is “re-opened” in the IR database for correction or improvement. If new hazards are found, they are recorded in IR and managed through Safety Risk Management processes. If a system needs to be changed, the Director of Safety and/or the Safety Committee implement the necessary changes.

Management review – The management review process looks at outputs of various quality management, safety risk management, safety assurance, and safety promotion activities. These **SMS process outputs** are specified for each process in **Component 1 – Safety Policy and Objectives** of this SMS Manual, and provide objective evidence of SMS performance. Top management uses the results of these reviews to determine whether any improvements are needed to SMS processes, and/or to operational processes within the organization.

NOTE:

Sometimes, despite the efforts of all personnel and proper performance of their duties, risk is still not adequately being controlled (conditions may have changed so that the original control no longer is appropriate). This can occur due to changes in contracts, changes to airports, new equipment, changing demographics of employee hiring pools, or a variety of new conditions.

At any rate, when new and/or uncontrolled hazards are identified, the SRM process is again used to re-design system aspects (e.g. new procedures, training, etc.), or develop new risk controls.

C. SAFETY PROMOTION

Safety Promotion processes and activities provide support for all other SMS processes through clear communications of safety and quality policy, and management's commitment to safety. Visible demonstration of this commitment to the SMS is also necessary in order to develop and improve the organization's **positive safety culture**. Safety promotion includes establishing competency requirements for safety-related positions, and training and qualification for personnel. This training aids personnel in understanding the SMS and its importance to safety and efficiency. Conveyance of **lessons learned** also keeps personnel informed and enhances overall organizational safety.

4. SCOPE OF SAFETY AND QUALITY MANAGEMENT

Your Company has developed an integrated and comprehensive Safety Management System for its entire organization. The SMS provides the highest reasonable level of safety by identifying and minimizing risks which could contribute to accidents, incidents, or injury to persons. YCO provides both safety and quality management covering the complete scope and life cycle of all systems and operational processes, including:

- Flight Operations;
- Operational Control (Dispatch / Flight Following);
- Maintenance and Inspection; including
 - Parts / materials
 - Resource management
 - Technical data
 - Quality control
 - Records management
 - Contract maintenance
- Cabin Safety;
- Security;
- Ground Handling and Servicing;
- Cargo Handling;
- Training of all Personnel.

Within each of these systems, operational processes are documented, monitored, measured and analyzed. YCO provides all personnel and managers with procedures, instructions, guidance and training in order to perform these operational processes with the highest degree of safety.

5. INCIDENT REPORTER™ DATABASE

Many of Your Company's Safety Risk Management and Safety Assurance processes are performed using the Incident Reporter (IR) database, together with this SMS Manual and supporting programs. IR is used by managers to document **quality escapes** identified in all operational processes, and to perform, document and track quality management activities which result in continuous improvement. The IR database also serves as an **Employee Reporting System (ERS)** for the reporting of errors and quality escapes, in addition to safety-related reports of hazards, events, and other safety or quality concerns.

YCO managers use the IR database to record, track and manage hazards identified through system / task analysis and the management of change. IR is also used to analyze, assess, control and manage safety risks (including substitute and residual risk), document responsibilities for the monitoring of risk controls, and to manage audit findings and internal / external evaluation findings. Other tasks performed using the IR database include assignment of investigation responsibilities, corrective action plan (CAP) development (for both quality and safety issues), CAP acceptance by the appropriate risk-decision authority, and assignment of individual risk controls and corrective actions to specific individuals.

NOTE:

**If required by Your Company's FAA Flight Standards District Office,
the IR database may be listed in YCO Operations Specifications
as an approved method of SMS recordkeeping.**

6. TECHNICAL MANAGEMENT SYSTEM

A. OVERVIEW

Your Company's Technical Management System (TMS) provides a method of managing controlled documents, manuals, and programs, in order to ensure the availability and use of current and revised policies and procedures. The Technical Management System also ensures a minimum standard of compliance with applicable rules, regulations and requirements for the conduct of all YCO aviation activities. This includes identification and tracking of all applicable laws, regulations and standards, including approvals, authorizations, exemptions and permitted deviations.

B. RESPONSIBILITIES FOR TECHNICAL MANAGEMENT

YCO department managers are responsible and accountable for ensuring compliance with all applicable laws and regulations which apply to the operational processes they own. This includes the accomplishment of:

- Safety management processes and recordkeeping;
- Specific sections of the YCO Statement of Compliance (SOC);
- Assignment / availability of manuals, programs and other technical information which comprise the YCO manual system.

Department managers are further responsible and accountable for ensuring that all personnel are provided with easily accessible written guidance and technical publications, and for the continued revision and control of all documents within their respective departments.

C. APPLICABLE LAWS & REGULATIONS

The following documents and sources of information specify applicable regulations with which YCO must comply:

- **Manual System** - The YCO manual system contains references to regulations with which YCO must comply.
- **Operations Specifications** - YCO Operations Specifications (Ops Specs) as issued by FAA also require full compliance as part of YCO's minimum standard. Operations Specifications are included in the YCO manual system.
- **Foreign Licensing Requirements** - Regulations applicable to the State or country into which flight operations are conducted shall be complied with during those flight operations.
- **Contractual Requirements** - Contract requirements and specifications are considered minimum standards for YCO's contractual operations, which are incorporated into written guidance.
- **Standards & Best Practices** - YCO utilizes ICAO Standards and Recommended Practices as guidance for the development of YCO policies, procedures, standards and best practices. These internationally accepted standards are incorporated throughout the YCO manual system and other written guidance.
- **OSHA Requirements** - Occupational Health and Safety requirements are used as YCO minimum standards for worker safety and facility requirements.
- **Statement of Compliance** - YCO maintains a Statement of Compliance (SOC) as its primary means of identifying and documenting all current applicable regulations with which it must comply.

