

PREFACE

This Aerodrome Inspectors' Handbook, SSCAA/O/AGA/002 has been developed to provide the South Sudan Civil Aviation Authority, Aerodrome Inspectorate personnel with the necessary policy guidance and standard procedures for the conduct of aerodrome safety oversight functions including aerodrome certification, licensing, surveillance, compliance and enforcement as required by the applicable Civil Aviation (Aerodrome and Ground Aids) Regulations.

This Handbook has been adopted by the Authority to guide inspectors in ensuring that aerodromes comply with regulations and promote safe aerodrome operations in South Sudan.

It is emphasized that all matters pertaining to an inspector's duties and responsibilities cannot be covered in this handbook. Inspectors are therefore expected to use good judgement in matters where specific guidance has not been given.

Developed by:

Manager of Aerodrome & Ground Aids

Signature: **Date:**

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RECORD OF AMENDMENTS

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AMENDMENT PROCEDURE

The Head of AGA Inspectorate shall be responsible for the development, issuance and control of amendments to this Handbook.

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All Aerodrome Inspectors are encouraged to submit recommendations, for proposed revisions, additions, or deletions which they consider necessary. In the accomplishment of their duties, Aerodrome Inspectors must be alert to the adequacy and content of the regulations and orders. Any errors or omissions identified while using this document including proposal to change the relevant aerodromes regulations and orders should be forwarded to:

Head of Aerodromes & Ground Aids Standards

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DEFINITIONS AND ABBREVIATIONS

For the purposes of this Handbook, the following terms and words have the following meanings;

Word/abbreviation	Meaning
AAL	Above Aerodrome Level
Accelerate-stop distance available (ASDA).	The length of the take-off run available plus the length of the stopway, if provided
accident	An occurrence associated with the operation of an aircraft which, in the case of a manned aircraft, takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked, or in the case of an unmanned aircraft, takes place between the time the aircraft is ready to move with the purpose of flight until such time as it comes to rest at the end of the flight and the primary propulsion system is shut down, in which:
accident (a)	a) A person is fatally or seriously injured as a result of: being in the aircraft, or direct contact with any part of the aircraft, including parts which have become detached from the aircraft, or direct exposure to jet blast, except when the injuries are from natural causes, self-inflicted or inflicted by other persons, or when the injuries are to stowaways hiding outside the areas normally available to the passengers and crew; or
accident (b)	b) The aircraft sustains damage or structural failure which: adversely affects the structural strength, performance or flight characteristics of the aircraft, and would normally require major repair or replacement of the affected component, except for engine failure or damage, when the damage is limited to a single engine, (including its cowlings or accessories), to propellers, wing tips, antennas, probes, vanes, tires, brakes, wheels, fairings, panels, landing gear doors, windscreens, the aircraft skin (such as small dents or puncture holes), or for minor damages to main rotor blades, tail rotor blades, landing gear, and those resulting from hail or bird strike (including holes in the radome); or
accident (c)	c) The aircraft is missing or is completely inaccessible
accountable executive	A single, identifiable person having responsibility for the effective and efficient performance of the State's SSP or of the aerodrome operator's SMS
accuracy	A degree of conformance between the estimated or measured value and the true value

Word/abbreviation	Meaning
acft	Aircraft
ACN	Aircraft Classification Number
ACT	Means the Civil Aviation Authority Act;
acts of unlawful interference	Acts or attempted acts such as to jeopardize the safety of civil aviation, including but not limited to: unlawful seizure of aircraft, destruction of an aircraft in service, hostage-taking on board aircraft or on aerodromes, forcible intrusion on board an aircraft, at an airport or on the premises of an aeronautical facility, introduction on board an aircraft or at an airport of a weapon or hazardous device or material intended for criminal purposes, use of an aircraft in service for the purpose of causing death, serious bodily injury, or serious damage to property or the environment, communication of false information such as to jeopardize the safety of an aircraft in flight or on the ground, of passengers, crew, ground personnel or the general public, at an airport or on the premises of a civil aviation facility
Administrative action	Means Deterrent action taken by or on behalf of the [State] CAA, including oral counselling, suspension or cancellation or amendment of documents of entitlement.
ADREP	Accident/Incident Data Reporting
advanced surface movement guidance and control system (A-SMGCS)	A system providing routing, guidance and surveillance for the control of aircraft and vehicles in order to maintain the declared surface movement rate under all weather conditions within the aerodrome visibility operational level (AVOL) while maintaining the required level of safety
aerodrome	A defined area on land (including any buildings, installations and equipment) intended to be used either wholly or in part for the arrival, departure and surface movement of aircraft
aerodrome beacon	Aeronautical beacon used to indicate the location of an aerodrome from the air
aerodrome certificate	A certificate issued by the DIRECTOR SAFETY/[State] CAA under applicable regulations for the operation of an aerodrome
aerodrome climatological summary	Concise summary of specified meteorological elements at an aerodrome, based on statistical data
aerodrome climatological table	Table providing statistical data on the observed occurrence of one or more meteorological elements at an aerodrome
aerodrome elevation	The elevation of the highest point of the landing area

Word/abbreviation	Meaning
aerodrome facilities and equipment	Facilities and equipment inside the boundaries of an aerodrome that are constructed or installed and maintained for the arrival, departure and surface movement of aircraft
aerodrome identification sign	A sign placed on an aerodrome to aid in identifying the aerodrome from the air
Aerodrome incident	An incident involving: a) An obstruction either on the aerodrome operational area or protruding into the aerodrome obstacle limitation surfaces; or b) A defective visual aid; or c) A defective surface of a movement area; or d) Any other hazardous or potentially hazardous situation.
aerodrome infrastructure	Physical elements and related facilities of the aerodrome
Aerodrome Inspector	An employee of the [State] CAA designated by issue of credentials to carry out aerodrome safety oversight duties such as verification and examination of the aerodrome operations, characteristics, documentation, facilities, equipment and services
Aerodrome License	A license granted by Authority to an aerodrome operator to operate an aerodrome, and for the purpose of this handbook, includes an aerodrome certificate.
aerodrome manual	A manual included in an application for aerodrome certificate pursuant to these regulations and includes any amendments to the manual accepted by the authority
Aerodrome Manual	The manual forming part of the application for an Aerodrome Certificate under the Civil Aviation (Aerodrome) Regulations and includes any amendments thereto made in accordance with the Regulations.
aerodrome mapping data (AMD)	Data collected for the purpose of compiling aerodrome mapping information for aeronautical uses
Aerodrome mapping database (AMDB).	A collection of aerodrome mapping data organized and arranged as a structured data set
aerodrome operating minima	The limits of usability of an aerodrome for: a) take-off, expressed in terms of runway visual range and/or visibility and, if necessary, cloud conditions; b) landing in precision approach and landing operations, expressed in terms of visibility and/or runway visual range and decision altitude/height (DA/H); and c) landing in approach and landing conditions with vertical guidance, expressed in terms of visibility and/or runway visual range and decision altitude/height (DA/DH), and d) landing in non-precision approach and landing

Word/abbreviation	Meaning
	operations, expressed in terms of visibility and or runway visual range, minimum descent altitude/height (MDA/H) and, if necessary, cloud conditions
aerodrome operator	In relation to a certificated aerodrome, the aerodrome certificate holder
Aerodrome or aerodrome tenant	Any enterprise that is resident at an aerodrome and offers services and products at that aerodrome;
aerodrome reference point	The designated geographical location of an aerodrome
aerodrome traffic	All traffic on the manoeuvring area of an aerodrome and all aircraft flying in the vicinity of an aerodrome
aeronautical beacon	An aeronautical ground light visible at all azimuths, either continuously or intermittently, to designate a particular point on the surface of the earth
aeronautical data	A representation of aeronautical facts, concepts or instructions in a formalized manner suitable for communication, interpretation or processing
aeronautical ground light	Any light specially provided as an aid to air navigation, other than a light displayed on an aircraft
aeronautical information	Information resulting from the assembly, analysis and formatting of aeronautical data
Aeronautical Information Circular	A notice containing information, which relates to flight safety, air navigation, technical, administrative or legislative matters.
aeronautical Information Circular (AIC)	A notice containing information that does not qualify for the origination of a NOTAM or for inclusion in the AIP, but which relates to flight safety, air navigation, technical, administrative or legislative matters
aeronautical information management (AIM)	The dynamic, integrated management of aeronautical information through the provision and exchange of quality-assured digital aeronautical data in collaboration with all parties
Aeronautical Information Publication (AIP)	A publication issued by or with the authority of a state and containing aeronautical information of a lasting character essential to air navigation
Aeronautical Information Service (AIS)	A service established within the defined area of coverage responsible for the provision of aeronautical information/data necessary for the safety, regularity and efficiency of air navigation.
Aeronautical Study	A study of an aeronautical problem to identify possible solutions and select a solution that is acceptable without degrading safety.

Word/abbreviation	Meaning
Aeroplane	A power-driven heavier-than-air aircraft, deriving its lift in flight chiefly from aerodynamic reactions on surfaces which remain fixed under given conditions of flight
aeroplane reference field length	The minimum field length required for take-off at maximum certificated take-off mass, sea level, standard atmospheric conditions, still air and zero runway slope, as shown in the appropriate aeroplane flight manual prescribed by the certificating Authority or equivalent data from the aeroplane manufacturer. Field length means balanced field length for aeroplanes, if applicable, or take-off distance in other cases
AFIS	Aerodrome Flight Information Service
AFS	Aeronautical Fixed Service
AGA	Aerodromes, air routes and Ground Aids
agl	above ground level
AGL	Aerodrome or Aeronautical Ground Lighting; i.e any light specifically provided as an aid to air navigation, other than a light displayed on an aircraft.
AHWG	Ad-hoc Working Group
AIC	Aeronautical Information Circular
AIM/S	Aeronautical Information Management [services]
AIP	Aeronautical Information Publication
AIP Amendment	Permanent changes to the information contained in the AIP
AIP Supplement	Temporary changes to the information contained in the AIP which are published by means of special pages
Air operations area	A portion of an aerodrome designed and used for landing, take-off or surface manoeuvring of aircraft;
air taxi	The movement of a helicopter above the surface, normally at a height normally associated with ground effect and at ground speeds less than 20kt
air transit	The movement of a helicopter above the surface, normally at a height not above 100 ft above ground level and at ground speeds exceeding 20kt
air transit route	A defined path on the surface established for the air transiting of helicopters
AIRAC	An acronym (Aeronautical Information Regulation And Control) signifying a system aimed at advance notification based on common effective dates, of circumstances that necessitate significant changes in operating practices

Word/abbreviation	Meaning
Aircraft	Any machine that can derive support in the atmosphere from the reactions of the air other than the reactions of the air against the earth's surface
Aircraft Classification Number (ACN)	A number expressing the relative effect of an aircraft on a pavement for a specified standard sub grade category
Aircraft maintenance area	The ground space and facilities provided for aircraft maintenance. It includes aprons, hangars, buildings and workshops, vehicle parks and roads associated therewith;
Aircraft Operator	A national or foreign aircraft operator
Aircraft Stand	A designated area on an apron intended to be used for parking an aircraft
Aircraft stand taxilane	A portion of an apron designated as a taxiway and intended to provide access to aircraft stands only .
AIRMET information	Information issued by a meteorological watch office concerning the occurrence or expected occurrence of specified en-route weather phenomena which may affect the safety of low-level aircraft operations and which was not already included in the forecast issued for low-level flights in the flight information region concerned or sub-area thereof
Airside	The movement area of an airport, adjacent terrain and buildings or portions thereof, access to which is controlled
AIS	Aeronautical Information Service
ALoSP	Acceptable Level of Safety Performance
Altitude	The vertical distance of a level, a point or an object considered as a point, measured from mean sea level (MSL)
AMC	Acceptable means of compliance
AMD	Aerodrome Mapping Data
AMDB	Aerodrome Mapping Database
AMoC	Alternative means of compliance
amsl	Above mean sea level (elevation)
Annex	Annex to the Convention on International Civil Aviation (Chicago 1944)
ANS	Air Navigation Services
AOC	Air Operator Certificate
APAPI	Abbreviated precision approach path indicator
Applicable regulation	Regulations applicable to the aerodrome and to the aerodrome operator that are transposed from international specifications and other relevant regulations

Word/abbreviation	Meaning
Application	Manipulation and processing of data in support of user requirements (ISO 19104*)
Approach surface	An obstacle limitation surface: an inclined plane or combination of planes preceding the threshold
Apron	A defined area on a land aerodrome, intended to accommodate aircraft for purposes of loading or unloading of passengers, mail or cargo, fuelling, parking or maintenance, including apron taxiways and aircraft stand taxilanes
Apron Management Service	A service provided to regulate the activities and the movement of aircraft and vehicles on an apron
Apron taxiway	A portion of a taxiway system located on an apron and intended to provide a through taxi route across the apron
APU	Auxiliary power unit
AR	Authority Requirements
ARC	Airworthiness Review Certificate
ARIWS	autonomous runway incursion warning system
ARP	aerodrome reference point
arresting system	a system beyond the end of a runway, or a stopway where provided, designed to predictably decelerate an aeroplane overrunning the runway to reduce the risk of damage to the aeroplane
ASDA	accelerate-stop distance available
ASL	above sea level
A-SMGCS	advanced surface movement guidance control system
ASPSL	arrays of segmented point source lighting
Assemble	A process of merging data from multiple sources into a database and establishing a baseline for subsequent processing Note: The assemble phase includes checking the data and ensuring that detected errors and omissions are rectified
Assessment	An appraisal of procedures or operations based largely on experience and professional judgement
ATA	Actual time of arrival
ATC	Air Traffic Control, (<i>in general</i>)
ATD	actual time of departure
ATIS	Automatic Terminal Information Service
ATS	Air Traffic Service
ATZ	Aerodrome Traffic Zone
Audit	A systematic, independent and documented process for obtaining compliance status of the facility with aerodrome standard manual and requirements

Word/abbreviation	Meaning
Audit criteria	Authority's approved set of policies, procedures or requirements;
Audit Finding	The results of the collected audit evidence as compared against audit criteria resulting in a deficiency;
Audit Plan	A description of the activities and arrangements for an audit;
Audit Programme	A set of one or more audits planned for a specific time frame and directed towards a specific purpose (Note. An audit programme includes all activities necessary for planning, organising and conducting audits);
Auditor	Any person with competence to conduct aerodrome audits at national level;
Authority	The responsible authority for aerodrome certification
Authority	The Civil Aviation Authority established by Section 3 of the Act cap [---];
Authorized person	Any person authorized by Authority either generally or in relation to a particular case or class of cases and reference to an authorized person includes references to the holder for the time being of an office designated by Authority;
Autonomous runway incursion warning system	A system which provides autonomous detection of a potential incursion of the occupancy of an active runway and a direct warning to a flight crew or a vehicle operator
A-VDGS	advanced visual docking guidance system
AVGAS	aviation gasoline
Aviation document	any licence, certificate or other document issued or approved by the [State] CAA in respect of any person, aircraft, aerodrome or aviation related service.
AVOL	Aerodrome visibility operational level
AVSEC	Aviation Security
Balanced field length	A runway for which the accelerate stop distance available is equal to the take-off distance available is considered to have a balanced field length
Balked landing	A landing manoeuvre that is unexpectedly discontinued at any point below the obstacle clearance altitude/height (OCA/H)
Barrette	Three or more aeronautical ground lights closely spaced in a transverse line so that from a distance they appear as a short bar of light
Bird incident	An incident where; a) there is a collision between an aircraft and one or more birds;

