

Working with OAG Manuals

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Foreword

As modern aviation safety management continues to evolve, informed members of our aviation community are treating regulatory requirements as minimum standards. Global Civil Aviation Authorities now see these regulations as risk controls. They expect their aviation service providers to identify hazards through their Safety Management Systems, and to implement additional risk controls to mitigate risk associated with those hazards.

Here in the US, our Federal Aviation Administration is taking SMS to a new level. While aligned with the ICAO SMS Framework of components and elements, FAA's [SMS Framework](#) further breaks down these elements into processes, for which *interfaces* must be addressed in accordance with FAA's [SMS Assurance Guide](#).

What are interfaces? Interfaces are one of six *safety attributes* that FAA will be looking for in your written guidance. Safety Attributes were first introduced when FAA's Air Transportation Oversight System (ATOS) was implemented in 1998. The ATOS system is designed, among other things, to ensure that air carriers incorporate Safety Attributes into their written guidance. **This is important, because FAA's proposed SMS standard requires that safety attributes be incorporated into your company's SMS Manual.**

Safety attributes are essential to proper written guidance. They were developed in part when FAA came to the realization that many carrier's manuals often contained statements of policy rather than specific procedures and "checks and balances" to ensure the outcome of a process. FAA's six Safety Attributes are listed here:

- **Responsibility** – is there a clearly identifiable, qualified and knowledgeable person who is accountable for the quality of a process?
- **Authority** – is there a clearly identifiable, qualified, and knowledgeable person with the authority to establish and modify a process?
- **Procedures** – are clear and accurate methods documented for accomplishing a process?
- **Controls** – are checks and restraints designed into a process to ensure a desired result?
- **Process Measurement** – does the organization measure and assess its processes to identify and correct problems or potential problems?
- **Interfaces** – does the organization manage the interactions between processes, and between departments?

Your OAG manuals and programs incorporate these Safety Attributes as required by FAA's proposed SMS standard. It is important to also note that your customized SMS Manual as provided by OAG aligns with FAA's SMS Framework. While some critics may call this a "cookie cutter" approach to SMS, the reality is that this produces a **standardized and auditable format, thereby ensuring FAA acceptance of your SMS.** Organizations outside the US may also be assured of SMS acceptance, as the SMS Manual aligns with ICAO's SMS Framework as well.

As aviation professionals, we take pride in the condition of our aircraft, and strive for both safety and professionalism in every aspect of our operation. Your company's written guidance to flight operations, maintenance and ground personnel should be no exception.

OAG welcomes your input as to how we can improve our products and services. Please call, email or FAX your requests to us and we will do our best to respond promptly.

Sincerely,

Paul Salerno

Paul Salerno, Pres.
Omni Air Group

This document is provided in electronic format in the interest of conserving wood / paper products and for the preservation of our environment.

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Working with OAG Manuals

1. OVERVIEW

This document has been prepared to assist you in the review, editing, and continued revision of your OAG manuals and programs. All OAG documents are published in the English language. Manuals and programs are written to the highest standards, using clear, concise language and consistent terminology. **System Safety Attributes** have also been incorporated, as established by FAA's ATOS and SEP programs, and as specified in proposed FAA guidance for Safety Management Systems. The policies, procedures, controls, process measures and other safety attributes designed into your manuals will help you achieve the highest level of safety in the conduct of your aviation activities.

2. YOUR RESPONSIBILITIES

A. LICENSE

OAG manuals and programs are licensed, not sold, for use by end-users only. This information is copyrighted and is not to be distributed, given away, copied, or otherwise reproduced in any way, except for use by the licensee, as end-user. This means you can make as many copies as you need for your employees, but you are not permitted to provide copies to other organizations who intend to make the manuals their own. Please refer all such requests to OAG for proper licensing authority.

B. EDITING AND ACCEPTANCE OF CONTENT

OAG manuals and programs are often customized, to some degree, **but are not to be used "off-the-shelf"**. For licensed end-user organizations, these are YOUR MANUALS, and must accurately reflect the way you do business. This requires that you involve your key management personnel, as appropriate, in the review, editing, revision and acceptance of each manual or program, as necessary.

IMPORTANT:

You are responsible and accountable for the suitability and acceptance of all content provided by OAG.