The **Statement of Compliance** may be divided into sections (such as Federal Aviation Regulations, OSHA Requirements, Foreign Licensing Requirements, etc.), and each of these sections may be further divided into those rules for which each department is responsible. For example, under the Federal Aviation Regulations, the Director of Operations is responsible for ensuring compliance with applicable FARs pertaining to flight operations and dispatch / flight following. Likewise, the Director of Maintenance is responsible for compliance with applicable FARs that pertain to aircraft maintenance and continued airworthiness.

D. MANUAL SYSTEM

Your Company's manual system contains general policies, regulatory requirements, aircraft operating instructions and maintenance procedures. Technical data such as manufacturers' manuals and other aeronautical information is also incorporated into the manual system by reference. Department managers are responsible for accomplishing their respective portions of the YCO manual system, as specified in each manager's duties and responsibilities.

E. OPERATIONS MANUALS & INFORMATION

The Director of Operations is responsible for accomplishment of all manuals, programs, aeronautical information and other documents relating to flight operations.

F. MAINTENANCE MANUALS & INFORMATION

The Director of Maintenance is responsible for the accomplishment of all manuals, programs, technical data and information related to the performance of maintenance and continued airworthiness of all YCO aircraft.

G. SMS MANUAL, SUPPORTING PROGRAMS & INFORMATION

The Director of Safety is responsible for accomplishment of the SMS manual and supporting programs. The Director of Safety makes current versions of all relevant documents available at locations where operations essential to the effective functioning of the SMS are performed, and obsolete documents are promptly removed from all points of use. Each page of this SMS Manual and all supporting programs and forms contain controls at the bottom of each page to ensure against use of obsolete information. Obsolete documents and forms are removed from service and destroyed, to prevent unintentional use.

NOTE:

***Accomplishment* refers to management, administration and revision of documents. This is not to be confused with the various duties and responsibilities of managers regarding YCO's Safety Management System.**

H. DOCUMENT ASSIGNMENT

Control of manual assignment and distribution is provided by means of a dedicated filing system. All printed copies of controlled YCO manuals, programs and documents have their own unique serial numbers as shown on each document's Cover Page. Department managers are responsible for maintaining their respective Document Custody and Revision Control Files. These files are located in the offices of the YCO principal base of operations. A **Document Custody Form SP015** (see the YCO **SMS Forms Catalog**) is completed and kept on file for each person to whom a printed document is assigned.

Each person assigned a controlled document is responsible for the continued revision, safekeeping and availability of that document.

NOTE:

Controlled documents are assigned by serial number to an individual person, not a department. If a department manager desires to make a controlled document available to all personnel within his / her department, and that manager is named on the Document Custody Form, he / she is responsible for the continued revision, safekeeping and availability of the document to all applicable personnel within the department.

I. PROPOSED CHANGES

The Safety Committee conducts regular meetings to review all proposed changes to the YCO manual system. Those proposals that are deemed practical and worthy of incorporation are further evaluated for any potential conflicts between processes and interfaces with other manuals. Changes which the Safety Committee accepts are assigned to appropriate managers for formal revision.

Constructive changes to the manual system are welcomed. Managers should encourage change proposals from all employees, vendors, and FAA personnel. Change proposals may be submitted to any manager or directly to the Director of Safety using **Proposed Change Form SP016**. When a change proposal is received, managers shall:

- Promptly review all proposed changes for general familiarization, and to determine if a safety issue exists;
- Retain and file each proposed change received;
- Bring all proposed changes to each Safety Committee meeting for evaluation.

When a manager receives a proposed change, if initial review reveals a potential regulatory or safety issue, that manager is authorized to:

- Contact one or more other knowledgeable managers for a second opinion, regulatory research or additional information;
- Convene an emergency meeting of the Safety Committee, if necessary.

If a regulatory issue does not pose an immediate hazard (for example, an incorrect regulatory reference), and can be corrected by manual revision, the Safety Committee may hold the change until the next program revision. If however a safety issue exists, the Safety Committee shall take any immediate actions required in the interest of safety and thereafter perform Safety Risk Management using the IR database.

NOTE:

Unless a regulatory or safety issue exists, proposed changes are often held for incorporation into the next revision of a manual or program. In this case, the date by which the change must be incorporated may be shown as "Next Revision" on the Proposed Change Form.

All proposed changes should be retained by department managers for no less than one year. As a courtesy, all proposed changes that are not accepted by the Safety Committee should be copied and returned (if possible) to the person who proposed the change, with a brief reason as to why the change was not accepted.

J. REVISION CONSIDERATIONS

Revisions to YCO manuals, programs and other documents may be necessary whenever:

- Changes occur in management structure and/or staff;
- Changes occur in address, facility location(s), contact phone numbers or email addresses;
- Changes occur in Emergency Response Plan contact information;
- The company adds different aircraft types, equipment or geographic areas of operation;
- Regulatory changes necessitate a revision, including:
 - FAA Regulations;
 - OSHA Regulations;
 - Regulations of Foreign Authorities.

K. REVISION INTERFACES

Department managers present drafts of all proposed manual revisions to appropriate Safety Committee members for review and comment. Revision coordination is necessary to ensure that written guidance remains consistent and accurate between other programs and manuals within the YCO manual system.