Word/abbreviation	Meaning
	b) where one or more birds pass sufficiently close to an aircraft in flight to cause alarm to the pilot in reference to the provisions of the standards and recommended practices.
Cargo	any property carried on an aircraft other than mail, stores, and accompanied or mishandled baggage
Certified aerodrome	an aerodrome whose operator has been granted an aerodrome certificate
Clearway	a defined rectangular area on the ground or water under the control of the appropriate Authority, selected or prepared as a suitable area over which an aeroplane may make a portion of its initial climb to a specified height. <i>Note: should be under control of aerodrome operator</i>
cm	centimetre
CMA	continuous monitoring approach
CNS	Communications, Navigation, and Surveillance
Conical surface	An obstacle limitation surface sloping upwards and outwards from the periphery of the inner horizontal surface
Controlled aerodrome	An aerodrome provided with air traffic control services
Convention	Convention on International Civil Aviation (Chicago 1944)
CP	Command Post
Critical aeroplane	The type of aeroplane which is the most demanding for the relevant elements of the physical infrastructure and the facilities for which the aerodrome is intended
CWY	Clearway
Declared distances	Take-off run available
Deficiency	A failure to comply with aerodrome requirements.
Delethalisation	Within the general area of the strip adjacent to the runway, measures should be taken to prevent an aeroplane's wheel, when sinking into the ground, from striking a hard-vertical face. Special problems may arise for runway light fittings or other objects mounted in the strip or at the intersection with a taxiway or another runway. In the case of construction, such as runways or taxiways, where the surface must also be flush with the strip surface, a vertical face can be eliminated by chamfering from the top of the construction to not less than 30 cm below the strip surface level. Other objects, the functions of which do not require them to be at surface level, should be buried to a depth of not less than 30 cm

Word/abbreviation	Meaning
Deterrent action	Administrative or judicial measures taken in response to a violation in order to encourage future compliance.
Elevation	the vertical distance of a point or level on, or affixed to, the surface of the earth measured from mean sea level
End	The final part of something, e.g. the short edge at the stop end of a runway
Enforcement action	The steps, including deterrent action, that must be taken from the moment a possible violation of the regulations has been detected until the case is concluded.
Errors (safety context)	An action or inaction by an operational person that leads to deviations from organisational or the operational person's intentions or expectations
Investigation	A process conducted for the purpose of accident prevention, which includes the gathering and analysis of information, the drawing of conclusions, including the determination of causes, and, when appropriate, the making of safety recommendations.
ETA	estimated time of arrival or estimating arrival
ETD	estimated time of departure or estimating departure
Evidence	Records, statements of fact or other information, which are relevant to the audit criteria and are verifiable;
Fatal injury	Means any injury, which results in death within 30 days of the accident.
FATO	final approach and take-off area
FOD	foreign object debris
Forecast	a statement of expected meteorological conditions for a specified time or period, and for a specified area or portion of airspace
Foreign Object Debris (FOD)	an inanimate object within the movement area which has no operational or aeronautical function and which has the potential to be a hazard to aircraft operations
Frangible object	an object of low mass designed to break, distort or yield on impact so as to present the minimum hazard to aircraft. <i>Note: Guidance on design for frangibility is contained in the Aerodrome Design Manual (Doc 9157), Part 6</i>
ft	foot
Hazard	Situations or conditions that have the potential to cause harm to persons or damage to property
Hazard	A condition or an object with the potential to cause or contribute to an aircraft incident or accident

Word/abbreviation	Meaning
Height	The vertical distance of a level, a point or an object considered as a point, measured from a specified datum
Helicopter stand	An aircraft stand which provides for parking a helicopter and where ground taxi operations are completed or where the helicopter touches down and lifts off for air taxi operations
Heliport	An aerodrome or a defined area on a structure intended to be used wholly or in part for the arrival, departure and surface movement of helicopters
hPa	hectopascal
human factors principles	principles which apply to aeronautical design, certification, training, operations and maintenance and which seek safe interface between the human and other system components by proper consideration to human performance
human performance	human capabilities and limitations which have an impact on the safety and efficiency of aeronautical operations
Hz	Hertz
ICAO	International Civil Aviation Organisation
identification beacon	an aeronautical beacon emitting a coded signal by means of which a particular point of reference can be identified
IFR	instrument flight rules
ILS	instrument landing system
IMC	instrument meteorological conditions
Incident	An occurrence, other than an accident, associated with the operation of an aircraft that affects or could affect the safety of operation. See also serious incident.
Inner approach surface	an obstacle limitation surface: a rectangular portion of the approach surface immediately preceding the threshold
Instrument approach operation type A	An instrument approach with a minimum descent height or a decision height at or above 250ft
Instrument approach operation type B	An instrument approach with a decision height below 250ft
Instrument approach procedure	A series of predetermined manoeuvres by reference to flight instruments with specified protection from obstacles from the initial approach fix, or where applicable, from the beginning of a defined arrival route to a point from which a landing can be completed and thereafter, if a landing is not completed, to a position at which holding or en-route obstacle clearance criteria apply. Instrument approach procedures are classified as follows: Non-precision approach (NPA) procedure. An instrument approach procedure designed for 2D

Word/abbreviation	Meaning
	instrument approach operations Type A. Approach procedure with vertical guidance (APV). A performance-based navigation (PBN) instrument approach procedure designed for 3D instrument approach operations Type A. Precision approach (PA) procedure. An instrument approach procedure based on navigation systems (ILS, MLS, GLS and SBAS CAT I) designed for 3D instrument approach operations Type A or B
Instrument meteorological conditions	Meteorological conditions expressed in the terms of visibility horizontal and vertical distance from cloud, less than the minima specified for visual meteorological conditions.
Integrity (aeronautical data)	A degree of assurance that an aeronautical data and its value has not been lost nor altered since the data origination or authorized amendment
International aerodrome	Any aerodrome designated by in whose territory it is situated as an aerodrome of entry and departure for international air traffic, where the formalities incident to customs, immigration, public health, animal and plant quarantine and similar procedures are carried out;
kg	kilogram(s)
km	kilometre(s)
km/h	kilometre per hour
kt	knot(s)
L	litre
L/min	litre per minute
Landing area	that part of a movement area intended for the landing or take-off of aircraft
Landing direction indicator	a device to indicate visually the direction currently designated for landing and for take-off
landing distance available	the distance from the point on the surface of the aerodrome above which the aeroplane can commence its landing, having regard to the obstructions in its path, to the nearest point in the direction of landing at which the surface of the aerodrome is incapable of bearing the weight of the aeroplane under normal operating conditions or at which there is an obstacle capable of affecting the safety of the aeroplane
lat	latitude
lb	pounds
LDA	landing distance available
LEI	lack of effective implementation
Level	A generic term relating to the vertical position of an aircraft in flight and meaning variously height, altitude or flight level

Word/abbreviation	Meaning
Licence	means a licence to operate an aerodrome issued by Authority under Part II of these Regulations;
Licensed aerodrome	An aerodrome whose operator has been granted an Aerodrome licence and for the purpose of this handbook includes certified aerodromes.
m	metre
manoeuvring area	That part of an aerodrome to be used for the take-off, landing and taxiing of aircraft, excluding aprons
Marker	An object displayed above ground level in order to indicate an obstacle or delineate a boundary
Marking	A symbol or group of symbols displayed on the surface of the movement area in order to convey aeronautical information
(CUSTOMIZE)	Manager Air Navigation Services and Aerodromes Standards
MEHT	minimum eye height over threshold
METAR	meteorological aerodrome report
MHz	Megahertz
Minister	The Minister responsible for Civil Aviation.
Mitigation (risk)	the process of incorporating defences or preventive controls to lower the severity and/or likelihood of a hazard's projected consequence
Mobile object	a movable device moving under the control of an operator, driver or pilot
Movement area	that part of the aerodrome to be used for the take-off, landing and taxiing of aircraft, consisting of the manoeuvring area and the apron(s)
MSL	mean sea level
NAVAID	aid to air navigation
Negligence	Conduct falling below the standard required for the protection of others against unreasonable risk of harm.
nm	nautical mile
non-instrument runway	a runway intended for the operation of aircraft using visual approach procedures
non-precision approach	an instrument approach using visual aids and a non-visual aid providing at least directional guidance adequate for a straight-in approach, but which is not a precision approach
NOTAM	Notices to Airmen
NOTAM or Notice to Airmen	Means a notice distributed by means of telecommunication containing information concerning the establishment, condition or change in any aeronautical facility, service, procedure or hazard, the timely knowledge of which is essential to personnel concerned with flight operations.

Word/abbreviation	Meaning
Obstacle	in relation to an aerodrome, means all fixed (whether temporary or permanent) and mobile objects, or parts thereof, that are located on an area intended for the surface movement of aircraft or that extend above a defined surface intended to protect aircraft in flight, or stand outside those defined surfaces and that have been assessed as being a hazard to air navigation
Obstacle limitation surfaces	a series of surfaces that define the volume of airspace at and around an aerodrome to be kept free of obstacles in order to permit the intended aeroplane operations to be conducted safely and to prevent the aerodrome from becoming unusable by the growth of obstacles around the aerodrome
Obstacle protection surface	a surface that defines the volume of airspace in front of the precision approach path indicators to be kept free of obstacles
OCA	obstacle clearance altitude
Occurrence	An accident or incident.
OCH	obstacle clearance height
OJT	On - Job Training
OLS	obstacle limitation surfaces
Operational personnel	personnel involved in aviation activities who are in a position to report safety information
OSHE	occupational safety, health and environment
PAPI	precision approach path indicator
Pavement Classification Number (PCN)	a number expressing the bearing strength of a pavement for unrestricted operations
PBN	performance-based navigation
performance-based navigation (PBN)	area navigation based on performance requirements for aircraft operating along an ATS route, on an instrument approach procedure or in a designated airspace.
Precision approach	an instrument approach using ILS, MLS or precision approach radar for guidance in both azimuth and elevation.
Precision approach runway	a runway intended for the operation of aircraft using visual and non-visual aids providing guidance in both pitch and azimuth adequate for a straight-in approach. These runways are divided into three categories.
Procedure	a series of steps followed in a methodical manner to complete an activity or a process, describing what should be done, when and by whom; where and how each step should be carried out; what

Word/abbreviation	Meaning
	information, documentation and resources should be used; and how it should all be controlled
Process	a set of interrelated or interacting activities that transforms inputs into outputs. Processes within an organization or programme are generally planned and carried out under controlled conditions to add value.
Promulgation	the act of formally notifying official information to the aviation community
Protection area	an area within a taxi-route and around a helicopter stand which provides separation from objects, the FATO, other taxi-routes and helicopter stands, for safe manoeuvring of helicopters
Quality	the totality of features and characteristics of a product, process, or service that bears on its ability to satisfy stated or implied needs
Quality assurance	part of quality management focused on providing confidence that quality requirements will be fulfilled (ISO 9000*)
Quality control	part of quality management focused on fulfilling quality requirements (ISO 9000*)
Quality management	coordinated activities to direct and control an organization with regard to quality (ISO 9000*).
R/T	radiotelephony or radio communications
Rapid exit taxiway	a taxiway connected to a runway at an acute angle and designed to allow landing aeroplanes to turn off at higher speeds than are achieved on other exit taxiways thereby minimising runway occupancy times
Recommended Practice	Any specification for the physical characteristics configuration, material, performance or procedure, the uniform application of which is recognised as desirable in the interest of safety, regularity or efficiency of international air navigation;
Record	Any writing, drawing, map, tape, film, photograph or other means by which information is preserved;
Regulations	The [State] Civil Aviation (Aerodromes) Regulations;
Requirement	need or expectation that is stated, generally implied or obligatory (ISO 9000*)
RESA	Runway end safety area
Restricted area	Any area of an aerodrome that is identified as an area to which access is restricted to authorized persons;
RFF(S)	Rescue and fire-fighting (service)
Risk	Both the likelihood of occurrence of the hazard, and the severity of its potential consequences
Road	An established surface route on the movement area meant for the exclusive use of vehicles
Road-holding position	A designated position at which vehicles may be required to hold

Word/abbreviation	Meaning
RTIL	Runway threshold identification lights
Runway	A defined rectangular area on a land aerodrome prepared for the landing and take-off of aircraft
Runway end safety area (RESA)	An area symmetrical about the extended runway centre line and adjacent to the end of the strip primarily intended to reduce the risk of damage to an aeroplane undershooting or overrunning the runway
Runway incursion	Any occurrence at an aerodrome involving the incorrect presence of an aircraft, vehicle or person on the protected area of a surface designated for the landing and take-off of aircraft
Runway strip	A defined area including the runway and stopway, if provided, intended: a) to reduce the risk of damage to aircraft running off a runway; and b) to protect aircraft flying over it during take-off or landing operations
Runway visual range (RVR)	The range over which the pilot of an aircraft on the centre line of a runway can see the runway surface markings or the lights delineating the runway or identifying its centre line
RVR	Runway visual range
RWY	Runway
s	second
Safety	The state in which risks associated with aviation activities, related to, or in direct support of the operation of aircraft, are reduced and controlled to an acceptable level
Safety area	A defined area on a heliport surrounding the FATO which is free of obstacles, other than those required for air navigation purposes, and intended to reduce the risk of damage to helicopters accidentally diverging from the FATO
Safety assessment	An element of the risk management process of an SMS that is used to assess safety concerns arising from, inter alia, deviations from standards and applicable regulations, identified changes at an aerodrome or when any other safety concerns arise
Safety data	A defined set of facts or set of safety values collected from various aviation-related sources, which is used to maintain or improve safety
safety information	Safety data processed, organized or analysed in a given context so as to make it useful for safety management purposes
safety management system (SMS)	Systematic approach to managing safety, including the necessary organizational structures, accountability, responsibilities, policies and procedures

Word/abbreviation	Meaning
safety manager	The responsible individual and focal point for the implementation and maintenance of an effective SMS. The safety manager directly reports to the accountable executive
safety oversight	A function performed by a State to ensure that individuals and organizations performing an aviation activity comply with safety-related national laws and regulations
safety performance	A State's or aerodrome operator's safety achievement as defined by its safety performance targets and safety performance indicators
safety performance indicator	A data-based safety parameter used for monitoring and assessing safety performance
safety performance target	The State or aerodrome operator's planned or intended target for a safety performance indicator over a given period that aligns with the safety objectives
safety risk	The predicted probability and severity of the consequences or outcomes of a hazard
SARPs	Standards and recommended practices
security	Safeguarding civil aviation against acts of unlawful interference. This objective is achieved by a combination of measures and human and material resources
shall	The operative verb used in relation to standards
should	The operative verb used in relation to recommended practices
shoulder	An area adjacent to the edge of a pavement so prepared as to provide a transition between the pavement and the adjacent surface
side	A position to the left or right of an object, e.g. the long edge of a runway
sign	a) Fixed message sign. A sign presenting only one message. b) Variable message sign. A sign capable of presenting several pre-determined messages or no message, as applicable
slush	A water saturated snow which, with a heel and toe slap down action with the foot against the ground, will be displaced with a splatter, assumed specific gravity 0.50 to 0.80
SMM	Safety Management Manual
SMP	Safety management panel
SMS	Safety Management System
SOPs	Standard Operating Procedures
SPI	Safety Performance Indicator
SRB	safety review board

