

July 11, 2023

La Ronge Airport



La Ronge Airport

Safety Management System

(Rewrite July 11 2023)

List of Revisions

Date of Revision	Name of Revision	Signature
November 5 th /2012	SMS Final Draft	Jim Burr
July 4 th / 2014	July 2014 Revision after Tetra Tech consultation	Jim Burr
October / 2014	Revision and amendments after SMS QA	Jim Burr
February / 2017	Replaced pages with new Accountable Executive signatures	Jim Burr
February /2017	p.13 changed WMP review date to February	Jim Burr
September / 2017	Replace pages with new Accountable Executive signatures	Jim Burr
September / 2018	Replace pages with new Accountable Executive signatures	Jim Burr
November / 2019	Replace pages with new Accountable Executive signatures	Jim Burr
April / 2021	p. 23 Updated QA Audit cycle table	Jim Burr
March / 2021	Replace pages with new Accountable Executive signatures	Jim Burr
April / 2022	Replace pages with new Accountable Executive signatures	Jim Burr
July / 2023	Rewrite of SMS manual to integrate with Akila and Monday.com	Jim Burr
July / 2023	Review Record now on Monday.com	Jim Burr

TOWN OF LA RONGE



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Monday, April 11, 2022

Kenneth Harrison
Civil Aviation Safety Inspector – Aerodromes and Air Navigation
Transport Canada / Government of Canada
Edmonton, AB

Dear Sir,

At the Town of La Ronge Council meeting on March 22nd, 2022, the following motion was passed:

"That Heidi Frank be removed as the Accountable Executive for the airport; and FURTHER THAT, Council appoints Chief Administrative Officer, Lyle Hannan, as the Accountable Executive for the airport."

I, Lyle Hannan, accept the position of Accountable Executive for the Safety Management System for La Ronge Airport/Barber Field.

Please contact me if you have any questions.

Yours truly,

A handwritten signature in black ink, appearing to read 'Lyle Hannan', written over a horizontal line.

Lyle Hannan
Chief Administrative Officer
Town of La Ronge

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SECTION 1.0 SAFETY MANAGEMENT PLAN

1.1/1.2 SAFETY POLICY AND NON-PUNITIVE SAFETY REPORTING POLICY

Safety is a core business value, and a fundamental component of our competitive advantage. Our organization is strengthened by making continuous safety improvements and excellence an integral part of all our activities. All managers and employees are responsible and accountable for their actions and safety performance, starting with myself as town administrator and accountable executive. I endorse all personnel to think and work safely at all times, regardless of any real or perceived pressures to do otherwise. To prevent accidents and to eliminate damage or injury, we have implemented and maintain an active safety management system (SMS). This policy is reviewed on an annual basis as part of the management review. Our objective is the proactive management of identifiable hazards, the reduction of risk to a level as low as reasonably practicable, and the sharing of safety information with our stakeholders.

Our organization fully supports and encourages a culture of openness and trust between all personnel. This cannot be achieved unless employees feel able to report occurrences or hazards without the fear of unwarranted retribution. Reporting occurrences or hazards should become a priority for all employees. Only with full awareness can management rectify deficiencies in a timely manner. Employees are encouraged to identify and report unsafe conditions without fear of recrimination. The organization's primary goal is identification of any unsafe condition that exists within, or may affect, the organization. Personnel reporting safety-related issues to the organization will not be subject to punitive discipline, regardless of whether they were personally involved in the observation giving rise to the safety concern. The only cases where disciplinary action will be taken are for:

- negligence;
- wilful or intentional disregard;
- criminal intent;
- use of illicit substances.

Town Administrator and Accountable Executive signature:

Name: _____

Signed: _____ Date: _____

1.3 ROLES AND RESPONSIBILITIES

We ensure that all SMS roles and responsibilities and employee involvement are identified, communicated, documented and periodically evaluated to ensure they are appropriate and functioning within all levels of the organization.

In addition to safety responsibilities associated with our day-to-day operations, the accountable executive, SMS manager and employees have additional responsibilities associated with the operation and maintenance of our SMS.

