

# **Safety Management International Collaboration Group**

## Industry Day – 11 December 2015

“So much regulation – so little time!”

or

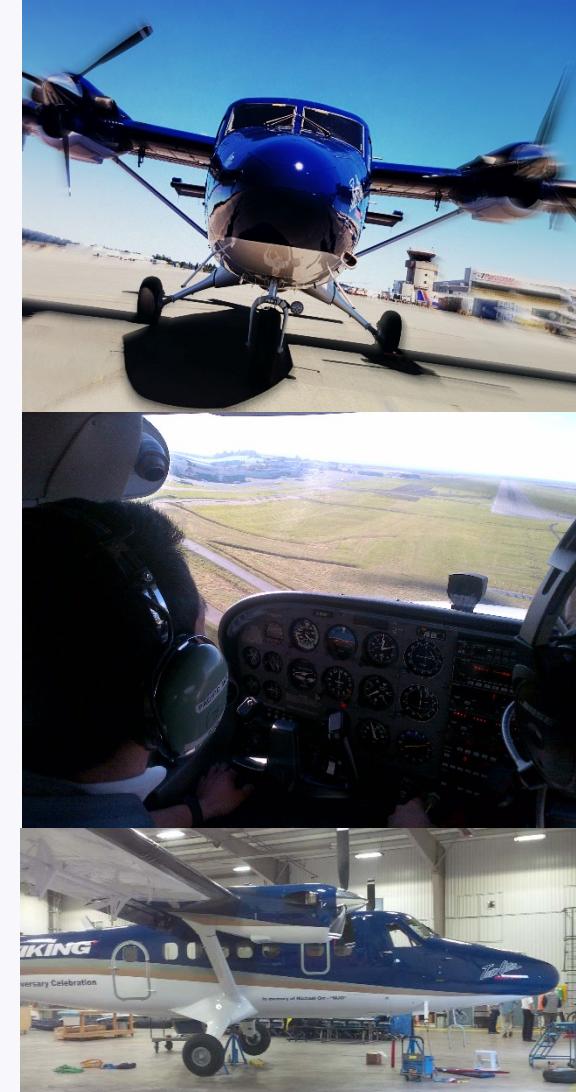
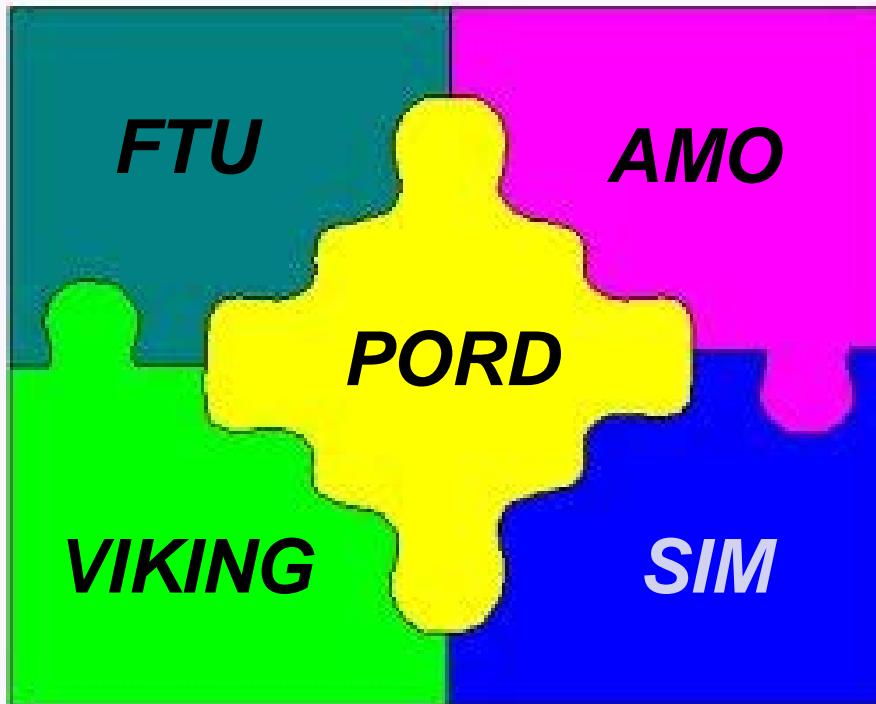
“How can a small but complex company stay compliant, productive and efficient?”

Presented by:

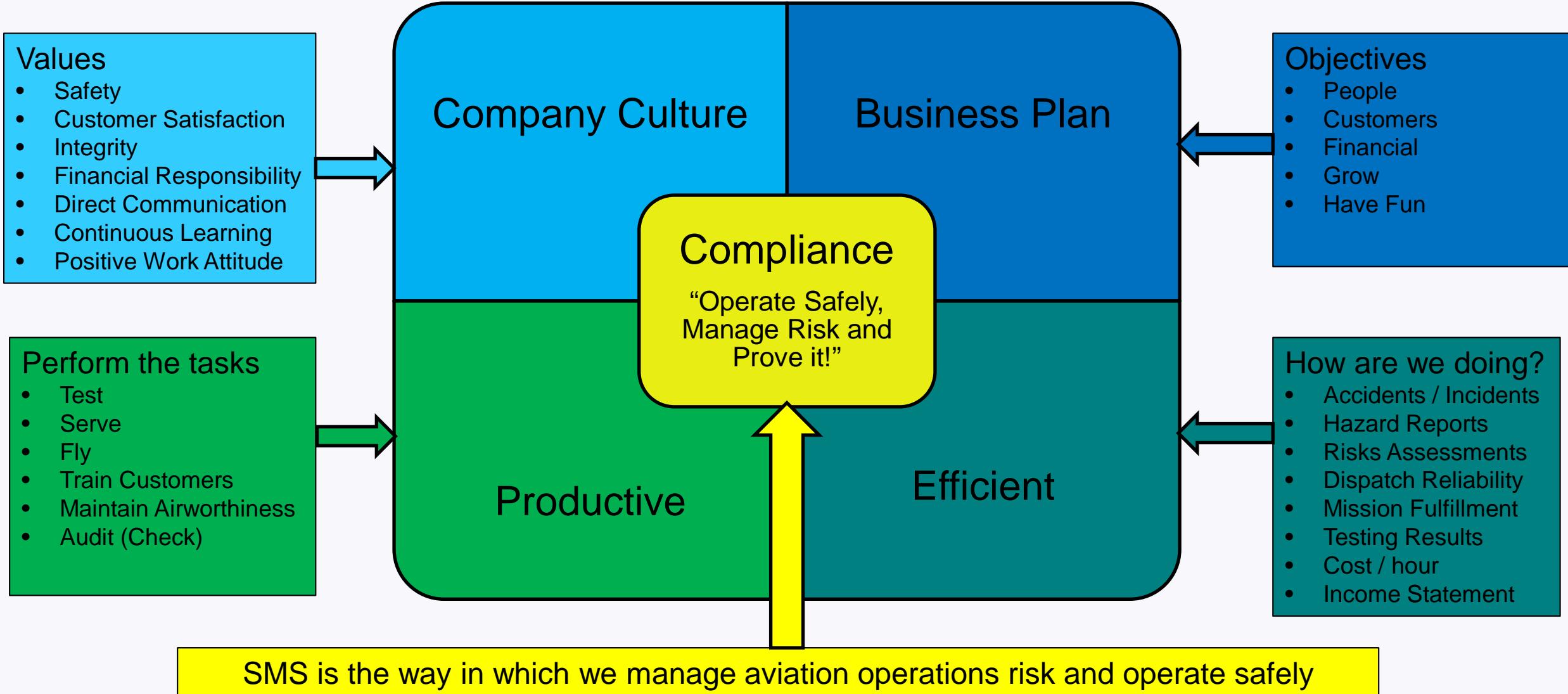
Pacific Sky Aviation Inc.  
Michael Coughlin – CEO  
Marvin Sjerdal – Quality / SMS Manager

# Small but complex

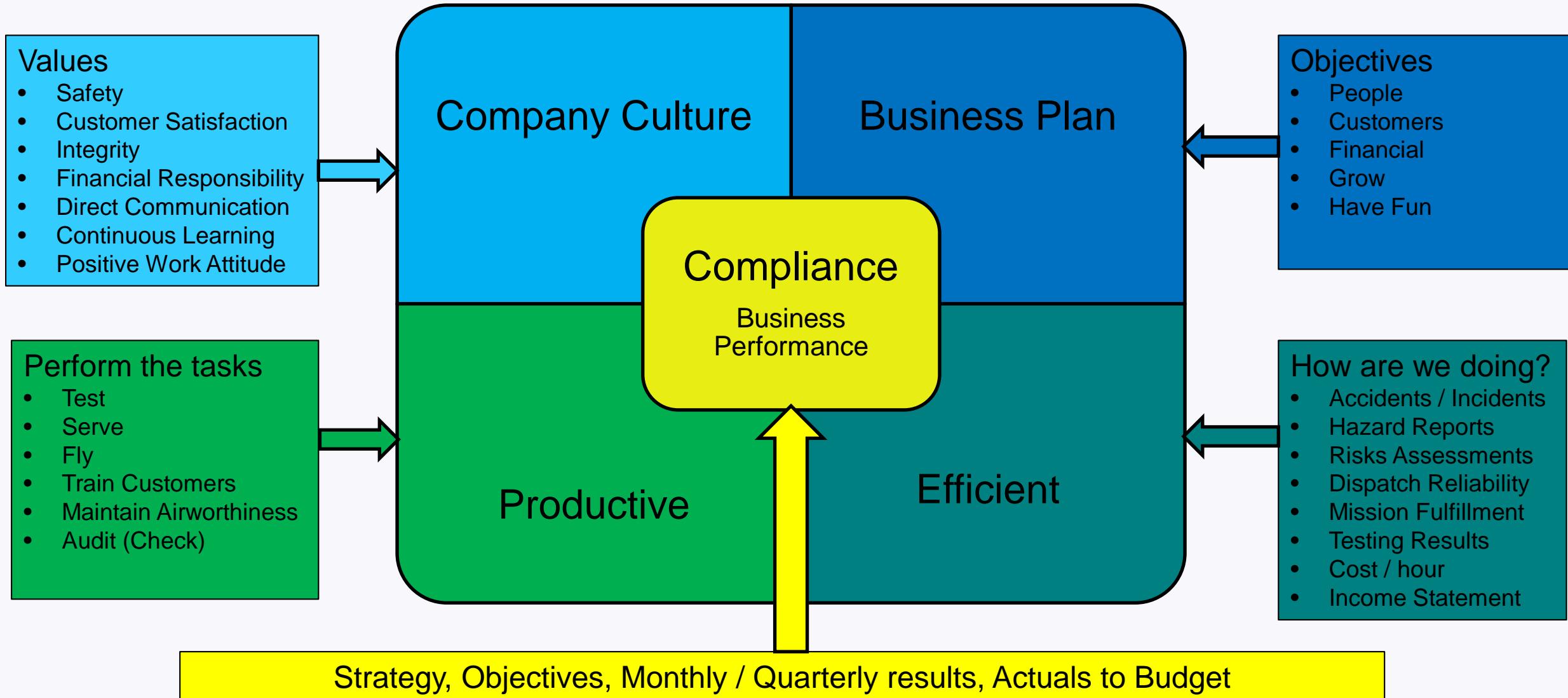
- Privately held – sister company to Viking Air Limited
- 31 Staff
- 3 Hangars at Victoria Intl Airport
- 1 Hangar in Ontario
- 11 aircraft in fleet – 7 types
- 604 Private Operations
- 406 Flight Training Unit
- 573 Aircraft Maintenance Organization
- Viking Twin Otter Flight Operations
  - Engineering Test
  - Production Test
  - Global Ferry Flights
- Twin Otter Simulator Centre (ATO / TRTO) - in progress



