

3 SAFETY ASSURANCE

3.1 GENERAL

To ensure the SMS remains robust and effective, Riyadh Air shall continuously monitor and review its operations and the environment to assure that it recognizes changes in the operational environment that could signal the emergence of new and unmitigated hazards, and degradation of operational processes, facilities, equipment conditions or human performance that could reduce the effectiveness of existing safety risk controls. Post Holders shall have an indication of the level of safety performance of the system

3.1.1 Purpose

The purpose of this chapter is to describe how Riyadh Air monitors, measures, and evaluates safety performance and the effectiveness of risk controls. Several processes and tools are used to achieve the following:

1. Identification of new hazards through the review of risk controls and performance.
2. Monitoring and measurement of the effectiveness of safety risk controls.
3. Maintaining and continually improving Assurance processes which reflect systems, interfaces, and core activities.
4. Ensure compliance with all regulatory requirements applicable to the SMS.
5. Enable ongoing conformance to the applicable industry standards.

The processes and procedures within this Chapter rely upon input from the Safety Risk Management Chapter and the two Chapters can be seen as operating in a continuous cycle, adjusting our processes as necessary to manage risk to an acceptable level.

Ultimately, the processes and procedures applied from this chapter allow continuous improvement of the Safety Management System and safety performance.

3.1.2 Safety Assurance Source

3.1.2.1 Safety Reports

It is critical to safety performance and positive safety culture that, across Riyadh Air, employee feedback is encouraged and acted upon. Once increased workforce involvement, they will be able to see how committed the Riyadh Air is to improve the work environment. Riyadh Air staff shall be listened to, and their suggestions or reports shall be acted upon. This shall create a more open work environment which would ultimately lead staff to be positive safety culture.

This shall cover all the hazards and risks identified in the operations and as well as addressing the status of compliance with the applicable requirements.



Figure 11 - Assurance Cycle

3.1.2.2 Scheduled and Unscheduled Safety Oversight

Safety oversight comprises scheduled and unscheduled activities. Scheduled activity are safety audits and reviews. Unscheduled audit activities are safety inspections, safety surveys, evaluation, and studies. Safety audits provide a means for systematic assessment of how well the organization is meeting its safety objectives. The safety audit program, together with other safety oversight activities (safety performance monitoring), provides feedback to managers of individual units/verticals and senior management concerning the safety performance of the organization. This feedback provides evidence of the level of safety performance being achieved. In this sense, safety auditing is a proactive safety management activity, providing a means of identifying potential problems before they have an impact on safety.

Demonstrating safety performance for regulatory authorities is the most common form of external safety audit. Safety audits are conducted on a regular and systematic basis by the Safety department in accordance with the organization's safety audit program.

Safety Audits are used to ensure that:

1. The structure of the SMS is sound in terms of appropriate levels of staff; compliance with GACARS and Conformance with approved procedures and instructions; and a satisfactory level of competency and training to operate equipment and facilities and to maintain their levels of performance.
2. Equipment performance is adequate for the safety levels of the service provided.
3. Effective arrangements exist for promoting safety, monitoring safety performance and processing safety issues; and
4. Adequate arrangements exist to handle foreseeable emergencies.

Safety audits are conducted regularly, following a cycle that ensures each functional area is audited as a part of the organization's plan for evaluating overall safety performance. Safety audits entail a periodic detailed review of the safety performance, procedures and practices of each unit or section with safety responsibilities. Thus, in addition to an organization-wide audit plan, a detailed audit plan shall be prepared for each individual department. In addition to internal functional areas, safety audits will be undertaken for all significant service providers to ensure safety standards are maintained.

Safety audits go beyond just checking compliance with regulatory requirements and conformance with the organization's standards. The audit team assesses whether the procedures in use are appropriate and whether there are any work practices that could have unforeseen safety consequences. For more details refer to the Quality Management System Manual, Section XXX.

3.1.2.2.1 Internal Audits (Riyadh Air Quality Audits)

Internal Audits are regularly scheduled audits of operational processes, including those performed by contractors, to verify safety performance and evaluate the effectiveness of safety risk controls.

Such audits shall:

1. Identify new hazards.
2. Measure the effectiveness of safety risk controls; and,
3. Ensure compliance and conformance with regulatory requirements applicable to SMS.

