



**Safety Management Manual  
Leonora Aerodrome**

**Version 9**



# Leonora Aerodrome

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# 1 Revisions

Version	Issue Date	Revision Details	Approval
1	01/04/07	Issued as Part 4 Section 1 of Aerodrome Manual	N/A
2	1/06/09	Amendments to committee details Removal of reference to "Airside", replaced with "Aerodrome"	N/A
3	21/01/13	Updated format and included changes as per Draft AC139-16(1)	Jim Epis CEO
4	10/10/13	Footer changes, updated section 2.2 Safety Policy, Section 3.2 updated safety observation terminology, Section 3.3 updated CEO responsibilities, Section 3.4 updated compliance officer role, Section 3.5 updated Aerodrome Safety Manager role Section 4.1 – updated SMS Committee member details, added Executive Management definition in the abbreviations section	Jim Epis CEO Shire of Leonora
5	28/03/14	Footer changes, Update Section 6.1 Reporting Methods, Removal of Hazard Reporting form as Shire of Leonora does not use. References made to Hazard Reporting for the Leonora AD. Risk Register updated.	Jim Epis CEO Shire of Leonora
6	29/6/2018	Full Review – All changes identified by bold stripe.	CEO Jim Epis
7	28/04/2019	Reviewed – changes identified by bold stripe	Jim Epis CEO
8	30/03/2023	Full review to align with Part 139 MOS 2019 – all changes identified by bold stripe	Jim Epis CEO
9	01/11/2024	Footer changes, updated version and review date. Section 4.1 updated Safety Committee Membership and contact details to include current CEO, ARO and Compliance Officer. Amended MWS email and removed DCEO position.	Ty Matson CEO

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## 2 Introduction

### 2.1 Authority

The Person responsible for approving this document shall be the Chief Executive Officer (**CEO**). By approving this document the Chief Executive Officer supports all policies and procedures comprised within this document, including the safety policy stated in section 2.2.

### 2.2 Safety Policy

It is important that all employees and contractors are committed to and involved in addressing safety, health and environmental issues in the workplace. Workplace Health and Safety and protection of the environment need to be a natural part of every decision we make as part of our business. This SMS shall be administrated at times with this policy in mind.

The Shire of Leonora shall place an emphasis on the setting of safety objectives to ensure hazards are mitigated wherever possible and risk is reduced so as to be as low as reasonably practical. The Shire of Leonora will manage all Civil Aviation Safety Authority (**CASA**) Compliance responsibilities as the holder of the Leonora Aerodrome Certificate.

A high focus of attention is placed upon the following:

- a) Ensuring compliance with the Part 139 (Aerodromes) Manual of Standards (**MOS**);
- b) Ensuring Aerodrome Officers and Contractors are provided with appropriate resources to complete tasks in a safe and timely manner;
- c) Aerodrome Staff are adequately trained;
- d) Acceptance and promotion of a sound safety culture within the aerodrome environment;
- e) Effective Communication and Reporting Systems; and
- f) Appropriate training and induction processes for all third-party stakeholders who require airside access.