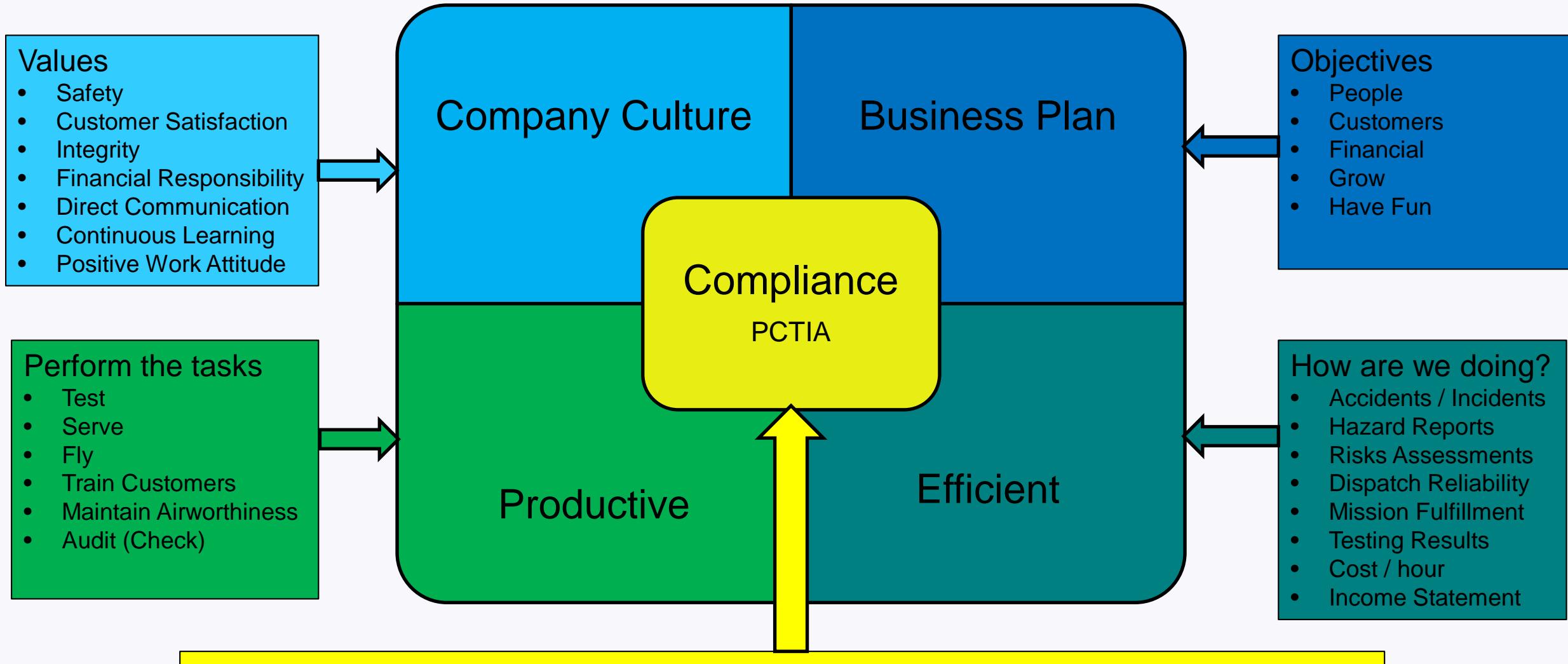
## Compliance is a natural part of our business