3.1.2.2.2 Internal Evaluation

Internal evaluations involve evaluation of all technical processes as well as the SMS-specific functions in those processes. Evaluations conducted for the purpose of this requirement must be conducted/supervised by persons or organizations that are functionally independent of the technical process being evaluated. A safety specialist, quality auditor, and a Subject Matter Expert (SME) may conduct this evaluation. The internal evaluation function also requires auditing and evaluation of the safety management functions, policymaking, safety risk management, safety assurance, and safety promotion. These evaluations provide management with objective/subjective evidence with which to evaluate the SMS.

Planning of the evaluation program shall consider:

1. Safety criticality of the processes being evaluated; and
2. Results of previous evaluations
3. Evaluation of the SMS is performed based on the:
 - a. Audit results,
 - b. Safety reporting,
 - c. Evaluations are conducted, recorded, and periodically reviewed in a similar manner to internal audits, seeking proof of conformities, and using the same methods as internal audits.

3.1.2.2.3 Safety Studies

Safety studies are analyses undertaken to understand pervasive safety issues through an examination of safety related events within the company or within the industry. Because of their nature, safety studies are more

appropriate to address safety deficiencies in the system rather than identify specific, individual. Safety studies shall be jointly conducted by Corporate Safety Department and relevant line departments to gather adequate data for analysis or whenever a recurring issue is observed that warrants a wider study, possibly involving external global agencies for better understanding.

3.1.2.2.4 External Auditing of the SMS

Safety Management System shall be inspected regularly by GACA, with possible audits in the case of a change in operations. Results of such external findings shall be treated in a similar way to internal audits. Results of oversight organization assessments, and other external audit results, shall be included in the performance measurement process, as described in [Section 3.3](#).

3.1.2.3 Safety Reviews

Safety reviews are conducted during introduction and deployment of new technologies, change or implementation of procedures or in situation of structural change in operations. Safety reviews are an integral part of management of change.

Review of safety data is conducted by the relevant SAG, for further details refer to [section 1.4.3](#).

3.1.2.4 Safety Surveys

Safety surveys are one way to systematically examine organizational elements, or the processes used to perform a specific operation either generally or from a particular safety perspective. They are particularly useful in assessing the attitudes of selected populations, e.g., line pilots, or technicians working on items. In attempting to determine the underlying hazards in a system, surveys are usually independent of routine inspections by government or company management. Surveys completed by operational personnel can provide important diagnostic information about daily operations.

Surveys of operations and facilities can provide management with an indication of the levels of safety and efficiency within its organization. Understanding the systemic hazards and inherent risks associated with everyday activities allows an organization to minimize unsafe acts and respond proactively by improving the processes, conditions and other systemic issues that lead to unsafe acts.

They can provide an inexpensive mechanism to obtain significant information regarding many aspects of the organization, including:

1. Perceptions and opinions of operational personnel
2. Level of teamwork and cooperation among various employee groups
3. Problem areas or bottlenecks in daily operations
4. Safety and Quality culture; and
5. Current areas of dissent or confusion.

Safety surveys usually involve the use of checklists, questionnaires, and informal confidential interviews. Surveys, particularly those using interviews, may elicit information that cannot be obtained any other way.

Typically, specific data that is suitable for assessing safety performance can be acquired through well-structured and managed surveys. However, the validity of all survey information obtained may need to be verified before

corrective action is taken. Like voluntary incident reporting systems, surveys are subjective, reflecting individuals' perceptions. Consequently, they are subject to the same kinds of limitations, for example, the biases of the author, the biases of the respondents, and biases in interpreting the data.

The activities associated with safety surveys can span the complete risk management cycle from hazard identification, through risk assessment, to safety oversight.

3.1.2.5 Management Reviews

Management review of safety performance data will be conducted by SRB. This provides a forum for the management to discuss the identified safety issues, for details refer to [section 1.4.2](#).

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3.2 SAFETY ASSURANCE OVERSIGHT PROGRAMS

3.2.1 Continuous Safety Improvement

The continuous improvement cycle builds confidence and assurance of the successful operation of the Safety Management System, safety assurance ensures control of safety performance – including regulatory compliance – through constant verification and upgrading of the operational system. This objective is achieved through the application of tools like internal evaluations and internal audits (both internal and external), strict document controls and on-going monitoring of safety controls and mitigation actions.

