**AIRPORTS LIMITED**

# SAFETY MANAGEMENT SYSTEM MANUAL

**AIRPORTS LIMITED**

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# TABLE OF CONTENTS

# TABLE OF CONTENTS

# Purpose and Scope

MBJ Airports Limited ("MBJ"), the operator of Sangster International Airport ("SIA"), is a partnership between Mexico-based Grupo Aeroportuario del Pacifico ("GAP"), and Canada-based Vantage Airport Group Limited through a 30-year concession agreement with the Government of Jamaica, which began in 2003. In keeping with the International Civil Aviation Organization ("ICAO") mandate, MBJ has undertaken the development and implementation of a Safety Management System ("SMS").

The definition of a Safety Management System according to the Manual of Aerodrome Standards is:

> *"A system for managing safety at aerodromes, including the organizational structure, responsibilities, procedures, processes and provisions for the implementation of aerodrome safety policies by an aerodrome operator, which provides for control of safety at, and the safe use of, the aerodrome."*

This Safety Management System Manual ("SMSM") has been developed to direct all personnel in the safe operations of day-to-day activities at SIA, and it is the policy that governs the operation of this organization at all levels.

SMS embraces the principle that the identification and management of risk increases the likelihood of accomplishing the task at hand. Hazards can be identified and dealt with systematically through the Reporting Program that facilitates continuous improvement and professionalism. SMS encompasses the entire Aerodrome activity. Our auditing program assures all processes are in control.

The MBJ SMS conforms to the Jamaica Civil Aviation Authority ("JCAA") *Civil Aviation Regulation 2012*, Standards and Recommended Practices ("SARP") of the ICAO Document 9774 *Certification of Aerodromes* and Document 9859 *Safety Management Manual*. MBJ is committed to establishing the four components of a SMS, which are:

a) Safety policy and objectives
b) Safety risk management
c) Safety assurance; and
d) Safety promotion

MBJ will deploy all necessary training and resources to support the implementation of the Safety Management System ("SMS") policy and procedures. All stakeholders at MBJ who contribute to the aviation service are a part of the SMS.

## LIST OF EFFECTIVE PAGES

| Section/Chapter | Page No. | Remarks | Date |
|---|---|---|---|
| Table of Contents | i | | |
| Table of Contents | ii | | |
| Purpose and Scope | 0-1 | | |
| List of Effective pages | 0-2 | Amendment 5 | May 24, 2022 |
| List of Effective pages | 0-3 | Amendment 2 | May 24, 2022 |
| Manual Control | 0-4 | | |
| Manual Distribution       · | 0-5 | Amendment 1 | October 04, 2021 |
| Amendment Procedure | 0-6 | | |
| Record of Amendments | 0-7 | Amendment 5 | May 24, 2022 |
| Definitions | 0-8 | | |
| Definitions | 0-9 | | |
| Definitions | 0-10 | | |
| Abbreviations | 0-11 | | |
| Part 1 Section 1.1 | 1-1 | | |
| Safety Policy | 1-2 | Amendment 3 | May 24, 2022 |
| Part 1 Section 1.2 | 1-3 | | |
| Part 1 Section 1.2 | 1-4 | | |
| Part 1 Section 1.2 | 1-5 | | |
| Part 1 Section 1.2 | 1-6 | | |
| Part 1 Section 1.2 | 1-7 | | |
| Part 1 Section 1.2 | 1-8 | Amendment 1 | December 03, 2020 |
| Part 1 Section 1.3 | 1-9 | | |

K Morgan
26/Aug/2022

| | | | |
|---|---|---|---|
| Part 1 Section 1.4 | 1-10 | | |
| Part 1 Section 1.5 | 1-11 | | |
| Part 1 Section 1.5 | 1-12 | | |
| Part 2 Section 2.1 | 2-1 | | |
| Part 2 Section 2.1 | 2-2 | | |
| Part 2 Section 2.1 | 2-3 | | |
| Part 2 Section 2.2 | 2-4 | | |
| Part 2 Section 2.2 | 2-5 | | |
| Part 3 Section 3.1 | 3-1 | Amendment 2 | May 24, 2022 |
| Part 3 Section 3.1 | 3-2 | | |
| Part 3 Section 3.2 | 3-3 | | |
| Part 3 Section 3.3 | 3-4 | | |
| Part 3 Section 3.3 | 3-5 | | |
| Part 3 Section 3.3 | 3-6 | | |
| Part 4 Section 4.1 | 4-1 | Amendment 1 | May 24, 2022 |
| Part 4 Section 4.1 | 4-2 | | |
| Part 4 Section 4.2 | 4-3 | | |

JCAA approving signature for List of Effective Pages

Date _SEPT 6 2022_

K. Morgan
26/Aug/2022

## MANUAL CONTROL

MBJ is responsible for the development, issuance and control of amendments to this manual. The manual is maintained in hard copy and electronic format. All manual holders will be responsible for the safe custody and maintenance of their manual.

The Safety Manager is responsible for amending and distributing changes to the holders of the SMS Manual and uploading to the company intranet and Website.

## MANUAL DISTRIBUTION

### i. Hard Copies

Manual Holders are listed in *Table 1: List of SMS Manual Holders*. The Manual Holder is responsible for properly inserting all amendments.

| Copy No.: | This manual is entrusted to: |
|-----------|------------------------------|
|           |                              |

### Table 1: List of SMS Manual Holders

| No. | Manual Holder | Location | Telephone | Email Address |
|-----|---------------|----------|-----------|---------------|
| 1 | Chief Executive Officer | MBJ Airports Limited, Sangster International Airport | (876) 881-7980 | smunroe@mbjairport.com |
| 2 | Deputy Airport Director | MBJ Airports Limited, Sangster International Airport | (876) 854-5930 | csalgado@mjairport.com |
| 3 | Chief Operating Officer | MBJ Airports Limited, Sangster International Airport | (876) 878-2493 | phall@mbjairport.com |
| 4 | Safety Manager | MBJ Airports Limited, Sangster International Airport | (876) 579-7909 | droach@mbjairport.com |
| 5 | Operations Manager | MBJ Airports Limited, Sangster International Airport | (876) 383-9854 | nhall@mbjairport.com |
| 6 | Emergency Response Services Manager | MBJ Airports Limited, Sangster International Airport | (876) 878-3005 | ballen@mbjairport.com |
| 7 | Maintenance & Engineering Manager | MBJ Airports Limited, Sangster International Airport | (876) 952-3124 | ngreen@mbjairport.com |
| 8 | Jamaica Civil Aviation Authority | 4 Winchester Road. Kingston 5 Jamaica | (876) 960-3948 | |

### ii. Electronic Copies

All employees have access to the SMS Manual from the MBJ company intranet. External companies listed in *Table 2: List of SMS Manual Holders – Website Access* will have access to the SMS Manual from the MBJ website. The manual is password protected. If any portion of the manual is printed from the website, it is an uncontrolled document and can be used solely for reference on the day of printing.