In order to facilitate a safe and open workplace we encourage employees to contact any individual inside the organization regarding safety concerns.

The accountable executive is responsible for:

- establishing and implementing the SMS;
- ensuring the required safety resources are available;
- establishing and adhering to the corporate safety policy;
- promoting and supporting the SMS; and
- ensuring that the SMS remains effective.

The SMS manager is the APM and is responsible for:

- managing the operation of the SMS;
- collecting and analyzing safety information in a timely manner;
- monitoring and evaluating the results of corrective actions;
- ensuring that risk assessments are conducted when applicable;
- determining the adequacy of training;
- delegating specific SMS tasks/roles to persons within the organization;
- ensuring that periodic reviews are conducted to determine the effectiveness of the system;
- monitoring the industry for safety concerns that could affect the program;
- setting safety objectives and goals for the SMS; and
- ensuring safety-related information, including organization goals and objectives, are made available to all personnel through established communication processes.

Employees are responsible for:

- completing applicable parts of the SMS training program
- following established safe working practices;
- immediately dealing with any unsafe condition, as practical;
- identifying and reporting all occurrences, hazards, operational irregularities, unsafe conditions or practices in a timely manner; and
- being familiar with the organization's SMS.
- responding to requests for information including written reports and interviews in a timely manner

1.4 COMMUNICATION

To facilitate the operation, maintenance and effectiveness of our SMS, we will communicate, share, and review safety-related information through meetings, electronic and written documentation with the following:

Internal:

- face-to-face on an individual or group basis;
- organization email
- on line Akila SMS software; and
- staff safety meetings

Airport Advisory Committee:

- manager review report to advisory annually following manager review

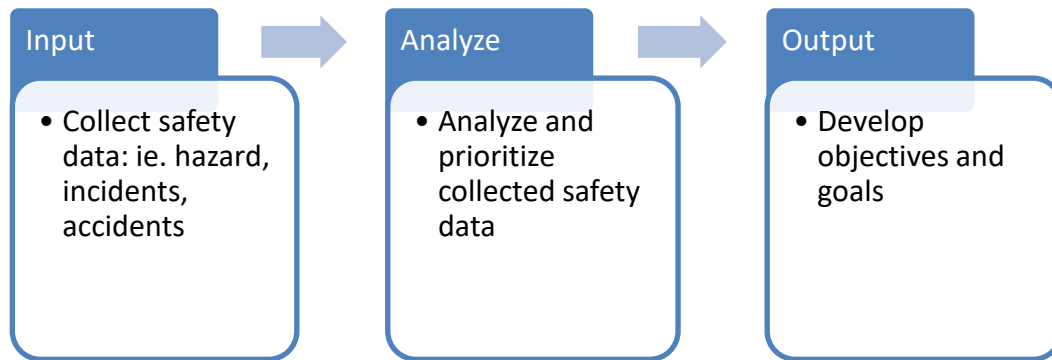
Clients:

- communicating safety related information with clients by email or letter

1.5 SAFETY PLANNING OBJECTIVES AND GOALS

The aim of establishing attainable objectives and goals is to ensure the effectiveness and continuous improvement of safety. During the annual management review objectives and goals will be reviewed and updated in accordance with our performance measurement and management review processes. These reviews will also confirm that the organization objectives and goals are linked.

The process for establishing objectives and goals is:



See chart in Appendix A for the detailed process of establishing objectives and goals.

Our past and current objectives and goals are kept on file on the APM computer under SMS and on the APM computer SMS file. Future records will be kept on Akila and Monday.com.

These objectives will be reviewed with all operational staff at a Staff/Safety meeting at the first opportunity following every annual safety objectives and goals review.

1.6/1.7 PERFORMANCE MEASUREMENT AND MANAGEMENT REVIEW

Annually, between the dates of January 1 and March 31, the SMS manager reviews data from various sources to measure safety performance, assess SMS effectiveness and verify continuous improvement. This report is to be presented in its entirety to the accountable executive.