Word/abbreviation	Meaning
SRC	safety review committee
SSP	State Safety Programme
Standard	Any specification for physical characteristics, configuration, material, performance, personnel or procedure, the uniform application of which is recognised as necessary for the safety of air navigation;
standing water	For aeroplane performance purposes, a runway where more than 25 per cent of the runway surface area (whether in isolated areas or not) within the required length and width being used is covered by water more than 3 mm deep
state safety programme	An integrated set of regulations and activities aimed at improving safety
station declination	An alignment variation between the zero degree radial of a VOR and true north, determined at the time the VOR station is calibrated
stopway	A defined rectangular area on the ground at the end of take-off run available prepared as a suitable area in which an aircraft can be stopped in the case of an abandoned take-off
strip	Area of specified dimension enclosing a runway and a taxiway to provide for the safety of aircraft operations
surveillance	The State activities through which the State proactively verifies through inspections and audits that aviation licence, certificate, authorization or approval holders continue to meet the established requirements and function at the level of competency and safety required by the State
t	tonne (1,000kg)
take-off climb surface	An obstacle limitation surface: an inclined plane or other specified surface beyond the end of a runway or clearway
take-off distance available	Either the distance from the point on the surface of the aerodrome at which the aeroplane can commence its take-off run to the nearest obstacle in the direction of take-off projecting above the surface of the aerodrome and capable of affecting the safety of the aeroplane, or one and a half times the take-off run available, whichever is less. <i>Subject to: strip and RESA suitability</i>
take-off run available	The length of runway declared available and suitable for the ground run of an aeroplane taking off
take-off runway	A runway intended for take-off only
taxiing	Movement of an aircraft on the surface of an aerodrome under its own power, excluding take-off and landing

Word/abbreviation	Meaning
taxilane (aircraft stand taxilane)	A portion of an apron designated as a taxiway and intended to provide access to aircraft stands only.
taxiway	A defined path on a land aerodrome established for the taxiing of aircraft and intended to provide a link between one part of the aerodrome and another, including: a) Aircraft stand taxilane. A portion of an apron designated as a taxiway and intended to provide access to aircraft stands only. b) Apron taxiway. A portion of a taxiway system located on an apron and intended to provide a through taxi route across the apron. c) Rapid exit taxiway. A taxiway connected to a runway at an acute angle and designed to allow landing aeroplanes to turn off at higher speeds than are achieved on other exit taxiways thereby minimizing runway occupancy times.
taxiway excursion	Any occurrence at any aerodrome involving the departure, wholly or partly, of an aircraft from the taxiway in use during taxiing or manoeuvring
taxiway intersection	A junction of two or more taxiways
taxiway strip	An area including a taxiway intended to protect an aircraft operating on a taxiway and to reduce the risk of damage to an aircraft accidentally running off the taxiway
TDZ	Touchdown zone
technical inspection	Visual and/or instrumental verification of compliance with technical specifications related to aerodrome infrastructure and operations
terrain	The surface of the Earth containing naturally occurring features such as mountains, hills, ridges, valleys, bodies of water, permanent ice and snow, and excluding obstacles
THR	Threshold
threshold	The beginning of that portion of the runway usable for landing
TLOF	Touchdown and lift-off area
TODA	Take-off distance available
TORA	Take off run available
touchdown zone (TDZ)	The portion of a runway, beyond the threshold, where it is intended landing aeroplanes first contact the runway
traceability	Ability to trace the history, application or location of an entity by means of recorded identifications
transitional surface	An obstacle limitation surface: a complex surface along the side of the strip and part of the side of the approach surface, that slopes upwards and outwards to the inner horizontal surface
[State] CAA	[State] Civil Aviation Authority

Word/abbreviation	Meaning
usability	The percentage of occasions on which the crosswind component is below a specified value. The usability may be determined for any combination of take-off and landing directions available at an aerodrome.
USOAP	Universal Safety Oversight Audit Programme
UTC	Co-ordinated universal time
validation	Confirmation, through the provision of objective evidence, that the requirements for a specific intended use or application have been fulfilled (ISO 9000*)
verification	Confirmation, through the provision of objective evidence, that specified requirements have been fulfilled (ISO 9000*)
VFR	Visual flight rules
Vicinity	A defined airspace around an aerodrome for control of obstacles that may infringe the obstacle limitation surfaces around the aerodrome, contained within a radius of fifteen kilometres from the aerodrome reference point and at a height of one thousand five hundred feet above ground level;
Violation	The breach of any offence-creating provision of the regulations. The terms violation, contravention and infraction are used interchangeably.
VIP	Very important person
Visibility	Visibility for aeronautical purposes is the greater of: a) The greatest distance at which a black object of suitable dimensions, situated near the ground, can be seen and recognized when observed against a bright background; b) The greatest distance at which lights in the vicinity of 1 000 candelas can be seen and identified against an unlit background.
visual meteorological conditions	Meteorological conditions expressed in terms of visibility, distance from cloud, and ceiling, equal to or better than specified minima.
VOR	Very high frequency Omni-directional radio range
Wet runway	The surface is soaked but there is no standing water, a runway that is neither dry nor contaminated
WGS	World Geodetic System
WGS-84	World Geodetic System - 1984 (WGS-84) geodetic reference datum
Wildlife	Feral birds and animals, including domestic animals out of the control of the emergency investigator reports owners
WIP	Work In Progress

Word/abbreviation	Meaning
Work area	A part of an aerodrome in which maintenance or construction works are in progress.
World Geodetic System (WGS-84)	Published geographical coordinates indicating latitude and longitude shall be expressed in terms of the World Geodetic System - 1984 (WGS-84) geodetic reference datum

WORD MEANINGS:

Terms and definitions that are shown in singular above shall also take on the same meaning when they are expressed in plural form in this handbook and vice versa. Also as used in this Handbook:

- a. *Shall*, or an action verb in the imperative sense, means a procedure is mandatory.
- b. *Should* means a procedure is recommended.
- c. *May* or *need* means a procedure is recommended.
- d. *Will* means futuristic, not a requirement for the application of a procedure.

CHAPTER 1: INTRODUCTION

1.1 Purpose

This Handbook provides guidance to Aerodrome Inspectors to assist them in ensuring an effective and consistent procedure for aerodrome oversight activities.

It is imperative that each Aerodrome Auditor/Inspector is thoroughly conversant with the provisions of this handbook, and the other material referenced in therein as pertinent to the proper execution of their regulatory duties.

1.2 Objective

The objective of this Aerodrome Inspector's Handbook is to;

- 1.2.1 Direct the activities and provide guidelines and procedures for the Aerodrome Inspectors during certification, licensing, technical administration, inspection, audits and surveillance of persons, facilities, and organizations involved in aerodrome operations.
- 1.2.2 Establish the various processes and procedures required to be undertaken by aerodrome operators and the methods of confirming the same in order to satisfy the needs of ensuring that aerodrome operations within South Sudan are maintained in accordance with:
 - (a) South Sudan Civil Aviation Act, 2023;
 - (b) Applicable Civil Aviation (Certification, Licensing and Registration of Aerodromes) Regulations;
 - (c) Applicable Civil Aviation (Aerodrome Design and Operations) Regulations;
 - (d) Applicable Civil Aviation (Heliports) Regulations;
 - (e) Relevant/applicable ICAO documents; and
 - (f) Any other directives and publications issued by the Authority.

1.3 Applicability

This is the Aerodrome Inspector's tool in regulating all operations, personnel and facilities of the aerodrome operators.

Responsibility for the development, implementation and maintenance of aerodrome standards rests with the Director of Aerodromes and Ground Aids

The Director of Aerodromes and Ground Aids is accountable for the on-going tasks required to ensure that the contents of this Handbook are being effectively implemented in order to satisfy the following objectives:

- (a) Determine the adequacy and effectiveness of the legislation, regulations, inspections and audits by the use of the Handbook;

- (b) Verify the effective implementation of aerodrome standards;
- (c) Monitor the level of compliance with the provisions of the Civil Aviation (Aerodromes) Regulations, directives and associated guidance materials;
- (d) Ensure all persons who are assigned Aerodrome safety duties or responsibilities are verifiably trained and authorized to carry out such duties;
- (e) Ensure that violations against aerodrome regulations or Standards are investigated and resolved; and
- (f) Review and re-evaluate aerodrome regulations, standards and controls immediately following an act of violation.

Safety Oversight and enforcement for compliance shall be carried out on all aerodromes for the purposes of implementing provisions of the regulations on all aerodromes.

1.4 Overview and Concept

The system explained in this Handbook consists of the following basic elements:

- (a) Conduct of inspections, audits and surveys of various aerodromes and other aviation stakeholders to regulate aerodrome operations;
- (b) Enforcing of operational standards by the South Sudan Civil Aviation Authority through the requirement for, and approval of, aerodrome certificate and licence;
- (c) Voluntary compliance (internal quality assurance) by the holders of aerodrome certificate and/or licence;
- (d) Surveillance and detection of non-conformity with standards, conducted by South Sudan Civil Aviation Authority;
- (e) Investigation and reporting of non-compliance by South Sudan Civil Aviation Authority;
- (f) Notification of violations in regard to aerodrome operational requirements to Aerodrome operators;
- (g) Impose enforcement action by South Sudan Civil Aviation Authority in case of non-compliance with requirements by Aerodrome operators including resolution of safety concerns;
- (h) Surveillance and detection of non-compliance with provisions of applicable Civil Aviation (Aerodrome) Regulations within [State], conducted by foreign governments,

airlines, and ICAO under the Universal Safety Oversight Audit Programme (USOAP) or Continuous Monitoring Approach (CMA) system.

Regulation 62 of the Civil Aviation (Aerodrome) Regulations requires the aerodrome operator to develop and submit for approval to the Authority, an Aerodrome Manual describing in detail the procedures for implementing the various standards required of them. The approval of the Aerodrome Manuals by the Authority shall imply that the procedures and processes contained therein shall be met by the operator in a consistent and accountable manner.

1.5 Relevant legislation and documents

The relevant legislation and documents relating to the safety oversight of aerodrome operations include;

- a) the South Sudan Civil Aviation Act;
- b) the Civil Aviation (Certification, Licensing and registration of Aerodromes) Regulations;
- c) South Sudan Civil Aviation (Aerodrome Design and Operations) Regulations
- d) South Sudan Civil Aviation (Heliports) Regulations and
- e) Aerodrome Safety Directives, Notices, Circulars, Orders and/or Publications issued by the Authority

The Civil Aviation Act, makes provisions for the Minister to make regulations to give effect to and for better carrying out of the objects and purposes of the Act. Also provides generally for regulating air navigation and air transport and carrying out and giving effect to any convention.

The Civil Aviation Act, makes provisions for the Minister to make regulations providing for the licensing, inspection and regulation of aerodromes and access to places where aircraft have landed or may land.

The Civil Aviation Act, makes provisions for imposition of penalties in case of contravention or non-compliance with any regulations made under the Act.

The Civil Aviation Regulations establish the regulatory regime within which all aerodrome operators must manage their aerodromes.

The Act provides for the Director General to notify such information, directives or orders as may be necessary for air navigation and for air transport purposes in South Sudan and that such information, directives or orders shall not be contravened.

Aerodrome Safety Directives, Notices, Advisory Circulars and/or Publications, may be published to supplement the standards and recommended practices contained in the Civil Aviation aerodromes regulations or to provide additional best practices. The Directives, Notices, Circulars or Publications may explain certain regulatory requirements by providing interpretive and explanatory notes. It is expected that aerodrome operators will provide adequate practices and/or

document internal actions in their own Aerodrome Manuals. Aerodrome Inspectors will use such Circulars as benchmarks of compliance when carrying out audits. Any alternative means of compliance by aerodrome operators should be supported by a safety assessment.

CHAPTER 2: SAFETY AUDIT AND INSPECTION ACTIVITIES

1.6 Introduction

This chapter gives guidance for conducting safety audits and inspections. It also spells out the inspection and audit procedures and responsibilities of the respective Aerodrome Inspectors.

1.7 General

Audits and inspections are techniques employed to verify compliance with applicable safety regulatory requirements, established procedures and good aviation practices by the aerodrome operators. Both of them are tools for evaluating the performance of the aerodrome operators with the objective to ensuring safety.

1.8 Audits and Inspections

Continuing aerodrome safety oversight in the broad sense means the total scope of activity conducted by the Authority to assess that aerodrome operations are conducted to a level that is as safe as is reasonably practicable, thus ensuring those operator obligations are being met.

Aerodrome safety oversight is a function of the Authority and is additional to any internal audit conducted by an individual aerodrome operator.

In this handbook the safety oversight activity is limited to inspection and audit processes as they may be applied to certification/licencing and surveillance activity by the Authority.

Although enforcement is mentioned, staff will be required to undertake specific additional actions when a need for certificate action (suspension or cancellation) is determined, in accordance with the Enforcement policy of the Authority.

The types of audit are determined by the circumstances under which the audit is convened and includes the following:

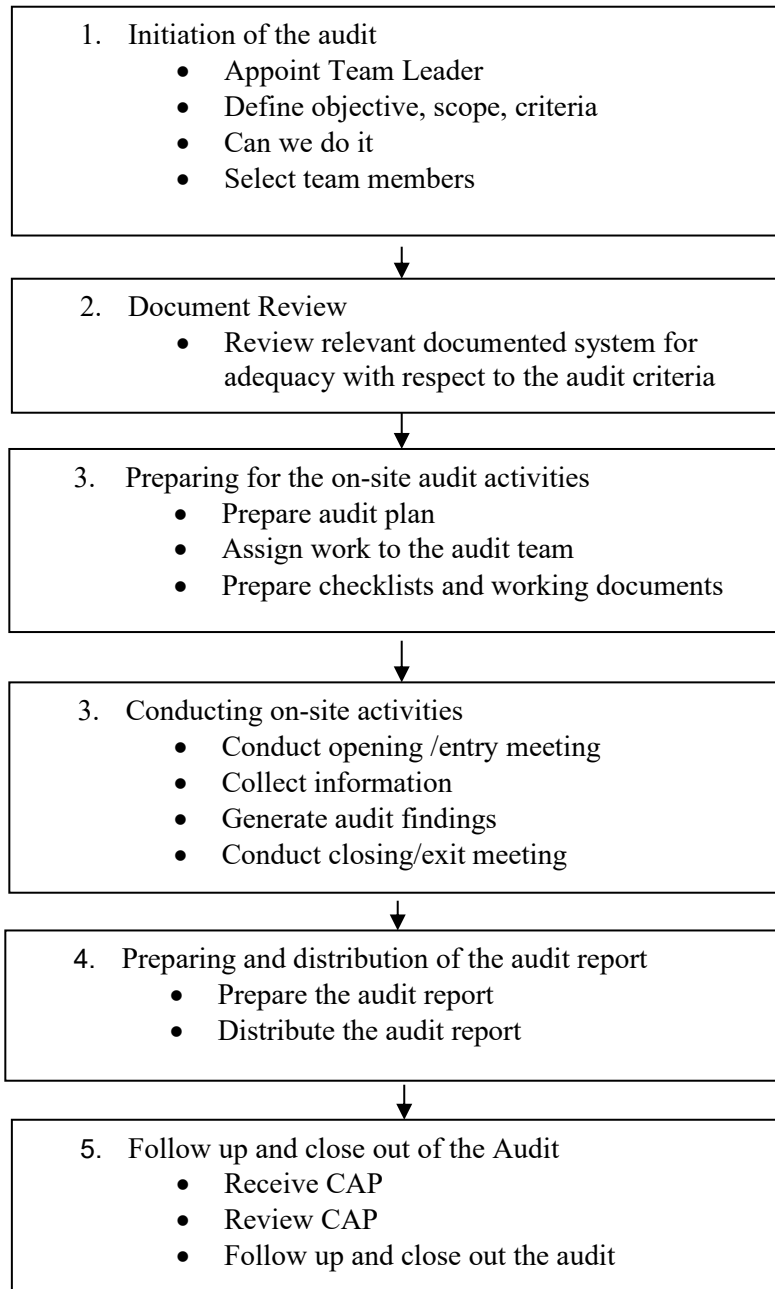
- (a) **Initial Certification/licensing Audit:** It is the first audit conducted prior to issuance of an aerodrome operating certificate/license.
- (b) **Periodic Audit:** It will be conducted periodically to verify the organisation overall level of conformance to regulatory requirements. All applicable characteristics of the organisation will be subject to review. Its scope will be the same as the initial audit.

