4 SAFETY PROMOTION

4.1 INTRODUCTION

Safety promotion encourages a positive safety culture and helps in achieving safety objectives through a combination of technical competence that is continually enhanced through training and education, effective communication, and information-sharing. Senior management assume the leadership to ensure the safety management system requirements are fulfilled.

Effective safety management cannot be achieved solely by mandate or strict adherence to policies and procedures. Safety promotion affects both individual and organizational behavior, and supplements the organization's policies, procedures, and processes, providing a value system that supports safety efforts.

In addition to job-specific training required to competently perform operational tasks, all operational personnel shall undergo initial and recurrent SMS training. When establishing training requirements for the organization, the following shall be considered:

1. Safety orientation for all new personnel, stressing the Riyadh Air's commitment to safety and everyone's role in the SMS.

2. Have a training evaluation and feedback.

3. Make effective use of technology, conferences, workshops.

4. Incorporate any feedback from the SMS program such as incidents/accidents details or rates and results of the safety oversight program.

5. Promotion of safety within the organization to include safety alerts, notices, newsletters, campaigns, award schemes … etc.

Since effective communication is vital to promoting a positive safety culture, safety staff must have sound knowledge and understanding of the types and sources of information available, and therefore have access to libraries and files. Operations and Engineering Procedures are set out in individual aircraft manufacturer manuals. Any supplementary flight safety-related information that is of an operational or engineering nature is promulgated by:

1. Notices issued by the aircraft or equipment manufacturer or regulatory agencies.
2. Safety office communications.

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4.2   SAFETY TRAINING AND EDUCATION

4.2.1   Introduction

Riyadh Air shall develop and maintain a safety training program that ensures that personnel are trained and are competent to perform their SMS duties. The VPCSSE shall ensure that the scope of the safety training program is appropriate to the level of involvement of each category of staff in the network. This includes providing appropriate safety information relevant to specific safety issues met by Riyadh Air.

The training program should be tailored to the needs of the individual's role within the SMS. For example, the level and depth of training for members involved in SRB will be more extensive than for personnel directly involved with delivery of Riyadh Air's product or services. Personnel not directly involved in the operations may require only a high-level overview of the Riyadh Air's SMS.

Personnel who are trained and competent to perform their SMS duties, regardless of their level in the organization, is an indication of management's commitment to an effective SMS. The training program should include initial and recurrent training requirements to maintain competencies.

4.2.2   Purpose Of Safety Training and Education

The purpose of Safety Management System (SMS) training is to ensure that employees are well-equipped with the knowledge and skills to effectively implement safety measures and manage safety risks in their scope of work. Some of the key reasons for SMS training is listed below:

1. **Enhance Safety Awareness**: SMS training helps staff develop a strong sense of safety culture and awareness. It educates employees about the importance of safety in their roles and encourages a proactive approach to identify and mitigate risks. It helps staff to understand their roles and responsibilities with SMS.

2. **Identify Hazards and Risks:** Training enables staff to identify potential hazards and risks within their work environment. By understanding the principles of hazard identification and risk assessment, employees can contribute to the continuous improvement of safety processes and practices.

3. **Promote Safety Reporting and Communication**: SMS training emphasizes the importance of reporting safety incidents, near misses, and hazards. It provides employees with the necessary knowledge and confidence to report such occurrences, fostering a culture of open communication and accountability.

4. **Implement Safety Procedures:** Training ensures that staff are familiar with established safety procedures and protocols. This includes emergency response plans, safety checklists, and the use of safety equipment. Proper training helps employees respond effectively in critical situations.

5. **Support Compliance with Regulations:** SMS training familiarizes staff with relevant safety regulations and standards set by aviation authorities, such as the International Civil Aviation Organization (ICAO). It ensures that employees understand and adhere to these requirements, maintaining compliance and regulatory standards.

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6. **Continuous Improvement:** SMS training promotes a culture of continuous improvement in Safety Management Systems. It equips employees with the tools to evaluate and review existing safety practices, identify improvement opportunities, and implement corrective actions as necessary.

Overall, Safety Management System training for employees is crucial for maintaining a high level of safety in the aviation industry. It equips employees with the knowledge, skills, and attitudes needed to effectively manage safety risks, prevent accidents, and ensure the well-being of passengers and crew.

4.2.3   SMS Training Program:

It is essential that all employees understand their role in safety performance. In order to achieve that level of understanding, employees must have the knowledge and skills to understand and apply the processes described within the CSMM.