All electronic versions of the manual will have the following footer: *"Uncontrolled when Printed"*

### Table 2: List of SMS Manual Holder - Website Access

| External Company | Location | Telephone | Facsimile No. |
|------------------|----------|-----------|---------------|
| AJAS Limited | AJAS Limited, Sangster International Airport | (876) 952-5530 | (876) 952-1495 |
| GCG Ground Services Limited | GCG Ground Services Limited., Sangster International Airport | (876) 952-7262 | (876) 952-5641 |
| Eulen America | Eulen America, Sangster International Airport | (876) 952-8497 | (876) 971-5645 |
| Airline Operators' Committee (AOC) | Chairperson, Sangster International Airport | (876) 550-0134 | |

## AMENDMENT PROCEDURE

Within thirty days of the issue of an amendment, confirmation will be provided to the Airport Operator that the required amendment action has been accomplished by the return of the amendment control page, signed and dated by the JCAA.

a) Prior to amending the manual, two copies of the proposed amendment will be forwarded to JCAA for approval

b) Upon approval, JCAA will retain one copy of the amendment, and return the other signed to MBJ to be copied and issued to the manual holders.

c) A vertical black line in the right margin will be used to indicate where changes in paragraphs or wording are made.

d) The amendment number and the date will be shown at the bottom of each page.

→ *Refer to:* SMS Procedures Manual, 1.5.1 SMS Manual Amendment Procedure

## Record of Amendments

| Amendment | Date Entered | Description | Entered By |
|---|---|---|---|
| 1 | November 24, 2020 | Safety Policy - New Accountable Executive Signature | Daniella Boswell |
| 1 | November 24, 2020 | List of Effective Pages – Updated to reflect changes | Daniella Boswell |
| 1 | November 24, 2020 | Record of Amendments – Updated to reflect changes | Daniella Boswell |
| 1 | December 03, 2020 | Part 1 Section 1.2.13 & Section 1.2.14 – Based on JCAA Audit | Daniella Boswell |
| 2 | December 03, 2020 | List of Effective Pages – Updated to reflect changes | Daniella Boswell |
| 2 | December 03, 2020 | Record of Amendments – Updated to reflect changes | Daniella Boswell |
| 2 | June 09, 2021 | Safety Policy – Revised for 2021 | Daniella Boswell |
| 3 | June 09, 2021 | List of Effective Pages – Updated to reflect changes | Daniella Boswell |
| 3 | June 09, 2021 | Record of Amendments – Updated to reflect changes | Daniella Boswell |
| 1 | October 04, 2021 | Manual Distribution – CEO & AOC Chairperson's information updated | Daniella Boswell |
| 4 | October 04, 2021 | List of Effective Pages 0-2– Updated to reflect changes | Daniella Boswell |
| 4 | October 04, 2021 | Record of Amendments – Updated to reflect changes | Daniella Boswell |
| 1 | October 04, 2021 | Safety Performance Indicators- Information Amended | Daniella Boswell |
| 1 | October 04, 2021 | List of Effective Pages 0-3 - Updated to reflect changes | Daniella Boswell |
| 3 | May 24, 2022 | Safety Policy – Revised for 2022 | Daniella Boswell |
| 1 | May 24, 2022 | Part 4 Section 4.1.1- Updated to reflect changes | Daniella Boswell |
| 2 | May 24, 2022 | Part 3 Section 3.1.2- Updated to reflect changes | Daniella Boswell |
| 2 | May 24, 2022 | List of Effective Pages 0-3 – Updated to reflect changes to JCAA approving signature & Date | Daniella Boswell |
| 5 | May 24, 2022 | List of Effective Pages 0-2 – Updated to reflect changes | Daniella Boswell |
| 5 | May 24, 2022 | Record of Amendments – Updated to reflect changes | Daniella Boswell |

## DEFINITIONS

**Acceptable Level of Safety Performance (ALoSP)** - The minimum level of safety performance of civil aviation as defined in the ICAO State Safety Program ("SSP"), or of a service provider, as defined in its safety management system, expressed in terms of safety performance targets and indicators.

**Aerodrome** – A defined area on land or water (including any buildings, installations, equipment) intended to be used either wholly or in part for the arrivals, departures and surface movement of aircraft.

**Accident** - 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 until such time as all such persons have disembarked, in which: a) a person is fatally or seriously injured as a result of.

**Accountable Executive** – A single, identifiable person having responsibility for the effective and efficient performance of the State's SSP or the service provider's SMS.

**Aerodrome Operations Manual** - Describes all the aerodrome services, facilities and operating procedures. It provides all the information relevant to the safe operation of the aerodrome and demonstrates to the local regulatory authority that the requirement for certification of the aerodrome is met.

**Airside** - That area of an airport intended to be used for activities related to aircraft operations and to which public access is restricted.

**Approved** - In relation to a type of equipment and a named organization or standard, means a description that is approved or certified by that organization as meeting those standards or specifications of the organization that are applicable to that type of equipment, or, where applicable, the named standard.

**Apron** - That part of an aerodrome, other than the manoeuvring area, intended to accommodate the loading and unloading of passengers and cargo, the refuelling, servicing, maintenance, and parking of aircraft, and any movement of aircraft, vehicles, and pedestrians to allow execution of those functions

**Audit** - An independent and systematic evaluation of activities and processes to identify areas of unacceptable risk.

**Certification** - To conform or attest to the fact that a particular design and implementation meets a set of specified safety requirements.

**Change Management** - A formal process to manage changes within an organization in a systematic manner, so that changes that may impact identified hazards and risk mitigation strategies are accounted for before the implementation of such changes.

**Contractor** - Includes a person, firm, municipality, corporation or other entity, who or which employs persons to do or contracts with other firms, or corporations, for the doing of work as defined in the Factories Act and includes the principal contractor and any subcontractor.

**Contractor Personnel** - Includes all employees of the Contractor and any sub-contractors.

**Construction Site** - A location where the Contractor's personnel are, or are likely to be, engaged in any occupation, including any vehicle or mobile equipment used by the Contractor personnel in an occupation.

**Errors** - An action or inaction by an operational person that leads to deviations from organizational or the operational person's intentions or expectations.

**Hazard** - A condition or object with the potential of causing injuries to personnel, damage to equipment or structures, loss of material, or reduction of ability to perform a prescribed function.

**Hazard Identification** - The process of recognizing that hazard exists and defining its characteristics (what, why and how).

**Incident** – An occurrence, other than an accident associated with the operation of an aircraft which affects or could affect the safety of operation.

**Landside** - The area of an airport not intended to be used for activities related to aircraft operations and to which the public normally has unrestricted access.