- (c) **Special Purpose Audit:** This is conducted to respond to safety concerns or circumstances other than those requiring a periodic audit. It may be conducted for a number of reasons; e.g to monitor airfield construction or test the aerodrome continued compliance with aerodrome manual and national aerodrome regulations. They are flexible in coverage and may encompass only a portion of the certification requirements. The inspections are not intended to be all- inclusive but may be.
- (d) **Certificate/Licence Renewal Audit:** The audit is conducted for certificated/ licenced aerodrome once in every;
- i. three years for certificate holders, and
 - ii. two years for licence holders,
- to renew the validity of the aerodrome certificate/license, upon submission of written notification to the Authority for renewal of its certificate/license.

1.9 Safety Oversight Audit

There are distinct differences between the aims and objectives of audits and inspections, and the methodologies used to conduct each one. An audit is a systematic and independent comparison of the way in which an aerodrome standard is being implemented, against the way in which the published procedures say it should have been implemented. Figure 1 gives an overview of audit activities. An inspection is basically the act of observing a particular aerodrome operation, action, facility, equipment or document to verify whether the established procedures and requirements are followed, and whether the required standard of performance is achieved.

Aerodrome safety oversight audits shall only be carried out by authorized personnel of the Authority. These personnel will have undergone audit training and be in possession of inspector credentials in the conduct of aerodrome audits issued by the Authority. Those without the necessary qualifications or experience may carry out audits and inspections only under the supervision of a person who is appropriately qualified and experienced.



Note: the same process will be followed, in the conduct of inspections

1.10 Scheduling Audits/Inspections

Director AGA is responsible for scheduling inspections and audits of all aerodrome certificate/license holders and other aerodrome operators.

The selection of the aerodrome and the frequency of the inspections and audits will be subject to the following;

- (a) In normal circumstances each nominated aerodrome certificate/licence holder will be the subject of audit at least once per year (or amend as appropriate);
- (b) Other aerodromes will be subject to inspection from time to time as determined by the inspectorate;
- (c) In the intervening period between scheduled audits, inspections of relevant parts of aerodrome operations may take place, e.g. Inspectors may participate in aerodrome emergency exercises;
- (d) In certain situations, or following the occurrence of an accident/incident, or at the discretion of the DIRECTOR SAFETY, additional full or partial audits may be scheduled in addition to any other action that may take place.

1.11 The Audit/Inspection Team

When an audit/inspection is to be carried out by more than one individual, a team leader should be selected for the particular audit and placed in overall charge.

1.12 Responsibilities and activities

2.1.1 The team leaders' responsibilities may include;

- (a) Assisting with the selection of the inspection team.
- (b) Preparation of the inspection plan.
- (c) Communicating and clarifying inspection requirements to the inspection team.
- (d) Communicating the inspection plan to the service provider.
- (e) Representing the inspection team with the aerodrome's management.
- (f) The formulation of the conclusions and non-conformities of the inspection.
- (g) The assessment of the level of the found non-conformities.

- (h) Submitting the inspection report according to the procedures of the Authority.
- (i) Ensuring that the inspection is carried out with due regard to ethical standards.
- (j) Taking or recommending action to the Authority, in accordance with the authority boundaries of the team leader, any licensing action that is considered necessary.
- (k) Prepare working documents and brief the inspection team.
- (l) Report critical non-conformities.
- (m) Report any major obstacles encountered in performing the inspection.
- (n) Report on the inspection results clearly, conclusively and without undue delay.
- (o) Be accountable for any action taken by the audit team.

2.1.2 Inspectors/ audit team members are responsible for;

- (a) Complying with the applicable inspection/audit requirements.
- (b) Communicating and clarifying inspection/audit requirements.
- (c) Planning and carrying out assigned audit responsibilities effectively and efficiently documenting the observations.
- (d) Reporting the inspection results to the team leader.
- (e) Co-operating with and supporting the entire team.
- (f) Remain within the inspection/audit scope.
- (g) Exercise objectivity and discretion during the audit.
- (h) Collect and analyse evidence to support claims that is relevant and sufficient to define non-conformities and to develop conclusions regarding the inspected system.
- (i) Remain alert to any indications (including body language) of evidence that may influence the inspection results and possibly require more extensive inspection.

2.1.3 The Aerodrome Operator

The aerodrome operator's management should be requested and is expected to;

- (a) Inform relevant employees about the objectives and scope of the inspection.

- (b) Make available members of senior management with safety accountabilities during the inspection.
- (c) Appoint members of staff to accompany members of the inspection team when required.
- (d) Provide all resources needed for the inspection team in order to ensure an effective and efficient process.
- (e) Co-operate with the inspectors to permit the inspection objectives to be achieved.
- (f) On the basis of the inspection report, develop a plan for corrective and preventive action for approval by the authority.

Note: It is the duty of the Authority to make the aerodrome operator aware of his responsibilities.

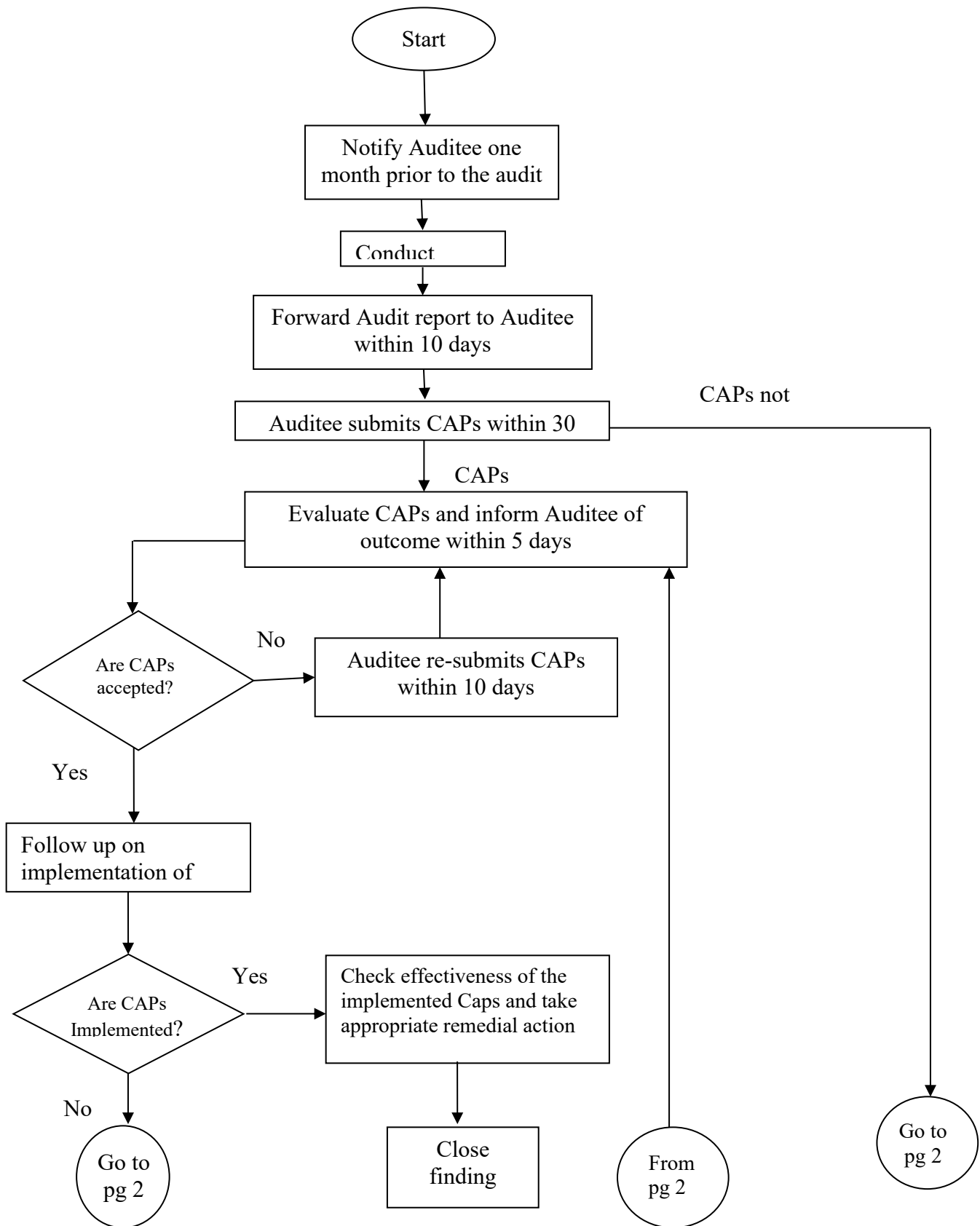
1.13 Aerodrome Safety System Audit

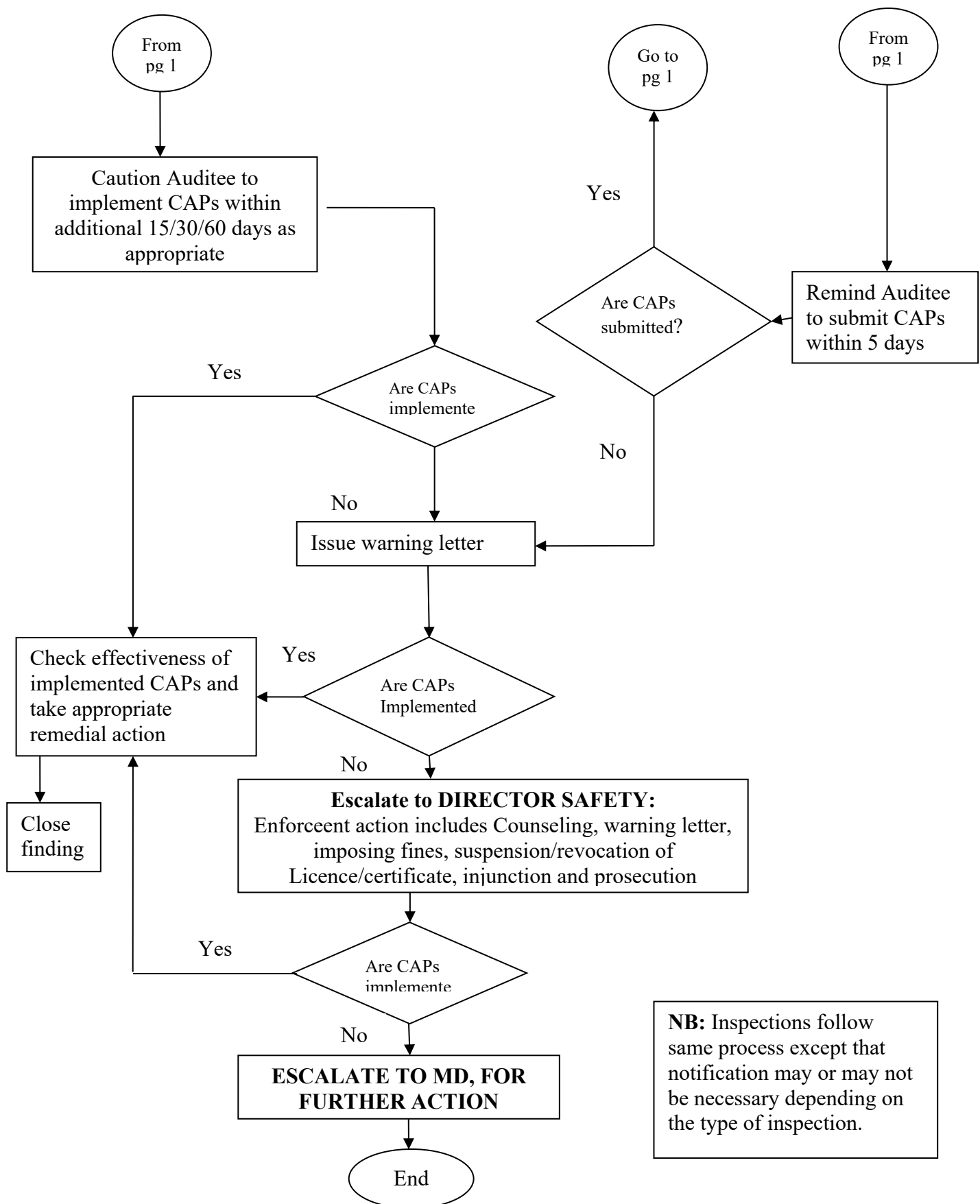
2.1.4 System Safety Audit Process

There are three (3) stages to an audit:

- (a) Preparation for the audit;
- (b) Conduct of the audit on-site; and
- (c) Recording of findings, reporting and follow-up.

The Audit/inspection process follows the flow chart below.





2.1.5 Preparation for Audit/Inspection

There are distinct differences between audits and inspections. However, many of the processes for the two remain essentially the same, albeit that an audit is far more detailed.

The basic phases to the preparation for an audit or inspection are;

- (a) Notification
- (b) Inspection Team Selection and assignment
- (c) Identification and review of all pertinent documentation, including receipt and review of pre-audit questionnaire;
- (d) Preparation of Checklist
- (e) Audit Plan
- (f) Confirmation of audit arrangements with the aerodrome operator being audited.

2.1.6 Notifying Audits/Inspections

- (a) The ([CHIEF/MANAGER AGA]) shall notify in writing to each aerodrome operator that an audit has been planned for that facility or aerodrome operator along with the Audit Programme
- (b) Every notification shall include;
 - The dates of the intended audit;
 - Names of the auditors;
 - Scope of activities to be covered under the audit;
 - List of persons to be made available to the audit team for interview;
 - Deadlines for the submission of the pre-audit questionnaire if applicable; and
 - Request for essential documentation, as specified by the Authority that may be required to be reviewed prior to the actual audit.

Note. In the interest of maintaining a good working relationship with the Aerodrome operator, the periodic inspection should be scheduled in advance, and confirmed as soon as practicable, but no less than 2 weeks before the inspection begins. Prior tentative scheduling may be used to allow for scheduling flexibility and adjustments by Aerodrome personnel and Inspectors. Scheduling of the inspection shall be followed-up with a confirmation letter.

2.1.7 Inspection Team Selection and assignments

Each inspector on the inspection team should be assigned specific areas or organisational elements to inspect. These assignments should be made by the team leader in consultation with the inspectors concerned.