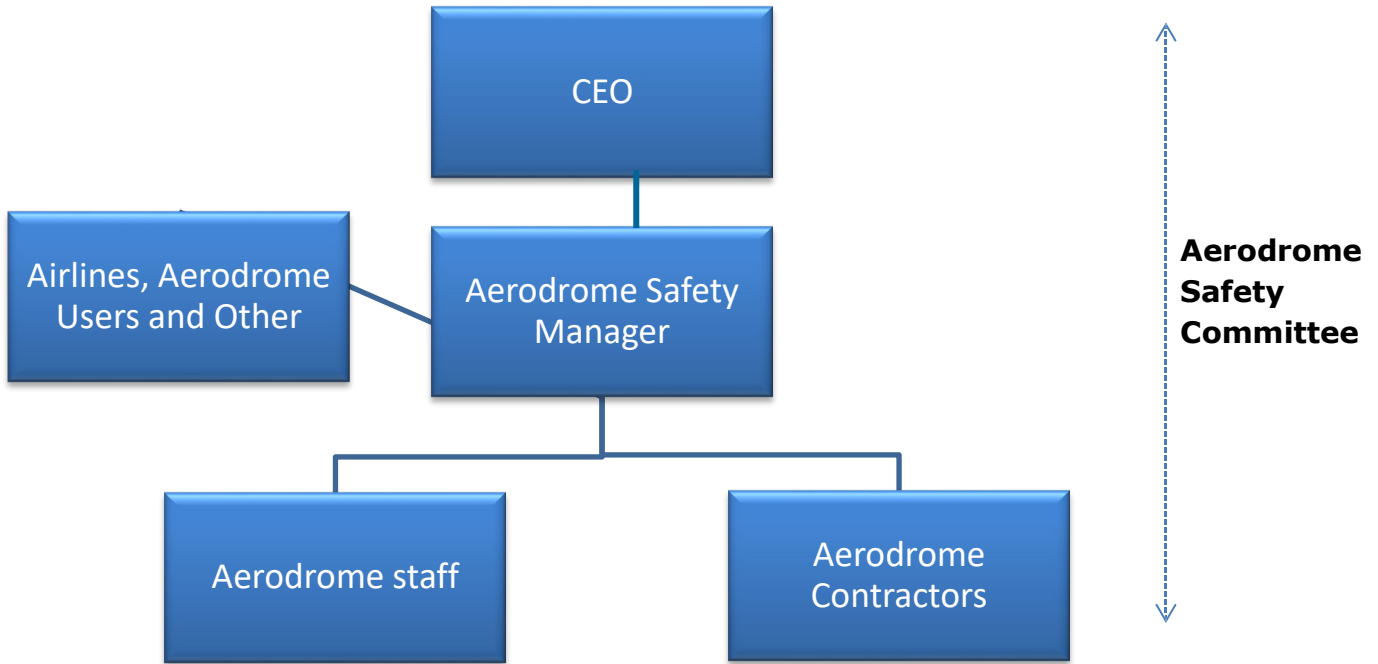
## 2.3 Document Updates

The Aerodrome Safety Manager may use the below checklist to ensure that document updates are correctly administrated.

<b>Document Control Checklist</b>	✓
The footer is adjusted to show the latest revision date.	
The safety committee table is correct and up to date.	
The revisions page is up to date and shows details of the amendments made.	
The table of contents is updated by using the update table function.	
The print control copy has been printed and replaced in the Shire office.	
The SMS manual is available to all members of the safety committee.	
The document control system is updated with the latest copies of both the PDF and word documents.	

### 3 Responsibility and Accountability

#### 3.1 Organisational Structure



#### 3.2 Organisation and Safety Committee

The organisation including the SMS Safety Committee shall take responsibility for the following actions:

- Appoint an Aerodrome Safety Manager.
- Design, implement and review realistic safety key performance indicators (**KPI's**) which are quantifiable.
- Undertake training needs analysis regularly during scheduled meetings or as a result of hazard or incident notifications.
- Ensure risk assessment is undertaken routinely during scheduled meetings, in anticipation of works, or as part of any change management process.
- Monitor and review the hazard register. Include new hazards in the register where they are identified and undertake a formal group risk assessment regularly to associate initial and residual risk with all of the identified hazards.
- Review the effectiveness of hazard controls and implement additional controls where achievable to mitigate risk associated with known or common aerodrome hazards.

- Review the findings associated with Report Outcomes from daily serviceability inspections, Aerodrome Technical Inspections, CASA Surveillance and other Aerodrome Audits. Where necessary, create a remedial action plan which satisfies non-compliances and findings in order of prioritization according to the perceived risk associated with each non-compliance or finding.
- Organize for additional external and internal auditing of the Safety Management System routinely and as required to monitor its effectiveness.
- Ensure the Safety Policy is well known and advertised to the workplace. Review the methods and effectiveness of safety communications to Aerodrome Staff and Contractors.
- Promote amongst all Aerodrome workers a positive safety culture which includes the encouragement of the reporting of incidents and hazards associated with aerodrome operations without fear of retribution or blame.