Email, individual consultation or Safety Committee meeting may accomplish this coordination. Appropriate managers should review the draft, and are responsible for ensuring that the proposed revision:

- Does not conflict with other policies and procedures under that manager's areas of responsibility.
- Does not require revision to other manuals or programs that are accomplished by that manager.

In the event a conflict exists, either the proposed revision will be modified or the other affected manuals and/or programs within the manual system shall be corrected. Should the proposed revision prompt or dictate a revision to other manuals or programs within the YCO manual system, the Safety Committee member responsible for accomplishment of such manuals or programs shall promptly make such required revisions using the same review process. Upon satisfactory review and coordination by appropriate Safety Committee members, draft revisions will be formalized and distributed.

7. DEFINITIONS

The following terms are used throughout this SMS Manual and supporting programs:

Accident – an unplanned event or series of events that results in death, injury, occupational illness, damage to or loss of equipment or property, or damage to the environment.

Accident / Incident (Ground) – An occurrence that involves damage to YCO aircraft, property, or personnel when no intent for flight exists. This can be damage or injury incurred while towing an aircraft (not during pushback, since then intent for flight exists), driving a vehicle, or falling down stairs, but is not limited to these events.

Aircraft Accident (NTSB 830.2 definition) means an occurrence associated with the operation of an aircraft which takes place between the time any person boards the aircraft with the intention of flight and all such persons have disembarked, and in which any person suffers death or serious injury, or in which the aircraft receives substantial damage.

Aircraft Incident (NTSB 830.2 definition) means an occurrence other than an accident, associated with the operation of an aircraft, which affects or could affect the safety of operations.

Aircraft (reportable) means an accident that must be reported to NTSB.

Analysis – the process of identifying a question or issue to be addressed, modeling the issue, investigating model results, interpreting the results, and possibly making a recommendation. Analysis may involve using scientific or mathematical methods for evaluation.

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

- **Risk Assessment** – a quantifiable measurement of risk based on variables of exposure, severity and likelihood.
- **System Assessment** – a safety assurance process in which the performance of safety-related functions of operational processes area assessed against the objectives and expectations of those processes, and in which the performance of the SMS is assessed against its objectives and expectations.
- **External Assessment** – refers to an external audit by an oversight organization (e.g., FAA, CAA).

Attributes (System Safety) – first applied in the Air Transportation Oversight System (ATOS), *System Safety Attributes*, or *System Attributes*, are design criteria for written guidance, intended to ensure process outcomes. They form the basis for many SMS expectations:

- **Responsibility** – who is accountable for management and overall quality of a process (planning, organizing, directing, controlling) and its ultimate accomplishment.
- **Authority** – who can direct, control, or change the process, as well as who can make key decisions such as risk acceptance. This attribute also includes fiscal authority and the concept of empowerment.
- **Procedures** – documented activities to accomplish various processes. ISO-9000-2000 defines *procedure* as “a specified way to carry out an activity or a process”. Procedures translate the “what” in goals and objectives into “how” in practical activities (things people do).
- **Controls** – checks and restraints designed into a process to ensure a desired result. Safety assurance activities of continuous monitoring, internal audits, internal evaluations, and management reviews, are examples of SMS controls. Other practices such as documentation, process reviews, and data tracking are also considered controls with respect to specific elements and processes.
- **Process Measures** – quantitative or qualitative measurements of process outputs, for the purpose of measuring the effectiveness of such processes. With regard to SMS, internal evaluations (which measure SMS process outputs) and management reviews are good examples of process measures.
- **Interfaces** – input-output relationships between the activities of various processes, which include procedures, documentation, and flows of authority / responsibility / communication. These interfaces may involve lines of authority between departments, interactions between employees, different departments and contractors, and consistency of procedures within written guidance. With regard to SMS activities, interfaces are the “Inputs” and “Outputs” of a process.

Audit – scheduled, formal reviews and verifications to evaluate compliance with policy, standards, regulations, and/or contractual requirements. The starting point for an audit is the management and operations of the organization, and it moves outward to the organization’s activities and products/services.

- **Internal audit** – an audit conducted internally, by the organization being audited. In the context of this SMS Manual and supporting programs, internal audits are also referred to as departmental audits, wherein departments (e.g., flight operations, maintenance) audit themselves internally for regulatory compliance and other criteria.
- **External audit** – an audit conducted by an entity outside of the organization being audited. External audits by oversight organizations such as FAA or CAA are referred to as an **assessment**.
- **Vendor audit** – an audit performed to assure the quality of products and services received from a vendor or contractor.
- **Follow-up audit** – an audit conducted to determine the effectiveness of a risk control or corrective action that has been implemented.

Aviation system – the functional operation/production system used by an organization to produce a product or service. A “system” includes equipment, technology, personnel, managers and the working environment.

Causes - causes may be natural or man-made, active or passive, initiating or permitting, obvious or hidden. Those causes that lead immediately to an effect or outcome are often called direct causes. Direct causes often result from another set of causes, which could be called intermediate causes, and these may be the result of still other causes. When a chain of cause and effect is followed from a known effect or outcome, back to an origin or starting point, **Root Causes** are found. The process used to find root causes is called **Root Cause Analysis**.

Complete – nothing has been omitted and the attributes stated are essential and appropriate to the level of detail.

Conformity – fulfillment of a requirement (ref. ISO 9000-2000). This includes but is not limited to compliance with Federal regulations. It also includes company requirements, requirements of operator developed risk controls or operator specified policies and procedures.

Continual improvement – implementation of carefully analyzed corrective actions, and process measurement of those actions to ensure satisfactory process outputs; communication of lessons learned and further application of corrective actions to further improve processes and their outputs.