**Likelihood** - Used as a qualitative description of probability or frequency of a specific outcome.

**Mitigation** - The measures taken to eradicate a hazard, or to reduce the likelihood or severity of a risk.

**MBJ** - MBJ Airports Limited, the operator of the Sangster International Airport, Montego Bay, Jamaica.

**Near Miss** – An incident in which no property damage or injury was sustained, but given a change in circumstances, property damage or injury could have occurred.

**Project** - A project is defined as:
a. The construction, demolition, repair, alteration or removal of a structure, building, complex, street, road or highway, pipeline, sewage system or electrical, telecommunication or transmission line;
b. The digging of, or working in or filling a trench, excavation, shaft or tunnel;
c. The installation, modification, repair or removal of any equipment, machinery or plant; the operation of a manufacturing, industrial or other process; or any work designated by MBJ as a project.

**Restricted Area** - That part of the airport to which access is restricted to authorized persons only and is marked with signs.

**Restricted Area Pass** - A pass issued by MBJ that permits access to a certain restricted area.

**Risk** - The predicted probability and severity of the consequences or outcome of a hazard.

**Risk Assessment** - A systematic use of available information to determine how often specified events may occur and the magnitude of their consequences.

**Risk Management** - The culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Risk Mitigation** - The process of incorporating defences or preventive controls to lower the severity and/or likelihood of a hazard's projected consequence.

**Safety Culture** - Individual and group values, attitudes, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of the Safety Management System.

**Safety Management System** - A systematic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures.

**Safety Performance** - A State's or service provider's safety achievement as defined by its safety performance targets and safety performance indicators.

**Safety Performance Indicator** - A safety parameter used for monitoring and assessing safety performance.

**Safety Training** - Training conducted or required (regulatory and others) that will enable personnel to accomplish their duties in a safe manner.

**Stakeholders** - Given the total cost of aviation accidents, many diverse groups have a stake in improving the management of safety. The principal stakeholders are:
(a) The Jamaica Civil Aviation Authority;
(b) Airline owners/operators, concessionaires and airline passengers;
(c) Ground Handlers; and
(d) The International Civil Aviation Authority ("ICAO").

**Worksite** - A location where contracted employees are, or are likely to be, engaged in any occupation and includes any vehicle or mobile equipment used by the contractor personnel in an occupation.

**Abbreviations**

| | |
|---|---|
| AE | Accountable Executive |
| ALoSP | Acceptable Level of Safety Performance |
| AOD | Airport Operation Directives |
| AOM | Aerodrome Operations Manual |
| ARFF | Aircraft Rescue and Fire Fighting |
| ATC | Air Traffic Control |
| AVOP | Airside Vehicle Operators Permit |
| CAP | Corrective Action Plan |
| CEO | Chief Executive Officer |
| ECC | Emergency Coordination Centre |
| EHS | Environment Health and Safety |
| EMP | Environmental Management Plan |
| ERP | Emergency Response Plan |
| ERS | Emergency Response Services |
| FOD | Foreign Object Debris |
| GAP | Grupo Aeroportuario del Pacifico |
| HIRA | Hazard Identification and Risk Assessment |
| HR | Human Resource |
| ICAO | International Civil Aviation Authority |
| JCAA | Jamaica Civil Aviation Authority |
| MBJ | MBJ Airports Limited, operators of Sangster International Airport |
| NAVAIDS | Navigational Aids |
| PDCA | Plan Do Check and Act |
| QA | Quality Assurance |
| QAP | Quality Assurance Program |
| RAP | Restricted Area Pass |
| RCA | Root Cause Analysis |
| SARP | Standards and Recommended Practices (ICAO) |
| SIA | Sangster International Airport |
| SMSM | Safety Management System Manual |
| SMS | Safety Management System |
| SOC | Safety Oversight Committee |
| SPI | Safety Performance Indicator |
| SRC | Safety Review Committee |
| SSP | State Safety Program |

## Safety Policy

An effective Safety Management System (SMS) is integral to all our aerodrome activities, with the objective of achieving the highest level of Safety Performance and meeting regulatory requirements. The success of our Safety Management System is dependent on management devoting the necessary time, resources and attention to the implementation of the safety policy. The management of safety is the responsibility of all management and staff.

MBJ Airports Limited is committed to:

a) Embedding a positive safety culture in all aerodrome activities that recognize the importance of fostering safe practices; encouraging effective safety reporting and communication and actively managing safety while acknowledging at all times that safety is paramount.

b) Complying with legislative and regulatory requirements and recommendations.

c) Providing the necessary resources to enable continuous improvement of safety performance.

d) Defining staff accountabilities and responsibilities for the development and delivery of aerodrome safety strategy and performance and ensuring that sufficient skilled and trained human resources are available to implement safety strategies and processes.

e) Mandating through our procurement process, that externally supplied systems and services have defined safety standards and adhere to our safety performance standards.

f) Establishing hazard identification, risk management processes and hazard reporting systems aimed at mitigating safety risk associated with consequences of hazards. This will be accomplished through hazard identification, risk assessment, investigation, root cause analysis, trend analysis, corrective action plans and continuous monitoring to improve our safety performance.

g) Establishing, measuring and monitoring our safety performance against realistic safety performance indicators and safety performance targets, conducting periodic reviews and taking actions where levels have been breached.

h) Maintaining a Safety Management System that promotes continuous improvement of our safety performance. This will accomplish through continuous planning, monitoring, auditing and execution.

i) Ensuring that an anonymous and non-punitive reporting procedure exists within our hazard reporting system.

j) Ensuring that disciplinary measures will be taken if the disclosure indicates that workers are culpable of reckless conduct or exhibited negligent behaviour. These include: willful or intentional non-compliance with policies, procedures and regulations; gross negligence, criminal intent, or under the influence of intoxicants or illicit substances.

k) Reviewing the safety policy annually to ensure relevance and compliance.

The ultimate accountability for safety performance at Sangster International Airport rests with the undersigned Executive.

Shane Munroe
Chief Executive Officer
Accountable Executive
MBJ Airports Limited
2022

K Morgan
26/May/2022

# PART 1 | SAFETY POLICY AND OBJECTIVES

*The Safety Policy and Objectives component defines the framework for MBJ's SMS including commitment and responsibilities to the SMS through the Safety Policy and a description of the SMS roles and responsibilities.*

## 1.1 MANAGEMENT COMMITMENT AND RESPONSIBILITY

MBJ's Safety Policy (see *next page*) describes the principles and intentions as it relates to the company's commitment to managing aviation safety. The Safety Policy is reviewed annually and revised as necessary by the Safety Manager in collaboration with the Safety Oversight Committee ("SOC"). The Safety Policy is approved and signed by the Chief Executive Officer ("CEO").

