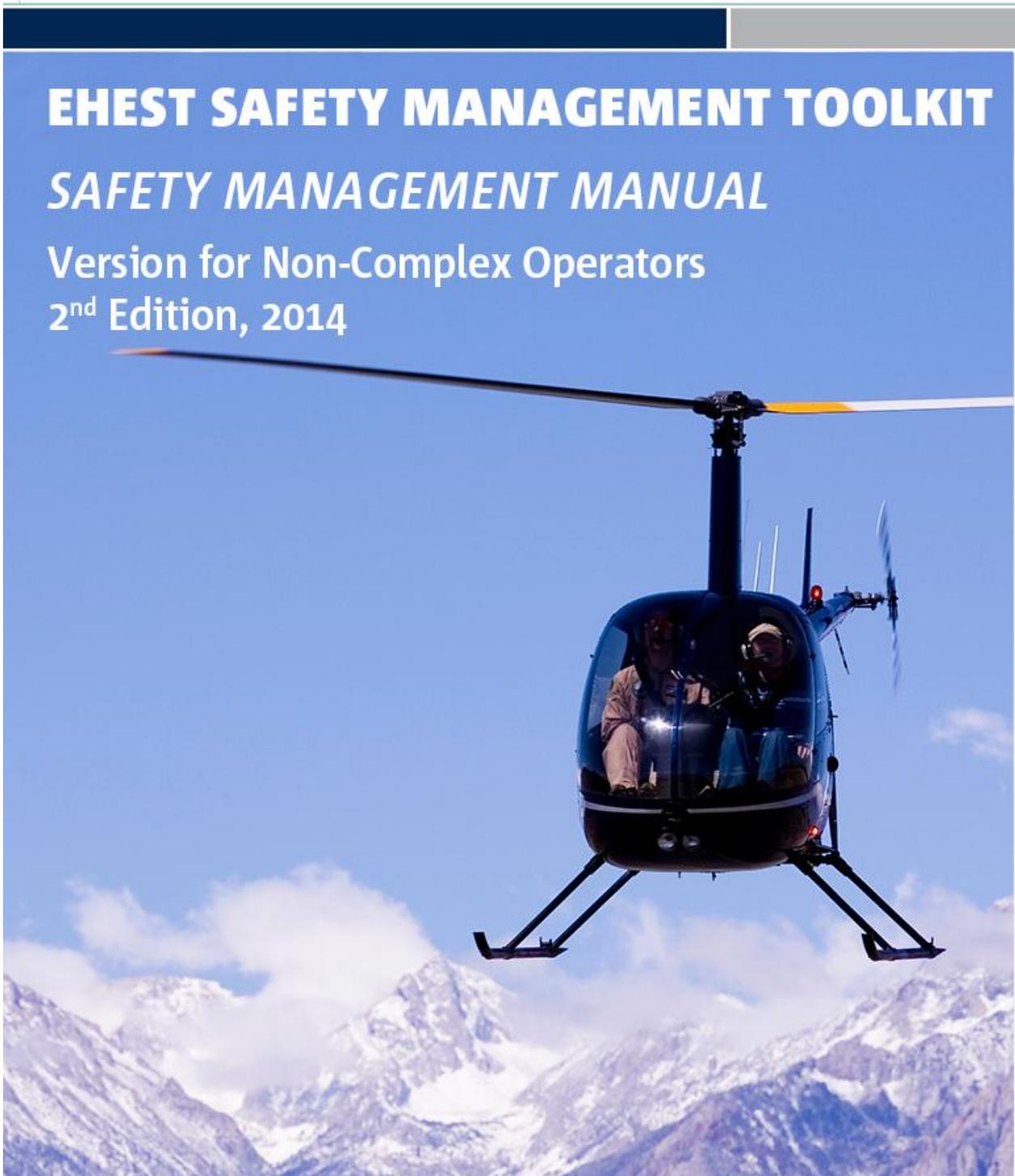




EHEST SAFETY MANAGEMENT TOOLKIT

SAFETY MANAGEMENT MANUAL

**Version for Non-Complex Operators
2nd Edition, 2014**



Insert here Company Name and Logo

Safety Management Manual - Non Complex Operators

***Safety Management Toolkit
For Non-Complex Operators***

Safety Management Manual

**Edition 2
October 2014**

Insert here Company Name and Logo

Safety Management Manual For Non-Complex Operators

Issue Date

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Distribution and Control

Copy Holder	Copy No	Format
<i>National Aviation Authority</i>	1	A4
<i>Accountable Manager (*)</i>	2	A4
<i>Safety Manager (*)</i>	3	A4
<i>Compliance Monitoring Manager (*)</i>	4	A4
<i>Flight Operations Manager (if applicable)</i>	5	A4
<i>Crew Training Manager (if applicable)</i>	6	A4
<i>Other (if applicable)</i>		

(*) Can be the same person.