Internal evaluations involve both operational departments and the safety and security division in the evaluation of the operational activities as well as the SMS-specific functions. Evaluations conducted for the purpose of this requirement are conducted by appropriately trained individuals that are functionally independent of the technical process being evaluated. The internal evaluation function will accomplish auditing and evaluation of the safety management functions, policymaking, safety risk management, safety assurance, and safety promotion.

Internal audits are used to obtain information with which to make decisions and to keep operational activities on track. The primary responsibility for safety management rests with those who “own” the organization’s operational activities. It is here where hazards are most directly encountered, where deficiencies in activities contribute to safety risk, and where direct supervisory control and resource allocation can mitigate the safety risk to ALARP. Internal audits are an essential tool for safety assurance, to help managers in charge of activities supporting delivery of services to control that, once safety risk controls have been implemented, they continue to perform and that they are effective in maintaining continuing operational safety or Acceptable Level of Safety Performance (ALoSP).

External audits of the SMS may be conducted by the regulator, code-share partners, customer organizations, or other third parties. These audits not only provide a strong interface with the oversight system but also a secondary assurance system.

Continuous improvement of the SMS thus aims at determining the immediate causes of below standard performance and their implications in the operation of the SMS, and rectifying situations involving below standard performance identified through safety assurance activities. Continuing improvement is achieved through internal evaluations, internal and external audits and it applies to:

1. Proactive evaluation of facilities, equipment, documentation, and procedures, for example, through internal evaluations.
2. Proactive evaluation of the individuals’ performance, to verify the fulfillment of their safety responsibilities, for example, through periodic competency checks (form of evaluation/audit); and
3. Reactive evaluations to verify the effectiveness of the system for control and mitigation of safety risks, for example, through internal and external audits.

Continuous improvement occurs when the company displays constant vigilance regarding the effectiveness of its operations and its corrective actions. Indeed, without on-going monitoring of safety controls and mitigation actions, there is no way of telling whether the safety management processes achieve its objectives and similarly, there is no way of measuring if an SMS is fulfilling its purpose with efficiency.

3.2.1.1 Continuous Improvement Process:

The following are the Continuous Improvement Process:

1. SRB and SAG shall be established to oversee the implementation, maintenance, and improvement of SMS.
2. Identify areas of improvement by analyzing and defining safety processes to determine the ones most in need of improvement.
3. Determine potential solutions for the problem areas that are identified then start brainstorming ideas on how to improve them.
4. Develop a detailed solution for the problem areas and start target measurements to determine if the goals are met.
5. Implement the plan involving every stakeholder in the implementation process from the highest level of management down to the workers and shall make it clear that continuous process improvement is a priority.
6. Evaluate the solution to determine if improvement goals are met.

3.2.2 Sub-Contractors Assessment

The evaluation of any subcontractor is a Corporate Safety and Quality function where the company determines whether such service providers have formal, implemented safety and quality systems for the oversight of their operations.

Riyadh Air shall ensure the following safety management functions are implemented by the subcontractor:

1. The subcontractor shall have an independent member of their management team who is responsible for safety duties and has the responsibility and authority to supervise and maintain safety management processes and procedures. This person must be able to develop and support the implementation of such processes and procedures on initial deployment of the safety management objectives.
2. Safety accountabilities and responsibilities for all subcontractor personnel involved in safety-related tasks and all safety procedures and relevant processes must be in place. This includes unambiguous definition and allocation of accountabilities and responsibilities for all matters of operational safety and coordination and monitoring processes that ensure the management of safety in operations. For details of vendor management refer to QMS Manual.
3. As and when required, Riyadh Air may purchase or subcontract components of the SMS from 3rd party originations. It is the responsibility of the V.P. Corporate Safety, Security & Environment to ensure that all subcontractors and their services are assessed periodically.
4. Corporate Safety Department Service Provider Evaluation Form (RXI/SAF/XXX) shall be sent to service providers that will be contracted by the Safety Department.

3.2.3 Compliance Assurance Program

Compliance Assurance is defined as all those planned and systematic actions necessary to provide confidence that all operations and maintenance practices are conducted in accordance with all applicable technical requirement standards and operational procedures. For details refer to the Corporate Quality Management System Manual, Section 9.3.

3.2.4 Flight Data Analysis (FDA)

3.2.4.1 Introduction

The aim of the FDAP is to utilize the direct analysis of DFDR data to measure a broad range of actual flight data collected during routine flight operations.