### 3.3 Chief Executive Officer

The Chief Executive Officer pro-actively supports the Safety Management System (**SMS**) and takes responsibility for the following:

- The Chief Executive Officer endorses all of the objectives and requirements contained within this document for the purpose of enhancing general safety at the aerodrome.
- The Chief Executive Officer will ensure that the appropriate resources are allocated to the Aerodrome Safety Manager and the Aerodrome Safety Committee in order to adequately support the SMS. These resources include but not limited to administrative support, sufficient training budget and commitment to ongoing professional development.
- The Chief Executive Officer (or delegate) will sit in upon SMS Safety Committee meetings and provide appropriate feedback and support.
- Ensure the Aerodrome Safety Manager has appropriate training for the role.
- Acts in the role of Leonora Aerodrome Manager.



## 3.4 Compliance Officer

The Compliance Officer assumes responsibility for the following items:

- Review all SMS documentation in preparation for presentation to the Chief Executive Officer.
- Facilitate updates to the Aerodrome SMS Manual.
- Being a member of the SMS Safety Committee that includes representation from all the aerodrome staff, tenants and users.
- Support the Safety Manager with respect to resources, communications, and act as the liaison between the Chief Executive Officer and the Safety Manager.
- The Compliance Officer will sit in upon SMS Safety Committee meetings and provide appropriate feedback and support.

## 3.5 Aerodrome Safety Manager

The Aerodrome Safety Manager administrates the SMS on a daily basis on behalf of the Shire of Leonora. The Aerodrome Safety Manager assumes responsibility for the following:

- Act on behalf of the Shire of Leonora to actively and continuously improve safety at the aerodrome operation.
- Organising for the formal execution of hazard identification and risk assessment where it becomes necessary.
- Working in association with the SMS Safety Committee to develop risk treatments/controls.
- Maintaining records relating to the SMS Safety Committee membership and activities.
- Informing aerodrome staff, tenants, management and contractors about the SMS including the role of the Aerodrome Safety Manager and the SMS Safety Committee.
- Distributing minutes of the safety meetings to all aerodrome staff, tenants and contractors by email and then discussion at pre-start meetings and tool box talks.
- The Aerodrome Safety Manager will maintain all SMS related documentation for a period of no less than three years. This documentation will be made available upon request from a member of CASA.
- The Aerodrome Safety Manager will communicate the results of safety audits, technical inspections, CASA audits, etc. to the safety committee and all aerodrome staff by means of email, notice boards, toolbox and pre-start meetings.

- Organize for the SMS Safety Committee to meet at least quarterly, after each AEC exercise, after AEP activation, after an Annual Technical Inspection, after CASA audits and as required.
- Coordinate preparation, review and testing of the AEP as detailed in the Aerodrome Manual and AEP.
- The Aerodrome Safety Manager will carry out (or organize for the carrying out of) investigations of all airside hazard reports, accidents and incidents with the assistance of the SMS Safety Committee.
- The Aerodrome Safety Manager or delegate will chair the SMS Committee meetings.

## 4 Safety Committee

### 4.1 Safety Committee Membership

The Safety Committee Members are as follows:

Name	Position	Phone	Email
Ty Matson	Chief Executive Officer /Aerodrome Manager	9037 6044 0418 783 424	<a href="mailto:ty.matson@leonora.wa.gov.au">ty.matson@leonora.wa.gov.au</a>
Paul Warner	Aerodrome Safety Manager/Manager Works and Services	0428 376 154	<a href="mailto:paul.warner@leonora.wa.gov.au">paul.warner@leonora.wa.gov.au</a>
Paul Warner	WSO	0428 376 154	<a href="mailto:paul.warner@leonora.wa.gov.au">paul.warner@leonora.wa.gov.au</a>
Ralph Briggs	ARO	0439 173 279	<a href="mailto:aro@leonora.wa.gov.au">aro@leonora.wa.gov.au</a>
Ann-Marie Brassington	Compliance Officer	0408 843 903	<a href="mailto:ann-marie.brassington@leonora.wa.gov.au">ann-marie.brassington@leonora.wa.gov.au</a>
Consultant Representative	West Coast Civil	9447 8380	<a href="mailto:ryan.oliver@westcoastcivil.com.au">ryan.oliver@westcoastcivil.com.au</a>
Consultant Representative	Regional Airport Management Services (RAMS)	0437 152 786 or 0498 135 520	<a href="mailto:guyt@mssgroup.com.au">guyt@mssgroup.com.au</a> or <a href="mailto:jennyk@mssgroup.com.au">jennyk@mssgroup.com.au</a>