The promotion of the safety policy at MBJ begins with the CEO and extends to all managers and employees who are also involved in the establishment and maintenance of the safety management system.

The Safety Policy will be communicated to all stakeholders with the intent that they are made aware of their individual safety responsibilities.

The safety objectives are embedded within each safety performance indicator established by MBJ. The analysis of these indicators determines the effectiveness of the SMS.

## 1.2 SAFETY ACCOUNTABILITIES

### 1.2.1 Chief Executive Officer

The Chief Executive Officer ("CEO") is the Accountable Executive and reports to the Board of Directors. The CEO is accountable for establishing and maintaining the overall corporate safety culture and for providing the necessary resources to ensure compliance with regulatory safety standards. The CEO has ultimate accountability for the implementation, maintenance and continuous improvement of the SMS. The CEO has the final authority over operational safety matters and is responsible for:

- Authorizing a Safety Policy that indicates its commitment to safety;
- Ensuring adequate financial and human resources are provided in support of the management of safety;
- Assuming the leadership role to ensure commitment to safety management throughout the organization;
- Ensuring that MBJ's SMS and operational performance are evaluated for effectiveness on a regular basis; and
- Ensuring that MBJ's managers are aware of and held accountable for their department's safety performance.

### 1.2.2 Deputy Airport Director

The Deputy Airport Director is accountable for supporting the overall corporate safety culture and ensuring resources are efficient and adequate to implement the SMS. The Deputy Airport Director is responsible for:

- The implementation, maintenance and continuous improvement of the Safety Management System;
- Assuming the duties of the AE in the absence of the CEO; and
- Ensuring that departments are able to accomplish the functions through the allocation of time and sufficient resources as required.

### 1.2.3 Chief Operating Officer

The Chief Operating Officer is accountable for the safe and efficient operational management of the airport. The Chief Operating Officer is responsible for:

- The implementation, maintenance and continuous improvement of the Safety Management System;
- Ensuring adequate resource allocation for the design, implementation and administration of a safety management system;
- Ensuring commitment throughout the Operations Division of MBJ to the safety policy and the SMS requirements;
- Ensuring that employees within the Operations division are fully aware of safety guidelines and are held accountable for their safety performance;
- Ensuring adequate levels of Aircraft Rescue and Fire Fighting ("ARFF") protection services are maintained; and
- Ensuring the hiring of qualified and competent personnel to uphold the safe operation of the airport.

### 1.2.4 Safety Manager

The Safety Manager is accountable for implementation, maintenance and continuous improvement of an effective SMS. The Safety Manager is responsible for:

- Establishing and maintaining a SMS, including processes to identify, report, track and correct safety issues and the implement preventative measures where necessary;
- Distributing Safety Guidelines to all airport users;
- Undertake on-going evaluation of the SMS to ensure its continued effectiveness, making improvements where required;
- Reviewing and reporting compliance with SMS policies and procedures to the Safety Oversight Committee;
- Designing and managing an effective audit program which is geared towards the highest risk exposures in the safe operation of the airport;
- Ensuring that Department Heads hold their staff accountable for their safety performance;
- Ensuring that department staff are trained and competent in the discharge of their safety obligations;
- Promoting safety management and Safety Awareness training amongst SIA stakeholders;
- Liaison with JCAA and other aviation organizations; and
- Monitoring the JCAA website annually for regulated changes and guidance documents applicable to safety at SIA.
- Maintaining the Safety Management System Manual by ensuring it is updated and that all amendments are communicated to the regulatory authority

Safety management is a responsibility that is shared by each line manager and supported by the Safety Manager. Therefore, MBJ's CEO will not hold the Safety Manager accountable for line managers' action.

→ *Refer to:* SMS Procedures Manual 3.3.3 Escalation Procedure

### 1.2.5 Operation Manager

The Operations Manager is accountable to the Chief Operating Officer for ensuring that programs and policies are established and monitored for the safe operation of the airport. The Operations Manager is responsible for:

- Maintaining the Aerodrome Operations Manual ("AOM") by ensuring it is updated and that all amendments are communicated to the regulatory authority;

- Ensuring that the airfield is inspected according to regulations and any non-conformance identified is immediately reported to the relevant department for resolution;

- Developing and enforcing procedures for the safe operations of the airside and in accordance with MBJ's SMS;

- Providing support to the ERS Manager in coordinating response to emergencies;

- Ensuring that acceptance of any risk, the identification of any hazard within the airport systems and associated mitigation measures are documented in accordance with the principles of SMS; and

- Ensuring that all employees of the Operations Department are properly trained, aware of their responsibilities, and held accountable for their safety performance.

### 1.2.6 Maintenance Manager

The Maintenance Manager is accountable for ensuring the support of activities for the safe operations of the airport, such as:

- Maintenance of airfield and apron pavements, airport terminal and other airport services;
- Provision of engineering and maintenance of jet bridges, escalators, elevators, conveyors and HVAC systems; and the
- Provision of electrical power to all airport installations, including ATC communication equipment and NAVAIDS.

The Maintenance Manager is responsible for:

- Giving safety maintenance considerations the utmost priority;
- Ensuring the application of SMS policies and procedures within the maintenance department;
- Ensuring that the identification of any hazards within the airport systems and the associated risk mitigation measures are documented;
- Overseeing the daily operational safety performances to ensure:
  - o Safety issues are reported to the Safety Manager in a timely manner;
  - o All maintenance staff are aware of, and held accountable for their safety performance;
  - o All maintenance staff are trained and competent to discharge their tasks;
- Ensuring that all necessary safety assessments have been accepted by the JCAA, in relation to the development of plans, policies, procedures and systems at SIA; and
- Ensuring appropriate management of human resources to maintain a safe facility.
- Maintaining the Maintenance Manual by ensuring it is updated and that all amendments are communicated to the regulatory authority

### 1.2.7 Director of Finance

The Director of Finance is accountable for the financial resources and timely availability of funds. The Director of Finance is responsible for:

- Ensuring that when exercising power of authority, the Financial Division of MBJ treats safety with the utmost importance;
- Ensuring that all managers and staff reporting to the Director of Finance are aware of and held accountable for their safety performance;
- Ensuring purchasing contracts for externally supplied systems and services comply with MBJ safety standards;
- Ensuring that financial functions are conducted in accordance with the relevant government, industry and international standards and regulations;
- Keeping abreast of trends to ensure the safety of the airport is not compromised by changes within the financial system;
- Ensuring department personnel are competent personnel to ensure that financial activities do not compromise the delivery of safe airport services; and
- Ensuring effective liaison between MBJ's Financial Department, other MBJ Departments, and relevant external organizations to ensure the safety aspects involving the Financial Department are fully considered before implementing changes.