Continuous monitoring – uninterrupted watchfulness over the system.

Controls – are checks and restraints designed into a process to ensure a desired result.

Correct – accurately reflects the item with an absence of ambiguity or error in its attributes.

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

Corrective Action Plan (CAP) – one or more risk controls and/or corrective actions, which include follow-up inspection(s) and may include communication of lessons learned, which are documented and accepted by the appropriate risk decision authority, and implemented by persons who are assigned responsibility and accountability for their proper implementation.

Criteria – an accepted standard used in making a decision or judgment about something.

Documentation – information or meaningful data and its supporting medium (e.g., paper, electronic, etc.). In this context it is distinct from records because it includes the written description of policies, processes, procedures, objectives, requirements, authorities, responsibilities, or work instructions.

Evaluation – [ref. AC 120-59A] a functionally independent review of policies, procedures, and systems. The term is synonymous with *assessment*. If accomplished by the company itself (*internal evaluation*), the evaluation should be done by an element of the company other than the one performing the function being evaluated. With regard to this SMS Manual and supporting programs, internal evaluations are performed by the Director of Safety on operational departments, in order to measure the quality of SMS process outputs. 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. See: **Audit**.

Event – An accident, incident, mishap, irregularity, near-accident, “near-miss”, act, error, or other occurrence.

Expectations – are what an SMS component, element, or process is expected to accomplish or produce. This includes performance objectives, system outcomes, and process outputs.

- **Performance Objectives** represent the objective outcomes of a particular element or process.
- **Process Expectations** are the outputs a particular process is expected to produce, such as completed forms, data, records, etc.

Exposure - The amount of time, number of cycles, number of people involved, and/or amount of equipment involved in a given event, expressed in time, proximity, volume, or repetition.

FAA – Federal Aviation Administration

Fatal injury (NTSB 830.2 definition) – means any injury which results in death within 30 days of the accident.

Finding – a conclusion reached after examination or investigation. As applied to audits and evaluations, evidence of non-compliance with policy, standards, regulations, and/or contractual requirements.

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 prerequisite to an accident or incident.

Incident – a near-miss or minor-damage 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(s).

Incident, Aircraft (NTSB 830.2 definition) means an occurrence other than an accident, associated with the operation of an aircraft, which affects or could affect the safety of operations.

Injury, Fatal (NTSB 830.2 definition) means any injury which results in death within 30 days of the accident.

Investigation – a structured, detailed and systematic inquiry and examination into an event (such as an accident, incident or injury) that attempts to reveal causes and contributing factors, including organizational or systemic deficiencies, which are also known as *latent conditions*.

Latent conditions – Weaknesses or deficiencies in a system that can contribute to an incident or accident but that will not, by themselves, cause an incident or accident to occur.

Lessons learned – knowledge or understanding gained by experience, which may be positive, such as a successful test or mission, or negative, such as a mishap or failure. Lessons learned should be developed from information obtained from within, as well as outside of, the organization and/or industry.

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

Line management – management structure that operates the aviation system.

Minor occurrence – Minor aircraft damage or a minor injury that should be reported to management, but does not require reporting to NTSB.

- **Minor injury** – Minor cuts or bruises, minor first degree burns over less than 5% of the body, or minor fractures of fingers, toes or nose.
- **Minor aircraft damage** – Includes engine failure or damage limited to an engine if only one engine fails or is damaged, bent cowling or fairing, dented skin, small puncture holes in the skin, ground damage to propeller blades, damage to the landing gear, wheels, tires, flaps, engine accessories, brakes, or wingtips.

Mishap – An undesirable event that includes an aircraft accident / incident, personal injury, or damage to facilities, assets or other equipment.

Missing aircraft – An aircraft is considered to be missing when its position is unknown, and with the supply of fuel normally carried, can no longer be airborne.

Near-accident – A narrow escape from an actual accident; as used in the context of this manual, an event or situation which could have become an incident or accident that was narrowly averted.

Nonconformity – non-fulfillment of a requirement (ref. ISO 9000-2000). This includes but is not limited to noncompliance with Federal regulations. It also includes company requirements, requirements of company-developed risk controls or company-specified policies and procedures.

Objective – the desired state or performance target of a process. An objective is usually the final state of a process and contains the results and outputs used to obtain the objective (see also *Safety objectives*).

Operational life cycle – period of time from implementation of a product/service until it is no longer in use.

Operational processes – (sometimes referred to as *systems*) are separate and distinct parts of an organization's aviation activities, such as flight operations; operational control (dispatch/flight following); maintenance and inspection; cabin safety; ground handling and servicing; cargo handling; and training.

Operational Risk Management (ORM) - A continuous, systematic process of identifying and controlling risks in all activities according to a set of pre-conceived parameters by applying appropriate management policies and procedures. This process includes detecting hazards, assessing and analyzing risks, and implementing and monitoring risk controls to support effective, risk-based decision-making.

Outputs – The product of an SMS process, which is capable of being recorded, monitored, measured, and analyzed. Outputs are the minimum expectation for the content of each process area and the input for the next process in succession. Each of the outputs of a process should have a method of measurement specified by the service provider. Measures need not be quantitative where this is not practical, however some method of providing objective evidence of the attainment of the expectation is expected. The individual outputs of a process are the content of the measures.

Overdue aircraft - An aircraft is considered to be overdue when an ATC agency reports it as such, or when no information about the aircraft has been received by ATC or YCO (1) for 30 minutes after its last notified estimated time of arrival (ETA); (2) for 5 minutes after the estimated time of landing, after having landing clearance; or within 10 minutes after takeoff.