### 4.2 SMS Safety Committee Meeting Schedule

The SMS Safety Committee will meet at least quarterly, after each AEC exercise, after AEP activation, after an Annual Technical Inspection, after CASA audits and as required. It may be necessary to meet on a more regular basis in the event of a significant hazard or incident observation.

The Aerodrome Safety Manager is responsible for distributing minutes to all members of the SMS Safety Committee and for raising any agendas generated by those absent members of the committee.

The SMS Safety Committee shall meet following the receipt of Safety Audits, CASA Surveillance Inspection Reports or Aerodrome Technical Inspection Reports to discuss the findings and decide upon a method of action with reference to the findings raised.

### **4.3 Email Communications to the Committee**

The Aerodrome Safety Manager shall be responsible for regular communications with the committee by means of group email. Such emails shall include information relating to:

1. Aerodrome incidents;
2. The reporting of potential hazards;
3. Report findings from external audits or ATIs;
4. Consideration for major works;
5. Minutes of relevant meetings;
6. Significant changes to operations; and
7. Any other safety matter that requires a committee assessment.

## 5 Risk Management and Assessment

### 5.1 Risk Management Policy

The Shire of Leonora shall endeavour to maintain a level of risk management which results in a level as low as reasonably practical being experienced. The ultimate aim being to achieve all operations, consultancy, maintenance, engineering, training and compliance activities with minimal to no interruptions, to eliminating any / all cancellations, and to minimise any adverse effects on the works provided.

Procedures to achieve this are:

- By adopting a process of an effectual management theme in risk management.
- By adopting a risk probability process in identifying potential risks.
- By adopting a safe work environment whether at the Shire of Leonora premises or at an onsite venue.
- From having a pre-prepared schedule of risk management strategies to overcome eventualities.
- Through the careful planning of all work programs.
- By developing a risk assessment program to suit the environment in which the works is to be performed.
- From a pre work check of all arrangements.
- From an annual review of works practices to date, and the problems encountered.

#### **Extract from Civil Aviation Safety Authority – Advisory Circular 139-16**

*The objective of risk management is to eliminate risk where practical or reduce the risk (likelihood/consequence) to acceptable levels (ALARP), and to manage the remaining risk so as to avoid or mitigate any possible undesirable outcome of the particular activity. Risk reduction is therefore an integral component to the development and application of an effective SMS.*

## 5.2 Risk Matrix

The following risk matrix has been adopted by the Shire of Leonora and shall be used during all qualitative risk review sessions.

### Risk Tolerance Levels of the Shire of Leonora

#### Consequence

DESCRIPTION	FINANCIAL	HEALTH	REPUTATION	OPERATION	ENVIRONMENT	COMPLIANCE	PROJECT
<b>Insignificant</b>	<Less than \$10,000	No injuries or illness	Unsubstantiated, low impact, low profile or "no news" item	Little impact	Little impact	Minor breach of policy, or process requiring approval or variance	Small variation to cost, timelines, scope or quality of objectives and required outcomes
<b>Minor</b>	\$10,000 – 100,000	First Aid treatment	Substantiated, low impact, low news item	Inconvenient delays	Minor damage or contamination	Breach of policy, process or legislative requirement requiring attention of minimal damage control	5-10% increase in time or cost or variation to scope or objective requiring managers approval
<b>Major</b>	\$100,000 - \$500,000	Medical treatment	Substantiated, public embarrassment, moderate impact, moderate news profile	Significant delays to major deliverables	Environmental damage requiring restitution or internal cleanup	Breach requiring internal investigation, treatment or moderate damage control	10 -20 % increase in time or cost or variation to scope or objective requiring Senior Management approval
<b>Critical</b>	\$500,000 - \$1million	Extensive injuries or disabilities	Substantiated, organisational embarrassment, high impact news profile, third party actions	Non-achievement of major deliverables	Minor Breach of legislation / significant contamination or damage requiring third party assistance	Breach resulting in external investigation or third party actions resulting in tangible loss and some damage to reputation	20 — 50 % increase in time or cost or significant variation to scope or objective requiring restructure of project and Senior Management or Council approval
<b>Extreme</b>	>More than \$1 million	Death or permanent disabilities	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Non-achievement of major deliverables	Major breach of legislation or extensive contamination and environmental damage requiring third party intervention	Breach resulting in external investigation or third party actions resulting in significant tangible loss and damage to reputation	>50% increase in cost or timeline, or inability to meet project objectives requiring the project to be abandoned or redeveloped.