Chapter 1 - Definitions

Accident Precursor

Occurrences which, without appropriate mitigation, can result in incidents and accidents.

Audit

A systematic, independent and documented process for obtaining evidence and evaluating it objectively to determine the extent to which requirements are complied with.

EHEST SMS Toolkit

EHEST suite of SMS materials, which includes this Safety Management Manual, a Guidance Document, an Emergency Response Plan, and a Pre-Departure Risk Assessment Check List.

Hazard

Condition, object, activity or event with the potential of causing injuries or death to personnel, damage to equipment or structures, loss of material, or reduction of the ability to perform a prescribed function.

Inspection

An independent documented conformity evaluation by observation and judgement accompanied as appropriate by measurement, testing or gauging, in order to verify compliance with applicable requirements (incl. procedures, work instructions, standards, etc.).

Likelihood or Probability

Likelihood is used in this manual as a synonym of probability. It is a measure of how likely or probable something is to happen. Likelihood or probability varies between 0 and 1 and can be assessed using terminology such as 'very low, low, medium, high and very high'. Note: In the ICAO Doc 9859 AN/474 Safety Management Manual, Third Edition, safety risk probability is defined as the likelihood or frequency that a safety consequence or outcome might occur.

Management of Change

A documented process to identify external or internal changes that may have an adverse effect on safety. This process uses the existing hazard identification, risk assessment, description, evaluation and control process and form.

Probability

See likelihood.

Risk

The potential outcome from the hazard and is usually defined as the product of the likelihood and the severity of the harm.

Risk Assessment, Description Evaluation and Control

A risk management process composed of assessment and description (in terms of likelihood or probability and severity of occurrence), evaluation (in terms of tolerability) and control or mitigation of risks to an acceptable level.

Risk Tolerability Matrix

A matrix (or table) combining Risk Likelihood or Probability and Risk Severity.

Safety

The state in which risks associated with aviation activities are reduced and controlled to an acceptable level (ICAO Annex 19).

Safety Assurance

Safety assurance is the process of assuring safety, it includes processes of Safety Performance Monitoring and Measurement, Management of Change, and Continuous Improvement of the SMS. Note: The terms "Safety Assurance" are not used in Part ORO Subpart GEN Section II 'Management System' and the relevant AMCs and GM published in October 2012, but the various components of Safety Assurance are addressed separately.

Safety Management System (SMS)

A systematic approach to managing safety, including the necessary organisational structures, accountabilities, policies and procedures (ICAO Doc 9859 AN/474 Safety Management Manual, Third Edition).

Safety Performance

Safety achievement that can be reflected in the form of safety Performance Targets or Objectives (SPOs)and measured by Safety Performance Indicators (SPIs).

Safety Performance Monitoring

The process by which the Company's safety performance is monitored and assessed against the Company's safety policy and safety objectives.

Safety Risk Value or Risk Index Value

Values in the cells of a Risk Matrix allowing differentiation of risk level for the purpose of risk assessment, description, evaluation and control.

Chapter 2 - Acronyms

AMC	Acceptable Means of Compliance
ASR	Air Safety Report
CMM	Compliance Monitoring Manager
EHEST	European Helicopter Safety Team
ERP	Emergency Response Planning or Plan
FDM	Flight Data Monitoring ¹
GM	Guidance Material
ICAO	International Civil Aviation Organization
IHST	International Helicopter Safety Team
IT	Information Technology
MOC	Management of Change
MS	Management System
RADEC	Risk Assessment, Description, Evaluation and Control
SM	Safety Manager
SMM	Safety Management Manual
SMS	Safety Management System
SOP	Standard Operating Procedure
SRM	Safety Risk Management

¹ The term FDM is used in this document. An alternative term used in the helicopter industry is HOMP (Helicopter Operational Monitoring Programme).

Chapter 3 – Scope of the Safety Management Manual

The Safety Management Manual (SMM) is a reference document describing how safety is managed in the Company. The SMM is the key instrument for communicating the Company's approach to safety to all its personnel.

The SMM documents all aspects of safety management, including the safety policy, objectives, procedures and individual safety responsibilities.