In keeping with the "Just Culture" philosophy of the SMS, all data collection and analysis shall be non-punitive in nature and used solely to monitor for trends and other indicators of potential or inherent safety or operational hazards.

Using handheld, or PC based systems, raw DFDR data is collected, processed, and displayed for analysis to identify areas of operational risk by highlighting when non-standard, unusual, or unsafe conditions occur. This will allow the Safety and Flight Operations departments to identify operational risks exposed by analysis of the DFDR data.

Such operational risks might include:

1. Deviations from AFM or company limitations
2. Routine data measurements that may not constitute a deviation, but which may indicate a negative trend for a given set of circumstances.
3. Follow-up of MORs and other safety and incident reports.

3.2.4.2 Flight Data Analysis Program (FDAP)

FDAP is a powerful analysis and monitoring tool, providing complete, accurate, and objective flight safety data that can cover all company flights, with risk events being detected automatically.

For details refer to FDAP Manual.

3.3 SAFETY PERFORMANCE MONITORING AND MEASUREMENT

3.3.1 General

Riyadh Air has a process for setting performance measures as a means to monitor and verify the operational safety performance of the organization; the achievement of the Safety Objectives; and to validate the effectiveness of safety risk controls. Riyadh Air uses a combination of leading and lagging indicators to measure the safety performance.

Riyadh Air proactively and reactively monitor the safety performance of the organization to ensure that the key safety goals continue to be achieved. To ensure safety performance indicators are correctly measured, the organization shall ensure that:

1. The results of all safety performance monitoring are documented and used as feedback to improve the system;
2. Address individual areas of concern. The assessment of the improvements made to work procedures might be far more effective than measuring accident rates.

Safety performance measures shall be linked to the organization's operations performance measures and be Specific, Measurable, Achievable, Results oriented and Timely (SMART).

Safety Performance Monitoring processes and systems include the following:

1. Continuous monitoring of operational processes including establishment and monitoring of SPIs and SPTs, alert levels and the required reporting of safety performance or other statistics data to the GACA;
2. Periodic monitoring of the operational environment to detect changes;
3. Auditing of operational processes and systems;
4. Evaluations of the SMS and safety data and contextual data related to the organization's environment, conditions, resources, and management.

Safety performance measurement shall be utilized in the identification of adverse trends or conditions; to enable Riyadh Air to benchmark its safety performance and allow continuous improvement by minimizing risk through appropriate safety controls.

Safety Department shall provide both reactive and proactive safety information at regular intervals or when requested, to management and other staff, to manage risk within Riyadh Air.

3.3.2 Safety Performance Monitoring

Corporate Safety, Security and Environment division shall monitor operational data, including products and services received from subcontractors, to identify hazards, measure the effectiveness of safety risk controls, and assess system performance.

1. The aim and objectives of performance monitoring are:
 - a. to determine conformity to safety risk mitigations ([Section 2.3.4.2](#)),
 - b. to assess overall SMS performance, and
 - c. to identify hazards.
2. The following tools are used for performance monitoring of internal processes:
 - a. the Flight Data Analysis Program (FDAP) for flight operations,
 - b. safety reports from flight operations, maintenance, cabin, and ground operations,
 - c. sub-contractor and product monitoring through the validity of approvals, claims raised, and quality control processes.

Riyadh Air selects and defines Safety Performance Indicators which are tactical parameters related to the safety objectives; as well as Safety Performance Targets which are also tactical parameters used to monitor progress towards the achievement of the safety objectives. SPTs should be realistic, context specific and achievable when considering the resources available to the company.

Safety performance measurement data is used to compute trends that determine safety performance of the airline. These trends are benchmarked against predetermined SPI and SPT.

SPI are used to highlight critical activities, in the context of an acceptable level of risk, reflect operational safety performance. They are expressed in practical terms as a reflection of the risk to the business. The values of SPI and tolerability defined by SPT, shall be determined by, regulatory requirements, industry best practice or expert opinion. Exact values will be internally reviewed, agreed and approved as appropriate and recorded by the Safety Department.

SPT are specified to ensure that risk levels are maintained within defined boundaries and to highlight areas which may require improvements to reduce risk.

Alert level is an established level or criteria value outside of the normal operating range or out-of-control region that triggers a warning that an adjustment or evaluation is needed.

The SPIs, SPTs and alert levels should be a combination of high and lower-consequence indicators as appropriate.