Components of the process include:

- Internal audit results;
- Safety objective achievement results;
- Hazards and occurrence investigation and analysis results;
- Internal/external feedback analysis and results;
- Status of corrective and preventive action(s);
- Follow-up actions from previous management reviews;
- Recommendations for improvement; and
- Safety performance measures
 - Number of Hazards Reported
 - Number of Incidents Reported
 - Number of Accidents Reported
 - Injuries to Non-Organizational Personnel
 - Damage to Non-organizational property
 - Injuries to Organizational Personnel
 - Damage to Organizational property
 - Number of CAPs Implemented
 - Number of CAPs Completed
 - Number of Follow-ups Completed
- Documents reviewed, Amendments completed and Audits performed
- Confirmation of Employee Understanding of SMS and roles and responsibilities
- Organizational changes and associated risks and corrective actions (Safety Cases)
- Proactive processes performed

(See SMS Management Review Process Chart in Appendix B for detail of this process)

SECTION 2.0 DOCUMENTATION

2.1 IDENTIFICATION AND MAINTENANCE OF APPLICABLE REGULATIONS AND DOCUMENT REVIEWS

The purpose of identifying and maintaining applicable regulations is to ensure that we understand our legal responsibilities. The SMS manager will ensure the following process is followed:

- identify and review applicable regulations and standards through email notifications and circulars (ie. TC e-Bulletin; SAC - Saskatchewan Aviation Council; RCACC - Regional Community Airports of Canada);
- review documents for currency, compliance, accuracy
 - AOM – annually in May
 - SMS – annually in June
 - AIP – every 56 days or if changes occur
 - ERP – annually in conjunction with ERP exercises
 - WMP – every two years in January

See SMS Documentation Process Chart and use Review Process Tracker in Appendix C.

2.2/2.3 SMS DOCUMENTATION AND RECORDS MANAGEMENT

By documenting and managing associated records, we ensure all personnel remain informed and involved with our SMS. The SMS manager maintains two types of SMS documents and records:

- description of SMS policies, processes, and procedures;
- records or outputs from these processes.

The following policy, process and procedure documents are kept in a location easily accessible by all personnel and are updated as required:

- SMS manual;
- Airport Operations Manual;
- Emergency Response Manual
- Wildlife Management Plan

Records (information gathered through the SMS) have been stored in the Airport Office/Operations Building (storage room above maintenance office) and kept for a minimum of two audit cycles. Archives are stored in the room above the maintenance office. In the future (as of July 11 2023) records will be stored on Akila and Monday.com.

3.0 SAFETY OVERSIGHT

As a component of our continuous safety improvement process, we maintain an occurrence/hazard reporting system (reactive/proactive) to collect and analyze data and carry out investigations. All reports will be dealt with in confidence. Self-identified reporters will receive a response acknowledging their submission within 7 days, and an update upon process completion. The procedures are described in detail below.

3.1 REACTIVE PROCESSES

When a hazard, incident or accident is identified it must be reported and documented using Akila.

The procedure is as follows:

- Reporter completes and submits the initial report which is automatically assigned to the SMS manager. Part A consists of tombstone data, occurrence narrative and preliminary recommendations.
- The SMS manager determines if an Investigation/Analysis and the development of Corrective Action Plans (CAPs) are necessary. If so the SMS manager leads the Investigation and creates CAPs in Akila.

- A Risk Assessment is required and completed in Akila when :
 - it is not clear what the root cause is;
 - the issue is complex;
 - the potential loss is severe; or
 - the SMS Manager or other personnel feel it is necessary.
- The SMS manager completes the Follow-up in Akila and closes the report if the CAPs were effective. The originator of the report is notified with the follow-up results. If the CAPs were not effective the report remains open and active and new CAPs are created.

All personnel working at the airport are encouraged to report anything that they think may be a hazard, all incidents, and all accidents.

