

STAR 020
V1 – April 2015

**Safety Manager competencies and
training**

Introduction

With the introduction of Commission Regulation (EU) No 965/2012 of 05 October 2012 (laying down technical requirements and administrative procedures related to air operations pursuant to Regulation (EC) No 216/2008 of the European Parliament and of the Council) air operators should identify a person who fulfils the role of safety manager and who is responsible for coordinating the safety management system.

Whereas the regulation contains some limited guidance on the role and functions of the safety manager there is no guidance on the training to be provided. The only requirement is to: “maintain personnel trained and competent to perform their tasks”. This STAR is meant to give you guidance on safety manager training and competencies.

Legal references

ORO.GEN.200 Management system

- (a) The operator shall establish, implement and maintain a management system that includes:
- (4) maintaining personnel trained and competent to perform their tasks;

AMC1 ORO.GEN.200(a)(1);(2);(3);(5) Management system (For Non-Complex Organisations)

(c) The operator should identify a person who fulfils the role of safety manager and who is responsible for coordinating the safety management system. This person may be the accountable manager or a person with an operational role within the operator.

AMC1 ORO.GEN.200(a)(1) Management system (For Complex Organisations)

The management system of an operator should encompass safety by including a safety manager and a safety review board in the organisational structure.

(a) Safety manager

- (1) The safety manager should act as the focal point and be responsible for the development, administration and maintenance of an effective safety management system.
- (2) The functions of the safety manager should be to:
 - (i) facilitate hazard identification, risk analysis and management;
 - (ii) monitor the implementation of actions taken to mitigate risks, as listed in the safety action plan;
 - (iii) provide periodic reports on safety performance;
 - (iv) ensure maintenance of safety management documentation;
 - (v) ensure that there is safety management training available and that it meets acceptable standards;
 - (vi) provide advice on safety matters; and
 - (vii) ensure initiation and follow-up of internal occurrence / accident investigations.

GM1 ORO.GEN.200(a)(1) Management system

SAFETY MANAGER

(a) Depending on the size of the operator and the nature and complexity of its activities, the safety manager may be assisted by additional safety personnel for the performance of all safety



management related tasks.

(b) Regardless of the organisational set-up it is important that the safety manager remains the unique focal point as regards the development, administration and maintenance of the operator's safety management system.

AMC1 ORO.GEN.200(a)(6) Management system

(5) In the case the same person acts as compliance monitoring manager and as safety manager, the accountable manager, with regards to his/her direct accountability for safety, should ensure that sufficient resources are allocated to both functions, taking into account the size of the operator and the nature and complexity of its activities.

AMC1 ORO.AOC.130 Flight data monitoring – aeroplanes

FLIGHT DATA MONITORING (FDM) PROGRAMME

(a) The safety manager, as defined under AMC1-ORO.GEN.200(a)(1), should be responsible for the identification and assessment of issues and their transmission to the manager(s) responsible for the process(es) concerned. The latter should be responsible for taking appropriate and practicable safety action within a reasonable period of time that reflects the severity of the issue.

Discussion

Some key points to be considered:

- Additional safety staff – split of training between several people, e.g. role of FSO
- SMS vs management system – training requirements for compliance manager and other key positions
- Integration of other systems such as health and safety, financial, corporate risk management, environmental. Where systems can be integrated this will create a more efficient and effective management system. It will also encourage greater collaboration across an organisation.
- Development of the industry – moving from flight safety officer to safety manager, who takes the position, knowledge, competence, experience, authority, respect
- Position should not be a dump. If safety is important you would want to make sure that you have the best person in this role.
- Convincing management that good training is required to permit decent leadership and performance from the safety managers, especially in economic hard times when resources might be lacking. In the same way that you would want to have a person with a suitable qualification and experience in finance to manage your finances. You would want a person with suitable knowledge and experience in safety to manage your safety management system.

Competencies

Core Competencies include:

- Operational knowledge and experience in the functions of the organisation and the supporting systems;
- Analytical and problem solving skills;
- Effective oral and written communication skills;
- An understanding of human and organisational factors;
- Sound knowledge of safety management principles and practices.

Training

Training: technical



1. Safety management system

- Understanding the SMS regulatory framework
- Developing an SMS implementation plan
- Monitoring SMS implementation
- Safety performance monitoring
- Development and delivery of SMS training
- Understanding the organisational impacts on human performance

2. Emergency response planning

- Development of an emergency response plan (ERAP)
- Development and delivery of ERAP training
- Development of emergency communication strategy

3. Aviation system

- Understanding the internal setup of own the company
- Knowledge of the aviation industry structure (e.g. EASA, ICAO, Eurocontrol etc)
- Aviation legislation
- Safety structure in Europe (EASp, ESSI etc)
- Industry working groups

4. Safety risk management

- Understanding the risk management process
- Hazard identification and data storage
- Understanding risks
- Developing mitigation actions and strategies
- Developing safety actions plans
- Analysis of data
- Carrying out risk assessments

5. Auditor

- Root cause analysis
- Auditing techniques
- Writing of audit reports
- Follow-up of findings
- Solving potential conflicts during audits
- Available technology for data storage

6. Accident/incident investigator

- Supporting official investigations done by national accident investigation branches
- Knowledge of the investigation process
- Understanding of ICAO Annex 13
- Assessing when an investigation is appropriate – resources vs benefit
- Proper conduct – approach, behaviour, attitude
- Just culture and how it is applied

7. Flight data monitoring

- Safety manager role in the FDM programme
- Knowledge on available technology
- Setting and monitoring thresholds
- Analysis of data



- Debriefing of crew
- Setting up agreements with personnel representation
- Communicating analysis results
- Implementing mitigation actions

Training: management

1. Project management

- Development of a project implementation plan
- Return of investment calculations
- Supervising and guiding project implementation
- Defending projects in front of management or other entities

2. Leadership

- How to be a role model
- Leadership styles
- Provide ongoing direction and support staff
- Take initiative to provide direction
- Communicate direction
- Motivate staff
- Ensure the organisational safety standards are met

3. Human resource management

- Proper conduct – approach, behaviour, attitude
- Managing staff
- Understanding human resource legislation

4. Aviation culture

- Understanding safety culture and just culture
- Development and promotion of a proper safety culture in the company
- Development and promotion of a just culture
- Understanding the relation between company safety culture and the industry
- Understanding the relation between company culture and the judicial system

5. Financial management

- Understanding business principles
- Development of a budget
- Safety mitigation - assessing investments vs potential safety benefits
- Return of investment calculations

6. Communication

- Presenting safety data and trends
- Communication strategies: internal, outside entities, press
- Publishing of safety data
- Available technology – paper form, websites, intranet, social media etc
- Understanding safety promotion

7. Documentation and data management

- Handling of reports and safety data
- Data base set up and management



- Writing and publishing different reports
- Understanding data access, protection, storage and confidentiality
- Knowledge on statistical analysis
- Documentation version control

8. Instructor training

- Analysing training needs
- How to develop a training programme
- How to develop and deliver proper training
- Understanding instruction techniques
- Understanding different learning types
- Facilitation skills

If the function of Flight Safety Officer is integrated in the function of safety manager then please refer to STAR 005 FSO training.

Recommendations

- Provide the safety manager with the right skills to be able to deliver the required performance in maintaining and managing the company's SMS.

Sources/references:

STAR 005
Commission regulation 965/2012
SM ICG documentation on Skybrary

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