3.3.3 Performance Monitoring Guidelines

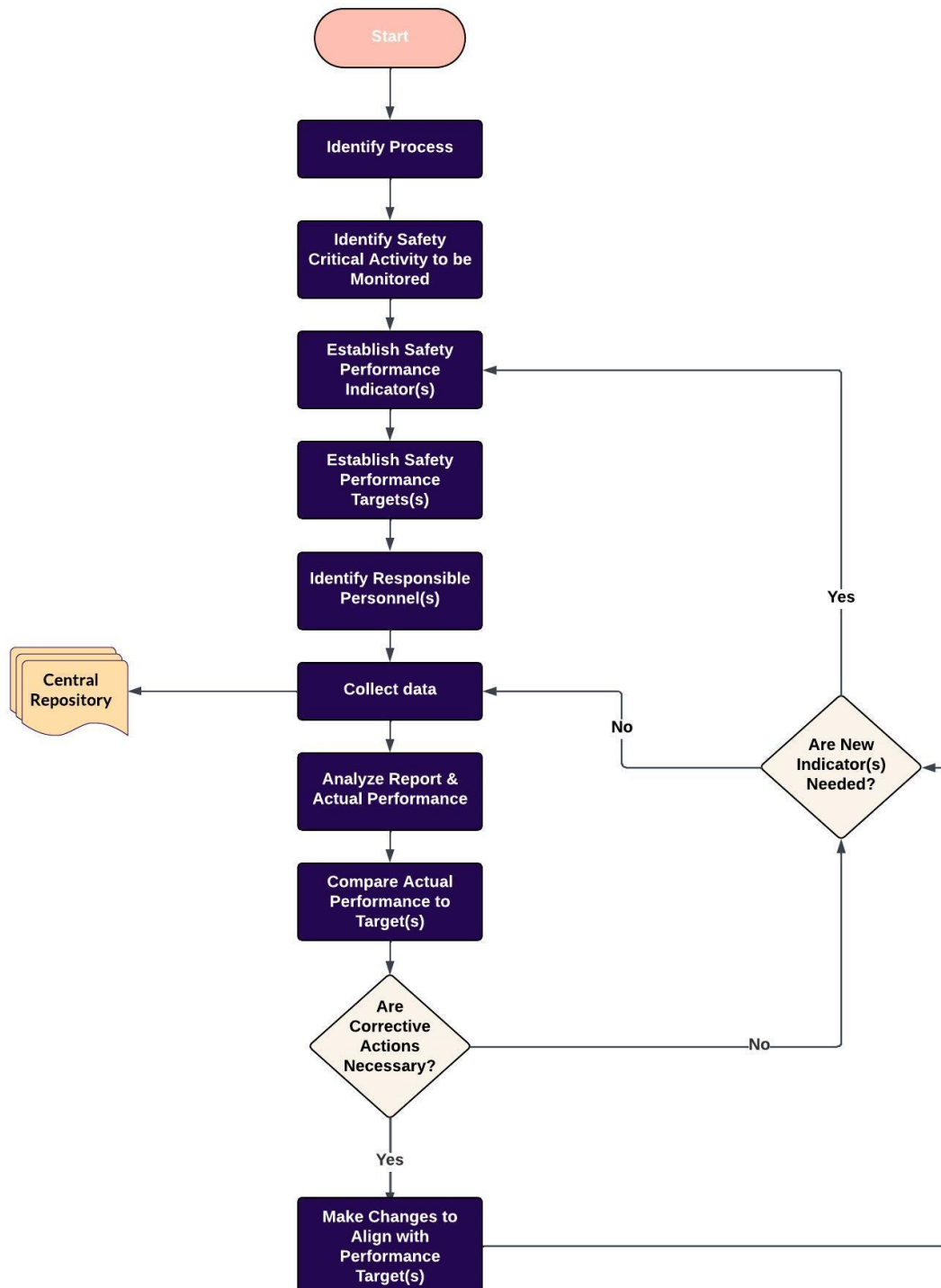


Figure 12 – Performance Monitoring Flow



3.3.3.1 Performance Monitoring Procedure

To allow adequate oversight and information dissemination, Corporate Safety, Security and Environment division shall have access to departmental safety data including:

1. Safety reports;
2. Flight data incidents and trends;
3. Hazard identification reports;
4. Change management/safety reviews/risk and hazard registers;
5. Safety studies;
6. Safety audits;
7. Safety surveys; and
8. Internal safety investigations.