### 1.2.8 Human Resource Manager

The Human Resource Manager is accountable for supporting operational Safety Management. The HR Manager is responsible for:

- Developing personnel policies, procedures and the placement of staff most suited for the task and having the correct attitude towards operational safety;
- Ensuring that safety accountabilities of management as well as operational personnel are clearly defined and embedded in job descriptions;
- Developing and applying a non-punitive culture at MBJ;
- Implementing recruiting, training and counselling in keeping with the MBJ Goals and Objectives;
- Implementing aviation safety related government policies with respect to general administrative matters, e.g. restrictions on duty hours etc.;
- Ensuring that safety considerations are given priority in decisions involving the Human Resource Department;
- Ensuring SMS policies and procedures are applied within the HR Department;
- Overseeing the safety and operational performance of the HR Department;
- Ensuring that any safety related issues are reported in a timely manner to the Safety Manager; and
- Ensuring that all HR Department staff are:
  o Aware of and held accountable for their safety performance; and
  o Trained and competent to discharge their safety related obligations.

### 1.2.9 Legal Counsel

The Legal Counsel is accountable for the legal safety obligations. The Legal Counsel is responsible for:

- Providing guidance pertaining to legal safety obligations;
- Ensuring that safety accountabilities have been incorporated into all commercial contracts while vetting the legal documentation;
- Providing value added advice to clients by research and analysis of safety related legal matters;
- Developing good corporate governance and a non-punitive culture at MBJ;
- Ensuring that safety considerations are given foremost consideration in discussions of legal issues;
- Ensuring SMS policies and procedures are applied within the area of responsibility;
- Ensuring safety related issues are reported in a timely manner to the Safety Manager; and
- Assisting with interpreting regulatory requirements relating to safety.

### 1.2.10 Environment, Health and Safety Manager

The Environment, Health and Safety ("EHS") Manager is accountable for the administration of the environment, health and safety management program at SIA. The EHS Manager is responsible for:

- Maintaining the Environmental Management Plan ("EMP"), which documents MBJ's management system for the control of environmental impacts / hazards of SIA's operations;
- Maintaining the Bird Control Policy, which is designed to reduce the hazard of bird strikes on and in the airport environment;
- Ensuring that environmental emergency response procedures are properly coordinated with the plans of mutual organizations interfaced with during the provision of its services; and
- Preparing for coordinating actions to be taken during an environmental emergency at the aerodrome and in its vicinity.

### 1.2.11 Emergency Response Services Manager

The Emergency Response Services ("ERS") Manager is accountable for ensuring aircraft rescue and firefighting activities are maintained for the safe operations of the airport. The ERS Manager is responsible for:

- Maintaining the Emergency Response Plan ("ERP"), which provides for the orderly and efficient transition from normal to emergency operations and the return to normal operations;
- Ensuring the ERP is properly coordinated with the emergency response plans of those organizations it must interface with during the provision of its services;
- Ensuring all ERS staff are equipped with appropriate gear and are trained and competent to discharge their safety related obligations;
- Ensuring SMS policies and procedures are applied within the area of responsibility;
- Ensuring the identification of any hazards within the airport systems and the associated risk mitigation measures are documented;
- Overseeing the daily operational readiness of the Emergency Response Services at SIA;
- Ensuring that safety issues identified are reported to the Safety Manager in a timely manner;
- Ensuring that all department staff are aware of, and held accountable for their safety performance;
- Performing frequent testing of the ERP by conducting exercises with relevant stakeholders;
- Ensuring that all necessary safety assessments have been accepted by the JCAA, in relation to the development of Emergency Response Plan, policies, procedures; and
- Ensuring appropriate management of human resources to facilitate safe response operation.

### 1.2.12 Chief Technical Officer

The Chief Technical Officer is accountable for effective planning and management of the organization's infrastructure. The Chief Technical Officer is responsible for:

- Ensuring safety considerations are given foremost consideration in planning for and maintaining the company's infrastructure;
- Ensuring that resources are in place to protect safety data;
- Ensuring SMS and procedures are applied within area of responsibility; and
- Ensuring that all staff of the Technical Division are:
  - o Trained and competent to discharge their safety related obligations; and
  - o Fully aware of safety guidelines and are held accountable for their safety performance.

### 1.2.13 Safety Oversight Committee

The Safety Oversight Committee ("SOC") meets monthly at SIA to review matters pertaining to safety and be a forum for discussing organization safety-related issues. The SOC is responsible for:

- Conducting hazard identification and risk assessments;
- Reviewing the performance of the SMS;
- Reviewing the violation tickets issued;
- Review safety policy, objectives and safety performance indicators;
- Assessing the impact of operational changes on safety;
- Monitoring safety performance against the safety policy and objectives;
- Monitoring the effectiveness of MBJ's SMS implementation plan;
- Monitoring the effectiveness of the safety oversight of contracted organizations;
- Monitoring the implementation of necessary corrective or mitigating actions; and
- Reviewing the effectiveness of the Airside Vehicle Operators Permit ("AVOP") program.

The Safety Manager, or delegate, will chair the monthly committee meetings. This committee consists of the various managers, supervisors and staff from MBJ operational areas. A quorum for the Safety Oversight Committee meetings shall be five members and shall comprise of representation from Operations, Safety, Maintenance, Projects and the Emergency Response Services. The SOC reports to and takes strategic direction from the Safety Review Committee.

### 1.2.14 Safety Review Committee

The Safety Review Committee ("SRC") meets quarterly to consider strategic safety functions. This SRC is chaired by the CEO and include Executives and Directors of MBJ. A quorum for the Safety Review Committee meeting shall be four members and shall comprise of the Chief Executive Officer the Deputy Airport Director, The Chief Operating Officer and the Safety Manager. The SRC is responsible for:

- Ensuring appropriate resources are allocated to achieve the established safety performance required for regulatory compliance;
- Providing strategic direction to the SOC;
- Reviewing and endorse the Safety Objectives and Safety policy;
- Generating and evaluate safety suggestions;
- Monitoring the following:
  - Safety performance against the safety policy and objectives;
  - Effectiveness of MBJ's SMS implementation plan;
  - Effectiveness of the safety oversight of contracted organizations;
  - Implementation of necessary corrective or mitigating actions; and
  - Effectiveness of the organization's safety management processes.
- Implementing corrective action plan within prescribed timeline; and
- Conducting the annual Management Review of the SMS

→ *Refer to:* SMS Procedures Manual, 3.3.3 Management Review Procedure

### 1.2.15 All MBJ Employees

All employees have the following safety responsibilities:

- Comply with the safety requirements and procedures outlined in the MBJ's Safety Management System Manual ("SMSM"), the Aerodrome Operations Manual ("AOM") and other duly authorized Corporate Manuals, instructions and notices;
- Apply safety measures as required by procedures and instructions;
- Advise the Safety Manager of any hazards, occurrences or system failures.