1.14 Review of Documentation

- (1) As a basis for planning the inspection, the team leader should request for and review the adequacy the aerodrome operator's operating documents, safety assurance documentation, and any other documentation and records found necessary. The following documents need to be reviewed before each audit is carried out;
 - (a) The aerodrome operating documents for the entity being audited for example the aerodrome manual, aeronautical data, aerodrome operations procedures, AEP manual, SMS manual;
 - (b) Applicable regulatory and other legislative documents;
 - (c) Operating manuals and/or standard operating procedures;
 - (d) Site plans and descriptions of the aerodrome operator's operations;
 - (e) Logbooks on facilities and equipment;
 - (f) Flight schedules;
 - (g) Previous audit or inspection reports; and
 - (h) Information contained in the pre-audit questionnaire.
- (2) The main purpose of this review is to determine the status of the documentation as it relates to the entity being audited, and to identify key areas that need to be observed and analysed during the actual audit. Particular attention should be paid to previously identified areas of non-compliance from previous reports. This review will also assist in the preparation of checklists to be used by the audit team during the actual conduct of the audit.

- (3) The pre-audit questionnaire may provide an opportunity to gather useful information about the entity being audited. This questionnaire shall be developed by the audit team leader and transmitted to the aerodrome operator in accordance with the requirements of this handbook.

1.15 Preparation of Checklists

(1) Purpose

Checklists provide a systematic approach for the conduct of an inspection/audit and are designed to identify specific items for review and make reference to the applicable regulatory requirement, be it to a regulation, standard or other requirement. Checklists should not limit the inspector/auditor's ability to explore other areas where warranted.

(2) Applicability

Inspection/audit checklists will;

- (a) be used to guide the inspection/audit;
 - (b) be used to guide amendments to the Regulations;
 - (c) be completed or have areas that were not completed so annotated;
 - (d) indicate the auditor's assessment of each item inspected or audited, and
 - (e) those parts used in an audit be printed, signed and dated by the team member using the checklist.
- (3) The use of checklists is to be utilized to provide a structure to the audit that allows for consistent and standardized conduct of audits. Standardizing the conduct of audits guarantees objectivity, impartiality and credibility. In addition, this will also provide a degree of transparency for all stakeholders subject to audit.
 - (4) various checklists used for surveillance and audit activities are attached as appendix 4 to this handbook.

Note: The checklist is an aide memoir to ensure that the audit provides the objective evidence needed to make the necessary analysis of a system.

1.16 Inspection Plan

- (1) Based on the defined depth and scope of the inspection and taking into account the results the review of the operator's documentation and records, the team leader should prepare an inspection plan.
- (2) The inspection plan should be approved by the Director of AGA and communicated to the inspection team carefully and in detail, and to the aerodrome provider to the extent deemed necessary for an effective and efficient execution of the inspection.
- (3) The plan should be designed to be flexible in order to permit changes in emphasis based on information gathered during the inspection, and to permit flexible use of resources.
- (4) The plan should include at least the following:
 - (a) The inspection objectives and scope.
 - (b) Identification of the organisational elements to be inspected.
 - (c) Identification of all reference documents that the inspection will be carried out against (such as the applicable regulations, aerodrome operator's documentation etc).
 - (d) Identification of inspection team members.
 - (e) The date and place where the inspection is to be conducted.
 - (f) The expected time and duration for each major inspection activity, including meetings with key personnel.
 - (g) The schedule of meetings to be held with aerodrome management.
 - (h) Inspection report distribution and expected date of issue. If the provider objects to any provisions in the inspection plan, such objections should immediately be made known to the team leader. They should be resolved between the team leader and the provider and, if necessary, the Authority before executing the inspection.

1.17 Confirmation of Audit Arrangements

Prior to the scheduled date of the audit, the audit team leader should confirm to the aerodrome operator the date(s) and location of the audit, and the availability of senior management and key staff identified in the preparation of the schedule. It is highly desirable to forward the audit schedule to the aerodrome operator, well in advance at least 2weeks, to assist in their preparation for the audit.

1.18 On-Site Audits

The purpose of the on-site phase of the audit is to access the level of compliance with the following documentation;

- (a) The Civil Aviation (Certification, Licensing and Registration of Aerodrome) Regulations.
- (b) The Civil Aviation (Aerodrome Design and Operations) Regulations.
- (c) The Civil Aviation (Heliports) Regulations.
- (d) The aerodrome manual and other documents relevant to the entity being audited.
- (e) Information can be gathered by;
 - Observations;
 - Testing or measurement
 - Review of documentation; and
 - Formal and informal interviews.

2.1.8 Entry/Opening Meeting

The first action Taken when commencing an audit is the conduct of an entry meeting. The purpose of the entry meeting is to;

- (a) Establish communication between the audit team and representatives of the aerodrome operator;
- (b) Ensure there is clear understanding of the objective, purpose and scope of the audit;
- (c) Explain how the audit will be carried out;
- (d) Brief the auditee about expectations for support for the audit team;
- (e) Clarify and confirm the audit timetable; and
- (f) Resolve any other matters of concern.

2.1.9 Evidence of Conformity

- (a) Observations of equipment, facilities activities and procedures form the main source of evidence that the aerodrome is conforming to regulatory requirements or otherwise. Verifiable evidence is necessary to provide the true measure of compliance or non-compliance with required standards and procedures. Checklists for the inspectors' guidance can be found in Appendix 4. Evidence provides the verification that written procedures are in fact implemented.

- (b) Additionally, evidence by assessment of each facility, equipment or procedure through observations and discussions to determine compliance with requirements and documentation plus implementation assists to establish compliance with mandatory obligations. If non conformities are found, look for facts to establish proof and make a formal record (checklist notes, photos etc).
- (c) Exercise discretion when making observations in the workplace. The presence of an auditor (often accompanied by a senior person within the organization) can have a disrupting impact on the workflow in what may be a potentially hazardous environment. Take care to ensure the presence of the auditor does not create an abnormal situation that could lead to errors or omissions being made by those being observed. Do not do anything that could disrupt the workflow, or refocus staff away from their primary tasks.
- (d) Where appropriate, watch as technical processes are performed, and observe the work practices of those involved. Observe the facilities and equipment that are being used, the work instructions provided, and the working environment. Talk to the people in the workplace. Establish how many people are involved, and if they have duties other than those they perform in support of aerodrome operations.
- (e) Identify reporting actions for identified or perceived problems. What is the actual documentation process and does it conform to the required process?
- (f) If deficiencies are seen, discuss them with the management representatives away from the workplace.
- (g) Make use of the trigger lists in **Appendix 3** and checklists developed for the audit to structure and record the observations.

2.1.10 Interviewing

- (a) Another principal element of the audit is the interview of selected staff members from the aerodrome operator. The position and job function of the interviewee will determine the type and scope of questions to be put to the interviewee. It is always best to interview the most senior representative available first and follow this with interviews of other operational and key personnel identified in the audit plan. This can extend to individual staff members if necessary, but normally an informal conversation at their workplace would achieve the same result.
- (b) Establish how the senior person expects the aerodrome operator to operate from an aerodrome operation perspective. Identify any changes that have been made, or are being planned. Gain knowledge of other issues that may be affecting the organization, for example, changes in the scope of work carried out, industrial relations etc. Establish how the senior person satisfies him or herself that the entity is in compliance with the

approved aerodrome documents. Determine how identified or perceived problems are recorded and handled.

- (c) Ask open questions based on the checklists. If necessary, and depending on the information received, adjust the depth of examination. Try to avoid asking questions that can be answered with a simple “yes” or “no”. Try to focus on what is occurring now, not what might occur in the future (the audit finding rely on verifiable evidence).
- (d) Formal interviews need to be carefully structured. The objective of the formal interview is to meet the main representatives of the aerodrome operator and discuss existing measures. Interviews are usually preceded by on-site observations so the auditor is already aware of the situation and has perhaps already noticed discrepancies or exceptional performance. Any discrepancy must be mentioned to the audited party during subsequent interviews. The location of the interview is important. The selection of the person’s office is usually the best option, as interviewing him/her in his/her natural environment might make it easier to establish a climate of trust and reduce possible tension. The auditor is the one who, as a rule, travels to meet the interviewee. This is preferable to having individuals meet in the auditor’s office and helps avoid the impression of an interrogation.

2.1.11 Recording of Audit Findings

- (a) Findings are the result of an observed action once it has been compared to the required approved documentation. An observation of a documented requirement or an implemented requirement will indicate whether compliance with required procedures is achieved or not. Non-compliance is classified as a finding, and it should be accompanied by a request for corrective action. Findings are not opinion, but statements of facts as observed by the auditor. As such they must be backed up by proof, or other evidence of non-compliance, such as a photograph or the completed checklist, explanation of deficiency, or a statement of findings by the auditor.
- (b) It is important that the senior management of aerodrome being audited is made aware of the results of the audit, including the specific findings. Therefore, it is necessary to conduct a post audit or exit meeting where these findings can be communicated. It may not be necessary to inform the aerodrome operator of everything that may be included in the final written report, as the audit team may need time to reflect upon their observations before concluding a finding, so the onus is on providing the aerodrome operator with an initial explanation of the major findings. Additionally, all issues of concern may be communicated to the auditee’s staff during the audit as they arise.

2.1.12 Exit/Closing Meeting

The objectives and activities of the post audit or exit meeting are to;

- (a) Review the purpose of the audit and how it was carried out,
- (b) Record attendance at the meeting,
- (c) Present the major audit findings,
- (d) Request comments or explanations on any of the findings,
- (e) Confirm corrective actions (if possible) and agree on timelines for their implementation,
- (f) Advise what to expect in the final audit report together with time frame for delivery; and
- (g) Identify, and where possible resolve, any other issues of critical safety concerns.

1.19 Audit/Inspection Reports

- (1) The audit report formally documents the compliance performance of the aerodrome operator by recording matters of non-compliance with mandatory regulatory standards and other safety-related obligations. The report must accurately record all that took place during the audit, should reflect the tone of the audit and contain no surprises.
- (2) It is the responsibility of the team leader to coordinate the development of the audit report. The team leader and all other auditors/members must sign the report.
- (3) While each report will contain factually varying information, it is important that the reports should be similarly structured and formatted to allow for comparison and analysis and to ensure that each audit completed is to a consistent standard.
 - (a) Audit reports generally will not include recommendations to address findings. The responsibility for appropriate remedial activity rests with the aerodrome operator.
 - (b) The audit or inspection report shall also specify a time frame for the organization being audited or inspected to respond to the findings made in the report.
 - (c) It is the responsibility of the team leader to ensure that the completed audit report is sent to the aerodrome operator within three (3) weeks from the on-site audit or inspection exit meeting.
 - (d) Caution should be exercised regarding the confidential nature of audits and audit reporting, and balance the need for transparency against the need to ensure that staff

are willing to cooperate freely in future audits, inspections or investigations. Where another party is given access to an audit report of a given aerodrome operator, they may not disseminate the audit report and/or related audit or inspection documentation further.

- (e) Only the, director general, may decide whether or not to publicly disclose any Aerodrome Operator's audit/inspection report.
- (f) The audit or inspection reports should provide sufficient information for an aerodrome Operator to make an informed determination as to the safety management capability.

1.20 Corrective Actions

- (1) On receipt of an audit or inspection report, the organization concerned is required to submit a Corrective Action Plan (CAP) within an agreed period. The CAP is a written confirmation by the aerodrome operator detailing the measures they intend to implement, to address all of the findings of non-compliance.
- (2) The CAP must incorporate actions that at least will remedy the deficiency in the short term and prevent a future re-occurrence. Failure to compile the CAP or failure to comply with the deadline for submission of the CAP or failure to implement the measures outlined in the CAP may result in enforcement action, including possible sanctions against an aerodrome operator.
- (3) Every CAP generated as a result of findings communicated to an aerodrome operator, following an inspection or audit, must as a minimum contain:
 - (a) The recommendations/elements in need of improvement;
 - (b) Planned corrective action;
 - (c) Identification of the person(s) responsible for implementing and finalizing the corrective action; and
 - (d) Time frame for completion.
- (4) Where the Authority has not received advice that corrective action has been taken by the due date, the aerodrome operator is to be advised that it is overdue, and that the Authority expects the matter to be resolved within ten (10) days. If a formal notice has not been received with satisfactory closing action, within the ten (10) day period, the aerodrome operator should be advised in writing by the audit team leader that unless

immediate action is taken to close the findings then action may be taken against the aerodrome operator in accordance with regulatory provisions.

- (5) In cases where the aerodrome operator being audited or inspected does not implement corrective action regarding the findings made by the audit team because he/she disagrees with any of them, he/she should be advised to make a written notice of disagreement to the director of AGA, laying down the reasons for the disagreement. The director of AGA may review this and determine subsequent action in accordance with the regulatory requirements and the best interests of safety.
- (6) The team leader is responsible to ensure that a follow-up audit or inspection takes place as necessary after the actions mentioned in the CAP have been advised as completed, in order to ensure that the stated corrective action has taken place within the agreed time frame, and that the corrective action has been successful in ensuring compliance with the aerodrome standards and/or other regulatory obligation.
- (7) The designated aerodrome inspector(s) is responsible for maintaining a record of audit and inspection findings. Each team leader is expected to update the records with respective results and review the contents on a regular basis to ensure that timeframes are being respected and overdue actions are identified.

1.21 Inspection/Audit follow-up

Inspection/audit follow-up includes acceptance of the Aerodrome Operator's corrective action plan, verification of full implementation of that plan and formal closure of the Inspection/audit by the team leader.

1.22 Audit Records

- (1) All documents relevant to the audit or inspection should be retained and placed on the aerodrome operators file (aerodrome file) after completion of the audit. These should include, where applicable, the following:
 - (a) A copy of the initial notification of the audit;
 - (b) The audit timetable;
 - (c) Completed checklists;
 - (d) All notes made during the audit by the audit team;
 - (e) Records of any interviews;
 - (f) Records of entry and exit meetings;
 - (g) The final Audit report,

- (h) A copy of the Corrective Action Plan (CAP);
 - (i) Results of follow-up activities to ascertain compliance;
 - (j) Corrective action form from operator (see Appendix 5).
- (2) It is the responsibility of designated aerodrome inspectors to establish and maintain an audit record that will contain all the findings from the audits and inspections of all aerodrome operators. This record will be utilized by the Authority to monitor the constant surveillance on all certified aerodrome operators and other aerodrome operators, and in the development of audit and inspection schedules and timetables.

1.23 Confidentiality

Owing to the sensitive nature of inspection/audits, confidentiality of inspection/audit information is important; this is especially true during the physical inspection/audit. Inspector/Auditor shall exercise judgment and discretion when discussing matters pertaining to the inspection/audit whether on or off the site. Discussion of inspection/audit content shall be limited to the inspection/audit team and South Sudan CAA management and shall be undertaken in accordance with the communication protocols specified in the inspection/audit plan.