## Likelihood

LEVEL	DESCRIPTION	EXAMPLES	FREQUENCY
<b>A</b>	Almost Certain	Expected to occur in most circumstances	More than once per year
<b>B</b>	Likely	Will probably occur in most circumstances	At least once per year
<b>C</b>	Possible	Should occur at some time	At least once in three years
<b>D</b>	Unlikely	Could occur at some time	At least once in ten years
<b>E</b>	Rare	May occur, only in exceptional circumstances	Less than once in fifteen years

## Matrix used to determine perceived level of risk

		Consequence				
		Insignificant 1	Minor 2	Major 3	Critical 4	Extreme 5
Likelihood	Almost Certain A	H	H	E	E	E
	Likely B	M	H	H	E	E
	Possible C	L	M	H	E	E
	Unlikely D	L	L	M	H	E
	Rare E	L	L	M	H	H

**E = Extreme Risk:** Immediate action required by EM or Executive Management

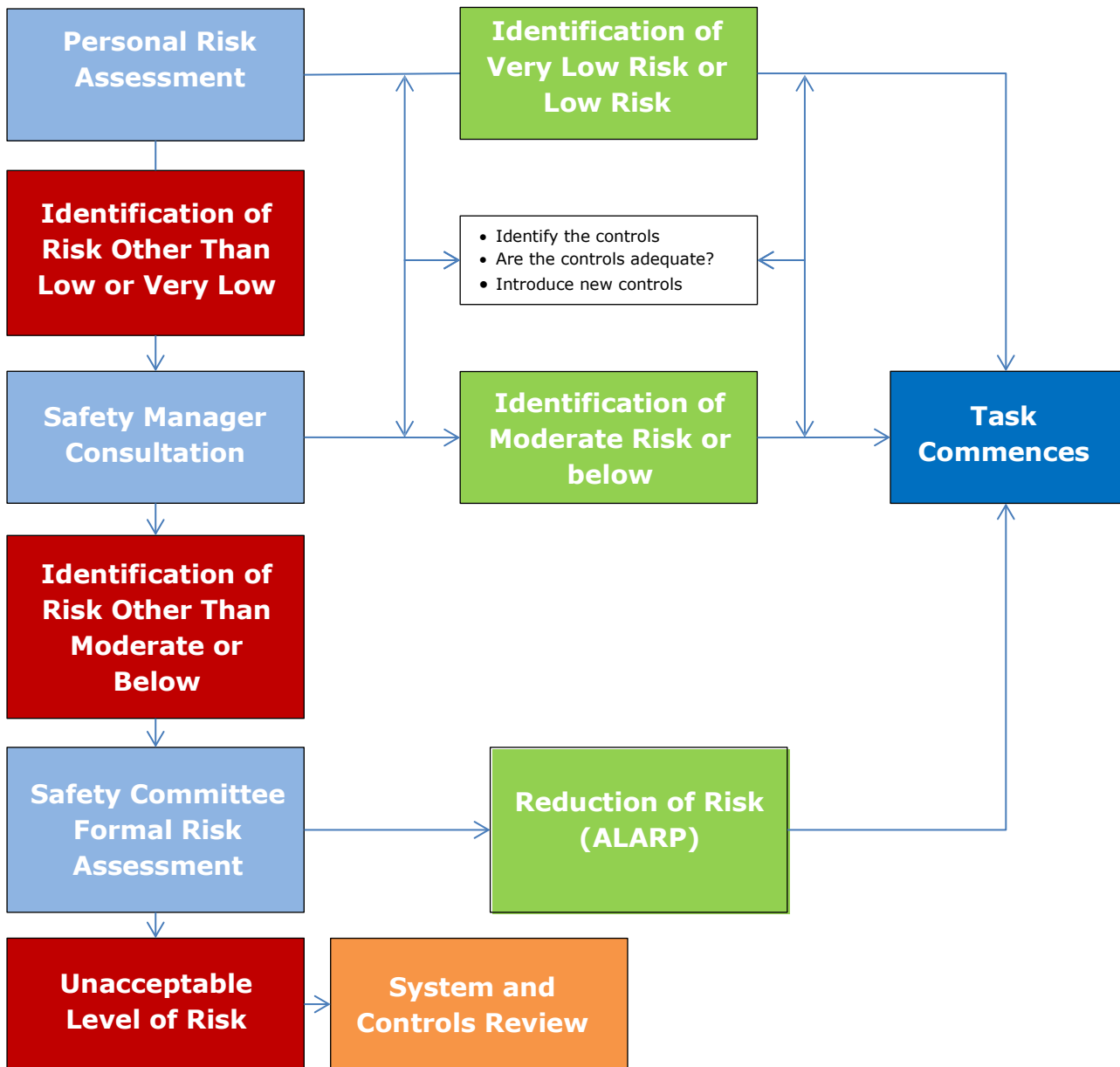
**H = High risk :** Senior management attention needed

