



**Cooperative Development of Operational Safety and Continuing Airworthiness  
Under ICAO Technical Co-operation Programme**

**COSCAP-South Asia**



**ADVISORY CIRCULAR**

**Subject: DEVELOPMENT OF SAFETY DEPARTMENT**

**Date: 01/03/04**

**Initiated By: COSCAP-SA**

**Advisory Circular No: AC (SA) 007**

**1. PURPOSE**

This Advisory Circular provides guidance for air carriers on the development of a comprehensive and effective safety department. Also, guidance is provided on the suggested functions, qualifications, and responsibilities of the Director of Safety position.

**2. RELATED CARs SECTION**

*(Insert appropriate States CAA regulations)*

**3. BACKGROUND**

- a.** Air carriers should have a safety department that addresses the broad range of risks involved in commercial aviation to include, but not limited to, flight, maintenance, and ground safety. Since operators vary in both size and scope of operations, it is appropriate to consider such criteria as the kind of operations involved, the number and type of airplanes used, and the areas of operations when determining the size and complexity of a safety department.
- b.** Any safety program should be designed to prevent personal injury and property losses resulting from accidents and incidents. The primary objectives of a safety program should be to motivate safe actions through establishment of a dynamic corporate safety culture; identify hazards to safe operations; work with other company departments to develop and implement safety interventions; monitor intervention strategies to validate effectiveness; and communicate the results throughout the air carrier.

- c. As a matter of policy, the CAA encourages certificate holders to identify, correct, and disclose instances of non compliance with company procedures and CAA regulations. The CAA has developed guidance material that encourages certificate holders to develop Internal Safety Audits as a tool for continuously monitoring and evaluating practices and procedures. The CAA believes that the development and implementation of a comprehensive and effective safety department that employs Safety and Internal Audits Programs will benefit both the certificate holder and the flying public.
- d. To ensure an effective flight safety programme it is essential that each certificate holder has a Director of Safety (DOS). This person would be responsible for keeping the highest management officials of the certificate holder fully informed about the safety status of the certificate holder's entire operation. The CAA believes that an independent, full time position is important, if at all available or possible. However, the CAA recognizes that in smaller operations, the Director of Safety function might be an additional function of a current manager. CARs provides flexibility in the requirements for positions and the number of positions for management personnel, including the Director of Safety. DOS shall be a person acceptable to the CAA.

#### **4. DIRECTOR OF SAFETY**

##### **a. Functions.**

- (1) To enable the Director of Safety to implement and control the company flight safety programme the post-holder must have access to all departments at all levels. The primary responsibility is to provide information and advice on flight safety matters to the CEO.
- (2) The Director of Safety is responsible to the CEO for:
  - Ensuring that a Flight Safety Handbook / Manual is prepared which describes the airline's safety policy & procedures, and that all employees are familiarized with this Manual and comply with the same.
  - Establishing a reporting system which provides for a timely and free flow of safety-related information.
  - Maintaining the air safety occurrence reporting database.
  - Monitoring corrective actions and flight safety trends.
  - Co-ordinating the CAA's Mandatory Occurrence Reporting requirements.
  - Soliciting and processing safety improvement suggestions.
  - Developing and maintaining a safety awareness programme.
  - Liaising with the heads of all departments company-wide on flight safety matters.
  - Acting as Chairman of the Company Flight Safety Committee, arranging its meetings and keeping records of such meetings.
  - Disseminating flight safety-related information company-wide.

- Maintaining an open liaison with manufacturers' customer flight safety departments, government regulatory bodies and other flight safety organisations world-wide.
  - Assisting with the investigation of accidents; and conducting and co-ordinating investigations into incidents.
  - Carrying out safety audits and inspections.
  - Maintaining familiarity with all aspects of the Company's activities and its personnel.
  - Reviewing and evaluating adequacy of the emergency response plan.
  - Planning and controlling the Flight Safety budget.
  - Managing or have oversight of the Flight Data Analysis / Flight Data Monitoring Programme.
  - Publishing the periodic Company flight safety magazine.
  - Participation in corporate strategic planning.
- (3) The Director of Safety position in large airline should be established as a full time position responsible for keeping the highest management officials of the certificate holder fully informed about flight, maintenance, and ground safety practices, procedures, and programs of the certificate holder's entire operation.
- (4) In small airlines (less than 5 aircraft) it may not be mandatory to establish a requirement for a Director of Safety position, these operators are however, still encouraged to designate a company management official or manager to monitor and evaluate flight, maintenance, and ground safety practices, procedures, and programs.

**b. Qualifications.**

- (1) The suggested minimum attributes and qualifications required for a DOS are:
- A broad aviation/technical education.
  - A sound knowledge of commercial operations, in particular flight operations procedures and activities.
  - Experience as a flight crew member or engineer.
  - The ability for clear expression in writing.
  - Good presentation and interpersonal skills.
  - Computer literacy.
  - The ability to communicate at all levels, both inside and outside the Company.
  - Organisational ability.
  - To be capable of working alone (at times under pressure).
  - Good analytical skills.
  - To exhibit leadership and an authoritative approach.
  - Be worthy of commanding respect among peers and management officials.

## (2) Training

- The DOS would be expected to become familiar with all aspects of the Company's organisation, its activities and personnel. This will be achieved in part by in-house induction training but such knowledge is best acquired by self-education and research.
- In-company training in basic computer skills such as word-processing, database management and spreadsheets should be undertaken. A DOS if appointed from an engineering background should be given a condensed ground school and full-flight simulator course which teaches the basics of aircraft handling, navigation and the use of aeronautical charts.
- External training at the very least should cover the management of flight safety programme and basic accident investigation and crisis management.
- Minimum training should consist of courses of instruction in basic air safety management and air accident investigation.

## 5. ACTION

- a. Air carriers are encouraged to develop a safety department, appropriate to the size and scope of operations, that addresses the broad range of risks involved in commercial aviation to include, but not limited to, flight, maintenance and ground safety.
- b. Air carriers to designate a company management official or manager to monitor and evaluate flight, maintenance, and ground safety practices, procedures, and programs.
- c. Air carriers to develop a Flight Safety Handbook / Manual(s).
- d. Air carriers should use the guidance material contained in this Circular when reviewing the qualifications of an individual to serve full time in the Director of Safety position.

**Signed by (Appropriate CAA Official)**