



Bulletin No. 47

Dec 2011

## JIG Management System Best Practice and Common Processes Implementation Plan

This JIG ‘Common Process’ Bulletin identifies actions arising from JIG’s communications pack “Introduction to JIG Common Process and Management System Best Practice” (First issued on 31<sup>st</sup> August 2011).

JIG Common Processes and JIG Management System Best Practice are being developed to continuously improve assurance and governance of JV activities for the benefit of all parties including JV Managers and JV Management Teams, Participant Representatives, Shareholders and airline customers.

### **JIG Management System Best Practice:-**

- Provides guidance on management system best practice based on six management themes (Quality / Continuous Improvement, HSSE, Financial Control, People, Customer Service and Legal Compliance) each of which is considered essential for the effective management of a JV’s activities.
- Helps JVs systematically identify and close gaps in their management system to continuously improve their risk management and performance.
- Simplifies providing assurance on compliance with each participant’s own management system by providing a standard way to compare (map) management systems.

### **JIG Common Processes:-**

- Address specific areas of the JIG Management System Best Practice to provide more detailed guidance on management of a JV’s activities;
- Save JV Managers and Participant Representatives time by avoiding the need for each JV to develop their own processes from scratch.

### **Actions Arising from this Bulletin**

Agenda items for review at next JV Board / Management Committee meeting:-

1. JV Manager to confirm to the JV Board/Management Committee JIG Bulletin 32 action status as detailed in the questions in Attachment 2. JV Board/Management Committee should then agree target closure date and resources for any actions that require further work to become embedded within the JV Management System..
2. JV Manager to develop and the JV Board / Management Committee to approve a JIG Common Process Implementation Plan as outlined in Attachment 1. The objective is to phase implementation of the key Common Processes shown on Attachment 1 during the period 2011 - 2014.

### **Reference Documents (also downloadable from [www.jointinspectiongroup.org](http://www.jointinspectiongroup.org) )**

JIG communication pack “Intro to JIG Common Process & Management System Best Practice 051211 Final.pdf”


**Bulletin No. 47**
**Dec 2011**
**Attachment 1 – Outline JIG Common Processes Implementation Plan**

**JIG Management System Best Practice - Outline JIG Common Process JV Implementation Plan**

This Outline JIG Common Process JV Implementation Plan is intended to give JVs planned issue dates of various JIG Common Processes and their relative importance (priority) to assist JVs in developing their own implementation plan for relevant Common Processes.

Each JV Board / Management Committee is recommended to develop its own risk-based implementation plan and ensure there are sufficient resources available to the JV to successfully implement relevant Common Processes. Embedded Common Processes will then become part of the JV's ongoing Assurance and Governance

MS Theme	Common Process	2010	2011	2012	2013	2014	2015 +	JIG Recommended Priority for Resourcing for Implementation	Comment
Quality / Continuous Improv'mt	Business Risk Assessment				●			Priority 2	Complete by end 2014. Timing based on risk and availability of facilitator
	Business Principles (Including Anti-Bribery Corruption)				●	●	●	Priority 3	Common Process sanctioned for development end 2011.
HSSE	HSSE Management System	●	●	●	●	●	●	Priority 1	Gap analysis by end 2010. HSSE MS audit 3 yearly (timing varies to suit each JV).
Financial Control	Financial Control & Administration			●	●	●	●	Priority 3	Common Process planned to be available for 2012.
	Stock Accounting Guideline			●	●	●	●	Priority 3	Common Process planned to be available for 2012.
Legal Compliance	JV Core Principles	●	●	●	●	●	●	Priority 1	Annual refresher training and self-audit to confirm compliance
	Tarbox Indemnity Agreements			●	●	●	●	Priority 2	Planned replacement of existing Local Exhibit by end 2012.

**Key**

- Plan for embedding Common Process by end 2014. Timing based on risk.
- Common Process embedded and included in the JV's Business Internal / External Audit Cycle
- (Red Circle) External Audit (by Participant or 3rd Party) (at a frequency determined by statutory requirements or the JV Board / ManCom)
- (Blue Circle) Internal Audit (by JV own staff) (at frequency determined by the JV Board / Management Committee)

The implementation plan above shows seven key JIG Common Processes:-

- JIG JV Core Principles, JIG Management System Best Practice (including JIG HSSE Management System) and JIG Business Risk Assessment are now complete and available for use by JVs.
- JIG Stock Accounting Guidelines and JIG Financial Control and Administration are planned for completion and issue by JIG by the end of 2011.
- JIG Business Principles are planned for completion by JIG during 2012.
- JIG awaits completion of an industry Tarbox indemnity agreement review before revised Tarbox indemnity agreements can be issued and made available to JVs.

Once a JV implements a JIG Common Process it should then be audited at the recommended intervals to provide assurance that the process is embedded and working as intended.

Note: The example implementation plan above is contained in the excel spreadsheet CP 4.02 v0 310811 JIG CP Management System Best Practice.xls and can be adapted by each JV to develop their own JIG Common Process implementation plan.


**Bulletin No. 47**
**Dec 2011**
**Attachment 2 – JIG Bulletin 32 Actions**

JIG Bulletin 32 requires JIG airport JVs to undertake 3 separate actions relating to Health, Safety, Security and Environmental Management Systems. Bulletin 46 then clarified the requirements for external auditing.

The following questions should help JVs assess whether the actions have been fully implemented to embed the JIG HSSE Management system within the JV's Management system.

**JV Location:**

Question		Yes/No
1	<b>Have you completed a gap analysis against the requirements of the JIG HSSEMS Guidelines ?</b>	
2	<b>Have you fully implemented all the actions identified during the gap analysis ?</b>	
3	<b>Has a HSSE management review been conducted ?</b> (as required by expectation 13.6 of the JIG HSSEMS)	
4	<b>Have you implemented an internal audit programme ?</b> (as required by expectation 13.5 of the JIG HSSEMS)	
5	<b>Have you implemented an external auditing process ?</b> (as required by expectation 13.2 of the JIG HSSEMS)	
6	<b>Have you had an external HSSE audit within the last 3 years ?</b>	
7	<b>Will the external audits be conducted by one of the participant companies ?</b>	
8	<b>Was the decision to use a participant company or third party for the external audits recorded in minutes of a JV Board/Management Committee Meeting ?</b>	

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