**M = Medium risk :** Managed by specific monitoring or response procedures

**L = Low risk :** Manage by routine procedures, unlikely to need specific application of resources

### 5.3 Risk Management Sequence

The below table demonstrates the typical elevation of risk assessment as the perceived risk increases. Regardless of the method of risk assessment it is important to review the effectiveness of the controls or implement additional controls prior to proceeding with the task.





## 5.4 Formal Risk Assessment

The SMS Safety Committee Group Risk Assessment shall occur at the following times:

- Prior to major works.
- For significant hazards.
- In accordance with the Shire of Leonora requirements.
- When the risk register is reviewed.
- As part of change management process.
- At any other time as required by the SMS Safety Committee.

### 5.4.1 Outcomes and Controls

The SMS Safety Committee will ensure that any additional hazard controls and recommendations as a result of a group risk assessment or a safety committee meeting/discussion are implemented effectively, and the controls continue to remain effective over a period of time. It may become necessary to revisit old outcomes and controls to audit them for effectiveness.

## 5.5 Risk Associated with Change

The SMS Safety Committee and all members of the organisation should be particularly mindful of risk that is introduced by a change to the operation of the aerodrome. The SMS Safety Committee will discuss changes to the operation where they are apparent or planned. The SMS Safety Committee shall assess risk associated with such changes and consider new risk that may be introduced by the change.

The SMS Safety Committee will ensure systems and controls are implemented prior to, during and following change to ensure the best safety outcomes are consistently maintained throughout the entire process of the change.

The following points are examples of change management scenarios which may occur at the aerodrome these will prompt review by the SMS Safety Committee:

- Aerodrome works
- New operators or airlines
- Larger aircraft or aircraft of different configuration
- Additional flights
- Changes to scheduling

- New staff or temporary staff
- New installations
- Changes of procedures or manuals
- Environmental changes
- Changes of aerodrome responsibilities

## 5.6 Risk Register

The Leonora aerodrome risk register should be reviewed at each SMS meeting by the SMS Safety Committee. Occasionally the risk associated with the respective hazard will change as operating conditions change; this shall be a prompt for the committee to review the risk register.

Action items identified from undertaking a risk review are not listed in the Risk Register. Action items identified will be entered into a Hazard Report Form and/or added as an agenda item for the subsequent SMS meeting.

The Leonora Aerodrome Risk Register is an Appendix to this Manual.