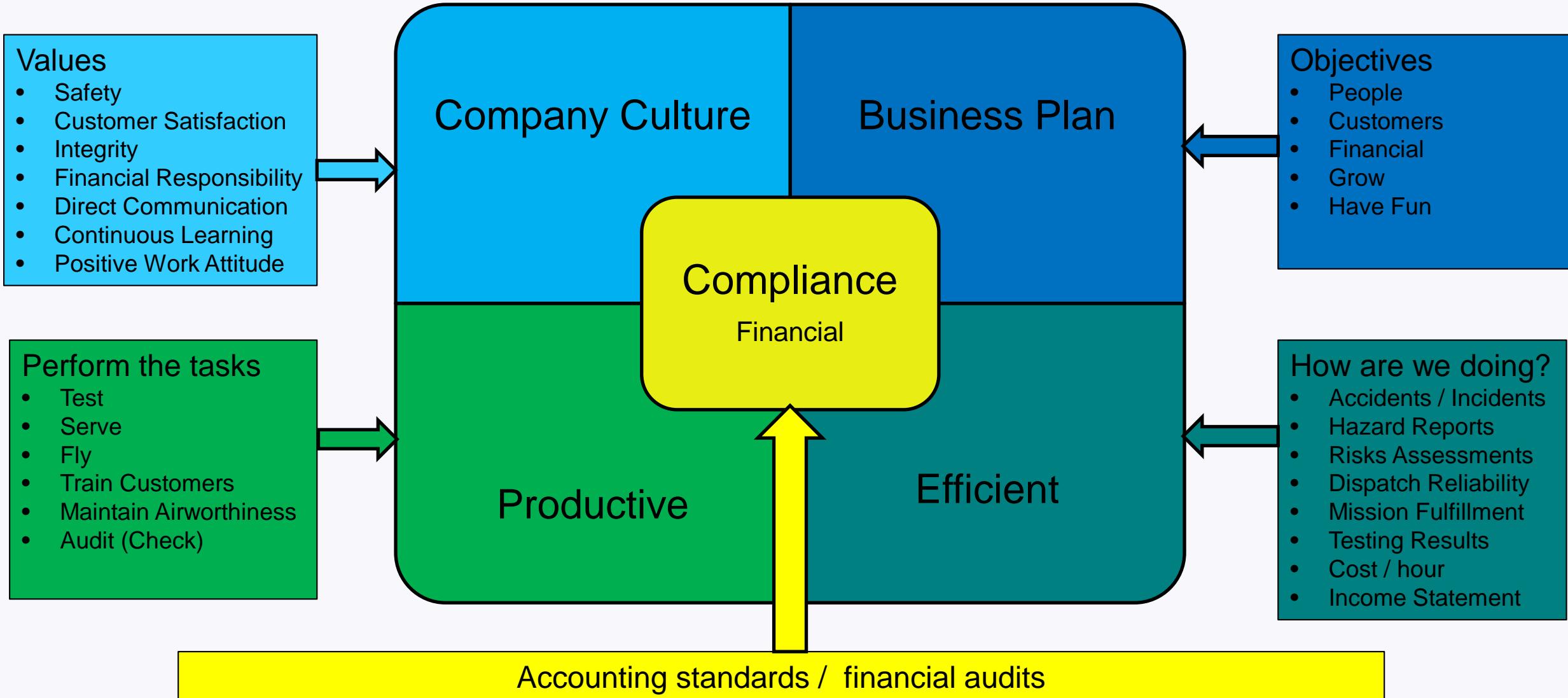
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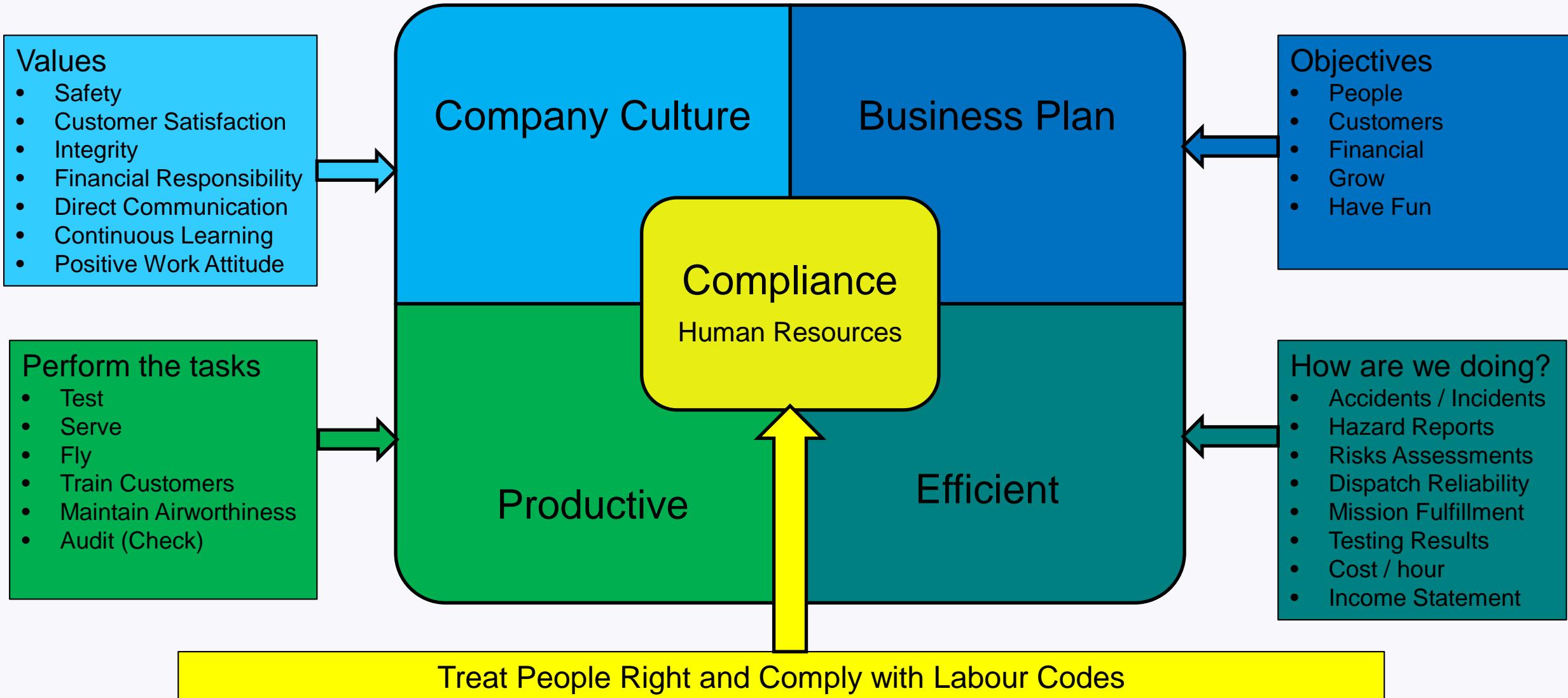