3. GUIDELINES FOR USE OF ELECTRONIC FILES

Due to the wide range of skill levels and experience of users in manipulating PDF and MS Word documents, as well as the variety of printers that users may have at their disposal, guidelines are provided here instead of detailed instructions. Call us for additional guidance and recommendations.

A. DOCUMENT FORMATTING

OAG documents are published in full color and delivered electronically in either PDF (Adobe Acrobat) or MS Word formatting. Since manuals and programs always require review and editing by the end-user, they are delivered in MS Word. MS Word formatting was selected due to its broad distribution, and to facilitate future revisions by the end-user. When working with a MS Word document, it is recommended that you save a copy to the desired folder on your computer and rename the document with a current revision date.

B. DELIVERING PRINTED DOCUMENTS

After editing and acceptance of all content, users may choose to deliver their manuals to employees in either printed or electronic format. When printing, all documents have been set up to be printed in 8.5" x 11" paper size, two-sided, front and back. Full color, black-and-white, or grayscale printing may normally be selected.

C. DELIVERING DOCUMENTS IN PDF FORMAT

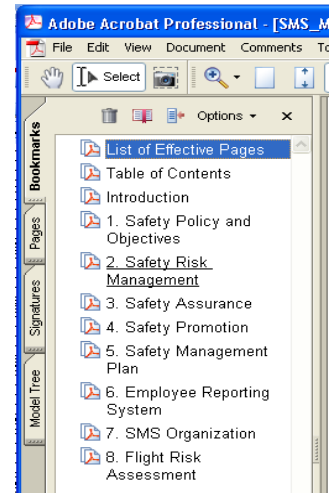
For electronic delivery of edited and revised documents to employees, MS Word files must first be converted to PDF format using a suitable conversion program. OAG strongly recommends the use of **Adobe Acrobat** (version 6.0 or above) for this purpose. Manuals and programs in PDF format may then be posted or uploaded electronically to any location that is easily accessible to employees. OAG offers several options for companies who wish to establish a web-accessible, online reference library.

This method of document delivery eliminates many of the pitfalls associated with paper revisions, and provides total control over document currency. Web-accessible online document libraries enable you to provide current and revised information to employees from anywhere in the world an internet connection is available. While not intended to replace paper formatting entirely, electronic formatting and delivery can greatly reduce the administrative burden and costs of revising numerous paper documents.

D. ACCESSIBILITY OF PDF DOCUMENTS

Using Adobe Acrobat, MS Word documents are easily converted into PDFs. Adobe PDF formatting takes advantage of the many accessibility features that are designed into all OAG documents:

- Bookmarks take users directly to any Chapter or Appendix;
- Each document's Table of Contents contains links to every paragraph, enabling rapid retrieval of needed information;
- Adobe's powerful search functions locate key words, phrases and regulatory references instantly;
- The Printing Menu enables rapid printing of individual pages, forms, or the entire document, in color or black / white.
- Built-in controls within the footer of each page limit the use of printed excerpts, to ensure employees use only current information.



E. PAGE SETUP

All MS Word documents provided by OAG are formatted for 8.5" by 11" paper size. Should a user desire to print A4 size paper and use that size binder, the document may be re-formatted by using the paper size selection feature under "Page Set Up" found under "File" of the MS Word menu.

4. GENERIC COMPANY OPERATIONS MANUAL

A. PURCHASE OF IS-BAO STANDARD REQUIRED

Upon request, OAG provides certain clients with a Generic Company Operations Manual (GCOM), based on the International Standard for Business Aircraft Operations (IS-BAO). This material is copyrighted by IBAC, and OAG therefore requires proof of purchase from IBAC or NBAA in order to provide this document.

OAG revises Chapter 2 of the GCOM to align with the OAG SMS Manual, which is maintained and revised under separate cover. Otherwise, the GCOM remains relatively unchanged, and end-users are responsible for completing the development of their Company Operations Manual (COM) using the IS-BAO guidance as provided by IBAC.

B. PRINT SIZE

OAG provides the IS-BAO GCOM in the size and format specified by the client. If size and format are not specified, the GCOM is formatted to print on 8.5" by 11" paper.