## **6 Hazard Reporting System**

### **6.1 Reporting Methods**

#### **6.1.1 Hazard reporting form**

The Shire of Leonora does not wish to make use of a hazard report form for the Leonora Aerodrome.

#### **6.1.2 Hazard Reporting**

The Shire of Leonora Aerodrome employees and contracted employees will use the Aerodrome Daily Serviceability Inspection Checklist for reporting hazards to the nominated Safety Manager. This form can be referenced in the Leonora Aerodrome Manual.

Hazards identified shall be rectified promptly if able and the Aerodrome Safety Manager or a delegated person if the Safety Manager is unavailable, shall be contacted immediately for the required action when hazards are found on the Leonora Aerodrome.

Those hazards unable to be promptly rectified will be for entry into the SMS register to be reviewed at the next SMS meeting by the SMS Committee members, if not before. This will be dependent on the level of risk associated with that hazard and the mitigating controls will be required to be assessed as appropriate to be as low as reasonably practicable.

The Leonora Aerodrome Safety Manager will manage the identified hazards as appropriate through the Shire of Leonora works system.

## 7 Safety Performance

### 7.1 Key Performance Indicators

The Shire of Leonora makes use of Key Performance Indicators to monitor safety performance and to ensure there is a system of continuous improvement.

Key Performance Indicators must be measurable so as to demonstrate a quantifiable level of safety improvement or degradation.

Examples of measurable KPI's include:

- Reduce the number of bird strikes at the aerodrome to nil for the year.
- Close out all actions associated with the CASA Surveillance Report.
- Close out all actions associated with the ATI and Electrical ATI.
- Ensure the AEP exercise is undertaken on an annual basis.
- Nil recordable injuries for the year.

### 7.2 Other Committees and Meetings

The Shire of Leonora also has an Aerodrome Emergency Committee (combined with LEMC) which meets regularly to refine the Aerodrome Emergency Plan. That committee may also influence the SMS where safety deficiencies or opportunities for improvement are identified by the Aerodrome Emergency Committee. The Safety Manager and the SMS Safety Committee shall review the outcomes of AEC meetings and decide upon the best course of action, in general using a risk assessment methodology.

## 8 Staff Training and Education

### 8.1 Aerodrome Safety Manager and Staff Education

The Aerodrome Safety Manager will ensure that aerodrome staff, tenants and contractors receive an aerodrome induction and ongoing training in the following areas:

- Staff are provided with an understanding how the SMS operates.
- Staff are aware of the role they play in the SMS.
- Staff understand that the aim of the SMS is to improve safety, not to attribute blame.

### 8.2 Training Records

The Aerodrome Manager will maintain a training matrix for the purpose of monitoring staff training needs and staff re-currency training requirements. Training records shall be maintained in the training file located in the aerodrome office.

### 8.3 Training Needs Analysis

New starters at the Aerodrome undertake an initial assessment which stipulates the required training courses / items that must be undertaken to fulfill the role (e.g. Aerodrome Reporting Officer). Though in many instances the training needs will be pre-determined by the role, for each new starter at the aerodrome the Aerodrome Safety Manager shall perform a training needs analysis to ensure the worker is provided with adequate training for the purpose of the roll.

Training needs analysis review shall be performed regularly at scheduled SMS Safety Committee meetings to ensure training provided is adequate and reflects current industry and regulatory requirements.

Training needs analysis may be prompted by the following:

- New worker
- Change of role (change management)
- Change of task set or responsibilities (change management)
- Aerodrome hazards
- Aerodrome incidents
- Change to facilities or systems

- Introduction of new industry practice or regulation
- Change of environmental conditions or wildlife conditions
- Introduction of new airline or new supplier
- Refresher or re-currency training

### **8.3.1 Training Availability**

Examples of training or supplementary training may include:

- OHS training for Aerodrome Safety Manager
- Human factors training for Safety Manager and OHS staff
- Incident investigation training for key staff (ICAM)
- Aerodrome emergency plan familiarisation and response training
- Fire extinguisher usage
- Spill kit usage
- Training for aerodrome training staff
- Aerodrome Reporting Officer / Works Safety Officer
- Airside driver training
- Hazardous material / Dangerous goods training
- Ground service equipment & vehicle awareness
- Meteorological training
- Wildlife identification and management training
- Firearms training for wildlife control

## **8.4 The SMS Safety Committee**

The SMS Safety Committee will encourage all aerodrome staff, tenants and contractors to submit airside hazard reports and share safety concerns.