3.2 PROACTIVE PROCESSES

Proactively identifying main hazards associated with the Airport operation activities and controlling them, not waiting for reports to come in on incidents before addressing safety issues, is the preferred method of hazard identification. Proactive Sources of Hazard Identification, include, but are not limited to:

- Hazard, Incident and Accident Reports
- Surveys, Assessments, Reviews, Audits, Discussions/Brainstorming
- Self-Inspections, Direct Observation, Checklists
- Trend and Statistical Analysis
- Change Analysis
- Industry, Professional Information

When a hazard is identified (proactively) it must be documented and addressed by completing the same procedures described in Reactive Processes above (3.1)

When major changes occur at the airport (ie. staff, equipment, air carriers, aircraft types, construction) a safety case is developed and documented in Akila by completing the same procedures described in Reactive Processes above (3.1)

3.3 INVESTIGATION AND ANALYSIS

The ability to investigate, analyze and identify the cause or probable cause of hazards and occurrences documented through the SMS is an important component of our continuous safety improvement process. Investigation and analysis are components of the reactive, proactive and risk-management processes. Details can be found in those sections.

When a hazard is identified the SMS manager will determine whether an investigation is necessary and if so perform and document an investigation in Akila to:

- Determine the cause
- Develop and implement corrective or preventative actions
- Evaluate corrective actions to make sure they are effective.

The investigation must be performed within 30 days of a hazard being identified and documented in Akila.

3.4 RISK MANAGEMENT

The ability to identify hazards and assess risk associated with hazards is an important component of our continuous safety improvement process. If it is determined that a risk assessment is required, the SMS manager will conduct and document the process in Akila.

The risk-management process is as follows:

- the risk is described;
- the probability and severity risk rating is determined;
- corrective action plans, including timelines, are developed and implemented;

4.0 TRAINING

The Airport is committed to ensuring that workers are trained and competent to perform SMS duties in an effective manner through an SMS training program. The SMS Manager is responsible for developing, implementing, delivering and assessing the SMS training program.

4.1 SMS TRAINING, AWARENESS AND COMPETENCE

All personnel must be qualified in accordance with applicable CARs training requirements. In order to meet SMS training requirements, we have implemented the following:

Initial SMS training:

Initial training will include human factors and SMS by qualified instructor. This training is to be completed within 3 months of the candidate completing their probationary period within the organization. Other training as required by CARs for operational responsibilities will be completed before said responsibilities are assigned to personnel.

Update SMS training:

Periodically all personnel will receive updated training as required by CARs.

SMS training validation/performance measurement:

Assessment of the overall effectiveness of training shall be determined by the SMS manager evaluating by observation, verbal or written quizzes.

Additional SMS training:

Where it is shown to be necessary by findings additional training will be undertaken. When new requirements arise, additional training will be undertaken.

Emergency preparedness and response training:

All personnel are trained in, and aware of, their duties and responsibilities within the organization's Emergency Response Plan. Training includes, as soon as practicable, ICS and Emergency Preparedness, On Scene Controller training and participation in emergency response exercises or real emergency responses.

Training records:

A record of all training completed will be kept in personnel files in the APM's office.

5.0 QUALITY ASSURANCE

5.1 OPERATIONAL QUALITY ASSURANCE (QA)

The La Ronge Airport has a QA program under the management of the APM. The QA assures compliance to the requirements of CARs and the commitments made in the AOM. The QA covers all activities authorized under the airport certificate as required by the applicable regulations including the following:

- Safety Management System
- Airport Operations Manual
- Wildlife Management System
- Emergency Response Plan
- Airside Services and Facilities

Due to the smaller size, nature and complexity of the operations and activities of the airport the APM conducts the internal audit function. This could potentially affect the impartiality of the QA program. In order to prevent this and to ensure compliance to CARs 302.503 and the commitments made in the Airport Operations Manual these checks and balances are in place to mitigate this risk:

1. The airport manager follows the QA schedule found on Monday.com.

2. The airport manager uses checklists to ensure the QA is comprehensive and impartial. (See QA checklists in APM computer in SMS folder). Completed checklists are stored on Monday.com.
3. The airport manager is accountable to the airport accountable executive who receives reports on completed QA's, findings and corrective actions from the airport manager in the annual management reviews.