This data shall be used by relevant line departments to determine Safety Performance Indicators (SPI) and to set Safety Performance Targets (SPT) in liaison with Safety department.

The proposed Safety Performance Measurement Plan containing the indicators, targets, alert levels, and relevant action plans defined to achieve the targets shall be submitted to the Accountable Executive and GACA Inspectors for their review and acceptance. Riyadh Air should be able to demonstrate to GACA that the SPIs, SPTs and alert levels are appropriate with the established safety objectives, analysis of data that is available or obtainable; and the size and complexity of the organization.

Monitoring of the safety performance will be done by Corporate Safety, Security and Environment division in coordination with relevant departments. The Safety Performance Monitoring status will be presented to the Safety Action Group and Safety Review Board Meetings for review on a monthly and semi-annual basis respectively to identify abnormal changes in safety performance. Discussion also includes the need to update safety objectives, refinement of SPIs and SPTs and review if these are still appropriate to the organization. This will also give the Heads of Departments an idea on the status of their respective performances if it is still within the Acceptable Level of Safety.

In order to ensure that the Monthly Review is performed in an effective manner, the accuracy of data and calculations shall be checked by the V.P. Corporate Safety Security and Environment. In case of an alert level exceedance, concerned department should be notified so that actions can be taken. Such actions need to be verified by SAG members and shall ensure that these are supported by evidence. These actions may also be modified due to changes in the operating environment affecting the SPIs performance; this will ensure the continued relevance and effectiveness of the agreed action plans.

If an alert level has been repeatedly breached, the SAG/Concerned Department shall determine the reasons for the failure of existing action plans. For any alert level exceedance, a root cause analysis shall be made, and the Heads of Departments shall ensure that the actions taken are relevant and controls are effective. A review of the past and current corrective actions of alert breaches may be performed for this purpose. Safety Department shall be informed of the actions taken.

3.3.3.2 Safety Performance Indicators and Targets



3.3.3.3 Acceptable Level of Safety Performance (ALoSP)

ALoSP is KSA aviation's minimum level of safety performance in terms of safety performance targets and safety performance indicators – (ICAO Doc 9859, or as revised). Safety performance is expressed by SPIs and their corresponding alert and target values. GACA monitors the aviation industry's SPI trends to identify any unusual changes in safety performance. The target and alert settings take into consideration recent and historical performance (preceding year) for a given indicator. Past performance is used to predict future performance using trend analysis to track safety performance over time. Where deficiencies have been found and corrected, the effectiveness of the corrective actions is ensured.

ALoSP is the aggregate level of safety performance achieved and expressed in terms of safety performance targets and safety performance indicators.

For details, refer to Riyadh Air Safety Plan for 2024-2028-document reference no. SAF/RXI/SPM

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3.4 MANAGEMENT OF CHANGE

3.4.1 General

Riyadh Air will experience change over time due to expansion, contraction, organizational changes, changes to existing systems, introduction of new equipment, programs, products or services, and introduction of new policies, processes, or procedures.

Hazards may inadvertently be introduced into an operation whenever change occurs. Safety management practices shall ensure that hazards that are a by-product of change are systematically and proactively identified and strategies to manage and mitigate associated safety risks and the consequences of hazards will be developed, implemented, and subsequently evaluated.

Change can introduce new hazards; impact the appropriateness of existing safety risk mitigation strategies, and/or impact the effectiveness of existing strategies. Changes may also be external to the organization, or internal. Examples of external changes include changes to regulatory requirements and reorganization or the introduction of new services through contracts with Service providers. Examples of internal changes include management changes, new equipment, and new procedures.

As the system evolves, seemingly small, incremental changes can accumulate over time in the system that will make the initial system description inaccurate. Therefore, as part of a formal process of the management of change, the system description and the baseline hazard analysis will be reviewed by all applicable periodically to determine their continued validity.

3.4.1.1 Purpose

Change Management Plan establishes how changes shall be proposed, accepted, monitored, and controlled. The change control procedures identified in the Change Management Plan shall govern changes to the baseline project scope including changes to the work breakdown structure and requirements from project inception through to completion. In addition, the change control procedures will govern changes to the baseline schedule and cost.