The contents of the SMM include all of the following:

- Scope of the SMS,
- Safety policy and objectives,
- Safety accountability of the accountable manager,
- Safety responsibilities of key safety personnel,
- Documentation control procedures,
- Hazard identification and risk management schemes,
- Safety performance monitoring,
- Incident investigation and reporting,
- Emergency response planning,
- Management of change (including organisational changes with regard to safety responsibilities),
- Safety promotion.
- Training and communication on safety

This SMM is copied to the National Aviation Authority and may also be sent to customers and other parties to demonstrate the willingness and capability of the Company to manage safety. The SMM is also be made widely available inside the Company to ensure that all employees are fully aware of the system thereby ensuring that:

- Safety is a central component in the company Management System (MS);
- Safety is accounted for in all decisions and actions taken by all in the Company;
- The needs, requirements and expectations of customers and other parties are addressed.

Chapter 4 – Safety Policy and Objectives

By means of the Safety Policy, the company states its intention to maintain and, where practicable, improve safety levels in all its activities and to minimise the risk of an accident.

Safety Policy

Consult the Guidance Document and insert your Safety Policy here.

Chapter 5 – Safety Accountability and Responsibilities

5.1 Safety Accountability of the Accountable Manager

Mr or Mrs XXX is the Company's Accountable Manager.

He or she bears the safety accountability, which means that *he or she* is responsible for managing safety in the Company and for establishing and maintaining an effective safety management system in the Company

5.2 Safety Manager

Mr or Mrs XXX is appointed as Safety Manager.

He or she is responsible for coordinating the SMS and for supporting the other managers in developing processes, procedures and work instructions for the staff under their supervision to perform company activities in a safe manner.

5.3 Manager(s)

The manager(s) is/are responsible for ensuring compliance with all applicable requirements, including those regarding the management of safety.

Manager(s) is/are an important driving force of effective safety management. They make sure that safety aspects are considered and properly dealt with in all the activities they manage.

5.4 Personnel

All personnel shall:

- Ensure both their own and the safety of other personnel.
- Interrupt or discontinue their work if their safety or that of others is at risk.
- Perform their tasks in compliance with regulations and the company procedures.
- Practice and promote the company safety policy.
- Notify hazards and safety-related events and report any relevant information to the Safety Manager.
- Take note of the lessons learned from incidents and accidents, be mindful of the risks, and take all appropriate measures to protect themselves and the others from the risks in their daily activity.
- Participate in safety briefings, meetings and events.
- Participate, if applicable, in safety analyses.
- Know their role in the company Emergency Response Plan.

All personnel receive appropriate training in SMS and know their roles and responsibilities. Refer to the section Training and Communication on Safety of this manual.

5.5 Compliance Monitoring Manager

Mr or Mrs XXX is appointed as Compliance Monitoring Manager (CMM).

The Compliance Monitoring Manager (CMM) ensures that:

- The Company's activities are monitored for compliance with the applicable regulatory requirements, including those regarding the SMS, and additional company requirements and procedures,
- These activities are being carried out properly under the supervision of the relevant managers,
- The compliance monitoring programme is properly implemented, maintained and continually reviewed and improved.

Chapter 6 – Compliance Monitoring Organisation and Programme

Describe here the applicable Section of the Company's Compliance Monitoring Programme that addresses the SMS or insert a reference to that Section.

Specify the basic structure of the compliance monitoring function applicable to the activities carried out. The organisational set-up of the compliance monitoring function shall reflect the size of the Company and the nature and complexity of its activities.

6.1 Audits and Inspections

The CMM performs all audits and inspections or appoints one or more auditors by selecting personnel either from within or external to the organisation.

The independence of the audit function is ensured by the CMM.

If the Company uses external personnel to perform compliance audits or inspections, any such audits or inspections are performed under the responsibility of the Compliance Monitoring Manager.

6.2 Organisational Set-up

Refer to the document where the company compliance monitoring organisation is described.

6.3 Compliance Monitoring Documentation

Refer to the document where the compliance monitoring documentation is recorded.

6.4 Compliance Monitoring Training

Refer to the document where the compliance monitoring training records are kept.

Chapter 7 – Documentation Control Procedure

7.1 General

The documentation control procedure is described below:

Item	Doc. or ref. where it is described
A statement signed by the accountable manager to confirm that the Company will continuously work in accordance with the applicable requirements and the Company's documentation as required by this Annex.	
The Company's scope of activities.	
The titles and names of the Accountable Manager and his or her management team (referred to in ORO.GEN.210 (a) and (b)).	
A organisational chart showing the lines of responsibility between the persons referred to in ORO.GEN.210.	
A general description and location of the facilities (referred to in ORO.GEN.215).	
Procedures specifying how the company ensures compliance with the applicable requirements.	
The amendment procedure for the company management system documentation.	

The relevant manager in charge ensures that:

- Revisions are communicated to all staff concerned and modifications are identified;
- Related internal documents and procedures are updated accordingly;
- Obsolete or invalidated versions are clearly marked accordingly;
- Modified versions are clearly marked, changes are identified and a current version number is incorporated;
- Document changes are recorded and kept for traceability purposes;
- Obsolete or invalidated versions, which could create safety risks, cease to be used;
- Proposed amendments are risk assessed, and the likely effect on safety established, prior to a revision being introduced.