The acceptable level of performance for ALL employees is:

1.   Understanding of the structure of the SMS, terminology, and definitions.

2.   Knowledge of the functions of key safety personnel.

3.   Awareness of the Safety Policy and Objectives.

4.   Knowledge of reporting tools available, how, and when to use.

5.   Knowledge of ERP and Crisis Management.

6.   Awareness of risk assessment tools.

7.   Understanding of the foundations of a Just Culture: differences between violations and errors.

Initial and Recurrent SMS training and any additional courses necessary to fulfil competency requirements will be provided under the direction of the VPCSSE. Recurrent training will include changes to procedures, new risks identified, and lessons learnt from within the Organization and the wider industry.

Riyadh Air has training program to ensure that operational personnel are trained to understand SMS responsibilities and they are competent to perform their associated duties. The following table outlines the curricula of initial and recurrent training program.

Module Curricula	Senior Management including AE	Line Management/ Key Safety Personnel	Other Operational Personnel
Scope of SMS	✔	✔	✔
Corporate safety philosophy, safety policies	✔	✔	✔
Organization roles and responsibilities of staff in relation to safety	✔	✔	✔
SMS Documentation	✔	✔	✔
Corporate Safety Goals and Objectives	✔	✔	✔

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Basic principles of Hazard identification and Risk Management	✓	✓	✓
Safety reporting system	✓	✓	✓
Safety Assurance Program	✓	✓	
Management of Change principles	✓	✓	
Coordination of the Emergency Response Plan	✓	✓	
Safety Performance Monitoring	✓	✓	
Safety Promotion and Information Dissemination	✓	✓	✓
Lessons learnt from safety reports (Internal and External).	✓	✓	✓

Table 8 - Modules for Applicable Groups

4.2.3.1 Initial Training Program

SMS training is part of company indoctrination training to ensure that all employees are aware of their relevant duties before being assigned to their workplace. This training is divided according to the employee's workplace into:

1. Operational personnel which include ground operations, flight operations, maintenance, and Safety staff.

2. Senior Management including AE and Management personnel for all departments .

VPCSSE will ensure that SMS training needs assessment are conducted to identify the type and method of training necessary to ensure the required levels of competence.

Note:

Mandatory for all operational personnel including Auditor.

4.2.3.2 Recurrent Training Program

It is a requirement to undergo recurrent SMS training every 24 months. However, trainers shall undergo additional training in case of any substantial SMS legislation change if it occurs within 24 months. The same modules shall be used as for indoctrination training; however, the Corporate Safety, Security, and Environment (CSSE) division shall be responsible for undertaking a training needs assessment to ascertain what additional training might be included for each specific group of employees.

The recurrent training shall be provided as an e-Learning package. The e-Learning package shall be tailored to address the training needs of the target audience with VPCSSE being responsible for a final decision on the content of the e-Learning module.

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4.2.4 SMS Training Review and Revision Procedure

All departmental heads shall:

1. Identify and establish SMS training plans for management and non- management personnel within the organization based on functions that affect the safety of aircraft operations and subordinates.

2. Establish a yearly training SMS plan that includes goals, objectives, and key performance indicators for the overall training program to ensure that all applicable divisional personnel responsibilities under the SMS and ERP are appropriately trained and qualified to execute applicable procedures.

3. Reconcile SMS training requirements with established courses and schedules published by training providers/organizations.

4. Design SMS training plans and programs based on the organizational functions and the overall company training goals and requests.

5. Coordinate SMS training plans and schedules with CSSE division.

6. Inform Safety Office of the introduction of any new systems / equipment / tools / concepts related to SMS training to evaluate training requirements.

7. Establish and maintain SMS induction training program for new staff as required.

8. Review and approve departmental SMS Training Plans.

9. Review SMS training performance periodically.

10. Communicate and review SMS training program performance with Safety office periodically.

11. Maintain training records and training plans and schedules.

12. Safety office tracks overall compliance, performance, and effectiveness of the SMS training program.

13. Safety office provides guidance and advice of corrective measures as deemed necessary to all applicable.

4.2.5 Training Records

On successful completion of initial and recurrent training, staff training records shall be automatically updated in the system. The soft copy of the training records/certificates will be available in the Learning Management System (LMS) system and can be easily accessed by Department and Individuals. The SMS training records shall be maintained for each individual for a minimum period of 5 years

4.2.6 Effectiveness Of Training

To ensure the effectiveness of the SMS training for line managers and operational staff the program shall include the following:

1. Testing or evaluation which all participants are required to pass.

2. A passing grade of 70% is set for this purpose.

3. The exam can be taken 3 times. If the participant fails the third attempt, staff will be asked to re-enrolled for training. Once training is completed, re-enrollment will be done in the LMS to complete the test.