This Change Management Plan addresses the following activities:

1. Identification and inventory of change requests
2. Analysis and documentation of the complete impact of requested changes
3. Approval or rejection of change requests
4. Tracking changes and updating of project documentation to account for approved changes

3.4.1.2 Responsibility

When changes to the system are made, and periodically thereafter, all concerned divisions/departments shall review its systems, anticipated and actual operational environment to make sure it continues to hold a clear picture of the circumstances under which the provision of service takes place.

Safety, Security, and Environment division shall oversee hazard identification and risk management review on any division/department processes or contracted services at any time there is a significant management change, re-structuring, or addition/deletion of services. Management of Change Process

The management of change process includes the following activities:

1. **Understanding and defining the change;** this should include a description of the change and why it is being implemented. This activity assists the company to evaluate the criticality of the change by assessing the impact on its activities, and the impact on other organizations and the aviation system;
2. **Understanding and defining who and what it will affect;** this may be individuals within the company, other departments, or external organizations. Equipment, systems, and processes may also be impacted. A review of the system description and organizations' interfaces may be needed. This is an opportunity to determine who should be involved in the change. Changes might affect risk controls already in place to mitigate other risks, and therefore change could increase risks in areas that are not immediately obvious;
3. **Identifying hazards related to the change and carrying out a safety risk assessment;** this should identify any hazards directly related to the change. The impact on existing hazards and safety risk controls that may be affected by the change should also be reviewed. This activity should use the existing SRM processes since it is intended to collect data and information that can be used to give information on the situation and enable analysis of the change;
4. **Developing an action plan;** this should define what is to be done, by whom and when. There should be a clear plan describing how the change will be implemented and who will be responsible for which actions, and the sequencing and scheduling of each task. Early communication and engagement with affected personnel or department will normally improve the way the change is perceived and implemented;
5. **Signing off on the change;** this is to confirm that the change is safe to implement. The Post holder or Head of Department who has the overall responsibility and authority for implementing the change should sign the change plan; and
6. **Assurance plan;** this is to determine what follow-up action is needed. SAG members shall consider how the change will be communicated and whether additional activities (such as audits) are needed during or after the change. Any assumptions made need to be tested.

3.4.2 Management Of Change Phases

The process has four basic phases namely Evaluation of Risk, Review of the Risk, Approve Risks, and Implementing the Changes. Both the effect of the change and the consequence of implementing the change shall be considered. The following figure illustrates the Management of Change process used by Riyadh Air.

3.4.2.1 Evaluate Risks

Any proposed change shall be evaluated for significance and inter-departmental impact which includes hazard identification and risk assessment to also cover Human factor issues. The MOC process will be initiated by the concerned department, whilst the overall responsibility resides with the department head, this can be devolved by departmental/sectional managers. Where the impact is inter-departmental it may require co-ordination of a steering committee. This has to be done in coordination with V.P. Corporate Safety, Security & Environment.

3.4.2.2 Review Risks

The designated manager will utilize competent resources to identify all hazards that are associated to the change by performing a hazard identification and risk assessment exercise.

All hazards identified shall be analyzed for risk using the appropriate risk matrix (See Section 2.5), considering any inter-departmental impact.

Risks will be assessed against existing safety controls to determine if adequate protection is available and if necessary new or amended controls will be employed to reduce risk to an acceptable level. Likewise, the removal of unnecessary controls due to operational environment changes will be assessed. Such controls shall consider consequential outcomes which could themselves create additional hazards.

The transitional risks shall also be identified and managed. This has to be done in coordination with VP Corporate Safety, Security & Environment.

3.4.2.3 Approval for the Change

The completed risk assessment shall be reviewed by the Post Holder/Division Head who shall approve the change(s) if the risk has been brought to as low as reasonably practicable (ALARP) after mitigation actions. All significant changes must be approved by Accountable Executive and GACA be notified

3.4.2.4 Implement Change

Implementation of the approved changes shall be directed and controlled by the responsible manager. All changes shall be continuously assessed through safety assurance measures to ensure the risk factor resulting from the change remains at an acceptable level.

Significant changes shall be raised by the responsible manager to Corporate Safety, Security & Environment division, who shall bring them to the attention of the SRB as necessary, to ensure adequate governance of risk.