Revision and configuration management are part of the change management process. Refer to the Section 'The Management of Change' of this manual.

7.2 Control and Revision of the Safety Management Manual

The revision of the Safety Management Manual will go through the following steps:

Step	Consists of	Person(s) in charge
Submitting a request for a change	<ul style="list-style-type: none"> - Identify need to change the SMM - Submit a change request to the Safety Manager 	All staff
Assess, validate or reject the request for change	<ul style="list-style-type: none"> - Check relevance - Evaluate related risks - Verify the requested change against: <ol style="list-style-type: none"> 1. Applicable regulations, standards and norms 2. Other Company documents - Validate or reject the change 	Safety Manager
Amend the SMM	<ul style="list-style-type: none"> - Make the relevant changes in the SMM - Trace the modifications - Update the version number, date of issue and list of effective pages 	Safety Manager
Record and distribute the revision	<ul style="list-style-type: none"> - Record/archive the new version - Distribute and publicise the new version, and - Recall the former version 	Safety Manager

7.3 Record-Keeping

Records are to be kept in a paper form or in electronic format or in a combination of both and are retained for a minimum period, as specified below:

Records	Person(s) in Charge	Recording/ Archiving means	Record Keeping period
Minutes of Safety Reviews	Safety Manager	<i>Company IT System (must include backup)</i>	5 years
Event Reports	Safety Manager	<i>Paper and/or IT</i>	Permanent
Hazard Register	Safety Manager	<i>IT</i>	Permanent
Risk Assessment, Description, Evaluation and Control (RADEC) Register	Safety Manager	<i>Paper and/or IT</i>	Permanent
Bow Ties <i>(if applicable)</i>	Safety Manager	<i>Paper and/or IT</i>	Permanent
Audit Reports including the follow-up of corrective actions	Safety Manager	<i>Paper and/or IT</i>	5 years
Safety Training Register	Safety Manager or Training manager	<i>IT</i>	Permanent
<i>Other</i>	<i>To be specified</i>	<i>To be specified</i>	<i>To be specified</i>

Chapter 8 – Safety Risk Management

Safety Risk Management combines the following processes and components:

- Hazard identification, risk assessment and mitigation processes
- Internal safety investigation
- Safety performance monitoring and measurement
- The management of change
- Continuous improvement
- The Emergency Response Plan

8.1 Scope of Safety Risk Management

The safety risk management process described in this SMM addresses **aviation safety risks**.

The risk management process considers technical, human and organisational, and environmental aspects, as well as financial, legal, or economic aspects and all significant influences that may negatively impact aviation safety risks.

The safety risks considered address the following aspects:

- Third parties;
- Passengers and operational personnel;
- Crew members;
- The natural environment; and
- The company assets.

Risk management can also be expanded other types of risks, such as Health and Safety risks.

8.2 Safety Risk Management Concepts

Safety objectives are established on the basis of the Company's Safety Policy and of previous objectives, and are reviewed on an annual basis in the safety review.

8.2.1 Hazard Identification

Hazards are identified from different internal and external sources by asking the following question: **What elements, in isolation or in combination, may have contributed or could contribute to an incident or accident?**

For the identification of hazards, a mix of reactive, proactive and predictive approaches are used. *See the Guidance Document.*

8.2.2 Hazard Consequences

Hazard identification provides a systematic overview of all possible consequences of a hazard. For each hazard, the following question is asked: **What were or could have been the possible consequences of this hazard?**

Information on hazard consequences already identified from previous analyses including incident and accident analyses are reused when available.

Hazards and hazards consequences can also be identified using a mix of:

- Brainstorming,
- Workplace walkthrough,
- Safety meetings and internal reviews,
- Standard checklists. *(If checklists are used, they should be identified in the manual. Checklists are to be systematically reviewed and updated to realistically reflect the hazards faced by the Company).*

Flight Data Monitoring (FDM) information, and other types of information such as when applicable Health and Usage Monitoring System (HUMS), Helicopter Vibration Health Monitoring (HVHM), etc.

- Previous hazard consequence identification and risk assessment,
- Audits/non-compliance reports,
- Occurrence and accident reports.

8.2.3 Risks Controls

Risk controls include:

- Technical means (EGPWS, autopilot, NVG, radios, etc.),
- Training (in-flight training, simulators, Crew Resource Management training, self-study, etc.).
- Rules and regulations (EU 965/2012, Part M, Part 145, etc.),
- Procedures (Standard Operating Procedures, Operation Manual, Maintenance Manual, etc.),

8.3 Safety Risk Management Steps

8.3.1 Initial Safety Risk Level Evaluation

The initial step consists of answering the two following questions:

- What is the severity of the consequences of the hazards we are dealing with?
- How likely or probable are these hazard consequences?