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. Safety oversight in the context of this SMS Manual is conducted by an outside regulatory agency, such as the FAA, Transport Canada, or EASA.

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

Probability - The likelihood an event will occur.

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

Process – set of interrelated or interacting activities which transforms inputs into outputs.

Process Measures – see Attributes (Process Measures).

Process Outputs – The expectations of a particular process in terms of measurable criteria.

Product/service – anything that might satisfy a want or need, which is offered in, or can be purchased in, the air transportation system.

Product/service provider – any entity that offers or sells a product/service to satisfy a want or need in the air transportation system. Examples of product/service providers include: aircraft and aircraft parts manufacturers; aircraft operators; providers of fueling and de-icing services; maintainers of aircraft, avionics, and air traffic control equipment; educators in the air transportation system; etc. (Note: any entity that is a direct consumer of air navigation services and or operates in the U.S. airspace is included in this classification; examples include: general aviation, military aviation, and public use aircraft operators.)

Quality Escape – any process output that does not conform (or contains a non-conformity), to specified standards. Quality escapes are typically identified through continuous monitoring and/or audits, but may also be identified by front-line employees at any time during the course of an operational process.

RCW – Risk Control Worksheet

RMR – Risk Management Record: a record created in the Incident Reporter database.

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

Residual 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 Assessment - The systematic process of evaluating various risk levels for specific hazards identified with a particular task or operation, in terms of exposure, severity and likelihood.

Risk Control – refers to steps taken to eliminate hazards or to mitigate their effects by reducing severity, likelihood or exposure of risk associated with those hazards.

Risk level – The composite of predicted exposure, severity and likelihood of the potential effect of a hazard in the worst credible system state. Measured as High (unacceptable), Moderate (may be acceptable if mitigated), and Low (acceptable).

Root cause(s) – one or more basic initiating cause(s) which, either individually or combined, can lead to an undesirable outcome (such as an incident or accident).

Safety Assurance – processes within the SMS which include activities of continuous monitoring, internal audits, internal evaluations, external audits, data analysis, system assessment and management review, together which systematically provide confidence that organizational products/services meet or exceed safety requirements.

Safety Attributes – see Attributes

Safety culture – the product of individual and group values, attitudes, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, the organization's management of safety. Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety, and by confidence in the efficacy of preventive measures.

Safety Management System (SMS) – the formal, top-down business-like approach to managing safety risk. It includes systematic procedures, practices, and policies for the management of safety (as described in this document) as well as support services, safety assurance and safety promotion).

- **Product/Service Provider Safety Management System (SMS-P)** – the SMS owned and operated by a product/service provider; in other words, this organization's Safety Management System.
- **Oversight Safety Management System (SMS-O)** – the SMS owned and operated by an oversight entity, such as FAA, Transport Canada or EASA.

SMS Manual – written guidance containing policies, procedures, roles, responsibilities, sub-programs and forms necessary for the formalized application of the Safety Management System.

Safety objectives – something sought or aimed for, related to safety.

- Safety objectives are generally based on the organization's safety policy.
- Safety objectives are generally specified for relevant functions and levels in the organization.

Safety planning – part of safety management focused on setting safety objectives and specifying necessary operational processes and related resources to fulfill quality objectives (i.e., assure the quality of operational process outputs).

Safety risk – the composite of predicted exposure, severity and likelihood of the potential effect of a hazard.

Safety risk control – anything that reduces or mitigates the safety risk of a hazard. Safety risk controls must be measurable and monitored to ensure effectiveness.

Safety Risk Management (SRM) – processes within the SMS composed of describing and analyzing a system or task, identifying hazards, and assessing, analyzing, and controlling risk. These processes are embedded in the operational processes used to provide the product/service; they are not separate/distinct processes.

Safety-Risk Profile – also known as a Significant Safety Issue List, or SIL, the safety-risk profile lists the top ten or twelve potential hazards to which an organization is exposed. These areas of higher risk require increased vigilance and risk controls to ensure an accident, incident or injury does not occur.

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

Serious Injury (NTSB 830.2 definition) means any injury which; (1) requires hospitalization for more than 48 hours, commencing within 7 days from the date the injury was received; (2) results in a fracture of any bone (except simple fractures of fingers, toes, or nose); (3) causes severe hemorrhages, nerve, muscle, or tendon damage; (4) involves any internal organ; or (5) involves second or third degree burns, or any burns affecting more than 5 percent of the body surface.

Severity - the consequence or impact of a hazard or event, in terms of degree of damage, injury, loss or harm.

Significant Event – An event where one or more fatal or serious injuries occurs, an aircraft receives substantial damage, or facilities / property are substantially damaged.

Substantial Damage (NTSB 830.2 definition) means damage or failure which adversely affects the structural strength, performance or flight characteristics of the aircraft, and which would normally require major repair or replacement of the affected component. Engine failure or damage limited to an engine if only one engine fails or is damaged, bent fairings or cowling, dented skin, small punctured holes in the skin or fabric, ground damage to rotor or propeller blades, and damage to landing gear, wheels, tires, flaps, engine accessories, brakes, or wingtips are not considered substantial damage for the purpose of this part.

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

System – an integrated set of constituent elements that are combined in an operational or support environment to accomplish a defined objective. These elements include people, hardware, software, firmware, information, procedures, facilities, services, and other support facets.

System Safety Attributes – see Attributes

Senior management – see Top management.

TC – Transport Canada

Top management – (ref. ISO 9000-2000 definition 3.2.7) the person or group of people who direct(s) and control(s) an organization.