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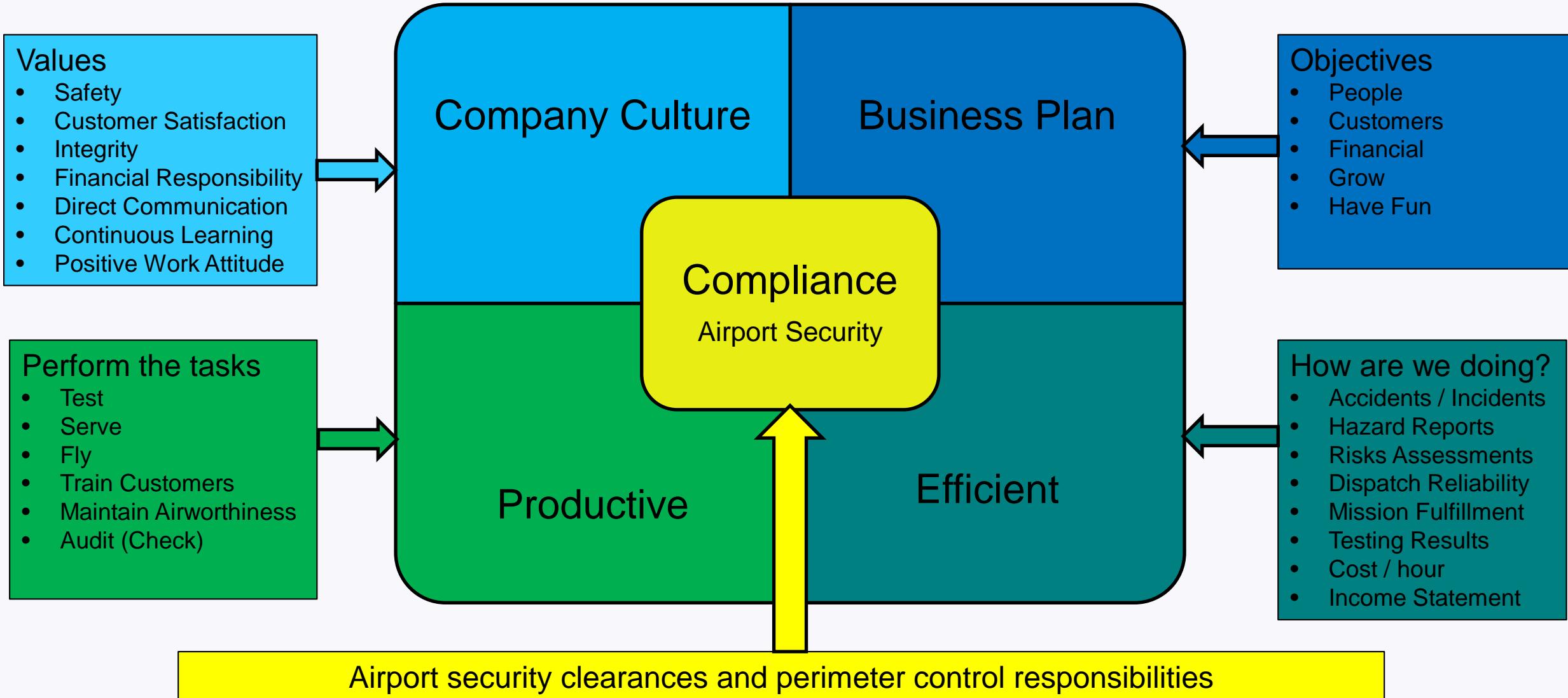
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