C. PAGE NUMBERING

The Generic Company Operations Manual's (GCOM's) page numbers include chapter-number prefixes. For example, the page numbers in Chapter 3 **Operational Control** are from page 3-1 to 3-6. This structure was adopted so that if users amend one section of their Ops Manual and the amendment adds a page to the section, they would only have to reprint the one section rather than the entire Ops Manual.

D. CROSS-REFERENCES

Cross-references in the GCOM are highlighted in yellow. As users edit the GCOM to adapt it as their company operations manual, the cross-references should be checked and modified as required.

E. PREPARATION OF YOUR COMPANY OPERATIONS MANUAL

The Generic Company Operations Manual (GCOM) as provided by OAG for business aircraft operators has been developed by the International Business Aviation Council to assist you in the preparation of "your" Company Operations Manual. The emphasis on "your" is to stress the fact that it is YOUR MANUAL and that you must develop it to reflect in detail how you will conduct your specific operation.

The GCOM has been developed pursuant to IS-BAO – An International Standard for Business Aircraft Operations. Companies using this template will satisfy those standards if all provisions are addressed. However, companies will have to ensure that State regulations are reflected where they differ from the 'best practices' of business aircraft operators used to develop the IS-BAO. ICAO terminology and US English language spelling has been used in the GCOM. End-users may wish to modify the terminology and spelling to reflect that used by their State and company. Because the GCOM is generic, users must tailor many parts to suit their specific requirements. Areas where this is required will be indicated in bold italic type as follows: ***"specify your procedure for..." or "describe your company system for..."***.

Also, some sections may not apply to the end-user's operation. In such cases users can leave the heading but replace the text with "Not Applicable", or they can delete the section and heading entirely. Should the latter be done, it will be necessary to renumber the sections that follow, revise the Table of Contents and check the cross-reference numbers.

In the preparation of your manual ensure that:

- Your company name replaces (Company Name) in the GCOM;
- Your State of Registry replaces (State);
- Your managers' names, addresses and telephone numbers are accurate; and
- The position titles are modified to those used by your company.

F. PRINTING CONSIDERATIONS

The document is set-up to print two sided – front and back. Therefore, it is necessary to ensure that each chapter starts on an odd numbered page, and ends with an even numbered page. Insert or delete the "Intentionally left blank" pages as required.

Next, update the Table of Contents. In order to do that, place your cursor anywhere in the Table of Contents and right click. Then select "Update Field", "Update entire table" and "OK". It is recommended that you then check the Table of Contents to ensure it is correct.

Now check that the List of Effective Pages (LEP) is correct; and the date on each page and the LEP is the current date.

If your printer performs two-sided printing you may now print the document. If your printer does not accept two-sided printing there are two ways that you may proceed. One option is to print a master set of the document and then produce copies with a copier that does two-sided printing. The other option is to first print one side (even pages) then the other side (odd pages). This selection of ODD or EVEN pages is made in the lower right corner of the MS Word Print dialogue box. If this option is chosen, it may be prudent to do a few test pages if you are not familiar with two-sided printing.

G. FILE HANDLING CONSIDERATIONS

The GCOM is a large complex document with considerable formatting. Should you have any difficulties it is recommended that you review “tables of contents” from the MS Word Help menu.

Note:
Refer to your IS-BAO documents for complete information regarding
the development of your Company Operations Manual.

5. SMS MANUALS AND SUPPORTING PROGRAMS

A. LICENSE TO IR SMS DATABASE REQUIRED

Your SMS Manual and supporting programs as provided by OAG are designed to be used in conjunction with OAG’s Incident Reporter (IR) SMS database. Numerous references to IR exist, and many Safety Risk Management and Safety Assurance processes require the use of Incident Reporter. License to the IR SMS database is therefore required to use the OAG Safety Management System Manual and supporting programs.

B. SMS MANUAL FRAMEWORK

Section titles and numbers of the SMS Manual correspond to the components of FAA’s [SMS Framework](#). Paragraph titles and numbers also correspond to the SMS Framework’s elements and numbers, and subparagraphs correspond to the Framework’s processes. This structure produces a user-friendly, auditable and standardized format, in alignment with both ICAO and FAA Frameworks.