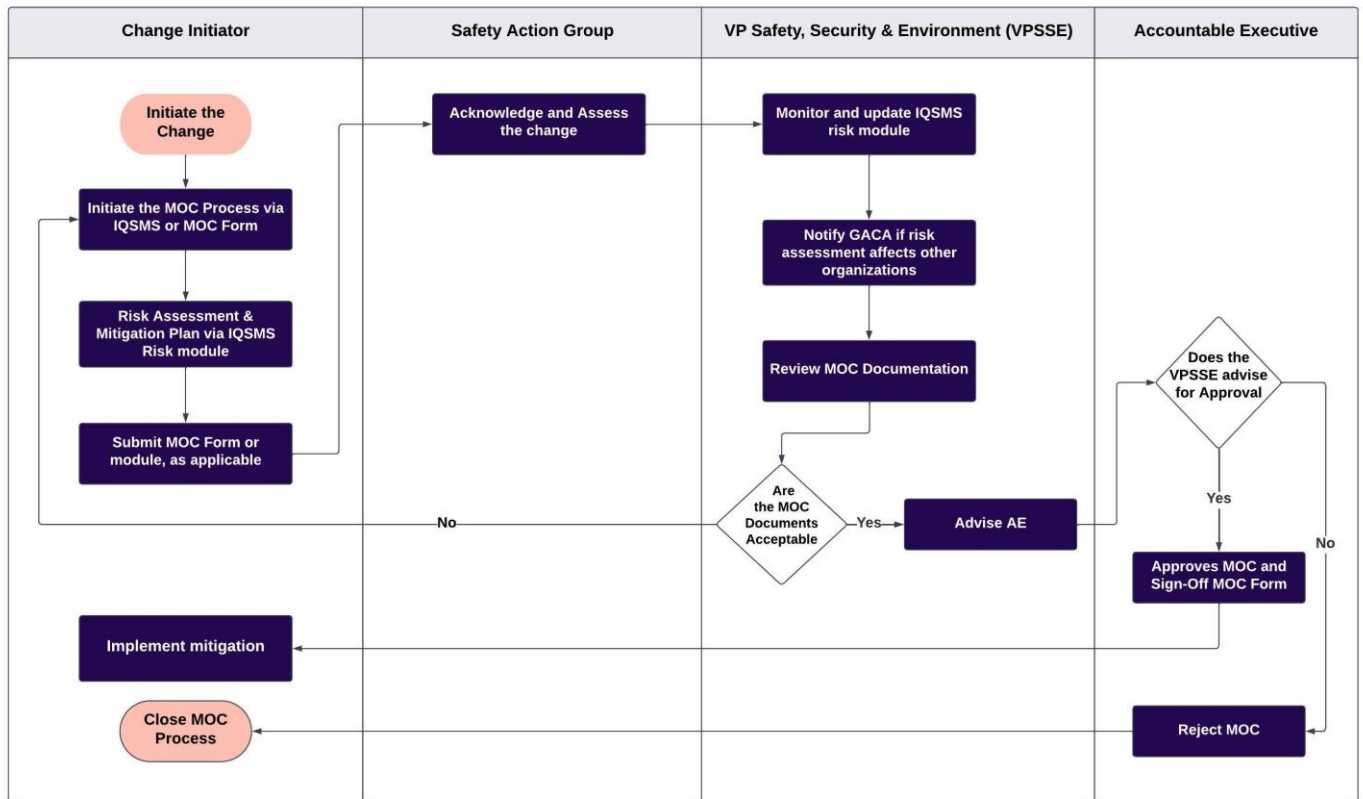


Figure 13 - MOC Phases

3.4.3 Management of Change Form

The Management of Change Form (refer [Appendix 2](#)) shall be accomplished whenever there is a planned change.

Coordination shall be done to Safety Department for the MOC Reference Number. Once the form is completed, it shall be submitted to Safety Department for review and subsequent acceptance of the VP Corporate Safety, Security & Environment, the Department Head shall ensure that MOC process is carried out and appropriate form is completed and submitted to Safety Department before the target date of the intended implementation of change.

The responsibilities and timelines will be recorded in the MOC form.

3.4.4 Notification To GACA

Where Riyadh Air undertakes a major change or a change that may affect other organizations in the aviation system, the safety assessment associated with that change must be acceptable to GACA.

VPCSSE shall notify GACA – Aviation Standards located in Riyadh. Email: gaca-info@gaca.gov.sa within ten days (excluding Fridays, Saturdays, and public holidays) from the date the change was decided, any change or vacancy related to key employees needs to be informed 30 days in advance. A copy of the management change notification shall be sent to the designated Riyadh Air Principal Inspector.