1.24 Quality Assurance

- 2.1.13 To ensure the consistency of the information provided under the audits or inspections, standardised document templates will be used wherever possible. In addition, all documentation associated with the audit or inspection will undergo control measures prior to approval by the Director AGA]) and final release to the Aerodrome Operator.
- 2.1.14 All audit or inspection reports (final and follow-up) will be sent to the safety manager or aerodrome operator's representative. Requests for additional copies of reports (both 'hard' and 'soft' copies) should be submitted, in writing, to the Director AGA).
- 2.1.15 All On-the-Job-Training (OJT) during audits and inspections will be subject to a report from the Team Leader to the inspector concerned. It will identify any areas of improvement. Audit or inspection Team Leaders will have access to OJT reports in order to verify that improvements are taking place in areas identified.
- 2.1.16 After each audit or inspection, the Team Leader will prepare a report describing the conduct of the audit or inspection, any difficulties encountered and proposals to improve the planning and conduct of future audits or inspections. The Director AGA will maintain a record of all feedback and recommendations made and the actions taken to address the concerns raised.

CHAPTER 3: GUIDANCE FOR OBTAINING EVIDENCE DURING AUDITS AND INSPECTIONS AT AERODROMES

3.1 General

Aerodrome safety oversight audits shall only be carried out by qualified Aerodrome Inspectors. These Inspectors shall have undergone audit training and received On-the-Job training in the conduct of aerodrome audits and inspections. Those without the necessary qualifications or experience may carry out audits and inspections only under the supervision of a person who is appropriately qualified and experienced.

During the inspection, key personnel, such as the operations supervisor, maintenance supervisor, Rescue Fire Fighting chief, and local Aerodrome management, should be interviewed to discuss and determine if they are familiar with procedures and responsibilities addressed in the Aerodrome Manual.

Be aware that junior aerodrome personnel may be reluctant to discuss and reveal problem areas in the presence of their seniors. It may be preferable to visit these offices alone without being accompanied by senior personnel of an Aerodrome Operator.

The Inspectors/auditors will use the trigger lists in **Appendix 3** during inspection/audit. Notwithstanding the requirements in the trigger list, the inspector/auditor will evaluate the following areas as outlined below;

3.2 Administrative Inspection

During this administrative inspection, the Inspector should:

- (a) Review the official copy of the Aerodrome Manual, held by the operator including the Aerodrome Emergency Plan (AEP). Discuss any questions you may have had from the pre-inspection review of the Aerodrome Manual. Spot check the status of items addressed in the Aerodrome Manual which are likely to be changed (e.g., personnel, phone numbers, pavements, or NAVAIDs). Discuss the status of any exemptions and steps being taken to correct the deficiency if appropriate. Use the official copy of the Aerodrome Manual as a reference during the inspection to determine if it is current, accurate, and Aerodrome personnel are knowledgeable of procedures, processes and responsibilities.
- (b) Check the current Notices to Airmen (NOTAMs) for the Aerodrome issued by the AIM department. Verify information of the condition reported by the Aerodrome and the NOTAM issued are in agreement.
- (c) Examine documentation for the following:

- i. Records of basic emergency medical and RFFS training including an annual live-fire drill. These records may be checked during the RFFS inspection.
- ii. Aviation fuel fire safety inspection records for the past 12 months and corrective actions taken for non-compliances found.
- iii. Certificates from each tenant fuelling agent concerning completion of fire safety training.
- iv. Records of medical fitness of RFFS personnel.
- v. Annual review of the AEP and full-scale emergency exercise.
- vi. Records of self-inspections of the Aerodrome for the previous 6 months. The inspection records must show documentation for follow-up actions for deficiencies found during self-inspection.

3.3 Movement Area Inspection

During inspection of the movement areas, the Inspector should;

- (a) Inspect runways and taxiways in order to ascertain the condition of pavements, markings, lighting, signs, abutting shoulders and safety areas.
- (b) Check the type of runway marking and compare it to the Aerodrome Chart and Aerodrome Master Plan Record. Stop at each runway approach. Check the approach slope with an inclinometer (or other hand held survey instrument) and the runway alignment with a compass. Compare the results to the current Obstacle Chart and Aerodrome Master Plan Record and, if available, most recent approach survey.
- (c) If construction is in progress, check for the following:
 - i. Adherence to construction safety plan requirements,
 - ii. Potentially hazardous conditions to the movement area such as excavations, trenches or stockpiled material or presence of FOD's,
 - iii. Adequate construction area marking and lighting,
 - iv. Marking and lighting of temporary runway thresholds, and
 - v. Construction equipment in the movement area.
- (d) observe ground vehicle operations and look for the following;

- i. Limited access to movement and safety areas to only those vehicles necessary for Aerodrome operations,
 - ii. Required procedures are being used,
 - iii. Drivers use proper terminology and possess airside driving permit,
 - iv. Vehicles are properly marked.
- (e) Ensure the public is protected against inadvertent entry and jet or propeller blast;
 - (f) Check for the presence of any wildlife or wildlife attractants which could create a potential hazard and;
 - (g) Check wind direction indicators.

3.4 Rescue Fire Fighting Service Inspection.

During the inspection of the Rescue and Fire Fighting Services, the Inspector shall;

- (a) Check for acceptability of the RFFS curriculum and training records. These records should indicate:
 - i. That all assigned fire-fighters have received initial and recurrent training. Recurrent training is defined as that training provided to an employee as often as necessary to enable him/her to maintain a satisfactory level of proficiency. Appropriate frequencies for recurrent training may vary widely from depending on the complexity of aerodrome operations.
 - ii. Have met the live fire requirement within the last 12 months.
 - iii. Document basic emergency medical care training if this requirement is met by RFFS
- (b) Randomly question fire-fighters in the subject areas to determine validity of the training program and general knowledge of the job. Testing (written, oral, or practical demonstration of skills) shall only be considered as a tool to aid in evaluating the RFFS training program and not as all conclusive. When administering a test, care should be given to test only at a level applicable for that particular Aerodrome.
- (c) Perform a walk-around inspection to determine if the Aircraft Rescue Fire Fighting equipment is operational and meets the Category with the required agents; this can be done in conjunction with the questioning of RFFS personnel. Make a check of RFFS vehicle maintenance records. If the RFFS department does not conduct periodic refract

meter tests of the RFFS proportioning system, the Inspector should advise them to do so. In some cases, RFFS personnel may have a refract meter but may not know how to use it. Conducting a refract meter test can provide training for RFFS personnel as well as promoting a good working relationship.

- (d) Conduct a timed response drill. This may be performed from either the airfield or the tower cab. But in either case coordination should be made with air traffic control to avoid confusion and delay. If a response test may cause a delay in the Aerodrome's air traffic, make arrangements for a later time. Safety during response tests cannot be overemphasized. If the Aerodrome has 24 hour RFFS coverage a timed response may be conducted at night. After the timed response conduct a debriefing with RFFS personnel.
- (e) At the RFFS station check the alarm system for serviceability. It may be valuable to check such things as door operation(s) and time to raise, alert telephone location and line quality and the effectiveness of the public address system with the vehicles operating.
- (f) Examine proximity suits, other protective clothing and equipment for condition and availability.

3.4.1 Rescue and Fire Fighting Services category

An Aerodrome's RFFS Category is determined by a combination of;

- (a) The length of aircraft expressed in groups,
- (b) Maximum fuselage width of the aircraft using the aerodrome and
- (c) Average scheduled daily departures of aircraft.

3.4.2 Guidance for Determining RFFS Category for the Aerodrome

A Category at certified aerodromes is determined by the longest aircraft serving the Aerodrome, expressed in terms of the length and maximum fuselage width. Comprehensive guidance, for determining RFFS category for an aerodrome is contained in ICAO Doc 9137-AN/898 Airport Services Manual, Part 1- Rescue and Fighting.

3.4.3 Aircraft Rescue and Fire-fighting; Equipment and Agents

The Inspector must determine if RFFS vehicle discharge capacities and agent capacities meet the requirements of the applicable Civil Aviation (Aerodrome Design and Operations) Regulations.

3.4.4 Aircraft Rescue and Firefighting Operations

The Inspector must determine if;

- (a) The Aerodrome is equipped with RFFS vehicles meeting the Aerodrome Category during scheduled flight operations. *Check that RFFS equipment required to meet the Category are listed in the Aerodrome Manual.*
- (b) Increase of the average daily departures:
 - i. If as a result of the increase in the average daily departures, the longest aircraft group is four or less, the RFFS Category would be the next lower Category to the longest aircraft group.
 - ii. If as a result of the increase in the average daily departures the longest aircraft group is five or more, the RFFS Category will increase accordingly. If this occurs, the Aerodrome has the following options;
 - Arrange for the purchase or lease of RFFS equipment appropriate to the Category.
 - Modify structural fire equipment to temporarily satisfy the new RFFS Category until appropriate RFFS equipment is available.
 - If equipment cannot be supplied before the proposed commencement of the operation, the Aerodrome shall delay the new service until the appropriate equipment is in place, or seek a temporary exemption from the Authority provided Flight Safety Standards concur.

3.4.5 Reduction of the RFFS Category:

- (a) A permanent reduction of the average daily departures. If there is a reduction in the average daily departures, the Aerodrome operator can reduce the Category as soon as the actual activity drops to the lower Category level. This reduction must be included in the Aerodrome Manual
- (b) An Aerodrome which temporarily loses a required RFFS vehicle can reduce its Category (provided the remaining equipment is appropriate) and allow up to four aircraft departures of the original Category without being in violation.

Example:

An Aerodrome that has a Category 7 RFFS capability and temporarily loses an RFFS vehicle can reduce to Category 6 (provided the remaining equipment is appropriate) and allow up to four Category 7 aircraft departures per day.

- Each required RFFS vehicle is equipped with appropriate radio communications, beacon, and is marked in colours to contrast with the background and optimize daytime/night time visibility.
- Each required vehicle is operationally capable of performing the required functions and is provided shelter adequate to protect it from the harmful effects of exposure to the sun.
- All RFFS personnel are equipped in a manner needed to perform the emergency response duties.
- Such equipment shall include protective coat, protective trousers, protective helmet, gloves and positive pressure Self-Contained Breathing Apparatus (SCBA) which meets current Fire Protection standards.
- This equipment may also include emergency medical equipment, such as spine boards, air splints, oxygen equipment, etc., if basic emergency medical care is provided by the RFFS personnel.
- RFFS personnel who engage in any rescue or fire-fighting operations shall be wearing the complete protective clothing ensemble including SCBA during responses, unless directed by the officer-in-charge to remove it. This requirement does not apply to RFFS vehicle driver/operators unless they are expected to man hand lines or effect rescue operations. The RFFS vehicle driver/operator shall have protective equipment readily accessible.
- Proximity suits are recommended to be worn by initial responders to a crash site who will man hand lines to extinguish flammable liquid fuel fire or be involved in passenger rescue operations.

3.4.6 Adequacy of the RFFS training curriculum.

- (a) Training records should indicate that all RFFS personnel have participated in at least one live-fire drill in the previous 12 months. *A live-fire drill must include a pit fire or fire with an aircraft mock-up, using enough fuel to provide realistic training that has the intensity comparable to the scheduled aircraft operating at the Aerodrome. In the context of this section “live-fire drill” has the same meaning as “simulated aircraft fire.”*
- (b) The expected performance is described as but not limited to the following:

- i. The Aerodrome fire-fighter given an Aerodrome-type foam fire-fighting vehicle(s), shall demonstrate the control and extinguishing of a simulated aircraft fire using handle lines and/or turrets.
 - ii. The Aerodrome fire-fighter, given an Aerodrome fire-fighting vehicle(s), shall demonstrate using fire streams to protect fire-fighters and occupants.
 - iii. The Aerodrome fire-fighter, given each type, other than foam-type fire-fighting vehicle(s), shall demonstrate control and extinguishing of a simulated aircraft fire using handle lines and turrets.
- (c) At least one of the personnel on duty is trained and current in basic emergency medical care. *It is not necessary that the emergency medical person be one of the regular RFFS personnel.*

While the Regulation does not specifically require that the individual be tested, there should be evidence, such as a test result, or receipt of some sort of certificate, of successful completion.

Concerning the requirement that the person is current in training for basic emergency medical care, annual refresher courses are not required per se. However, if the organization that provided the initial training has added different or new material to the required subject areas that could significantly change the performance of that individual during an emergency situation, it would be reasonable to expect currency training in the revised area(s).

- (d) Sufficient RFFS personnel are available to operate the required RFFS vehicles.
- (e) The first responding RFFS vehicle arrives to the required location within 2 minutes of alarm and begins discharge of agent. All remaining required RFFS vehicles respond to the required location and begin discharge of agent within 3 minutes of alarm.
- i. *At the option of the Inspector, a discharge of water may be used in lieu of other agents for a timed response. However, a demonstration of the discharge of the agents not used in the response drill (except for Halon 1211) is to be conducted for at least one required response vehicle before the conclusion of the inspection to ensure the adequate capability. Discretion may be used for testing dry chemical if the Aerodrome can document maintenance and testing of the system within the last 6 months.*
 - ii. *During the inspection, the Inspector should request that a refractor-meter test be conducted by RFFS personnel on at least one required response vehicle with a foam*

proportioning system. By observing the preparation for and performance of this test the following will be achieved:

- iii. Get an indication of RFFS personnel knowledge of the vehicle and its systems. In some cases, RFFS personnel may have a refractor-meter but not know how to use it. In those cases, be prepared to conduct a refractor-meter test and provide some basic training*
 - iv. If the RFFS department does not conduct periodic refractor-meter test advise them to do so.*
 - v. Gain some indication of the maintenance level for the foam proportion and, therefore, vehicle systems. If the results of the refractor-meter test indicate a foam mixture that is too lean or rich, advise the RFFS officer in charge that the system needs to be checked to determine if the proportioning device is adjusted properly.*
 - vi. RFFS response drills may be conducted at night or during inclement weather. However, discretion shall be used to ensure that safety is not derogated. If there is a question as to whether or not a drill can be conducted safely, it should be postponed until later*
 - vii. It shall be at the Inspector's discretion as to the location from which he/she conducts the response drill on the Aerodrome.*
- (f) The alarm system is acceptable. The timing for the response requirement begins upon activation of the first alarm signal to the fire agency responsible for RFFS at the Aerodrome. This will normally be ATC activating whatever alarm system is used by the Aerodrome. The signal may be audible (klaxon, telephone ring, siren, etc.), visual (dormitory illumination, strobe light, etc.), or a combination. The fire department is usually the fire house where the vehicles and crews are stationed, but it could be a fire service dispatch office that controls the movement of the crews and vehicles at a different location. It is important that the timing begin with the activation of the first alarm signal and include any message passing, crew assembly, coordination, and other processes which occur as part of the response. If there are problems with meeting the response time it may be that the alarm enters the fire department at the wrong point, and that the system needs to be changed to modify or eliminate time consuming communications, coordination, etc.
- (g) All designated emergency access roads are maintained for all weather conditions. Emergency access roads are those required to meet RFFS requirements. Roads constructed specifically for use by emergency vehicles must be considered as an emergency access road and shall be designated in the Aerodrome Manual

3.5 Fuel Facilities

During the inspection of fuel facilities, the Inspector shall:

- (a) Examine the inspection records for the previous 12 months and the certification required. An inspection should have been conducted at least once every 3 months. Check to see if the Aerodrome's fire safety standard is adequately covered by the inspection checklist. The inspection records must show documentation for follow-up actions/inspections for unsatisfactory items found.
- (b) Conduct a spot-check inspection of physical facilities to check compliance with the Aerodrome's fire safety standard by fuelling agents. It is not necessary to inspect all fuel agents on the Aerodrome. However, enough facilities should be inspected to assure the Inspector that self-inspections are being conducted and fire safety requirements are met. When inspecting the physical fuel.
- (c) Facilities, it is pre-requisite to coordinate with the fuelling agent supervisor.