4. The average of passing and failing scores will be checked to monitor the understanding of the staff on the training content.

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5. Areas wherein common mistakes are encountered will be tracked and necessary improvement will be initiated to ensure that the module is well explained and clear. Additional safety promotion should be initiated as necessary.

6. Test results, trends and course feedback shall be regularly reviewed by VPCSSE with a view to improving the content of the SMS training course.

4.2.7   SMS Training Needs Analysis

The purpose of this procedure is to determine accurately the levels of safety training required within the Riyadh Air. It shall assist the Department to identify the gaps of the current SMS training modules as well as acquire information for future training requirements relevant to Safety.

A Training Need Analysis (TNA) shall be made to ensure a clear understanding of the operation, the safety duties of personnel and the available training. This will be carried out after a period of three years.

VPCSSE shall be responsible for the Training Needs Analysis (TNA) for all Safety Staff and Safety Officers. A typical TNA will normally start by conducting an audience analysis, which usually includes the following:

1. Giving particular attention to safety duties, identify by groups how staff will interact with the safety management processes, input and outputs in particular with safety duties to identify similar learning needs. Normally, groupings of individuals will start to emerge that have similar learning needs;

2. Identify the knowledge and competencies needed to perform safety duties required by each staff grouping;

3. Identify the gap between current safety skill and knowledge across the workforce and those needed to effectively perform the allocated safety duties; and

4. Identify the most appropriate skills and knowledge development approach for each group with the aim of developing a training program appropriate to each individual or group's involvement in safety management.

The safety training and education curricula should, at minimum, include the following elements dependent on the level determined during the analysis:

1. SMS regulation;

2. Organizational safety policies, goals, and objectives;

3. Organizational roles and responsibilities related to safety;

4. Organizational SMS processes and procedures;

5. Hazard identification principles;

6. Safety risk management principles;

7. Safety reporting systems;

8. Organizational factors comprising technical and non-technical skills;

9. Human factors;

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10. Safety management support (including evaluation and audit program); and

11. Lines of communication for dissemination of safety information.

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4.3 SAFETY COMMUNICATION

4.3.1 Purpose

Safety promotion is a major component of SMS and, together with Safety Policy and Objectives, is an important enabler for continuous safety improvement. Safety promotion provides the means for Riyadh Air to ensure that all staff contribute to the effective implementation, operation, and continuous improvement of the SMS through a positive safety culture.

The safety department shall establish processes for internal and external communication within the organization. The methods for communicating the effectiveness of the SMS may include department meetings, management reviews, circulation of minutes of management review meetings, Internal Audit Closing meetings, reporting of operational deficiencies, hazards/concerns, and other routine business communication.

4.3.2 Procedure

1. The department management and staff must have sound knowledge and understanding of all types of resources for safety information available and must therefore have ready access to company published material.

2. Effective communication is vital to promoting a positive safety culture. The crucial point is not so much the apparent adequacy of safety plans but the perceptions and beliefs that people hold about them.

3. Operational management shall recognize critical safety events, issues, and trends where related safety information is disseminated to all concerned personnel through the dissemination means as described in the section below.

4. Critical safety topics with negative trends and/or significant safety issues must be selected for promotional campaigns based on their potential to control and reduce losses due to accidents / incidents. Selection must therefore be based on experience of past accidents / incidents or near misses, matters identified by hazard analysis and observations from routine safety audits.

5. Operational management shall recognize good safety performance and advocate its promotional values.

6. Operational management in coordination with VPCSSE shall assess the communication methods available and determine those most appropriate. All methods of communication must allow upwards as well as downward transfer of information and should encourage feedback from all users of the SMS.

7. The generic safety information such as the Corporate Safety Management Manual, Problematic Use of Psychoactive Substances Prevention and Safety Programs Manual, Flight Data Analysis Program Manual and Emergency Response Procedures Manual are saved in the DMS for easy access of all departments All staff shall be responsible for keeping themselves appraised of safety matters and for studying promptly any material distributed to them.

8. VPCSSE shall ensure that for safety communication following sources of information shall be used:

    a. Safety reports;

    b. Safety communication from external sources (i.e. manufacturer, safety groups/foundations, etc.);

    c. FDA events;

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d.   Lessons learned from internal and external investigation reports which includes regulatory investigation reports.