A single Risk Assessment, Description, Evaluation and Control (RADEC) form is used for any application requiring to assess and manage risks, such as SOP preparation, management of change, etc.

The RADEC form also supports the analysis of **safety reports**.

Once completed, the RADEC forms and associated documentation are kept as records.

Please refer to the Guidance Document.

8.3.1.1 Analysis of Likelihood or Probability

Likelihood or probability values (how likely or probable are the various hazard consequences) are estimated through expert judgement, or on the basis of frequencies observed within the company or provided for the sector, type of operations, type of aircraft etc.

The Guidance Document provides an example table that the company may use for determining likelihood or probability, and a list of methods appropriate for causal and probability analysis. Please refer to the Guidance Document.

8.3.1.2 Analysis of Severity

Severity values (how severe are the various hazard consequences) are estimated through expert judgement, or on the basis of severities observed within the company or provided for the sector, type of operations, type of aircraft, etc.

The Guidance Document provides an example table that the Company may use for determining severity. Please refer to the Guidance Document.

8.3.1.3 Risk Description and Evaluation

Risk description consists of combining Risk Likelihood or Probability and the Severity, and risk evaluation consists of determining risk acceptability or tolerability (whether the risks are acceptable or not).

The Guidance Document provides an example of colour-coded Risk Tolerability Matrix that can be used for describing and evaluating risks. Please refer to the Guidance Document.

The following procedure is used to determine the actions to take and the level of responsibilities required to take action depending on risk level:

Unacceptable Risk Level (the **red** zone of the RADEC form described in Appendix 3): risk is too high to continue operating.

Action required: Prohibit/suspend the operation. Operation may be resumed only when risk level is returned to tolerable or acceptable.

Tolerable Risk Level (the **yellow** zone of the RADEC form described in table in Appendix 3): the risk level can be tolerated for the operation, providing that appropriate mitigation measures are in place.

Action required: Introduce appropriate mitigation measures.

- For the risk evaluation validation: The assumptions made for the determination of the risk level and its tolerability are to be validated by the Safety Manager.
- For the authorisation of operations: Management who have the authority to authorise operations at this level of risk: the Accountable Manager.

Acceptable Risk Level (the **green** zone of the RADEC form described in Appendix 3): risk is tolerable and can be accepted for the operation.

Action required: Monitor. Risk is considered sufficiently controlled and no additional risk mitigation measures are required. However, actions may still be taken to further reduce the risk level if feasible and reasonable (including in financial terms). Additionally, any assumptions used to make an assessment must be monitored to ensure they remain valid.

8.3.2 Identification of Additional Controls

Risk evaluation forms the basis for deciding on risk controls, also called mitigation measures, and for assessing the effectiveness of the risk controls already in place.

(Additional) risk control measures are selected on based on the following priorities:

1. Eliminate the consequences of the hazard;
2. Reduce the likelihood of occurrence;
3. Reduce the severity.

Risk controls can address technical, human, organisational or environmental factors.

In the company, all personnel can contribute to the definition of risk control measures in particular where they concern personal equipment (goggles, helmets and other flight equipment), their acceptance and use.

8.3.3 Final Safety Risk Level Evaluation

Existing risk controls are improved or new risk controls are considered until the risk is evaluated as acceptable.

The risk mitigation effects of the new controls envisaged are assessed with respect to:

- **Functionality:** Does the measure influence the ability to perform the activity?
- **Robustness:** Will the measure be effective in different conditions and over time?
- **Possible side effects,** such as the introduction of new hazards or of new hazard consequences or the transfer of risks ('substitution risks').

8.3.4 Implementation of Risk Controls

Implementation of the risk control measures may, depending on the nature of these measures, give rise to an implementation plan identifying: who is in charge, the resources needed, the deadline, and the stages of implementation. The implementation plan is periodically reviewed until completion or revision.

Describe here the implementation plan or refer to another document where the plan is described.

8.3.5 Evaluation of Risk Control Efficacy

The final steps consists of checking the efficacy of the safety risk control measures implemented. This aspect is addressed in the section Safety Performance Monitoring and Measurement.

8.4 Occurrence Reporting and Internal Safety Investigations

The company reports to the *National Civil Aviation Authority* all occurrences defined in AMC 20-8, and in relevant *national legislation*.

The Company also reports volcanic ash clouds encountered during flight.