3.6 Personnel

During inspection, the Inspector shall;

- (a) Determine that there are sufficient qualified personnel to comply with the requirements of the Aerodrome Manual. The Inspector must make this determination based on the conditions found during the inspection. The number of personnel an Aerodrome Operator needs is that required to meet, maintain, and operate the Aerodrome at the minimum safety standards.
- (b) Observe the duties personnel perform and check personnel rosters and position descriptions to help make the determination of required personnel.
- (c) Test written, oral, or practical demonstration of skills may be used if determined necessary by the Inspector. If used, testing shall only be considered as a tool to aid in evaluating sufficient qualification and not as all inclusive. When administering a test, care should be given to test only at a level applicable for that particular Aerodrome.

Note: In some cases there may be enough personnel, but not “qualified” due to inadequate training. A lack of qualification is demonstrated if the work performed is incorrect (e.g., improper markings, filler that pops right out of cracks, etc.). Encourage the Aerodrome operator to develop an airfield operations and maintenance personnel training program.

3.7 Paved Areas

During the inspection of paved areas, the Inspector shall;

- (a) Determine if the pavement that is runways, taxiways, aprons and parking areas, are maintained to meet the required conditions.
- (b) If a crack or surface irregularities are found and appear to create poor serviceability condition which could impair directional control of aircraft, advise Aerodrome operator to take corrective action as necessary. Where conditions are found involving possible pavement deterioration; (e.g. evidence of cracking, potholes, depressions, blow-ups, etc); the Aerodrome Operator should be made aware of the possible pavement deterioration immediately.

Note: A hole larger than 5 inches (12.7 cm) in diameter which is less than 3-inches (7.6 cm) deep and side slope of less than 45 degrees may be considered a crack which affects directional control of aircraft. If the hole exceeds 3 inches (7,6 cm) in depth, other tests need to be considered:

- i. *If the entire surface area of the hole can be covered by a 5-inch (12.7 cm) diameter circle, it is not a significant pavement irregularity.*
- ii. *If the hole cannot be covered by a 5-inch circle and the side slope at any point in the hole that exceeds 3 inches in depth is 45 degrees or greater, it is considered as a significant irregularity.*
- iii. *If the hole cannot be covered by a 5-inch circle but the side slope at any point in the hole that exceeds 3 inches in depth is less than 45 degrees, it is not a significant pavement irregularity*
- iv. *Longitudinal cracks are more likely to affect directional control of aircraft than transverse cracks. Each case should be evaluated at the discretion of the Inspector.*

3.8 Unpaved Areas

The Aerodrome Inspector must determine if all unpaved areas available for use, including strips and runway end safety areas meet operational and safety requirements.

3.9 Safety Areas

During the inspection, the Inspector shall determine if:

- (a) The dimensions of safety areas are accurately reflected in the Aerodrome Manual. *It is recommended that the Inspector carry a measuring tape or a measuring wheel to check safety area dimensions that do not appear to be correct.*
- (b) The safety areas are maintained to the required conditions. *Unusual Aerodrome conditions caused by seasonal variations, such as mud, water pounding, etc., are evaluated on a case-by-case basis. The Inspector may inspect these portions of the safety areas to evaluate surface conditions, provided the prevailing conditions allow.*
- (c) All objects in the safety areas are frangible. The frangible connections of the metal support exceed 3 inches (7.6 cm) above the level of the surrounding grade.
- (d) All surface variations, such as drainage ditches and culverts, within safety areas must be documented in the Aerodrome Manual.
- (e) Major pavement “reconstruction” projects which are part of an overall plan to extend the useful life of the runway/taxiway, and similar major pavement rehabilitation efforts, should be considered triggering the safety area requirements. Significant “expansion” would include projects which are clearly designed to accept a different critical aircraft or to provide for increased payload or range for the existing critical aircraft using that pavement. As a guideline, any extension of runways is considered “significant” for purposes of this provision.
- (f) It is highly desirable that all objects located outside the Aerodrome's approved safety areas, but within current safety area design standards contained in the Aerodrome Design, be brought to the attention of the Aerodrome operator for removal. Aerodrome operators should be encouraged and made aware of the enhancement to safety that such actions might have on the overall Aerodrome safety condition.

3.10 Marking and Lighting

During the inspection determine if:

- (a) Runways have the correct markings and lighting, as appropriate for the approach with the lowest authorized minimums so as to meet requirements in the Civil Aviation (Aerodromes) Regulations.

Note: *Check runway lights in both directions from each end and on centreline. Cycle lights through all intensity levels. Lights should appear to be of uniform brightness and*

alignment and with appropriate colours. Also when cycling the lights; be sure to check for a noticeable change in intensity between steps.

- (b) Taxiways are equipped with required markings, signs and lights/reflectors.

Taxiway edge markings are required where the full strength pavement of the taxiway is not readily discernible or where a taxiway is outlined on a large paved area such as an apron. There are two types of taxiway edge markings used depending upon whether the aircraft is supposed to cross the taxiway edge; continuous and dashed. The dashed taxiway edge markings are used in those situations where there is a need for the aircraft to cross a contiguous area intended for aircraft use. Additionally, if the Aerodrome is open at night or during Instrument Meteorological Conditions (IMC), the taxiways shall have centreline lights, centreline reflector, edge lights, or edge reflectors.

- (c) The signs are lit for aerodromes that operate at night. Signs must be lit if the runway or taxiway on which they are installed is lit. Holding position signs and any collocated location signs must be lit if the runway for which they are installed is lit, even if the taxiway on which they are installed is unlit.
- (d) The Aerodrome is equipped with an operable Aerodrome beacon if it is open during hours of darkness or during IMC.
- (e) Obstruction lights are operable. *Check Aerodrome Manual for a list of lit obstructions.*
- (f) Marking and lighting systems on the Aerodrome are properly maintained. *“Properly maintained” includes: cleaning, replacing, or repairing any faded, missing, or non-functional item of marking or lighting; keeping each item un-obscured and clearly visible; and ensuring that each item provides an accurate reference (this includes alignment of fixtures) to the user. If the Aerodrome operator owns a standby generator for movement area lighting, inquire about testing procedures. The Inspector should consider a test operation of the generator if periodic testing procedures do not appear to be adequate.*
- (g) Other Aerodrome lighting on the Aerodrome for aprons, roadways, buildings, among others, are adequately adjusted or shielded to prevent interference with aircraft operations. This should be discussed during the interview with ATC management.

The Inspector must pay attention to taxiways that are adjacent to large aprons. *These taxiways may only have lights on one side of the taxiway.*

3.11 Handling and Storage of Hazardous Materials and Substances

The Inspector must determine if;

- (a) The aerodrome operator handles hazardous cargo and if so, has established procedures for handling this Hazardous cargo.
- (b) Acceptable fire safety standards for handling fuel have been established. *These standards must be included in the Aerodrome Manual and be found acceptable by the Inspector.*
- (c) The aerodrome operator conducts adequate inspections of physical facilities of the fuelling agents at least once every 3 months; and maintains records for the previous 12 months.

The aerodrome operator is responsible for conducting the inspection of fuel facilities on the Aerodrome. However, to ensure the inspection process is adequate, the Inspector shall inspect at least a sample of fuel facilities (including fuel trucks) on the Aerodrome. The size of the sampling is left to the discretion of the Inspector.

- (d) Fuelling agents comply with the fire safety standards.
- (e) At least one supervisor with each fuelling agent has completed an acceptable fire safety fuel course.
- (f) Employees with each fuelling agent have received at least on-the-job training in fire safety by a trained supervisor.
- (g) The aerodrome operator has an annual certification from each fuelling agent that they have met the training requirements.

3.12 Self- refuellers

The inspector should determine if; the Aerodrome operators established a fuelling permit system for the small self-refuellers.

Self-fuelling operations should be confined to an area designated by the Aerodrome operator. Fire extinguishing equipment should be required for the designated area. The

self-refuellers should be required to demonstrate the ability to operate the extinguisher, should have knowledge of bonding and local fire safety regulations, and should have familiarity with fuel spill procedures, prior to the issuance of the permit.

3.13 Wind Direction Indicators

The Inspector must determine if the Aerodrome has an operational Wind Direction Indicator as required by Regulation 131 (1) of the Civil Aviation (Aerodrome) Regulations.

3.14 Aerodrome Emergency Plan

The Inspector must determine if:

- (a) The Aerodrome Emergency Plan covers those emergencies and associated actions as outlined in the Civil Aviation (Aerodrome) Regulations.
- (b) The plan contains procedures for notifying facilities, agencies, and personnel of the location of an aircraft accident on the Aerodrome, the number of persons involved, and any other necessary information as soon as it is available. *At the discretion of the Inspector, conduct a communications test of the emergency plan notification procedures of mutual aid agencies to evaluate the timeliness and effectiveness of the notification procedures. Select at random a number of telephone numbers listed in the emergency plan and contact the mutual aid agency listed to verify telephone number currency.*
- (c) If applicable, the Aerodrome Emergency Plan addresses water rescue provisions, to the extent practicable. *Significant bodies of water or marsh lands are considered adjacent to the Aerodrome if they are under the approach/departure flight paths, out to the “final approach fix” on runways with published approaches, and out 2 miles on runways with visual approaches. A river under approach/departure flight paths is considered a significant body of water if it is one quarter mile wide during wet seasons. If an Aerodrome operator cannot obtain cooperation from other jurisdictions concerning water rescue provisions “to the extent practicable”, documentation demonstrating that a reasonable attempt was made shall be maintained in the manual.*
- (d) All Aerodrome personnel having duties and responsibilities under the Aerodrome Emergency Plan are familiar with the emergency response assignments and are properly trained. *Randomly question personnel in the Aerodrome Emergency Plan to determine validity of the training program and to ensure that all Aerodrome personnel having duties and responsibilities under the plan are familiar with the emergency investigator reports assignments and are properly trained. Testing, written or oral may be used if determined to be necessary by the Inspector.*

- (e) The Aerodrome Emergency Plan is reviewed with all participating agencies in the preceding 12 months. *An annual review of the Aerodrome Emergency Plan may consist of the Aerodrome operator conducting a table top exercise or a review meeting with a representative of each of the agencies with which the plan was coordinated. Look for letters addressing table top exercise, Aerodrome Emergency Plan review meetings and Aerodrome Emergency Plan revisions. During pre-inspection preparation, look for letters concerning annual review in the Aerodrome files.*
- (f) The Aerodrome operator has conducted a full scale exercise of its Aerodrome Emergency Plan in the preceding 2 years.

3.15 Self-Inspection Program

The Inspector must determine that:

- (a) Aerodrome management understands the importance of this program and is accordingly conducting a daily safety inspection as outlined in the Aerodrome Manual. *Further investigation might be warranted when the self-inspection reports rarely show any discrepancies. Be alert for evidence of falsification or incomplete attention to items in the inspection records.*
- (b) Procedures are adequate to ensure that qualified inspection personnel perform the safety inspections. *The conditions found during the inspection of the movement areas reflect the adequacy of procedures and training. Numerous violations found during the inspection may be a symptom of problems with the self-inspection program. This should trigger a more detailed review of the Aerodrome's self-inspection procedures and staff qualifications which may be the underlying and more critical cause of the violation.*
- (c) Additional safety inspections are conducted when required by unusual conditions such as construction activities, rapidly changing weather conditions which may affect operations, and immediately after an accident or incident.
- (d) Procedures, facilities, and equipment are adequate for rapid dissemination of information between Aerodrome personnel and scheduled flights. The Aerodrome's condition reporting system shall be tied into the self-inspection program to notify scheduled airlines of discrepancies which may affect the safety of operations and require the issuance of a NOTAM.
- (e) A reporting system is in place which is adequate to ensure prompt correction of unsafe Aerodrome conditions noted during the inspections.
- (f) Inspection records are maintained showing the conditions found and corrective actions taken. Corrective actions may be included on work order records.

3.16 Ground Vehicles

The Inspector must determine that:

- (a) Ground vehicle operations on movement areas and safety areas are limited to only those vehicles necessary for Aerodrome operations. *During the course of the inspection, be on the lookout for unnecessary operations of vehicles on or adjacent to movement areas.*
 - (i) *Ground vehicles necessary for Aerodrome operations means Aerodrome vehicles used in direct support of rescue, maintenance and inspection activities associated with the movement and safety areas. These include RFFS vehicles, ambulances, mowers, Aerodrome operations and maintenance vehicles, etc. Any vehicles maintaining navigational aids or involved with construction are also considered as necessary for Aerodrome operations.*
 - (ii) *In some cases, fuel trucks would also be considered necessary for Aerodrome operations because there is no other practical way for the fuel trucks to get to the fuel farm or to fuel aircraft on the opposite side of the Aerodrome. However, the Inspector shall work with the Aerodrome operator to correct the situation. Construction of a service road would be an option to investigate.*
 - (iii) *If there are no reasonable alternatives for these vehicles to cross runways or taxiways, special procedures, such as two-way communications with the ATC or escort, shall be established for continued operations. These procedures need to be clearly addressed in the Aerodrome Manual.*
- (b) The Aerodrome operator has adequate procedures for the safe and orderly access to, and operation on, the movement area and safety areas by ground vehicles. *The Regulation holds the operator responsible for developing and implementing procedures, appropriate for safe ground vehicle operation in Aerodrome movement and safety areas. These procedures must include consequences of non-compliance of the procedures by employees, tenants, and contractors. The ATC should be consulted for information concerning adequacy of procedures for controlling vehicles on movement areas.*
- (c) For Aerodromes with an ATC in operation, each vehicle operating on the movement areas is controlled by two-way radio, escort vehicle with two-way radio, or other measures acceptable to the [State] CAA. *Control over uncontrolled vehicles on certain movement areas may be arranged through Letters of Agreement between the ATC and the operator, provided that the Letter of Agreement specifically states who is allowed on the movement areas, how these individuals are qualified, and what kind of training they are required to meet. Additionally, the Aerodrome Manual should address the Aerodrome's responsibilities for meeting requirements of this section.*

- (d) For Aerodromes without an ATC in operation, adequate procedures are established to control ground vehicles through prearranged signals or other procedures.
- (e) Each employee, tenant, or contractor, who operates a ground vehicle on any portion of the Aerodrome accessible to movement areas is familiar with and complies with the Aerodrome's ground vehicle rules and procedures. *In order to comply with this section, the Aerodrome operator shall be encouraged to develop an appropriate driver's training program for Aerodrome personnel, tenants, contractors and others who operate on, or have access to movement areas.*

3.17 Any records of accidents or incidents involving aircraft and/or ground vehicles on movement areas are available for inspection. *The Aerodrome Operator shall be required to maintain traceable records and data on accidents and/or incidents at/or around the aerodrome.*

3.18 Unauthorized Entry of Vehicles onto the Movement Area

- (a) A runway incursion for a controlled Aerodrome shall only consider those incidents where an actual loss of separation occurs between the aircraft and vehicle. For purposes of this handbook the more common understanding of the concept is to include any unauthorized entry of a ground vehicle onto the movement area.
- (b) Not every incursion by a ground vehicle into the movement area constitutes an act warranting civil penalty enforcement action for a violation. When an alleged incursion occurs, information must be carefully gathered setting the context of the occurrence. Judgement is then applied to determine what the situation warrants. All incursions may not result in issuing a Letter of Investigation. It is the responsibility of the Inspector to make this determination first before determining if the report includes adequate evidence to establish an incursion and secondly determining if the Aerodrome operator failed in some demonstrable way to adopt and/or enforce reasonable measures/procedures to prevent incursions.
- (c) In general, was there some specific omission in the Aerodrome operator's measures/procedures that caused or help cause the violation that occurred? If the operator had established reasonable procedures and had carried out adequate measures to enforce those procedures, then the operator would not normally be in violation of the regulation.