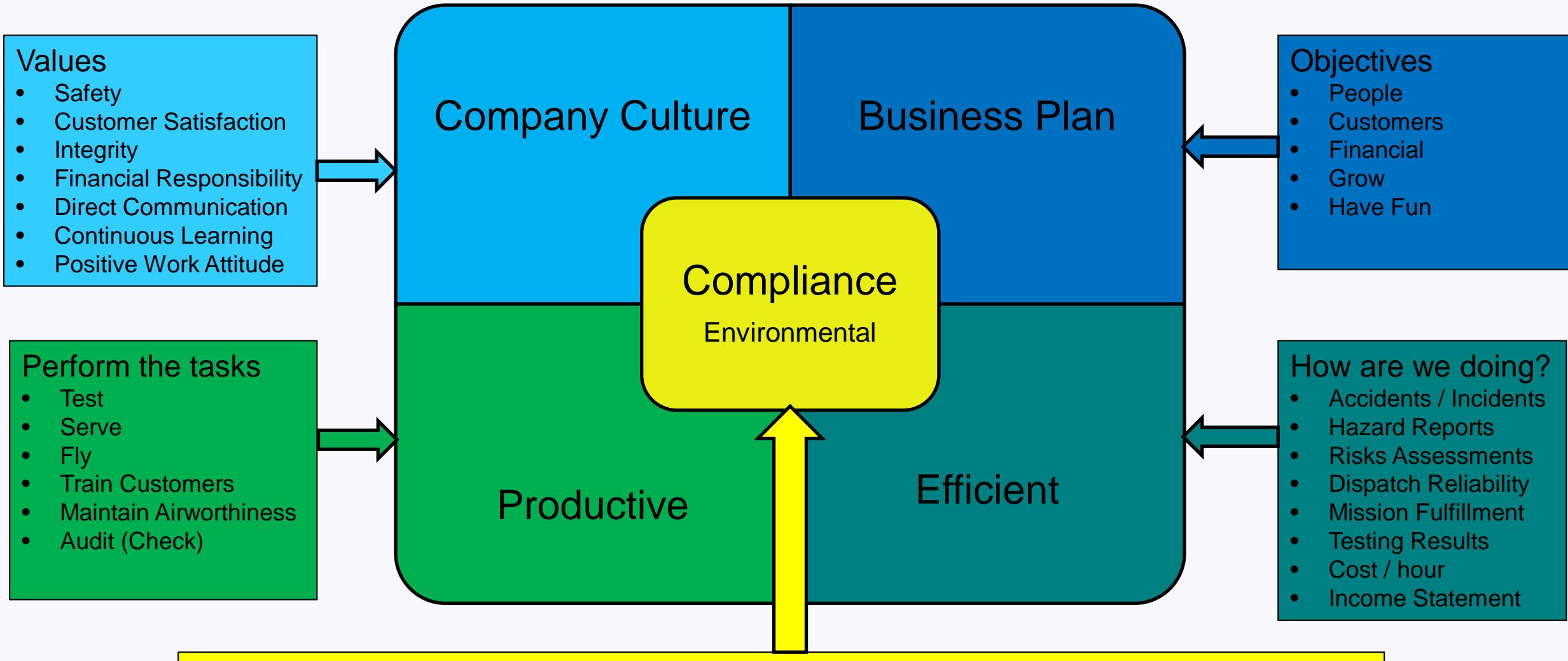
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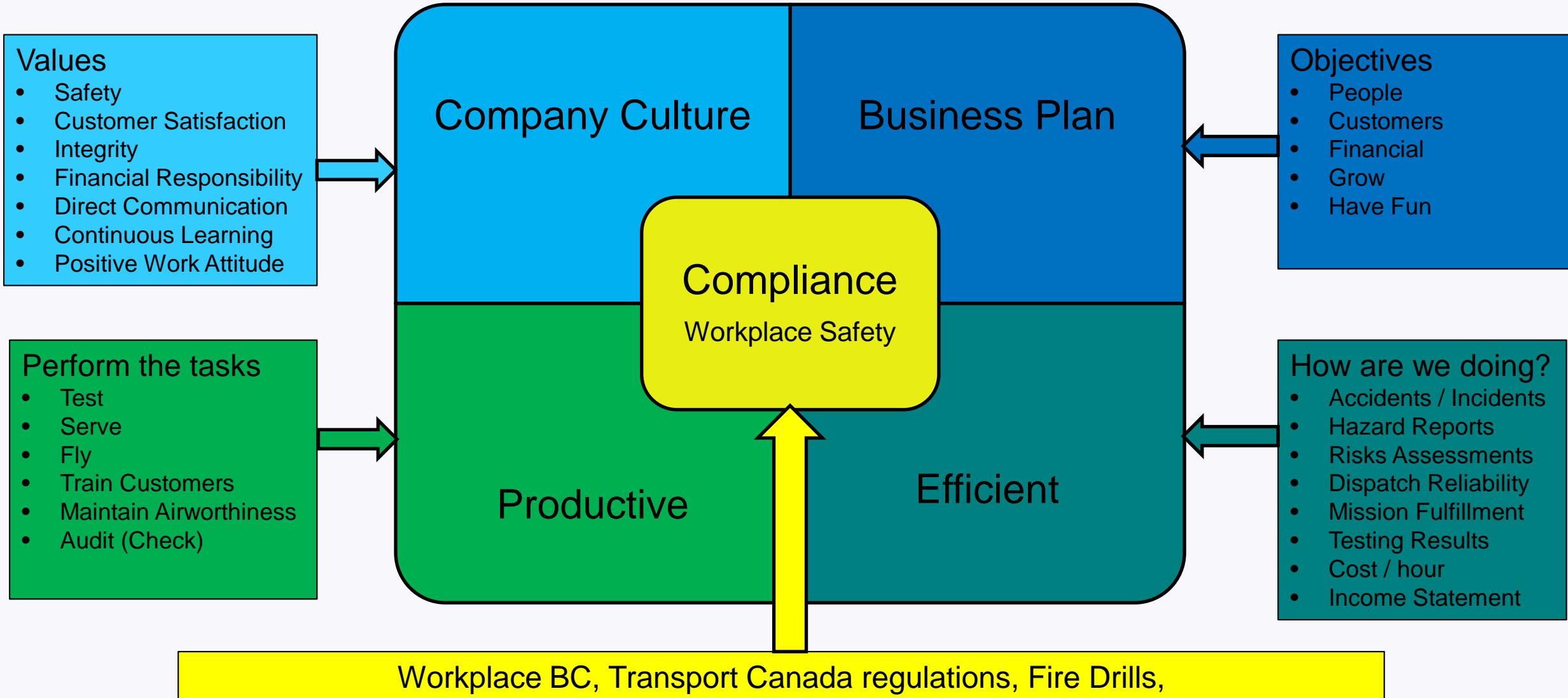