4.3.3   Safety Communication Strategy

4.3.3.1   Safety Input

Effective safety communication is one of Riyadh Air's commitment to promote safety awareness, which will eventually foster safety culture within the organization. One way to achieve this is to establish communication goals. The Accountable Executive provides the leadership, vision and resources needed to empower the communications function, along with the management, line managers and supervisors' support. A distinct set of objectives of these goals has to be identified, documented, and measured through KPIs as this will allow the VPCSSE to determine the effectiveness of the current communication strategy, what is working and what is not, and what needs to be accomplished. These safety communication goals also have to be correlated with the company's organizational goals.

The dissemination of safety promotion material could be triggered by different safety inputs. This includes (but not limited to) the following:

1.   The finalization of safety risk management and safety assurance/investigation reports to share the lessons learnt. This includes lessons learnt from industry incidents/accidents and best practices.

2.   VPCSSE, Safety Action Group (SAG), and/or Safety Review Board (SRB).

3.   Based on the areas of improvement and safety opportunities identified in a Safety Survey, and Safety Audits.

Whenever a safety information needs to be cascaded, target audience needs to be identified to ensure that the message is relayed to appropriate personnel. The message should be simple and concise to be easily understood.

4.3.3.2   Develop Safety Promotion Content

Taking the above safety inputs into consideration, the Safety Specialist shall clearly define the topic of the promotion. To ensure clarity, the key message(s) need to be clearly defined and stated. If not detailed in the safety input, the Safety Specialist shall assess an appropriate 'target audience' to ensure it is suitable for the audience's knowledge and experience.

Riyadh Air safety communication is shared to internal and external personnel such as service providers as applicable. This communication should be clear, simple, practical and align with the safety policy and safety objectives.

Safety communications shall be published to achieve the following objectives:

1.   Ensure personnel are aware of the SMS and its related activities to a degree commensurate with their positions and safety responsibilities in a timely manner;

2.   Convey in a timely manner safety-critical information especially relating to assessed risks and analyzed hazards;

3.   Raise awareness of new safety risk controls and corrective actions and explain why particular safety actions are taken;

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4.   Provide information on new or amended safety policy, objectives and procedures and explain why they are introduced or changed to ensure the appropriate people are kept informed;

5.   Promote a positive safety culture among their systems and interfaces;

6.   Encourage personnel to identify and report hazards; and

7.   Provide feedback to personnel submitting a safety report.

Modes of communication shall include but not limited to:

1.   The online distribution of the SMS manual,

2.   Safety newsletters, bulletins, notices, and alerts,

3.   Safety Awareness Posters,

4.   Websites, intranet, and emails,

5.   Safety conferences e.g., a safety day/Walk & Talk.

In order to enhance flow and sharing of safety information, staff shall be asked to contribute articles and opinions to the various safety publications within the company.

4.3.3.3   Content Approval

The Safety Promotion material must be approved by VPCSSE prior to dissemination ensuring that it is fit for the purpose and the content is appropriate, clear, and understandable. Once the material is found satisfactory and is approved, the Safety Specialist is to disseminate the content to the targeted audience, all digital promotion material shall be disseminated via safetyoffice@riyadhair.com.

4.3.3.4   Safety Promotion Evaluation

Depending on the size of the target audience and the nature of material (safety sessions, workshops, seminars, and briefings), the Safety Specialist shall disseminate an evaluation form to the target audience and use feedback to tailor future promotion material. The approval of the evaluation form should be submitted with the promotion material to the VPCSSE, the evaluation form should be tailored to the nature of the material.

4.3.3.5   Safety Communication Records

CSSE division shall retain the records of all SMS safety communications for a minimum of 5 consecutive years. This rule applies to:

1.   Safety Action Group (SAG) and Safety Review Board (SRB) minutes of meeting, and

2.   Internal safety publications.

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4.4   RECOGNITION

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4.4   RECOGNITION

4.4.1   Purpose

To ensure that the staff who excel in safety critical tasks or go beyond the calling of their duty to enhance safety, are proactive in identifying and reporting hazards or avert a major accident are recognized by the company.

4.4.2   Procedure

Staff shall be nominated by their supervising managers to CSSE division with justification for corporate Award System, or if they are deemed to have performed acts that averted a safety incident or accident or made significant contributions to enhance safety within the company.