8.4.1 Occurrence Reporting Scheme

The objectives of the occurrence reporting scheme are to:

- enable an assessment of the safety implications of each incident and accident, including previous occurrences of a similar nature, so that any necessary action can be initiated; and
- ensure that knowledge of relevant incidents and accidents are effectively disseminated, so that others may learn from these.

The scope of this reporting scheme includes occurrences not reportable to the authorities.

Please refer to the Guidance Document.

8.4.2 Internal Safety Investigations (Not binding for non-complex operators)

The scope of internal safety investigations extends beyond the scope of occurrences required to be reported to the competent authority.

Investigations consist of collecting and analysing events, determining causal and contributing factors, drawing up conclusions and making recommendations as applicable.

Investigations are carried out in particular in the case of:

- accidents and incidents,
- discovery of new hazards and risks,
- recurrent hazards and risks.

Moreover, the Safety Manager may at any time decide to launch an investigation procedure.

An example investigation procedure is provided in the Guidance Document.

8.5 Safety Performance Monitoring and Measurement (Not binding for non-complex operators)

Safety performance monitoring and measurement is the process by which the company safety performance is compared against to the company safety policy and the safety objectives.

Safety performance monitoring and measurement is performed through annual safety reviews attended by the Safety Manager and the Accountable Manager, and any other personnel as required.

Minutes of the meeting trace the key discussion points and the actions taken, and are kept as records.

At least one meeting is organised per year, and the frequency of meetings can be modified according to company requirements, events, changes affecting the company, etc.

One way to instrument these reviews is to use Safety Performance Objectives (SPOs) and Safety Performance Indicators (SPIs).

Possible approach (optional): each year, the review focuses on five major safety risks faced by the Company. The actions of the year and their efficacy are reviewed and additional actions are decided as appropriate. Please refer to the Guidance Document.

8.6 Emergency Response Planning

The Safety Manager co-ordinates and maintains an Emergency Response Plan that ensures orderly and efficient transition from normal to emergency operations, and the subsequent return to normal operations.

The company Emergency Response Plan is described in a separate document.

Refer to document where the Emergency Response Plan is documented.

8.7 The Management of Change

The company manages safety risks related to a change. The management of change is a documented process to identify external and internal changes that may have an adverse (or positive²) effect on safety. It makes use of existing hazard identification, risk assessment, description, evaluation and control processes, using the RADEC form.

Changes include organisational changes with regard to safety responsibilities.

The following is a non-exhaustive example list of changes that are considered:

- New regulations,
- Managerial reorganisation,
- Relocation,
- Outsourcing,
- Mergers,
- Change of market structure, development of new markets, etc.,
- Change in economic and financial pressure,
- New operations and/or missions,
- New aircraft type or variant,
- New maintenance procedures, equipment or tools,
- Hiring new personnel,
- New training provider or other type of contractor,
- Etc.

A Change Impact Assessment Procedure is provided in the Guidance Material.

8.8 Continuous Improvement **(not binding for non-complex operators)**

The Safety Manager provides a report on safety performance (incident and accident data, types and levels of risks, etc.) annually to the Accountable Manager.

Continuous improvement of safety performance is achieved through:

- Proactive and reactive evaluations of facilities, equipment, documentation and procedures through safety audits and surveys;

² Not in the AMC.

- Proactive evaluation of individual performance to verify the fulfilment of their safety responsibilities; and
- Reactive evaluations in order to verify the effectiveness of the system for control and mitigation of risk.

Chapter 9 – Contracted Activities

As part of the SMS, a risk analysis is carried out by the Safety Manager on any contracted activity. If corrective and/or preventive actions (risk controls) need to be implemented, they are submitted in writing to the contractors, sub-contractors or suppliers.

The effective application of the risk control measures is checked and monitored under the supervision of the Safety Manager.

Insert in annex a separate document or table with your contracted activities and contracted organisations.

Chapter 10 – Safety Promotion

Safety Promotion is a process aimed at promoting a culture of safety. All personnel are made aware of the safety risks, and know that they are key safety actors and that they all contribute to an effective SMS.

Managers are important actors in the company SMS. In all the activities they manage, they demonstrate commitment to safety and take care of safety aspects. They lead by example and have an essential role to play for safety promotion.

Mention here the safety promotion means used by the Company.

Training and effective communication on safety are two important processes supporting safety promotion.

Chapter 11 – Training and Communication on Safety

Safety training is an integral part of the company training programme, which is documented elsewhere. *Identify here where the training programme is documented.*

11.1 Training

All personnel receive safety training as appropriate for their safety responsibilities, and records of all training provided are kept.

All personnel receive training to maintain their competences. This includes notification of any changes to applicable regulations and rules, company procedures, and matters (technical, operational, organisational, business-related etc.) that may affect safety.