Voluntary disclosure – (or self-disclosure, or Voluntary Disclosure Reporting Program (VDRP)) – a formal report or reporting program whereby an operator discloses a potential instance of regulatory non-compliance to FAA or CAA inspectors, together with a “comprehensive fix” (Corrective Action Plan) to prevent reoccurrence. Inadvertent errors, timeliness of reports, follow-through with the CAP, and other requirements may prevent or preclude civil penalties and/or certificate action against the operator.

1. Safety Policy and Objectives

COMPONENT 1.0 OVERVIEW

Your Company conveys its safety policy through the company's integrated **Safety & Quality Policy Statement**, signed by the company's accountable executive and published / visible to all employees and responsible parties. Additional statements of both safety policy and quality policy may be found throughout this and other company documents. YCO policies are to be considered mandates by all personnel and vendors. If a policy cannot be complied with for any reason, or if instructions or procedures are lacking that make policy compliance difficult, these problems must be brought to the attention of a manager or the Director of Safety. Telephonic notification should be used for issues that are of an urgent nature.

ELEMENT 1.1 SAFETY / QUALITY POLICY

A. MISSION

Your Company's mission is to achieve the highest level of safety possible by managing both safety and quality, thereby reducing accidents, incidents and injuries, while at the same time increasing operational efficiency and providing a quality work environment for all personnel.

B. VISION

This mission (which includes attainment of strategic objectives), is accomplished through diligent and continued application of the company's SMS. Your Company continually supports and promotes a positive safety culture among all personnel by emphasizing the importance of both safety and quality in all activities, and the responsibility of each individual to continually apply Operational Risk Management techniques. YCO provides the environment, tools, support, training and other resources necessary to achieve all strategic objectives.

C. DEDICATION TO SAFETY

Your Company regards the safety of flight operations, crews, passengers and associated ground operations as the most important consideration, in all activities. This dedication to safety is made with the realization that risks must often be taken in the conduct of daily operations, and that all personnel must accept the inherent risks associated with maintenance, flight operations and aviation in general. All personnel must remain devoted to quality, duty, good judgment, sound operational planning, and efficient use of available resources.

D. REGULATORY COMPLIANCE

Principal elements governing the conduct of all operations are safety, regulatory compliance and strict observance of all company policies, standards and best practices. Adherence to YCO standards and best practices assures the quality of all process outputs, in addition to both regulatory compliance and a minimum level of safety. As a basic premise to safety, all activities conducted by flight, ground, and maintenance personnel shall be conducted in accordance with all applicable CAA / FAA regulations and all state and local laws. Further, all personnel must comply with the laws, regulations and procedures of those States (foreign countries) in which YCO operations are conducted. **It is important for all personnel to view regulatory compliance as a minimum standard.**

E. STANDARDS AND BEST PRACTICES

Standards & Best Practices are policies, procedures, methods and processes that have been developed by Your Company to establish and maintain the highest level of safety possible. These standards and best practices are incorporated into the YCO manual system and written guidance, and shall be treated by all personnel as mandates. All standards and best practices, in addition to regulatory compliance, shall be followed at all times (except when necessary to deviate in case of emergency), and are an essential component of system safety. YCO will continue to investigate, pursue and adopt new safety standards and best practices that are commensurate with the highest levels of safety in the aviation industry.

F. OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENTAL PROTECTION

Your Company will comply with all applicable governmental regulations concerning the safety and health of all personnel. Core SMS processes of Safety Risk Management and Safety Assurance are applied equally to occupational, environmental and system safety alike. The health and safety of all personnel, the public and our environment, will remain continuing strategic objectives of Your Company.

G. QUALITY MANAGEMENT AND SAFETY ASSURANCE

Your Company managers will ensure that the products, services, systems and technologies it uses, whether developed internally or acquired externally, meet appropriate and specified standards. All quality management and assurance processes, including continuous monitoring, vendor audits, follow-up audits, departmental audits, internal / external evaluations, and management reviews, shall remain consistent with YCO's primary focus on quality and safety risk management, and shall assure that intended process outputs conform with all regulatory and safety standards and best practices. All safety and quality policies will be periodically reviewed to ensure they remain relevant and appropriate to the size, scope and types of activities conducted by Your Company.

H. REPORTING OF UNSAFE CONDITIONS

Each employee is responsible for bringing to the immediate attention of a supervisor any action, conduct, event, observation, practice or operating principle that may lead to an unsafe condition. Your Company personnel will be acknowledged and rewarded when they bring these issues to the attention of management. This will permit YCO to systematically identify and eliminate or control hazards, thus ensuring the highest possible degree of safety, quality of service and public protection.

I. ACCEPTING RISK IN SYSTEM AND TASK DESIGN

Utilizing procedures as set forth in the YCO **Risk Management Program**, Your Company determines the acceptability of safety-risks for each identified hazard prior to implementing:

- New system designs;
- Changes to existing system designs;
- New operations/procedures; and
- Modified operations/procedures.

For each identified hazard, a Risk Management Record (RMR) is created in the IR database and safety risk management processes are performed.

J. TRAINING & QUALIFICATION OF PERSONNEL

Formal personnel training programs and competency certifications are accomplished in accordance with applicable regulations and best practices as specified in the YCO manual system. This includes documentation and assurance of qualifications, skills, competencies, training, equipment and tools necessary for all personnel to enable them to discharge their duties and responsibilities in a safe manner.