## 1.3 APPOINTMENT OF KEY SAFETY PERSONNEL

### 1.3.1 Safety Organization

Four key personnel are ultimately responsible for the implementation, maintenance and continuous improvement of the Safety Management System:

- Chief Executive Officer
- Deputy Airport Director
- Chief Operating Officer
- Safety Manager

Together, they oversee SMS. The Safety Manager will administer, coordinate and manage the SMS program.

→ *Refer to:* SMS Procedures Manual, 1.3.1 Company Organization Chart

### 1.3.2 Safety Manager Selection Criteria

Reporting to the Chief Executive Officer, the Safety Manager provides oversight and direction for the planning, implementation and operation of MBJ's SMS. The following defines the qualifications and experience criteria for the Safety Manager:

- BSc. preferably with studies in Aviation Management or equivalent qualifications from a recognized tertiary institution;

- Minimum of five (5) years' experience in an airport/safety management system environment, three (3) of which must be at a supervisory level;

- Valid General Driver's License; and

- Experience in aviation safety, auditing and the conduct of investigations.

In addition, the following specific knowledge is required:

- Sound knowledge of airline/airport planning and operations, security procedures and emergency procedures;

- Extensive knowledge of safety management systems (SMS) with appropriate SMS training;

- Sound knowledge of the aviation regulatory framework, including relevant Civil Aviation Regulations and ICAO SARPS;

- Computer literacy and excellent analytical skills;

- Excellent interpersonal, oral and written communications skills; and

- An understanding of risk management principles and techniques to support the implementation and management of a safety management system.

The ideal candidate should have excellent time management skills, the ability to demonstrate good reasoning power and judgment and the ability to work independently with minimal supervision.

### 2.2.2 Investigation and Analysis

The SMS Gateway Procedure ensures that the proper Root Cause Analysis tools are used effectively. MBJ uses the Fishbone and/or the 5 Why's Root Cause Analysis ("RCA") methods to identify the contributing factors and root cause(s) of incidents. The extent of the investigation will depend on the risk level assigned through the SMS Gateway Procedure.

*Aircraft Accidents*

ICAO Annex 13 provides guidance on aircraft accident and incident investigations.

The JCAA is responsible for investigating incidents and accidents at SIA involving aircraft. The JCAA will also conduct an investigation of any serious incident involving an aircraft or a person associated with the maintenance and operation of an aircraft, or both.

*Other Incidents*

Other incidents may be investigated by the airlines own investigative board under the supervision of an officer from the JCAA. The Safety Manager will use information gained from the investigation to determine the root causes and perform a trends analysis. This will assist in formulating measures that will prevent minor occurrences escalating into major occurrences or accidents.

Internal investigation reports are submitted to the CEO and the SRC. Hazards identified in the investigation process are documented and added to the hazard register. The resulting recommendations and corrective actions are communicated to the responsible manager for action.

> → *Refer to:* SMS Procedures Manual, 2.1.1 SMS Report Procedure
> SMS Procedures Manual, 2.1.2 SMS Gateway Procedure
> SMS Procedures Manual, 2.2.4 Investigation Procedure
> SMS Procedures Manual, 2.2.5 5 Why's Root Cause Analysis Procedure
> SMS Procedures Manual, 2.2.6 Fishbone Root Cause Analysis Procedure
> MBJ Airports Limited Emergency Response Plan

### 2.2.3 Safety Risk Profile

All SMS Reports entered into VORTEX are used to populate the MBJ Hazard Register. This list, along with other safety risks common to the industry with potential for significant damage, forms the basis for the company Safety Risk Profile. The Safety Risk Profile is used to support the development of the Safety Performance Indicators ("SPI") by examining:

- The nature of the threats faced by MBJ;
- The likelihood of the adverse effects occurring;
- The level of disruption and cost associated with each type of risk;
- The effectiveness of controls already in place to manage the risks; and
- What the law says on the risk.

> → *Refer to:* SMS Procedures Manual, 3.1.1 Safety Planning Procedure

# PART 3 | SAFETY ASSURANCE

*The Safety Assurance component defines the ongoing processes for monitoring compliance with international standards, national regulations and MBJ SMS requirements.*

## 3.1 SAFETY PERFORMANCE MONITORING AND MEASUREMENT

### 3.1.1 Safety Planning Process

The Safety Risk Profile is used to determine the Safety Performance Indicators ("SPI"). Each SPI will have a goal and objective established. The safety goals are top-level statements describing what the organization hopes to achieve with the implementation of the SMS to fulfill the obligations of the Safety Policy. The safety objectives are specific, measurable, realistic and timely targets to achieve the stated goals.

SPIs are developed annually by the SOC and are approved by the SRC. These SPIs are developed by considering the following:

- Safety Risk Profile
- Comments from the various safety committees
- Achievement of past objectives
- Regulators recommendations
- Guidance provided by ICAO publications
- Guidance provided by JCAA
- Results from internal and external audits

The outcome of the safety risk profiling process is that the right risks are identified and prioritized for action, and identify where further risk control measures are needed. The SPIs and their corresponding targets and alert levels are analyzed at least quarterly by the Safety Manager and the performance outcomes of each indicator is assessed and action is taken as outlined in the SPI Alert Level procedure.

> → ***Refer to:*** SMS Procedures Manual, 3.1.1 Safety Planning Procedure
> SMS Procedures Manual, 3.1.4 SPI Alert Level Procedure
> SMS Procedures Manual, 3.1.5 Placement of Safety Information Procedure

### 3.1.2 Measure / Monitor Performance

Safety performance is measured and monitored to verify that MBJ complies with its safety policies. This process includes the following:

a)     **Safety Performance Indicators**

Safety Performance Indicators (SPIs) are used to assess operational safety performance through monitoring. Considerations for both high-consequence and lower-consequence safety indicators are made annually by our SOC and approved by our SRC. An Acceptable Level of Safety Performance (ALoSP) is the performance based approach used to define our actual safety performance level each year.

b)     **SMS Reports**

MBJ promotes a voluntary "non-punitive" reporting system whereby personnel are asked to submit SMS Reports. Relevant information may be shared with other parties or groups for learning or corrective action purposes.

KMorgan
26/Aug/2022

### c) Safety Studies

Safety studies examine safety concerns on an industry wide scale. The Safety Manager will take the lead in consulting and benchmarking safety recommendations based on regulatory changes, as well as, industry standards and best practices.

### d) Safety Reviews and Management of Change

Safety reviews will be conducted by the SOC prior to the introduction of new technologies amended procedures, or organizational changes in operations through the Management of Change and the Hazard Identification and Risk Assessment ("HIRA") Procedures.

The SOC will produce a list of hazard concerns for each activity, the response/mitigation proposed by the line manager, and an assessment of the appropriateness and effectiveness of the mitigations to address the hazards. Any proposed mitigation will address the hazard in order to reduce the safety risks to ALoSP.