Supporting programs are incorporated into the SMS Manual 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



By maintaining these programs under separate cover, the SMS Manual remains relatively small and manageable for carriage aboard an aircraft. Supporting programs are also used less frequently, and revisions can be made to one program without affecting the others.

***OAG recommends the SMS Manual and Emergency Response Plan be carried aboard
your company aircraft, and the remaining supporting programs be made
accessible to supervisors and managers as needed.***

C. PRINT SIZE

These documents are formatted to print on 8.5" by 11" paper.

D. PAGE NUMBERING

The SMS Manual's page numbers are linked to section numbers. For example, the page numbers in **Section 1: Safety Policies and Objectives** are from page 1-1 to 1-12. This structure was adopted so that if users amend one section of the manual and the amendment adds a page to the section, they would only have to reprint the individual section rather than the entire manual.

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 PDF format.

E. SMS INFORMATION DOCUMENT

If you have not already received it, please request an SMS Information Document (SMSID) from OAG. This MS Word document contains form fields which you complete in MS Word and return to OAG via email attachment. The information is kept in strict confidence and is used to customize your SMS Manual and supporting programs.

F. EDITING AND ACCEPTANCE OF YOUR SMS MANUAL AND PROGRAMS

Your SMS Manual and supporting programs have been developed in accordance with ICAO, IS-BAO, and FAA guidance. This produces a standardized and auditable SMS Manual with terminology and structure that will be familiar to regulators. ICAO terminology and US English language spelling have been used in these documents. Users may wish to modify the terminology and spelling to reflect that used by their State and company.

The US Federal Aviation Administration has set one of the highest standards in the world for SMS. Your SMS Manual and supporting programs meet these FAA standards, in addition to ICAO and IS-BAO requirements. As a result, there are references in the documents to US agencies such as FAA, NTSB, etc. End-users will have to ensure that State regulations are reflected where they differ from those set forth by FAA.

Documents are initially customized based on information you provide in the SMSID, but **you are responsible for ensuring the accuracy and suitability of all content**. You must also be sure you can "live with" the objectives, goals, policies, procedures, and processes specified, and that the manuals and programs are aligned with your organizational structure.

In the review and editing of your SMS Manual and supporting programs, ensure that:

- Your company name and address is accurately stated;
- Your State of Registry and FAA / CAA references are revised as needed;
- Your managers' names, addresses and telephone numbers are accurately stated; and
- The position titles accurately reflect those used by your company.

G. INTEGRATING EXISTING SAFETY PROGRAMS

The SMS Manual and supporting programs were designed under separate cover for several reasons, in addition to making revisions easier. You may wish to incorporate your existing **Emergency Response Plan (ERP)** by reference, or integrate certain elements of the OAG ERP into yours, or vice-versa.

Some companies already have a well-developed **Internal Evaluation Program**. The OAG program may be utilized, or elements integrated.

Forms within the **SMS Forms Catalog** may be integrated into existing programs, or your company's existing forms may be included in the catalog.

Management should strive to integrate as many currently used and familiar safety programs as possible into their SMS, to facilitate employee "buy-in" and acceptance of the SMS.

H. EMERGENCY RESPONSE PLAN

The **Emergency Response Plan (ERP)** is a critical document that should not be published without first confirming all contact information and performing an emergency response drill, in accordance with SMS requirements. These drills will often reveal changes that need to be made to the document before it is published

I. PRINTING CONSIDERATIONS

The SMS Manual and all supporting programs are set up to print two-sided – front and back. Therefore, it is necessary to ensure that each chapter starts on an odd numbered page. Insert or delete "Intentionally left blank" pages as required.

Next, update the Table of Contents. In order to do that, place your cursor anywhere in the Table of Contents and right click. Then select "Update Field", "Update entire table" and "OK". It is recommended that you then check the Table of Contents to ensure it is correct.

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J. FILE HANDLING CONSIDERATIONS

The SMS Manual and supporting programs contain considerable MS Word formatting. Should you have any difficulties, it is recommended that you review "tables of contents" from the MS Word Help menu.

For more information, please contact OAG:

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(or)

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Omni Air Group's mission is to promote positive safety cultures by delivering the highest quality systems, services and training to our global aviation industry.