K. POSITIVE SAFETY CULTURE

Your Company continually supports a positive safety culture among all managers and personnel. An effective, positive safety culture is one in which all personnel and managers can identify and report safety issues, including unintentional errors, without fear of reprisal. It is the therefore the policy of YCO to encourage and reward employees for their reporting of hazards, errors and other safety concerns, and to educate managers and supervisors who may need assistance in moving away from apportioning blame, in order to create a climate of open communication and trust. Your Company senior management advocates and promotes the growth of this positive safety culture as an essential component of safety management.

L. SAFETY & QUALITY POLICY STATEMENT

The owners, directors and officers (senior management) of Your Company hereby pledge their commitment and dedication to the implementation and support of the YCO Safety Management System and resulting accident prevention. This commitment includes continual improvement in our level of safety, and to manage all safety risks to acceptable levels. Senior management is committed not only to fully comply with all applicable regulatory requirements, but to exceed those requirements in order to achieve the highest level of safety possible.

Your Company's core values include the continued safety and health of all people and preservation of our environment. Our behavior will at all times remain ethical and of the highest standards, and we will continually demonstrate that we value people and the environment through our ethical behavior and commitments to health and safety. Safety and quality are both core business values and core personal values. We enjoy a competitive advantage through continually striving for high levels of both safety and quality, and our business is strengthened by making quality and safety excellence an integral part of all aviation activities.

Our objectives include a clear commitment to safety from all levels of management, clear safety measurements, and clear accountability. We will maintain open safety communications, and involve all relevant staff in the decision-making process. Objectives also include building and maintaining meaningful safety leadership skills by providing necessary training. The safety of our employees, customers and suppliers will be a continuing strategic issue. Your Company maintains formal written safety objectives and goals, and ensures that everyone throughout the company understands and accepts those objectives and goals. Our most important goal is that of **zero accidents**. We will remain focused on all safety objectives and goals through high quality standards, and by ensuring our communications and motivation systems remain effective and continually in place.

Each of us is expected to accept responsibility and accountability for our own behavior, and each of us will have an opportunity to participate in developing safety standards and procedures. We will openly communicate information about safety events, and will share our lessons learned with others.

Each of us will remain vigilant and concerned for the safety of others in our organization. This requires that we learn from our mistakes, strive to reduce instances of human error, and develop systems and processes that both reduce human error, and are more error-tolerant. It is therefore essential that all personnel report instances of human error in which they are personally involved, or that they become aware of through any circumstances. By establishing and fostering a company-wide atmosphere of mutual trust, the uninhibited reporting of errors, hazards, incidents, irregularities and other occurrences that compromise safety will be encouraged. Through our uninhibited reporting of errors, YCO management will be able to learn more about existing risks within our operating environment, and the effective dissemination of lessons learned from this enhanced level of error reporting will also result in a more informed organization and safer workplace.

To promote and encourage this uninhibited reporting, all personnel are advised that no disciplinary action will be taken against any person who reports an event or occurrence involving human error, ***provided all rules and regulations are being followed. This policy will not apply to those personnel who have behaved in a 'reckless' or illegal manner, or who have committed a series of human errors that indicates a general lack of care and professionalism.*** All reported errors, hazards, incidents and other irregularities or occurrences will be thoroughly investigated by YCO, root causes identified, risks assessed, corrective actions taken, and results communicated to all personnel.

Your Company is committed to a process of continual improvement in the safety and quality of our ground, maintenance, flight and support activities. This includes periodic review of both safety policies and safety objectives, to ensure our policies remain relevant and appropriate. Safety and quality excellence will always be essential components of our mission, and your continued active participation in the company's Safety Management System will allow us to provide high quality products and services, while achieving the highest level of safety possible.

Signed: _____
(Insert Name and title of Accountable Executive)

ELEMENT 1.2 MANAGEMENT COMMITMENT AND SAFETY ACCOUNTABILITIES

A. COMMITMENTS OF TOP MANAGEMENT

The owners, directors and officers of Your Company are responsible for the continued support of the YCO Safety Management System, and for providing the necessary resources in order for the SMS to function effectively. All levels of management within YCO, including members of senior management, are committed to and accountable for the quality of all process outputs, and for our safety performance. Senior management holds line management and all employees accountable for safety performance.

Safety performance is also an important part of our management / employee evaluation system. Your Company recognizes and rewards both individual and group safety performance. YCO management is committed to making everyone aware of all safety rules and processes, as well as each individual's personal responsibility to observe them.

Your Company senior management is committed to providing all resources necessary to attain the strategic safety objectives set forth herein. Senior management is accountable for the diligent application of the company's Safety Management System and for its continued quality assurance, in order to achieve the highest level of safety in all YCO aviation activities.

B. COMMITMENTS OF MANAGERS

All levels of management, including senior management, support and actively engage in the core process of safety assurance, designed to discover latent conditions, non-compliance with all rules and regulations, and conformance with controls and expectations. All managers are committed to diligent continuous monitoring of operational processes and the establishment of performance indicators, which will help us evaluate our operational and safety performance.

Individual managers are committed to the integration of the company's Safety Management System into the training of all persons they supervise, and each assigned manager will actively participate as a member of the Safety Committee during periodic meetings.

Your Company management welcomes input from all interested persons regarding the policies, procedures, standards and best practices contained herein. Utilizing your input, we will constantly improve the quality of our products and services, and further enhance the safety, reliability and professionalism of air transportation services provided by Your Company.

C. COMMITMENTS TO SYSTEM SAFETY

All personnel, from senior management to line personnel and all levels of management in between, must be committed to **System Safety**. First conceived by visionary safety professionals in 1962, the System Safety Society defines system safety as follows:

“The system safety concept is the application of special technical and managerial skills to the systematic identification and elimination or control of hazards throughout the life-cycle of a system.”