### e) Corrective Action

HIRA is the process used to assess SMS Reports and to develop corrective action to prevent a recurrence. All completed HIRA will be circulated to the SOC for review and feedback. Feedback provided shall be considered as a part of the final document. Where the SOC considers it necessary to highlight areas of concern for action to the Executive team, a proposal will be prepared along with the completed HIRA and sent to the SRC for discussion.

### f) Safety Audits

Safety audits are the principal method of fulfilling safety and quality performance monitoring functions.

External audits will be performed by the JCAA and/or external organizations contracted by MBJ. Internal safety audits will be performed annually by an internal audit team, or at the discretion of the Accountable Executive, the Chief Operating Officer or the SRC.

The audit criteria will be specified in advance of any proposed audit and checklists will be used, ensuring all intended tasks and functions are fully covered.

→ *Refer to:* SMS Procedures Manual, 3.1.2 Sampling Plan Procedure
SMS Procedures Manual, 3.3.2 Internal Audit Procedure
SMS Procedures Manual, 3.1.1 Safety Planning Procedure
SMS Procedures Manual, 3.1.4 SPI Alert Level Procedure

### g) Surveys

Safety surveys examine particular elements or procedures of a specific operation, such as problem areas or bottlenecks in daily operations, perceptions and opinions of operational personnel and areas of dissent or confusion. MBJ conducts an annual safety survey.

If an acceptable level of safety/progress was not achieved then the Safety Risk Profile item may be carried forward for further action and may be included on the next years Safety Risk Profile.

→ *Refer to:* SMS Procedures Manual, 3.1.1 Safety Planning Procedure
SMS Procedures Manual, 3.1.3 SMS Report Trend Analysis Procedure
SMS Procedures Manual, 3.1.5 Placement of Safety Information Procedure

## 3.2 THE MANAGEMENT OF CHANGE

Management of Change is a formal process that identifies external and internal changes that could affect established processes, procedures and operations, or introduce new hazards that could impact the appropriateness and effectiveness of any existing risk mitigation. A Management of Change review will be performed whenever:

(a) A major organizational or operational change is planned at MBJ;
(b) The airport is under construction or experiencing facility expansion;
(c) Planning to introduce new equipment or facility;
(d) Planning to decommission existing equipment;
(e) Planning to introduce new processes, procedures and policies which may have safety implication;
(f) Planning to revise current procedures which may have safety implications;
(g) Planning to change key personnel;
(h) Legislative changes are to be implemented;
(i) Breach of acceptable level of safety (ALoSP);
(j) Significant or abnormal safety trend;
(k) Other safety related aviation activity as deemed necessary by safety committees at MBJ;
(l) Changes external to MBJ that may affect aviation safety; or
(m) Changes to industry best practices or technology

The SOC will initiate the Management of Change review to include review of relevant literature complemented with the HIRA process, and including a review of any relevant previously conducted HIRAs.

The entire process, including the proposed mitigation measures will be documented and approved by the responsible manager and the CEO.

→ ***Refer to:***    SMS Procedures Manual, 3.2.1 Management of Change Procedure
                   SMS Procedures Manual, 2.2.2 HIRA Procedure

## 3.3 CONTINUOUS IMPROVEMENT OF THE SMS

### 3.3.1 Continuous Improvement Overview

Continuous improvement of MBJ's SMS occurs only through review of the effectiveness of operations and its corrective actions. MBJ achieves continuous SMS improvements through:

a.  Internal safety audits of the operational activities of each department, including evaluations of:
    i.   Facilities, equipment, documentation and procedures through safety audits;
    ii.  Annual employee performance to verify fulfilment of their safety responsibilities;
    iii. Reactive trends e.g. incidents, accidents and investigations;
    iv.  Organizational changes to ensure that they are effective; and
    v.   Monitoring of safety control and mitigation actions via strict document control.

b.  External Audits of the SMS are conducted by JCAA and, if necessary, by a third-party organization contracted by MBJ.

c.  Management Review of the SMS is conducted annually by the SRC.

MBJ's SMS follows the Plan, Do, Check, and Act ("PDCA") cycle of continuous improvement (*see Figure 1: Continuous Improvement Cycle*). In this model, all of the individual processes in MBJ are planned (Plan), performed as planned (Do), reviewed to ensure use and effectiveness (Check), and modified as necessary to ensure that they are safe, effective and efficient (Act). MBJ's Quality Assurance Program ("QAP") provides the 'Check' component to ensure that the 'Act' portion of the cycle achieves the desired results.

### Figure 1: Continuous Improvement Cycle
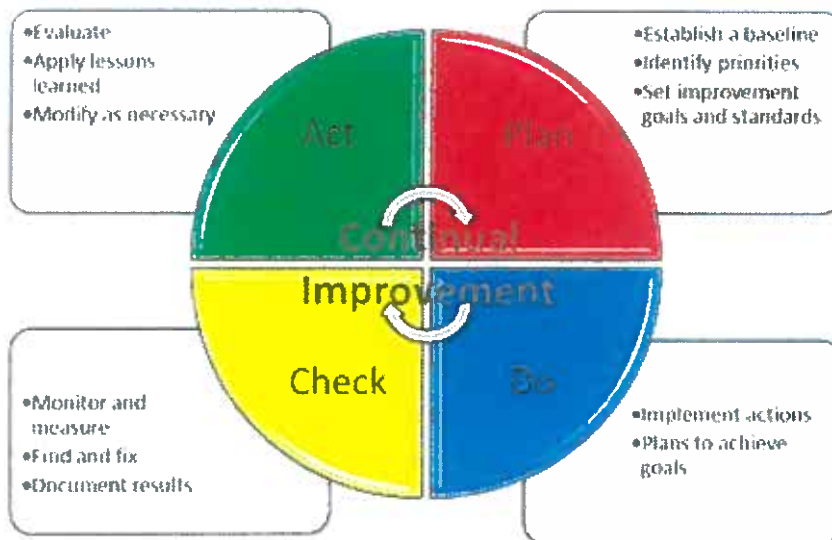
### 3.3.2 Safety Audits

Safety audits are the principal method of fulfilling safety and quality performance monitoring functions.

External audits will be performed by the JCAA and/or external organizations contracted by MBJ. External audits involve an examination of the SMS Manual, supporting records and documentation, and the program implementation.