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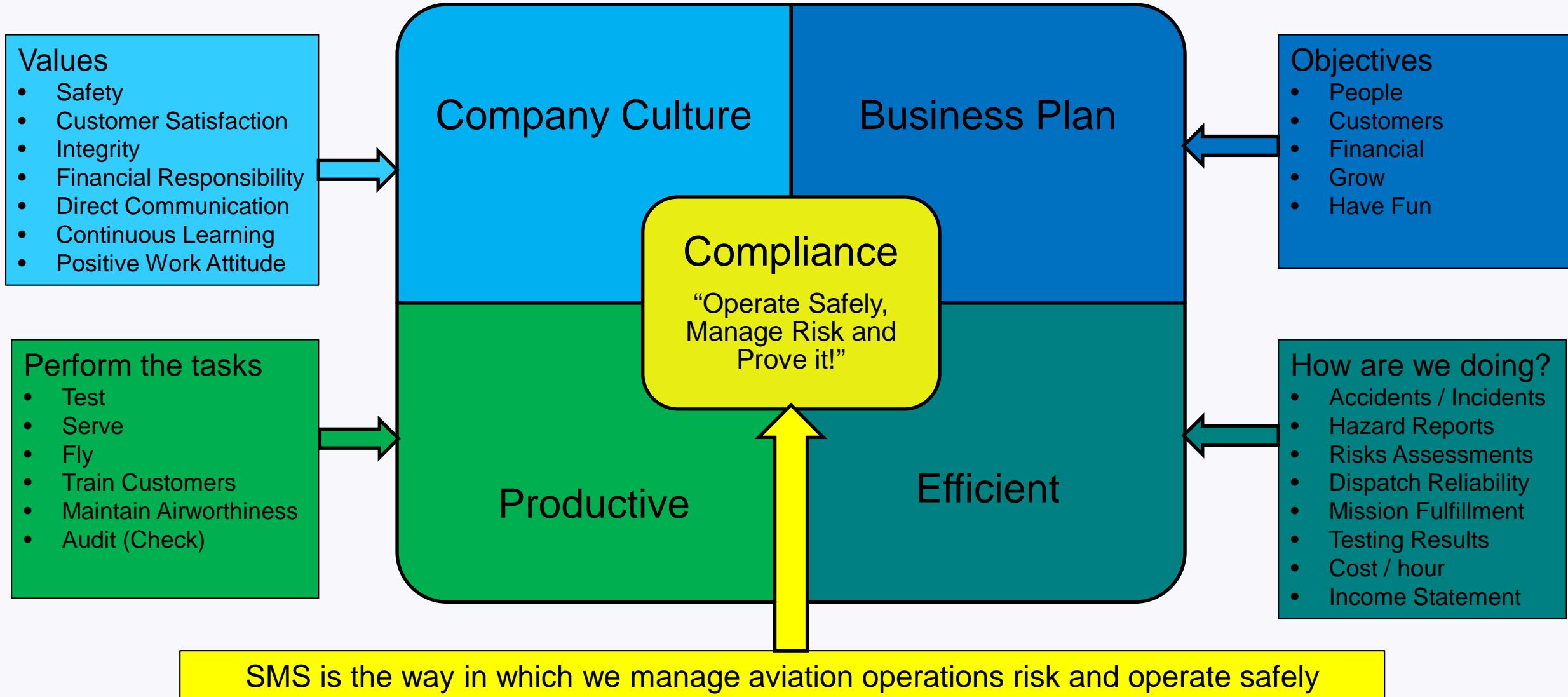
## Compliance is a natural part of our business