(See Appendix F for a letter of explanation to Transport Canada and risk analysis).

The Accountable Executive evaluates and confirms the APM's competence to perform QA internally by approving annual reviews and/or approving and providing for applicable training.

The internal audit function includes reviews and audits of the AOM and SMS; its processes, its procedures, analyses, inspections and training. A complete audit is performed once every three years by the APM and records of the audits are filed on Monday.com and retained. See appendix E for the QA schedule. All audits are completed according to checklists. Corrective and preventive actions in response to audit results are performed in less than 90 days (unless the action by nature requires more time, ie. the need for ACAP funding). The APM verifies their completion and effectiveness.

6.0 EMERGENCY PREPAREDNESS

6.1 EMERGENCY PREPAREDNESS AND RESPONSE

In order to reduce human suffering and property damage after an accident or serious incident has occurred, the organization has developed an Emergency Response Plan (ERP).

Local organizations have been consulted in the development and maintenance of the ERP. Community organizations that provide emergency response are included in the ERP manual distribution list and invited to participate in testing exercises.

The ERP:

- A hard copy is located in the APM office
- A digital copy is located in Akila and has been incorporated by reference into the SMS manual;
- Is appropriate to the size, nature and complexity of the community agencies that assist during emergency operations at the airport;
- Is prepared, implemented and supervised by the APM;
- Is reviewed, and updated as required, annually in the 4th quarter (in conjunction with an ERP exercise).
- Is reviewed after key personnel or organizational change;
- Is a required training item for all personnel who may be involved in the event of an emergency;
- Is distributed and communicated to all personnel and agencies that participate in airport emergency response.

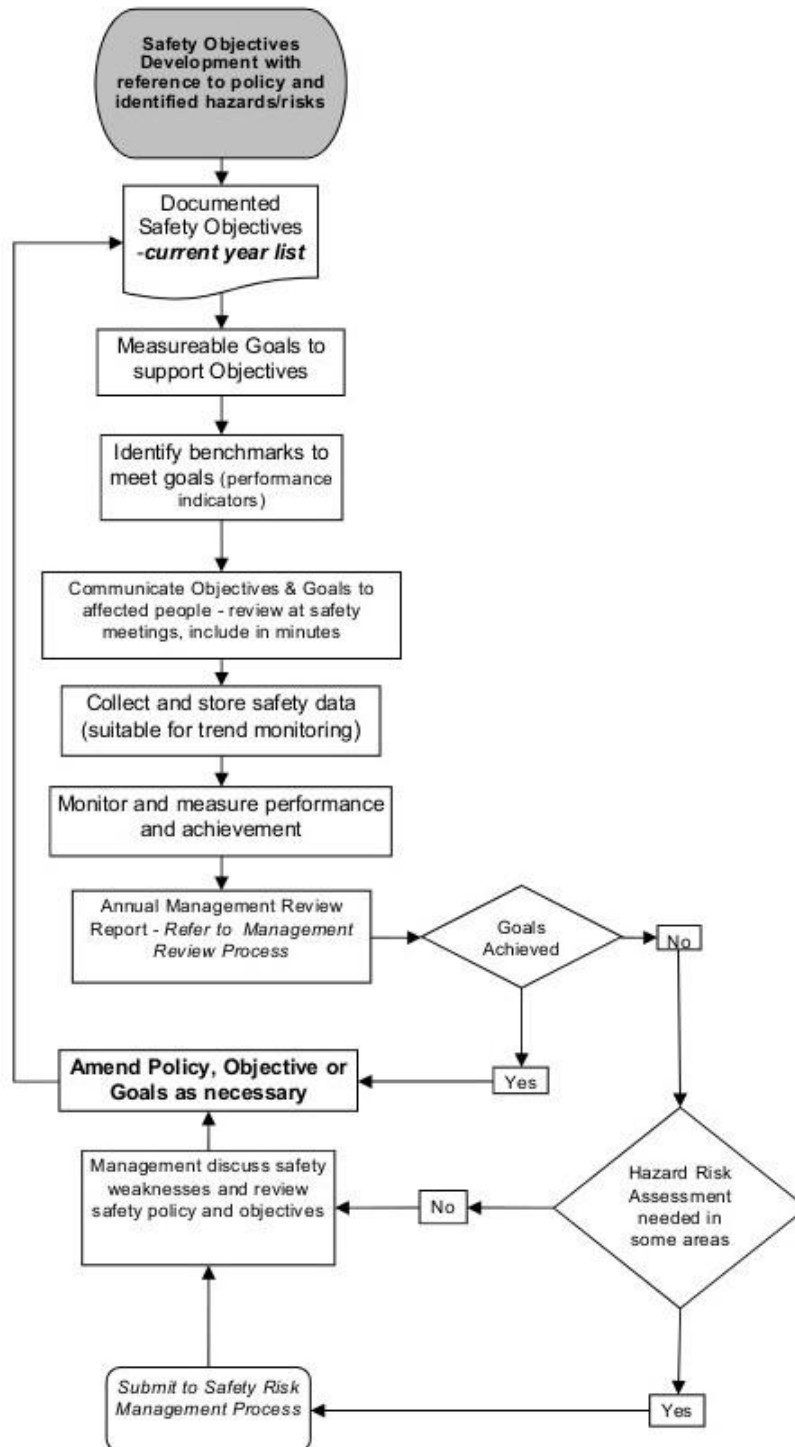
The operator of the airport tests the ERP by conducting a full-scale exercise at intervals not exceeding four years with all agencies that participate in airport emergency response. See appendix D for scheduled dates of ERP exercises. The operator of the airport performs, with these same agencies, a table top exercise once each year in which no full-scale exercise is conducted.