## 9 Auditing

### 9.1 Auditing the System

The Aerodrome Safety Manager will ensure that audits are carried out periodically (but at least annually) to determine whether the Shire of Leonora is meeting regulatory requirements and its own safety standards in relation to the aerodrome.

The audits can include input from:

- Serviceability inspections.
- Technical inspections.
- Safety observations.
- External inspections and audits.
- Internal inspections and audits.

Technical Inspections and CASA Surveillance Inspections shall be a trigger for Safety Committee meetings and the findings shall be raised as agenda points. Actions for the closure of relevant findings shall be submitted into the SMS minutes.

## **10 Document and Data Control**

### **10.1 Document Controller**

The Aerodrome Safety Manager is responsible for all document control related to the Aerodrome SMS. All records in relation to the SMS shall be maintained on file for a period of no less than 3 three years.

The Aerodrome Safety Manager together with the SMS Safety Committee shall review the Safety Management System Manual at least annually to ensure it is a valid and effective tool for the purpose.

### **10.2 SMS Manual and Supporting Document Availability**

The SMS Manual and supporting documents may be viewed by all aerodrome staff, the SMS Safety Committee, representatives of the Civil Aviation Safety Authority. The documents are available for viewing in the depot office.

### **10.3 Supporting Documentation**

#### **10.3.1 Daily Serviceability Inspection Checklists**

Leonora Daily Serviceability Inspection Checklist forms shall be available to all staff and contractors from the aerodrome office.



# **11 Reviewing the System**

## **11.1 Review by the Committee**

The SMS Safety Committee will review the SMS on a quarterly basis. The SMS Safety Committee will give all aerodrome staff, tenants and contractors an opportunity to be involved in the evaluation of the SMS.

## **11.2 Feedback as a Result of Review**

The Aerodrome Safety Manager will advise all safety committee members and aerodrome staff, of the outcome of any review by means of email, notice board and toolbox / pre-start meetings. It is most important that staff feel actively involved with the safety management process.

## 12 Abbreviations and Definitions

**AC** – Advisory Circular (Civil Aviation Safety Authority)

**SMS Safety Committee** – Refer to the responsibilities section of this document for a description of the role responsibilities.

**Aerodrome Safety Manager** – Refer to the responsibilities section of this document for a description of the role responsibilities.

**AEP** – Aerodrome Emergency Plan

**ALARP** - Means a risk is low enough that attempting to make it lower, or the cost of assessing the improvement gained in an attempted risk reduction, would actually be more costly than any cost likely to come from the risk itself. (Ref CASA AC139-16)

**ARO** – Aerodrome Reporting Officer

**BARS** – Basic Aviation Risk Standard. This is an industry and best practice standard adopted by organisations within the resource sector. The Shire of Leonora has adopted the BARS and this is an additional means of achieving safe aviation operations above and beyond the requirements of the federal aviation regulator in many instances.

**CASA** – Civil Aviation Safety Authority

**EM** – Executive Management - at the highest level of organizational management who have the day-to-day responsibilities of managing a company or corporation. They have the highest levels of responsibility.

**JHA** – Job Hazard Analysis – A group based risk assessment summarising the task, the related hazards, and the safety controls put into place prior to commencing that task.

**KPI** – Key Performance Indicator – A method of performance measurement associated with staff review or systems review.

**MOWP** – Method of Works Plan – A document distributed to staff and stakeholders prior to aerodrome works in accordance with Civil Aviation Regulation. The document summarises the outline of works and the effect to operations as well as the safety considerations associated with that task.

**OHS / OSH** – Occupational Health and Safety

**SMS** – Safety Management System – All references to 'SMS' in this document pertain to the Aerodrome Safety Management System.

**TNA** – Training Needs Analysis

**WSO** – Works Safety Officer