Internal safety audits will be performed annually by an internal audit team, or at the discretion of the Accountable Executive, the Chief Operating Officer or the SRC. Internal audits involve a systematic and scheduled examination of the implementation of the SMS program. An audit outside of the scheduled period is required if there are any indications of critical system failure in the SMS. Possible reasons for requesting a system audit may include:

- Safety goals not being met
- SPIs have reach an alert level
- Incidents with significant impact are not reported through SMS
- Incidents assessed at low risk levels in SMS cause severe impact

The audit criteria will be specified in advance of any proposed audit and checklists will be used, ensuring all intended tasks and functions are fully covered. The Safety Manager maintains detailed SMS Audit Checklist and is responsible for establishing, administering and maintaining the official record of the SMS Audit Checklist.

MBJ will maintain all records pertaining to SMS Reports and audit findings in VORTEX. This will allow the reporting and corrective action processes to be tracked from inception to completion, and to be accessible to all authorized personnel. Results of internal audits will be submitted to the Accountable Executive and the executive board.

Each audit will comply with JCAA requirements and include a review of:

- Accountabilities for employees assigned responsibilities in aviation SMS;
- Compliance with JCAA SMS regulations;
- Integration with second party contractors where applicable;
- Hazard identification and risk management processes;
- Training records for staff training in their SMS roles;
- Availability of safety performance targets and indicators;
- Documentation on safety audit completed according to the audit schedule; and
- Documentation including SMS Manual.

→ *Refer to:* SMS Procedures Manual, 2.1.2 SMS Gateway Procedure
     SMS Procedures Manual, 3.3.2 Internal Audit Procedure

### 3.3.3 Periodic Review & Escalation

Following an audit, monitoring will be implemented to verify the effectiveness of any corrective actions. Follow-up audits will concentrate on aspects of the operations where the need for corrective action was identified. Follow-up audits to previous safety audits, where corrective action was proposed, cannot always be scheduled in advance.

Through the SMS Gateway Procedure, audit findings are entered into VORTEX and a Correction Action Plan ("CAP") is developed.

Any SMS Report and/or Audit Finding reported by SMS that are recurring, show negative trending or are considered safety critical must be brought to the attention of the SRC by the Safety Manager for review and corrective action.

> → *Refer to:* SMS Procedures Manual, 2.1.2 SMS Gateway Procedure
> SMS Procedures Manual, 3.3.3 Escalation Procedure

### 3.3.4 Management Review

The SMS review process at MBJ ensures that the system remains in compliance with the relevant standards and recommended practices. At the first quarterly meeting of the calendar year, the SRC will perform an Annual Management Review of the previous year to ensure the continuing adequacy and effectiveness of the SMS, and to review the overall safety performance of MBJ.

The purpose of the Annual Management Review is to maintain, monitor and measure safety performance. The meeting will, at a minimum cover the following topics:

- Safety Policy and non-punitive safety policy
- Safety Goals, Objectives and Performance Measures
- Changes that could affect the SMS
- Recommendations for improvement
- Corrective and Preventative Action Plans
- Document Review
- Sharing of best practices
- Quality Assurance Audit(s) and internal audit results
- SMS implementation plan
- Results of previous Annual Management Review meeting minutes

> → *Refer to:* SMS Procedures Manual, 3.3.4 Management Review Procedure

# PART 4 | SAFETY PROMOTION

*The Safety Promotion component defines the necessary awareness and training requirements to ensure personnel are competent to perform their duties in compliance with the SMS program.*

## 4.1 TRAINING AND EDUCATION

### 4.1.1 Training Program Overview

SMS training at MBJ begins with the initial familiarization of internal employees, and continues throughout their tenure to ensure continued Safety Awareness. The training program (see *Figure 2: Safety Training Overview)* ensures that all staff understands, adheres to and are made aware of all the safety responsibilities that lies within their role.

It is the responsibility of the Safety Manager to engage new recruits in the initial Safety Awareness Training.

### Figure 2: Safety Training Overview

| Training & Education – A building block | | |
|---|---|---|
| **All MBJ Employees** | **All Airside Employees** | **Safety Committee Members (SOC/SRC)** |
| 1. Safety Awareness | 2. FOD & Apron Safety | 3. Safety Management Systems<br>4. Advanced Safety Management Systems |

→ *Refer to:* SMS Procedures Manual, 4.1.2 Training Requirement Procedure

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28/ July /2022

### 4.1.2 Validation of SMS Training

The Safety Manager is responsible for measuring the effectiveness of SMS training. At the end of each training exercise, the training is validated through:

(a) **Course evaluation** –used to measure the effectiveness of training and includes a follow-up review
(b) **Competency assessment** –used to assess the trainee's understanding of the training material through one of the following:
  - Criterion based - An employee is assessed against standard criteria or benchmarks.
  - Evidence based - Decisions about whether an employee is competent are based on the evidence they provide to the Safety Manager.
  - Participatory - The employee is involved in the process of assessment.

The MBJ department manager uses one or more of the following competency assessment methods:
  - Observation in the workplace;
  - Practical demonstration and questioning;
  - Written tests and essays;
  - Projects; and
  - Simulations and role plays.

→ *Refer to:* SMS Procedures Manual, 4.1.3 Validation of Training

### 4.1.3 Contractor Training

Contract companies will be provided with a copy of the Safety and Security Manual and they must sign to acknowledge they have received and understood it. Contract workers will be provided with a Safety and Security Orientation briefing prior to being issued a RAP.

## 4.2 Safety Communication

### 4.2.1 Communication of Safety Information

MBJ uses the knowledge derived from accidents, incidents and data analysis to provide insight into safety hazards. A safety database, VORTEX, is used to store detailed information on hazardous conditions that may cause incidents. Data from such reports facilitates an understanding of the causes of hazards, helps to identify intervention strategies and the overall effectiveness of such strategies.

The Safety Manager is the focal point for safety-related information, hazard reports, risk assessments, safety analysis, investigation reports, safety training and safety meetings. The Safety Manager will identify relevant safety messages for communication.

The Safety Manager will disseminate information to managers and line staff through:

- An internal circulation system, such as:
    o Safety policies and procedures;
    o Newsletters;
    o Presentations;
    o Safety notices
- A library at the MBJ's Operations Centre that has a section for safety; and
- Direct oral distribution such as informal workplace meetings between staff and Managers.

*Urgent* safety information will be disseminated by:

- Direct (oral or written) messages to the responsible manager;
- Direct briefings for personnel in a specific unit; or
- Shift changeover briefings.

Safety Notice boards are strategically placed at locations where safety reports indicate hazards and/or where there is a high incident/accident rate. See the Placement of Safety Information Procedure.

Each department head is encouraged to hold monthly department meetings in which safety is an agenda item. Safety accidents and incidents are recalled, reported and acted upon to promote a positive and non-punitive safety culture. The names of persons reporting incident(s) will be kept confidential.

Contractors are briefed of any applicable and/or pertinent safety information during the project handover exercise.

→ *Refer to:* SMS Procedures Manual, 4.2.1 Communication of Safety Information Procedure
SMS Procedures Manual, 3.1.5 Placement of Safety Information Procedure