OSHAWA MUNICIPAL AIRPORT SAFETY POLICY

Safety at the Oshawa Municipal Airport, and maintaining the confidence of the traveling public in the safety of the aviation industry, is vital. The Oshawa Municipal Airport provides a systemic, explicit and comprehensive Safety Management System (SMS) for managing aviation safety risks.

The SMS Program reinforces safety as an integral part of Oshawa Municipal Airport culture by:

- Establishing a safety culture in all Airport activities, recognizing that safety is paramount.
- Minimizing the risks associated with airport operations to a point as low as reasonably achievable.
- Actively developing and continuously improving upon the airport’s safety processes and performance.
- Identifying hazards, assessing risks, and implementing necessary control measures.
- Establishing an information system for document and records management and data control.
- Establishing the means for planned, systematic audits and assessments.
- Complying with and, where possible, exceeding Canadian Aviation Regulations requirements.

NON PUNITIVE REPORTING POLICY

An employee who reports an aviation safety issue, violation, hazardous condition, error or near miss, or makes suggestions that seek to improve aviation safety, internal protocols, procedures or policy, will not be subject to disciplinary action except in cases involving unlawful acts, gross negligence, or willful violations where the employee is deemed responsible for those acts and/or violations.

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City Manager
City of Oshawa

Pryde Schropp McComb, Inc.
SUMMARY OF PSMI's SMS AWARENESS TRAINING PROGRAM

WHY YOU NEED SAFETY MANAGEMENT SYSTEMS

The challenge we all face today is that while current aircraft accident rates have leveled off and are now essentially stable, an increase in aircraft movements means that the total number of accidents will also increase. So, although Canada’s accident rate is one of the lowest in the world, we have to find ways to lower it even further as the industry grows, and in support of a call by the International Civil Aviation Organization (ICAO), Transport Canada has determined that the introduction of a Safety Management Systems (SMS) is the answer.

SMS came into force for the 10 largest Canadian International Airports in January, 2008. The enforce date for all other airports was January, 2009. The system is implemented in four (4) Phases, with the following completion dates for each Phase:

- Phase One – March 31, 2009
- Phase Two – March 31, 2010
- Phase Three – March 31, 2011
- Phase Four – March 31, 2012

Transport Canada will audit us to ensure that we have the required provisions in place. Our Airport’s Operating Certificate is dependent on implementing a successful SMS program.

ACCOUNTABLE EXECUTIVE

To be effective, SMS must work from the bottom up and to do that it must have support from the top down. Unique to SMS is the requirement to appoint an Accountable Executive, often the most senior, non-elected official in an organization. Your Accountable Executive is able to put in place the appropriate financial and human resources to ensure the success of SMS at your Airport. This is the first time in Canadian aviation history that an individual has been made specifically responsible for an aviation regulation which, if nothing else, should tell you how important SMS is.

SMS PROCESSES AND OBLIGATIONS

SMS carries with it several Processes and Obligations which have to be implemented:

- Planning and measuring safety performance.
- Comparing performance with objectives and goals.
- Identifying hazards, evaluating and managing safety risks.
- Proactive internal reporting and analysis of incidents and accidents.
- Verify that the root cause of any accidents or deficiencies has been determined.
- Taking corrective measures to prevent the reoccurrence of incidents and accidents.
- Ensuring that personnel are aware of their responsibilities in regards to incidents, accidents and hazard reporting.
- Ensuring that personnel are trained and competent to perform their duties.
- Maintain documentation of all Safety Management System processes.
WHAT IS A SAFETY MANAGEMENT SYSTEM?

It is a Planned, Documented, Organized and Proactive Approach to Safety.

Accidents and incidents can be traced to some form of human error. But errors can occur at the management level in the development of policy and procedures, much in the same way that errors can occur on the ramp, the hangar or the workshop floor. This is why the SMS process examines all levels of activity.

SMS is a system that exposes opportunities to make improvements in areas that would most likely have remained hidden. Sometimes, these issues are hidden because of “silos” within an organization. Therefore, if these safety issues can be identified, they can be managed. However, if they remain hidden, the threat remains and although known to some, they will combine with poor timing to result in an accident or incident.

Research by NASA and Boeing has shown that there is an average of seven (7) errors associated with an accident. When looked at in isolation there can appear to be no direct link or apparent connection between the error and the accident. In fact, accidents are frequently the result of small errors combined with poor timing. Given that there are an average of seven (7) errors associated with the accident, it means that on average we will have seven (7) opportunities to break the chain of events leading up to an accident.

NON PUNITIVE REPORT POLICY

SMS seeks to examine “Why” a mistake occurred, not “Who” is to blame. Consequently, SMS does not look to lay blame or find fault but rather looks for the latent failures within the process that allowed the individual to make the unsafe decision. A person might just be at the end of a long chain of errors and only by examining all aspects of the accident can we truly determine the root causes.

Professionals and rookies alike are subject to making mistakes. By accepting the normality of errors, we can anticipate them and be better prepared to trap and manage the outcome of those errors.

When we make mistakes we feel foolish, but in truth we are merely human and we need to admit, accept and report our mistakes.

As a demonstration of our organization’s support for the SMS process, a Non Punitive Reporting policy will be issued. This means that no disciplinary action will be taken against anyone raising a safety issue; in fact, we want people to tell us of their near misses and concerns because this is the only way we can fix the process. Gone are the days when you simply fire the person who makes a genuine mistake. However, this policy will not protect you from criminal acts or gross negligence.
SMS SAFETY REPORT

Safety issues are generally reported via Reactive or Proactive reports. Staff can report safety issues to their supervisor via email or telephone, or anonymously by utilizing a drop box located at the Air Terminal Building.

Each report undergoes an initial internal risk assessment and, even if no action is taken at that time, the key information contained in the report goes into an information database and a response is provided back to the team and all relevant stakeholders. Remember, change itself can be dangerous and we will not apply change for change's sake. Neither can we fix everything.

Other issues are reviewed more deeply by utilizing expertise learned in a separate Skills Training Program. Selected staff have learned how to complete a Risk Assessment utilizing Transport Canada’s Q850 process and how to determine the root causes of Accidents/Incidents through a detailed investigation process.

SAFETY MANAGEMENT SYSTEM COMMITTEE

A SMS Committee has been established to coordinate, monitor and consolidate initiatives and actions and to oversee the communication of information to all staff. In time, members of the SMS Committee will become the SMS experts in your organization.

WHAT SMS WILL DO FOR AN ORGANIZATION

It provides all personnel with the capacity to anticipate and address safety issues before they lead to an incident or accident. It encourages people to be proactive, catching problems before they start.

CORPORATE CULTURE

A company Brand, or a Corporate Culture, is a very powerful thing. It takes a long time to evolve and a strong positive culture is a very powerful force.

But you cannot impose culture on an organization; you can only create an optimal environment in which it will thrive. Ultimately, your SMS culture will be defined by the actions of each and every person in your organization.