The safety training programme may consist of self-instruction via the media (newsletters, flight safety magazines), classroom training, e-learning or similar training provided by training service providers.

Please specify the safety related training methods used in your company and/or by external training service providers.

The following table identifies all safety training to be provided to each staff member detailing the type of training and (when relevant) the training provider, the resources used, the duration, and validity.

Insert the table here or refer to the document where this table is described. See example in the Guidance Document.

11.2 Communication

The Company has an effective communication system regarding safety matters that:

- Ensures that all personnel are aware of the safety management activities as appropriate for their safety responsibilities;
- Conveys safety critical information, especially relating to analysed hazards and assessed risks, internally and (when relevant) other organisations to permit timely safety action;
- Explains why particular actions are taken; and
- Explains why safety procedures are introduced or changed.

Regular meetings with personnel to discuss safety information, actions and procedures may be used to communicate safety matters.

Communication also reinforces the commitment of everyone to report hazards and occurrences and provides feedback to the reporters; an essential condition for sustained reporting.

Communication is kept simple and appropriate to maximise effect, involve all personnel, and reinforce personal and team commitment to safety.

Communication is open; it encourages discussion, develops the company Safety Culture and makes the most of the lessons learned from running the SMS.

Different communication means are used, such as:

- Safety meetings,
- Safety briefings,
- E-mail, postal mail, suggestion boxes,

- Safety information from the OEMs, the authorities, Helicopter Associations and from national and international Safety Initiatives,
- Safety campaigns, safety posters,
- Newsletters, Company Journal,
- Flight safety digests, digest of accidents and incidents (appropriately de-identified), from within and outside the company,
- Digest of safety studies, audit reports, survey reports, and safety reviews,
- Company forum(s) or professional networks (e.g. LinkedIn, Facebook, Twitter, etc.),
- Subscription to publications and journals.

Communication is a two way process. Meetings, e-mails and other interactive methods allow for the provision of feedback from the personnel, which can stimulate discussion.

Appendix 1 – Flight Occurrence Report

FLIGHT OCCURRENCE REPORT No.

CLASSIFICATION		<input type="checkbox"/> Technical		<input type="checkbox"/> Operational			
IDENTIFICATION OF THE AIRCRAFT							
Type of	Version	S/N	Flight hours	Customer	Country		
CIRCUMSTANCES							
<u>DATE:</u>		<u>Place:</u>		<u>Remarks:</u>			
SELECT THE CATEGORIES CONCERNED							
<u>Flight phase:</u> <input type="checkbox"/> Towing <input type="checkbox"/> Pre-flight inspection <input type="checkbox"/> Refuelling <input type="checkbox"/> Start-up <input type="checkbox"/> Translation/Taxiing <input type="checkbox"/> Take-off <input type="checkbox"/> Climb < 500ft <input type="checkbox"/> Climb > 500ft <input type="checkbox"/> Cruise		<input type="checkbox"/> Manoeuvre <input type="checkbox"/> Hover IGE <input type="checkbox"/> Hover OGE <input type="checkbox"/> Descent <input type="checkbox"/> Final Approach <input type="checkbox"/> Landing <input type="checkbox"/> Engine shutdown <input type="checkbox"/> Post-flight insp.		<u>Flight Conditions:</u> <input type="checkbox"/> VFR <input type="checkbox"/> IFR <input type="checkbox"/> VMC <input type="checkbox"/> IMC <input type="checkbox"/> Mountain <input type="checkbox"/> Over water <input type="checkbox"/> Day <input type="checkbox"/> Night <input type="checkbox"/> Icing cond. <input type="checkbox"/> Storm		<u>Missions:</u> <input type="checkbox"/> Training <input type="checkbox"/> Ferrying <input type="checkbox"/> Transport of passengers <input type="checkbox"/> Inspection flight <input type="checkbox"/> Aerial work <input type="checkbox"/> Hoisting <input type="checkbox"/> Lifting <input type="checkbox"/> Night flight <input type="checkbox"/> Night flight with NVG <input type="checkbox"/> Emergency proc. training <input type="checkbox"/> Auto-rotation training	
DOCUMENTS USED							
Reference flight manual:		Revision:		Language:			
FLIGHT CONDITIONS							
Meteorological Conditions: 							

Reporter(s)	Safety Manager	Line Manager <i>(if agreed at Company level)</i>
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Appendix 2 – Maintenance Occurrence Report

MAINTENANCE OCCURRENCE REPORT No.

