

Common Process Bulletin

Bulletin 93

Outline Board Agenda

Sep 2016

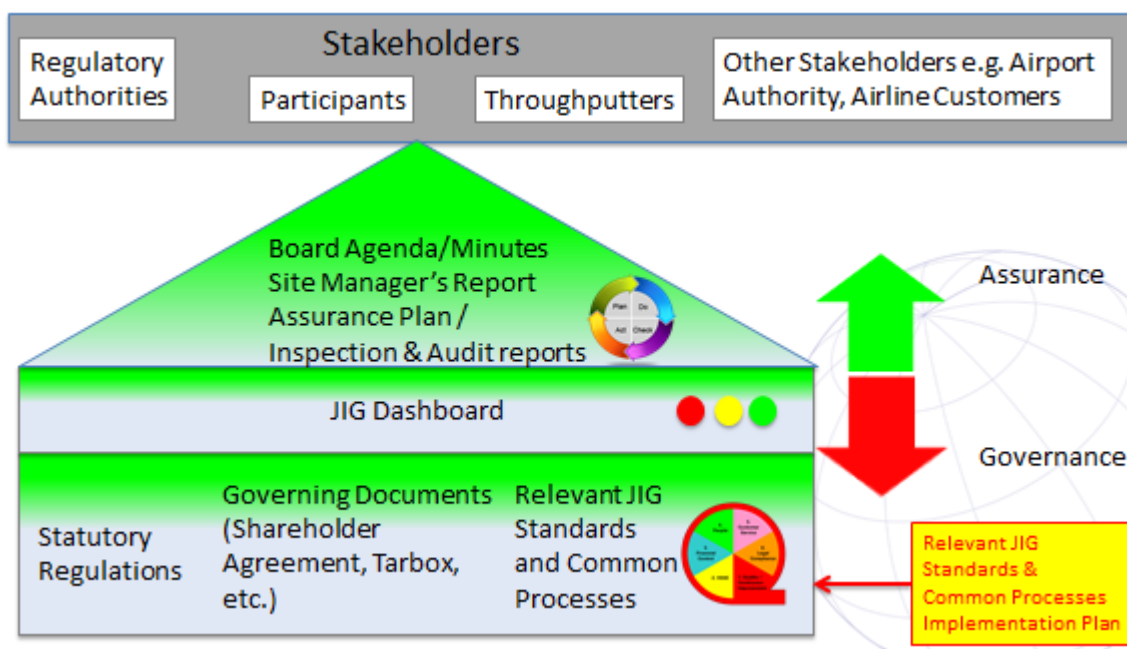
Background

This Bulletin has been issued in response to a request from some JIG Member JV Representatives for guidance on what should be covered in Board/Management Committee meetings so that the management of the Operation can be seen to be systematic and in control.

Board/Management Committee meetings play a pivotal roll (Fig 1) in the assurance¹ and governance² of an Operation's activities so that it delivers its business objectives and complies with Statutory Regulations, the Operation's Governing Documents and relevant JIG Standards and Common Processes.

The JIG Dashboard has been designed for aviation operations to make it easier and more efficient for the Board/Management Committee and Site Manager to get assurance on compliance with relevant JIG Standards and Common Processes and be able to provide assurance to Stakeholders when required.

Fig 1 Board/Management Committee's assurance and governance role



¹ Assurance – ‘a positive, confidence-giving declaration’ – interpretation for Operations, a Bottom Up auditing / checking process by self, supervisor staff or independent parties to check JV activities are being carried out in accordance with the JV governing documents (including minimum operating standards) and the law.

² Governance – ‘Control’ or ‘Direction’ - Interpretation for Operations, a Top Down instruction process from JV Board / Management Committee to JV Manager and onto JV staff to control the activities of the JV in accordance with the JV governing documents (including minimum operating standards) and the law.

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CP 0.05 JIG Outline Operation Board Agenda, Site Manager's Report and Assurance Plan

The Outline Board³ Agenda, Site Manager's Report and Assurance Plan (Ref JIG document CP 0.05) have been developed to provide Site Managers and Participant Representatives⁴ with guidance on how to efficiently incorporate the JIG Management System Best Practice, JIG Standards and Common Processes into an ISO 9000 type quality management system cycle (Fig 2).

The Outline Board Agenda, Site Manager's Report and Assurance Plan are designed to generate a cycle of Board/Management Committee Meetings, reports and minutes which together:-

- Provide a high level of business assurance to stakeholders⁵ that the Operation meets minimum standards and has a systematic approach to continuously improving risk management in each key area of its business⁶..
- Demonstrates the Board of Directors has exercised its fiduciary duties by carefully reviewing and considering each area of a business's activity at a frequency that would be seen as reasonable under the law.

Fig 2

JIG Management System
Best Practice – 6 Themes

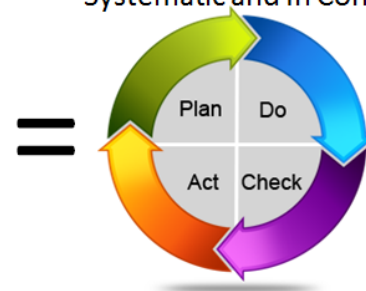


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Outline JV Board Agenda,
Site Manager's Report
and Assurance Plan

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Quality management system
- Systematic and In Control



³ For unincorporated Joint Ventures the 'Board' is the most senior Management Committee responsible for the assurance and governance of the Operation.

⁴ Participant Representatives are the Participant representatives on the Board or Management Committee.

⁵ Stakeholders can include: Site Managers, Boards/Management Committees, Participant Companies, Operating Companies, Users and other regulatory authorities.