System safety encompasses every aspect of all YCO aviation activities, and involves all personnel and vendors. Your Company has therefore developed a comprehensive system-safety policy which includes the application of **Operational Risk Management**. ORM enables YCO personnel to identify hazards and manage risk by applying good judgment, sound operational planning, and efficient use of available resources at all times.

All supervisory personnel will support Your Company's commitment to system safety by applying ORM to all aspects of ground, maintenance, flight operations and training. All YCO aircraft, equipment, facilities and records will be maintained to the highest standards of condition, safety and best practices.

D. ROLES, RESPONSIBILITIES & AUTHORITIES

Section 7: SMS Organization of this SMS Manual documents and defines the roles, responsibilities and relationships of all YCO personnel, including senior management, department managers, the Director of Safety, employees, and regulators. These and other safety-related positions, responsibilities, and authorities are communicated throughout Your Company via memos, the YCO manual system, and during safety orientation training. All personnel, both individually and as a group, have a shared responsibility to uphold the highest standards of safety.

ELEMENT 1.3 KEY SAFETY PERSONNEL

A. ACCOUNTABLE EXECUTIVE

As an authorized representative of senior management, Your Company's President has been nominated as the accountable executive for continued diligent application of the YCO SMS, and for its continued quality assurance. The President is ultimately responsible for proper managing, monitoring and coordination of all SMS processes, and has the financial control necessary to ensure the SMS performs effectively.

B. DIRECTOR OF SAFETY

Top management has appointed the Director of Safety (DOS) to manage, monitor and coordinate SMS processes. The Director of Safety has responsibilities and authority that includes:

- Ensuring that processes needed for the SMS are established, implemented and maintained;
- Reporting to top management on the performance of the SMS and the need for improvement; and
- Communicating safety requirements and promoting awareness of safety expectations throughout the organization.

Irrespective of other responsibilities, The Director of Safety reports directly to the President, who holds the highest level of authority. Refer to **Section 7: SMS Organization** for more information.

ELEMENT 1.4 EMERGENCY PREPAREDNESS AND RESPONSE

Members of the Safety Committee are jointly responsible for the quality of the Emergency Preparedness and Response process, and for satisfactory completion of periodic emergency response exercises. The YCO Emergency Response Plan is maintained under separate cover, and made available to personnel and other coordinating agencies who may require guidance in the event of an aircraft accident or other emergency.

The Director of Safety is responsible for accomplishment of all emergency response documentation and records, including accomplishment of the ERP document.

It is the policy of Your Company to maintain itself in a state of preparedness to respond to an aircraft accident, incident or other emergency as set forth in the company's **Emergency Response Plan (ERP)**. This preparedness includes continued updating of information and revisions to the ERP, annual simulation exercises for an aircraft accident, and other methods of process measurement.

NOTE:

Refer to the YCO Internal Evaluation Program for more information regarding Emergency Response Plan exercises.

ELEMENT 1.5 SMS DOCUMENTATION AND RECORDS

A. GENERAL INFORMATION

Your Company maintains all required SMS documentation and records either in paper form or within the Incident Reporter (IR) database. Safety-related procedures and processes are documented, maintained and revised within this SMS Manual and supporting programs, with personnel responsibilities, authorities and accountabilities described for each safety-related procedure and process. Interfaces between these safety-related procedures and processes are also documented within the SMS Manual and supporting programs, and interactions between YCO managers and vendor POCs are recorded in the IR database. Paper records are kept in a secure and locked file cabinet, accessible only to the Director of Safety, members of the Safety Committee, and senior management.

SMS documentation refers to the safety policies, objectives and expectations as set forth in this SMS Manual and supporting programs.

SMS records are the outputs of SMS processes as specified in the following paragraph titled **SMS Process Outputs**.

B. RESPONSIBILITY AND AUTHORITY

The Director of Safety is responsible for the quality of all SMS documentation and records. This includes the identification, orderly maintenance, dating (with revision dates) and disposition of all SMS Manuals, supporting programs, and hard-copy records such as Audit finding Reports, completed Management Reviews, and records of SMS training.

The Director of Safety is also responsible for the continued maintenance, security, order and retention of the IR database, which contains electronic SMS records. This includes assignment of user names and account authorities for access to, and use of, the IR database.

All personnel who complete SMS records, both paper and electronic, are responsible and accountable for ensuring that records are legible, readily identifiable, dated and traceable to the activity involved. Personnel are also responsible for promptly removing from service and destroying all obsolete documents and forms, to prevent unintentional use.

C. DOCUMENT AVAILABILITY AND CONTROL

The Director of Safety makes current versions of the SMS Manual and supporting programs available and readily locatable at all locations where operations essential to the effective functioning of the SMS are performed, and causes obsolete documents to be promptly removed from all points of use. Each page of the YCO SMS Manual, supporting programs and all forms contain a built-in control (which includes the revision date in the footer of each page) to ensure against use of obsolete information.

Revisions to the SMS Manual and supporting programs, including acceptance of proposed revisions and approval for adequacy of use, are performed in accordance with procedures set forth in the YCO Technical Management System. See the **Introduction** of this SMS Manual for more information.

D. RECORDS RETENTION

SMS records are maintained by the Director of Safety so that they are readily retrievable and protected against damage, deterioration or loss. All records generated by the YCO Safety Management System shall be retained for no less than one year after they are made, or, in the case of Risk Management Records in the IR database, no less than one year after each record is CLOSED.