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## Compliance is a natural part of our business



# How are we tackling our SMS compliance journey?



- Company Manuals
  - Company Employee Handbook
  - Private Operations Manual (POM)
  - MPM
  - MCM
  - FTU Manual
  - TCOM
  - SOP's
  - Regulation review – rationalize inconsistencies

- Corrective Action Board (CAB)
  - Bi-Weekly Management Meeting (CEO, Ops Manager, Training GM, PRM, CFI, Chief Pilot, Viking Lead Pilot, Lead Ferry Pilot)
  - Status of open hazards and risks – closure actions
  - New hazard / risk review
  - Upcoming operational changes

- SMS Tool – FltSafety.com
  - Risk Assessments / Severity
  - Hazard Reporting / Tracking
  - Safety Promotion
  - Employee Visibility

**SMS DASHBOARD**

Company Policy: no punitive action for reporting risks/hazards

[FltSafety.com](#) [Log Out](#)

[Policy](#) [Safety Risk Management](#) [Safety Assurance](#) [Safety Promotion](#)

**Current FRATs (Flight Risk Assessment Tools)** [Edit Default FRAT Info](#)

Select	Date	Depart	Arrive	Dept Lcl	Dept(Z)	Arr Lcl	ETE	Reg.	PIC/SIC	Status	Status	Score
Select	10/20/2010	KPOK	KALB	1400	1800	1558	0159	N4567D	ANTHONY/MICHAEL	ACTIVE	PENDING	27
Select	10/21/2010	KOXC	KPOK	0700	1100	0911	0211	N4567D	ANTHONY/MICHAEL	ACTIVE	APPROVED	8
Select	10/21/2010	KTEB	TXKF	0800	1200	1045	0140	N2345B	MARIA P/SCOTT C	ACTIVE	APPROVED	9
Select	10/21/2010	TXKF	KTEB	2100	0000	2215	0215	N45667D	SCOTT C/MARIA P	ACTIVE	DIS-APPROVED	35

**Open Risks**

Select	Issue	Risk Description (score)	Date Filed	Department	Filed By	Status	Assigned To	Type	Mode
Select	Safety	Lightning Strike on left wing (16)	10/20/2010 01:45	FLIGHT DEPARTMENT	ANTHONY C. FLOWERS	ACTIVE	REX B. MORRIS	FLIGHT	ACTUAL
Select	Training	Line crew did not properly ground aircraft during refueling (10)	10/20/2010 01:48	HANGAR & LINE SERVICE	ANONYMOUS	ACTIVE	LEO SICILIANI	FLIGHT	POTENTIAL
Select	Security	Gate is being left open after cars drop off passengers (8)	10/20/2010 01:52	MAINTENANCE DEPT.	JOSEPH E. PEREZ	ACTIVE	DOUGLAS D. BRYANT	NONFLIGHT	POTENTIAL
Select	Compliance	Fire extinguisher do not have proper signage in hangar (02)	10/20/2010 01:59	MAINTENANCE DEPT.	BOB A. ALLEN	ACTIVE	DAVID J. HOLLAND	NONFLIGHT	FUTURE

## How are we tackling our SMS compliance journey?



- People
  - Hire people with shared values
  - Management commitment to risk management and compliance
  - Non-punitive policy in place - not clear enough
  - Added Quality / SMS Manager – one can only wear so many hats
  - Will add QA auditor in 2016

- Systems
  - IT Systems – Pacific Sky uses 33 business systems! Little integration.
  - Is there a system that fits better, at a reasonable cost and not crushing.
  - Careful to focus on the end result (operating safely) vs. feeding a bureaucratic beast

- Education
  - Information overload! Yikes!
  - Google hits for Aviation SMS – 16,200,000
  - Consultants, "letter" groups, software "solutions", doctrines, interpretations,
  - TCCA SI SUR 001 – over 90 assessment criteria that must be met. No longer published?
  - CBAA / Preuss guidance material – plain English
  - Dueck CAR's training

## How the SMICG can help industry?



- Recognize we are all on an SMS journey - engage with industry as a partner with shared desired outcomes
  - Acknowledge and build on industry commitment to compliance.
  - Create a culture of dialogue, mutual trust and supportive oversight, while maintaining the public mandate to ensure aviation safety oversight.
  - Improve SMS consistency across operating certificates and between regulators.
  - Work to simplify regulations using plain language – “eliminate needless words” (ref: Strunk and White – “Elements of Style”).
  - Open and transparent oversight (i.e., TCCA SI SUR-001). Industry has a lot to offer – after all, we are very experienced with compliance.
  - Extend a partnership culture throughout the regulatory organization, especially at the inspector level (the most challenging job). Allow for scalable, simple compliance solutions for small businesses.

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**Thanks for the opportunity to share our thoughts!**