⁶ JIG Management System Best Practice – 6 Themes: Quality/Continuous Improvement, HSSE, Financial Control, Customer Service, People and Legal Compliance.

NB. The Outline Board Agenda, Site Manager's Report and Assurance Plan are not exhaustive and should be adapted (by addition/deletion/amendment) by the Operation to meet: statutory regulations, shareholder agreement, Operation's business requirements and any specific direction from the Board.

1. **Outline Board Agenda** – lists items to be discussed at the meeting including acceptance of the Site Manager's Report.
 - Some Operations find it helpful to mark agenda items 'For Decision', 'For Discussion' or 'For Information' to ensure 'For Decision' items are addressed as a priority of the meeting.
2. **Site Manager's (SM) Report** – systematically reports progress on all areas of business activity to allow the Board and Site Manager to carry out their assurance and governance duties, make decisions to improve the performance of the business and review and set the longer term strategic objectives of the business.
 - Some SM Report items may not need to be reported at every meeting (e.g. may only be reported annually).
3. **Assurance Plan** – lists the assurance (internal/external⁷) audits that are necessary to get appropriate assurance on the business's activities.
 - Output from the assurance plan should be reviewed and reported back to the Board.
 - Frequency of assurance activities to be determined by the more frequent of: Statutory requirements, the Operation's governing documents or direction of the Board.

CP 0.06 Continuous Improvement Plan / Site Manager Performance Contract

The Continuous Improvement Plan provides an outline template to help an operation balance its short and long term objectives against the 6 themes in the JIG Management System Best Practice (Quality/Continuous Improvement, HSSE, Financial Control, People and Legal Compliance). The Continuous Improvement Plan is intended to help an Operation monitor progress in the following areas:-

- Strategy – sets out the Operation's short & long term strategic objectives (a multi-year plan).
- Meet Minimum Standards - ensure the Operation meets minimum standards in all 6 key areas of the business (Quality/Continuous Improvement, HSSE, Financial Control, Customer Service, People and Legal Compliance).
- Continuous Improvement – identify the Operation's priorities for continuous improvement in 6 key areas. Monitor and recognise progress (can be hard to see at the front line with long term objectives),
- Alignment on the Operation's priorities between Board/Management Committee, Site Manager and Site Management Team.
- Performance – the Operation's Continuous Improvement Plan can be the basis for the Site Manager's annual performance review.
- Developing Employees and the Operation's Behaviour & Culture - opportunity to identify personal development and also delegate individual initiatives to staff for personal development and allow individuals to take some ownership/pride in the future of their Operation.

⁷ Internal audits are carried out by the Operation's own staff. External audits are carried out by suitably qualified Participant Representatives or third parties appointed by the Board/Management Committee.

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CP 0.07 Implementation Plan - Relevant JIG Standards and Common Processes

JIG Bulletin 47 introduced the JIG Management System Best Practice and Common Processes and JIG Bulletin 70 reminded Operations to review their Common Process Implementation Plan to set reasonable target dates for implementing remaining applicable Common Processes for their own operation.

New Operations or Operations that do not have an Implementation Plan can use CP 0.07 which provides a template for an Implementation Plan for Relevant JIG Standards and Common Processes. The template contains convenient references to relevant JIG Bulletins and Dashboard Training Packs.

Reference to Previous JIG Bulletins

- JIG Bulletin 47 - JIG Management System Best Practice and Common Processes Implementation Plan.
- JIG Bulletin 70 - CP 0.03 JIG Management System Best Practice and Common Process Implementation Plan.
- CP 0.03 v1.1 260316 Introduction to JIG Common Process and Management System Best Practice.pptx (or latest issue)

Actions to Implement this Bulletin (See Table 1 for Action Type Codes)

Action Description	Action Type	Target Completion Date
1. Complete a review of the existing Operation's Board/Management Committee meeting process using the JIG Outline Board Agenda, Site Manager's Report and Assurance Plan as a check list. The JIG Outline Board Agenda, Site Manager's Report and Assurance Plan are not exhaustive and if used should be adapted (by addition/deletion/amendment) by the Operation to meet: statutory regulations, shareholder agreement, Operation's business requirements and any specific direction from the Board/Management Committee.	RP	30 th June 2017
2. Consider adapting and adopting the Continuous Improvement Plan to help balance and monitor progress of short and long term objectives in each of the 6 themes in the JIG Management System Best Practice (Quality/Continuous Improvement, HSSE, Financial Control, Customer Service, People and Legal Compliance).	RP	30 th June 2017

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Relevant Publications

CP 0.05 v1.1 130416 JIG Outline Operation Board Agenda.docx - available to download from www.jigonline.com

CP 0.06 v1 300316 JIG Example Operation Continuous Improvement Plan Site Managers Performance Contract.xlsx

CP 0.07 v1.1 300316 Implementation Plan JIG Standards and Common Processes.xlsx

Table 1 Action Type Codes

Action Types	JIG Bulletin Action Type Definition
JS	Change to JIG Standard – to be adopted by JV and/or Operator to continue to meet the JIG Standard(s) (JIG 1, 2, 4 and JIG HSSE Management System) (**).
RP	JIG Recommended Practice which the JV should consider adopting as its own practice (**).
I	Issued for information purposes only.
Note (**) - If the JV agreements require any of the JIG Standards and/or any of the JIG Common Processes as the governing operational standard then adoption of changes to applicable JIG Standards and/or Common Processes should not be considered optional by the JV Board.	

Note: This document is intended for the guidance of Members of JIG and companies affiliated with Members of JIG, and does not preclude the use of any other operating procedures, equipment or inspection procedures.

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