According to the ERP exercise schedule the operator of the airport notifies Transport Canada 60 days prior to the dates all full-scale and tabletop exercises are scheduled to be performed.

SMS Appendix Section

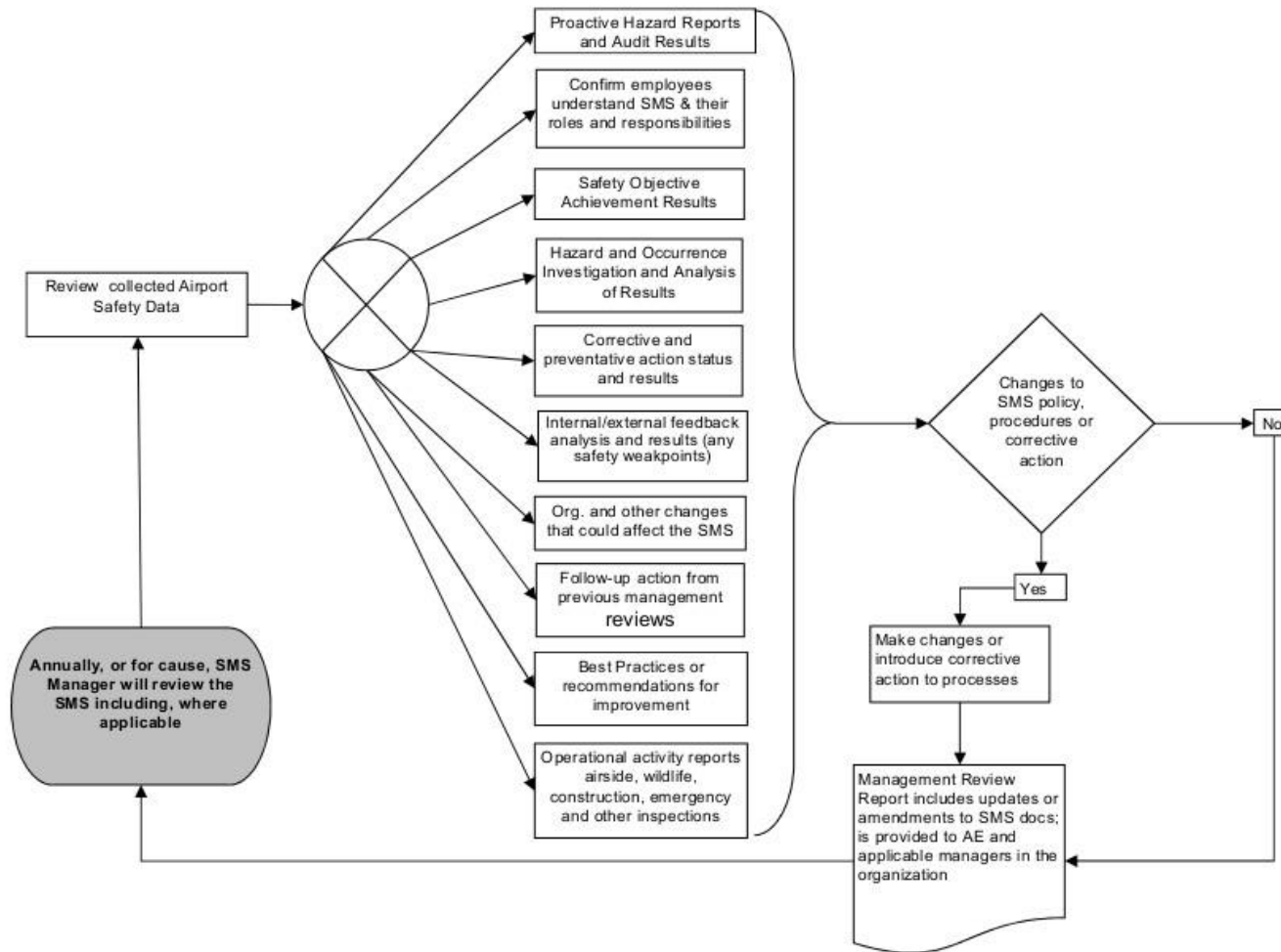
Appendix A

Objective/Goal Setting Process



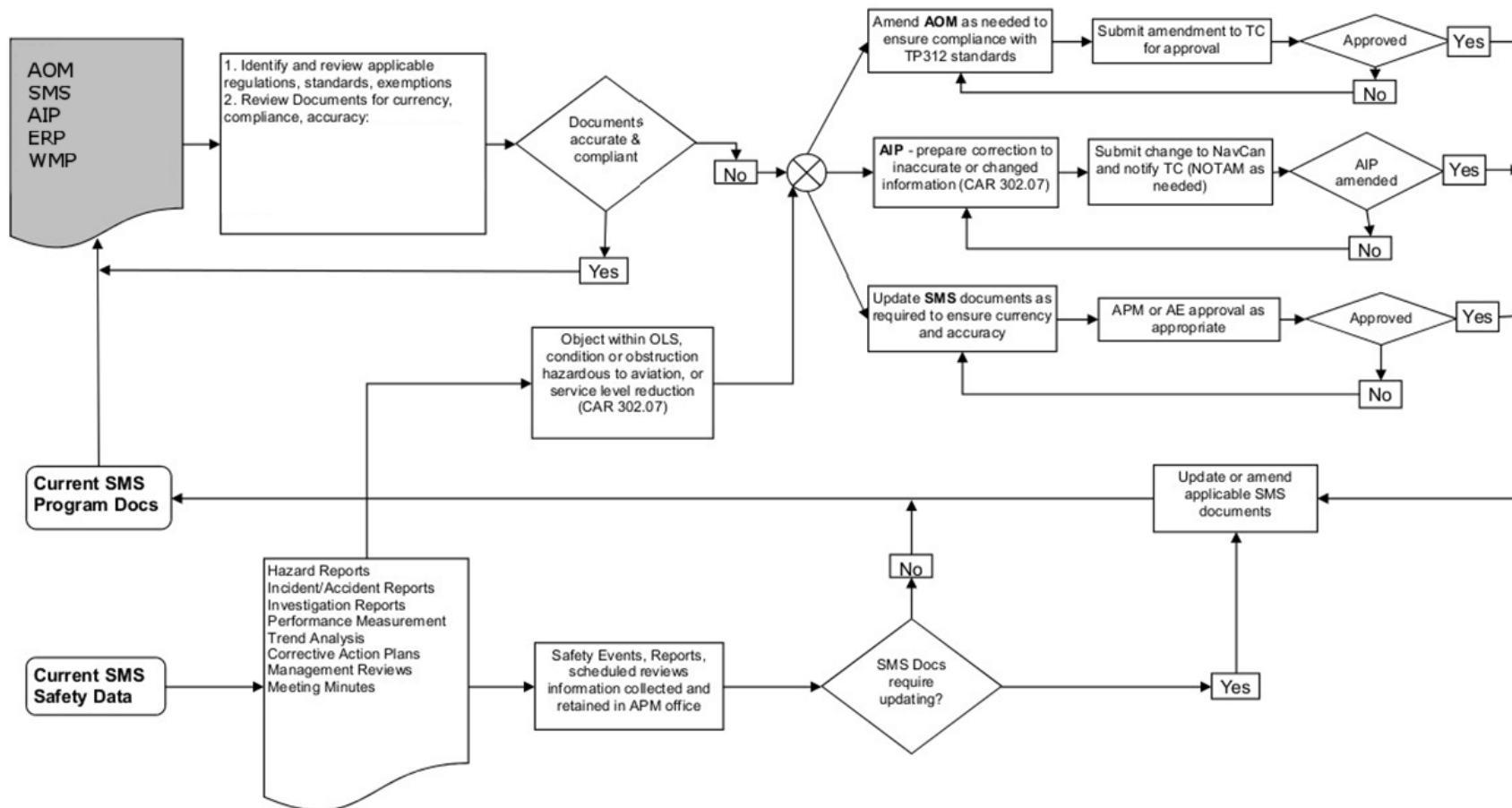
Appendix B

Management Review Process



Appendix C

Documentation Review Process Chart



Appendix D

ERP Exercise Schedule

Record of exercises on Monday.com

Appendix E

Quality Assurance Schedule

Record of QAs on Monday.com

Appendix F

Town of La Ronge
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Wednesday, February-21-24

Didrik Strand
Transport Canada | Transports Canada
Civil Aviation Inspector / Flight Operations
4-2625 Airport Dr. Saskatoon, SK, S7L7L1