IDENTIFICATION OF THE AIRCRAFT					
Type of Aircraft	Version	S/N	Flight hours	Customer	Country
CIRCUMSTANCES					
<u>DATE:</u>		<u>Place:</u>		<u>Maintenance Phases:</u>	
SELECT THE CATEGORIES CONCERNED					
Maintenance phase:					
<input type="checkbox"/> Scheduled maintenance		<input type="checkbox"/> Towing			
<input type="checkbox"/> Unscheduled maintenance		<input type="checkbox"/> Refuelling			
<input type="checkbox"/> Repair		<input type="checkbox"/> Pre-flight inspection			
<input type="checkbox"/> Training/maintenance		<input type="checkbox"/> Post-flight inspection			
MAINTENANCE CONDITIONS					
Select the relevant area (ATA Chapter 53)					
<input type="checkbox"/> 21 Air-conditioning system	<input type="checkbox"/> 52 Doors and protection covers	<input type="checkbox"/> 22 Automatic pilot	<input type="checkbox"/> 53 Fuselage	<input type="checkbox"/> 55 Stabiliser	
<input type="checkbox"/> 23 Communication systems	<input type="checkbox"/> 56 Windshield and windows	<input type="checkbox"/> 24 Electrical system	<input type="checkbox"/> 62 Main rotor	<input type="checkbox"/> 63 Main rotor controls	
<input type="checkbox"/> 25 Equipment, furnishings	<input type="checkbox"/> 64 Anti-torque rotor	<input type="checkbox"/> 26 Fire protection system	<input type="checkbox"/> 65 Anti-torque rotor controls	<input type="checkbox"/> 67 Flight controls	
<input type="checkbox"/> 28 Fuel system	<input type="checkbox"/> 71/72 Electrical installation	<input type="checkbox"/> 29 Hydraulic system	<input type="checkbox"/> 73 power supply system	<input type="checkbox"/> 74 Lighting system	
<input type="checkbox"/> 30 Protection against rain and ice	<input type="checkbox"/> 76 Engine control	<input type="checkbox"/> 31 Recording/information system	<input type="checkbox"/> 77 Engine indicators	<input type="checkbox"/> 79 Oil cooling system	
<input type="checkbox"/> 32 Landing gear/skids	<input type="checkbox"/> 80 Engine start-up system	<input type="checkbox"/> 33 Lights/lamps	<input type="checkbox"/> 85 Optional equipment		
<input type="checkbox"/> 34 Navigation system/flight data		<input type="checkbox"/> 36 Pneumatic system			
<input type="checkbox"/> 39 Electrical/electronic equip. and panel		<input type="checkbox"/> 42 Platforms & Modules			
<input type="checkbox"/> 45 Maintenance centralisation system					

<ul style="list-style-type: none">□ 46 Display integration system□ 49 External power generation system	<ul style="list-style-type: none">□ 88 Electrical harness□ 93 – 99 Monitoring/weapons
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Appendix 2 – Maintenance Occurrence Report (Continued)

Relevant assembly(assemblies) or component(s)	Description P/N:	Type of operation	Documentation of maintenance used		
			Type/Ref:	Rev. Nr:	Version:
DESCRIPTION OF THE OCCURRENCE					
Explain how the event occurred, why it occurred and why it did not result in an accident:					
Actions taken by the maintenance staff (or another party) to manage the event					
Proposals to prevent the event from reoccurring or from avoiding that such event result in an accident					
FEEDBACK TO THE REPORTER					
SIGNATURES					
Reporter(s)		Safety Manager		Line Manager <i>(if agreed at Company level)</i>	

**Appendix 3 – Risk Assessment, Description, Evaluation And Control (RADEC)
Form**

RISK ASSESSMENT, DESCRIPTION, EVALUATION AND CONTROL (RADEC)		
RA No.:	Definition:	
Ref.:		
Operation Description:		
<p>Hazards (<u>What are the working elements and environment, which in isolation or in combination, may have contributed or could contribute to an incident or accident?:</u> <i>any source of potential damage, harm or adverse health effects on something or someone under certain conditions at work</i></p> <p>Condition, object, activity or event with the potential of causing injuries to personnel, damage to equipment or structures, loss of material, or reduction of the ability to perform a prescribed function.</p>		
Possible Hazard Consequences (<u>What were or could have been the possible hazard consequences?:</u>		
Controls in place (What are the controls and the mitigating elements already in place?):		
INITIAL Safety Risk (see Safety Risk Matrix)		
ACCEPTABLE	TOLERABLE	UNACCEPTABLE
Additional Controls (What can be done to further reduce the initial safety risks?):		Implemented?
FINAL Safety Risk (see Safety Risk Matrix)		
ACCEPTABLE	TOLERABLE	UNACCEPTABLE
<p>Is the residual risk acceptable: YES NO (if NO go back to previous section)</p>		
RISK ASSESSMENT CLOSED		<input type="checkbox"/>