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Re: Airport Manager fulfilling duties related to the Quality Assurance Program

To Didrik Strand,

Due to the size, nature and complexity of the operations and activities authorized under the La Ronge Airport certificate the duties related to the Quality Assurance Program (QA) are fulfilled by the person who is responsible for carrying out those tasks or activities. This person is the airport manager. We recognize that this could potentially affect the impartiality of the QA program.

In order to prevent this and to ensure compliance to CARs and the commitments made in our Airport Operations Manual these checks and balances are in place:

1. The airport manager follows the QA schedule found in our SMS Manual section 5.1 and in appendix F of the same manual.
2. The airport manager uses the QA checklists in the QA binder to ensure the QA is comprehensive and impartial.
3. The airport manager uses the QA Process Control sheets in the QA binder to record findings, corrective actions, timelines, and completion dates.
4. The airport manager is accountable to the airport accountable executive who receives reports on completed QA's, findings and corrective actions from the airport manager in the annual management reviews.

Sincerely,



Jim Burr

Appendix G

CYVC SMS Documentation Review Schedule

(Review documents for currency, compliance, accuracy)

- AOM – annually in May
- SMS – annually in June
- AIP – every 56 days or if changes occur
- ERP – annually in conjunction with ERP exercises
- WMP – every two years in February

Tracking review processes is now done on Monday.com

SIGN OFF DOCUMENTATION

Person responsible for follow-up	
Jim Burr – APM	
_____ Printed Name and Signature	<u>Oct 30 2014</u> Submission Date