3.19 Obstructions

- (a) The Inspector must determine that all obstructions, within the Aerodrome operator's authority are either marked or lighted or removed, unless determined to be unnecessary by Aeronautical Study.
- (b) If obstructions have not been marked, the Aerodrome operator shall be instructed to conduct an aeronautical study. If marking and/or lighting is not acceptable to [State] CAA, the obstruction must be removed or other action taken acceptable to [State] CAA. If the aeronautical study determines that an obstruction is not a hazard to air navigation and if marking or lighting is not required, then this is not a violation.
- (c) Each object “within its authority” includes other land owned by the operator, such as a city golf course or city park, if the city also owns the Aerodrome.

3.20 Protection of Navigation Aids

The Inspector must determine that:

- (a) Adequate procedures have been established to prevent the construction of facilities on the Aerodrome which the Authority has determined would derogate the operation of NAVAIDs (electronic or visual) or air traffic control facilities on the Aerodrome.
- (b) Adequate facilities and procedures have been established to protect NAVAIDs on the Aerodrome against vandalism and theft.
- (c) Adequate procedures have been established to prevent interruption of visual and electronic signals of NAVAIDS, insofar as it is within the Aerodrome's authority.

“Within an Aerodrome's authority” refers to the actual prevention of an interruption of visual and electronic signals of the NAVAIDS. This is intended to prevent construction or maintenance activities on the Aerodrome from shutting down or altering the signals of the NAVAIDS. An example might be the parking of vehicles/equipment or the storage of material next to a NAVAID. Protection of NAVAIDS applies to other land owned by the Aerodrome operator even though not considered Aerodrome property. If the Aerodrome operator or authority is a subordinate of a city, provincial, or similar governmental body that has decision making authority over the location of an object the SSCAA has determined will interfere with a NAVAID, and the city or county allows its construction, then the potential issue of applicability of these sections may need to be addressed.

3.21 Public Protection

The Inspector must determine that:

- (a) The Aerodrome operator has appropriate safeguards against inadvertent entry to the movement area by unauthorized persons or vehicles. *These safeguards may consist of a combination of natural barriers, fencing and warning signs which suffice to deter personnel or vehicles from inadvertently entering the movement area.*
- (b) The Aerodrome operator has provided reasonable protection of persons and property from aircraft blast. *This includes persons who are required to use air stairs; and public areas adjacent to ramps and movement areas.*

3.22 Wildlife Hazard Management

The Inspector must determine that:

- (a) The Aerodrome operator has adequate procedures to take immediate measures to alleviate wildlife hazards whenever they are detected. *During the movement area inspection, the Inspector should be on the lookout for wildlife of a size or in numbers capable of triggering the conduct of an ecological study. If the Inspector feels that wildlife activity on or in the vicinity of the Aerodrome constitutes a wildlife hazard, the conduct of an ecological study will be required.*
- (b) *The ATC unit shall also be consulted concerning wildlife hazards.*
- (c) Procedures are established by the Aerodrome operator for the conduct of an ecological study.
- (d) If a Wildlife Hazard Management Plan is in effect, the Inspector must review the following:
 - i. Its effectiveness in dealing with the wildlife hazard.
 - ii. Indications that the existence of the wildlife hazard, described in the ecological survey, should be re-evaluated.
 - iii. Personnel with responsibilities in the Wildlife Hazard Management Plan are adequately trained.
 - iv. Procedures outlined in the Plan, such as inspections prior to operations, are carried out.
 - v. Status of habitat modification projects or changes in land use identified in the Plan.
 - vi. Existence of current depredation permits, if applicable.

The procedure for reporting Bird-strike incidences is as follows;

- a) The wildlife hazard officer who keeps records of aircraft Bird strikes will forward copies of those records as soon as they are generated to DIRECTOR SAFETY. Using this information, the Inspector will enter the information into the wildlife Aircraft Strike Data base.
- b) By the end of February every year, the DIRECTOR SAFETY will forward to the ICAO Eastern and Southern Africa regional office (ESAF) in Nairobi, the information on bird life strike for the year ending, for subsequent inclusion in the ICAO Bird-strike Information System (IBIS) data base.

3.23 Aerodrome Condition Reporting

The Inspector must determine if:

- (a) The operator has provided for the collection of Aerodrome condition information for scheduled flights. Evaluate the Aerodrome operator's procedures and equipment for conducting airfield surface condition inspections.
- (b) The Aerodrome operator has provided for the dissemination of Aerodrome condition information to aircraft operators utilizing the NOTAM system and other systems and procedures.

3.24 Identifying, marking, and reporting construction and other unserviceable areas

The Inspector must determine if:

- (a) Procedures have been established by the Aerodrome operator for briefing of contractors for avoiding damage to existing utilities or other underground facilities. *When a complex construction project is in progress, the Inspector shall inquire about the existence of and adherence to the safety plan.*
- (b) Procedures have been established by the Aerodrome operator for avoiding damage to existing utilities, such as the review of appropriate utility plans prior to construction
- (c) Each construction area, construction equipment construction roadway, NAVAIDs area, and unserviceable area, is marked, and lighted if appropriate, in an acceptable manner.
- (d) Procedures are in place to repair any accidental damage to existing utilities.

3.25 Control of obstacles

The purpose is to provide guidance and information to aerodrome inspectors to use when evaluating obstacle limitation surfaces associated with aerodromes. The following will be determined inspector;

- (a) There are a number of imaginary surfaces (obstacle limitation surfaces) around and in the vicinity of aerodromes. These surfaces must be free of penetration by any object including structures, vegetation (e.g tree) and terrains as stipulated in the Aerodrome Regulations.
- (b) The aerodrome operator is required to establish a process for monitoring the airspace around their aerodromes to ensure that they are free from these objects. Aerodrome operators are also required to report new or on-going construction around aerodrome to the Regulatory Authority who is statutorily responsible for determining whether such construction would constitute a hazard to air navigation and subsequently providing aviation height clearance.
- (c) Evaluate all obstacles and determine whether they infringe aircraft operations and inform the aerodrome operator, who implements the evaluation report according to the Regulations.

In the evaluation, the Aerodrome Inspector must advise the aerodrome operator that:

- (a) All fixed and mobile objects within the aerodrome operators' authority are either marked or lighted or removed, unless determined to be unnecessary by an aeronautical study or the by shielding principle, where applicable.
- (b) There are no objects extending above the obstacle protection surface for visual approach slope indicator system and that the approach light plane is free of infringements.
- (c) The operator has conducted an obstacle survey to produce a chart and if follow-up surveys are conducted whenever significant changes occur. The Chart shall show a plan view of the entire aerodrome and its environs to the outer limit of the conical surface where established), together with profile views of all obstacle limitation surfaces. Each obstacle should be identified in both plan and profile with its description and height above the datum, which should be specified on the chart.
- (d) Electrical and visual aids which are obstacles are frangibly designed and constructed and mounted on frangible couplings (marking may be omitted if the obstacles are lighted by high intensity obstacle lights).

- (e) The operator has established a programme of regular and frequent visual inspection, of all areas around the aerodrome including a daily observation of all obstacle lights both on and off the aerodrome and corrective action in the case of light failure, in order to be sure that any construction activity or natural growth (i.e trees) likely to infringe any of the OLS is discovered before it may become a problem.

3.26 Night Inspection

A night inspection shall be conducted if night aircraft operations are conducted or expected to be conducted at the Aerodrome or the Aerodrome has instrument approach procedures. While carrying out the night inspection, the Inspector shall;

- (a) Evaluate runway/taxiway and apron lighting and signage, pavement marking, Aerodrome beacon, wind ~~cone~~-sock lighting, and obstruction lighting for compliance with Civil Aviation (Aerodromes) Regulations.
- (b) Consult with air traffic about other lighting on/off the Aerodrome which may interfere with air traffic control and aircraft operations and ensure that the Aerodrome operator is aware of any inadequate shielding or adjustments.
- (c) Inspect construction areas on or adjacent to movement areas for adequate marking and lighting.

3.27 Post-Inspection

During post-inspection there will be briefing and preparation of corrective action requests as outline;

- (a) Consolidate all notes/comments from the physical inspection, review of the Aerodrome Manual, results of RFFS response times, condition of the movement area, serviceability of aeronautical ground light, and interviews with key personnel, and thereby determine the Aerodrome's compliance with the requirements of the Aerodrome regulations.
- (b) Arrange for the post-inspection briefing with Aerodrome management to discuss results of the inspection. Specific violations and/or discrepancies noted during the inspection, including discrepancies in the Aerodrome Manual and recommendations, must be outlined at this time;
- (c) Determine the appropriate enforcement action, giving consideration to all available facts, if the aerodrome operator is not compliant. If the condition is significantly unsafe, immediate action shall be taken to eliminate the unsafe condition;

- (d) Ascertain what assistance the [State] CAA may be able to render the Aerodrome operator to enable him to be compliant with the requirements;
- (e) Issue a letter closing out the inspection upon return to the office, if an Aerodrome operator is in full compliance with the regulations and Standards.
- (f) Prepare and issue Corrective Action Plan requests.
- (g) Use a suspense file or similar system for follow-up of Corrective Action Plan(s) and close out of the inspection.

3.28 Inspection follow-up

Inspection follow-up includes acceptance of the operator's corrective action plan(s), verification of full implementation of the plan(s) and formal closure of the Inspection by the Inspector.

An inspection is not needed at an Aerodrome downgrading from a Certificate to a License. However, an inspection is required at an Aerodrome upgrading from a License to a Certificate. The initial inspection shall be conducted in accordance with the procedures and criteria outlined in Certification Procedures and Civil Aviation (Aerodrome) Regulations.

** Corrective Action Plan requests can be issued with the Certificate, for the operator to address discrepancies which are unresolved at the time the certificate is issued. The Corrective requests shall require the aerodrome operator to submit corrective action plan(s) to enable the [State] CAA make follow up to resolve the safety concerns. Any necessary exemptions should also be indicated.*

3.29 Amendment of Aerodrome Manual

- (a) The Aerodrome Manual is required to be amended, whenever there is a significant change in the aerodrome operator's procedures, characteristics, facilities or personnel or in the method of compliance with the applicable Civil Aviation (Aerodromes) Regulations by the Aerodrome operator. Amendments must be submitted in accordance with the requirements of the regulations. Except in accordance with sub-para (iv) below, such proposed amendments must be submitted **[at least 30 days]** before the proposed effective date.
- (b) Examples of what constitutes an amendment include:

- i. Any change in published physical facilities, such as a new aircraft parking stand, a change in declared distances or strip or RESA dimensions, or runway/taxiway extension;
 - ii. Change in equipment/facilities for example lighting, signs etc
 - iii. Development or Review of Wildlife Hazard Management Plan:
 - iv. Change in RFFS Category or equipment;
 - v. Change in frequency/responsibility of safety inspections;
 - vi. Change in responsibility of basic emergency medical care;
 - vii. Changes resulting from an Annual emergency plan review.
 - viii. Changes in apron management procedures.
- (c) A cover letter is required from the Aerodrome Operator requesting for an amendment to the Aerodrome Manual. This will enable the inspectorate to keep the records of amendments.
- (d) If an aerodrome operator identifies a requirement to make an urgent amendment to its aerodrome manual, then the operator must make the amendment with effect according to the date of change in characteristics, procedures etc that generated the change, and simultaneously submit a retrospective request for approval to the [Director Safety].
- (e) It is the responsibility of the aerodrome operator to ensure that, at all times, the aerodrome manual is up to date and contains all pertinent information on the aerodrome site, facilities, services, equipment, operating procedures, AEP, organization and management, and SMS.
- (f) If no amendment to an aerodrome manual has been received from a certified or licensed aerodrome for a period of six months, the AGA Inspectorate will carry out an audit of such aerodrome manual selecting elements of the manual to be audited based upon criteria such as:
- Safety reports received from or concerning the aerodrome
 - Changes to the Regulations or Guidance material
 - Changes or increases in use of the aerodrome
 - National safety concerns

- Changes in safety related personnel in the aerodrome operator

CHAPTER 4: AERODROME WORK SAFETY AND SAFETY MANAGEMENT SYSTEM

4.1 Introduction

This chapter covers the principles for Aerodrome Safety Management Systems that should permeate throughout the aerodrome operator organization, and be implemented through a continuing safety program based on a coherent policy that leads to well-designed work procedures.

The drivers of vehicles equipped with a radio for two-way communications with the aerodrome air traffic control unit shall be properly trained and be responsible for checking that they are switched on and serviceable at all times when working on the movement area.

4.2 Works near aircraft movement areas

Works on or near aircraft movement areas or runway strips should be carried out as quickly as practicable to minimise any potential risks arising out of changes associated with the works in progress.

Where works are to be undertaken in the vicinity of navigational or landing aids located within the runway strips, considerations should be taken to ensure that neither the works nor vehicles or plant associated with the works may affect Aerodrome work safety.

An aerodrome operator shall appropriately plan and implement works to be carried out at an aerodrome so as not to create any hazard to aircraft operations or confusion to pilots. The Aerodrome Manual submitted by an aerodrome operator shall include details of the procedures for planning and safe conduct of such work activities at the aerodrome.

An aerodrome operator shall, in his Aerodrome Manual, address how aerodrome works are to be carried out so that;

- (a) where the works are of a nature that will disrupt operations, these works shall be carried out with proper planning, consultation and coordination with all pertinent parties in advance; and
- (b) where the works are of a minor/maintenance nature, these works may be carried out as time-limited works where normal aircraft operations are not disrupted and the movement area can be restored to normal safety standards and any obstacle created by those works removed in not more than 10 minutes. Depending on the nature and extent

of each activity, time-limited works may include minor maintenance of markings and lights, grass mowing, sweeping of aircraft pavements, surveys and inspections,

At a controlled aerodrome, the air traffic control unit may, at the request of the aerodrome operator, vary the time limits for restoring normal safety standards or resuming aerodrome works. A variation under this paragraph is subject to such conditions as the air traffic control unit may impose.

4.3 Aerodrome work plans

- (a) Unless an aerodrome is closed during works in progress, or the work is of an emergency nature, an aerodrome operator shall not carry out aerodrome works, other than time-limited works, without proper planning in advance.
- (b) A plan shall be established, setting out the arrangements for carrying out those aerodrome works in coordination with all other operational, maintenance and development activities at the aerodrome.
- (c) When preparing a work plan, an aerodrome operator should consult:
 - i. Commercial air transport operators using the aerodrome;
 - ii. The aerodrome's air traffic control unit; and
 - iii. If the work plan may affect its operations, the Rescue and Fire Fighting Service unit at the aerodrome so that the scope and impact of work is understood by related aerodrome users and service providers and to ensure the safety of aircraft operations at the aerodrome
- (d) The aerodrome operator shall ensure that clear and ample prior notification is provided to the Aeronautical Information Services through the [Director Safety], the aerodrome air traffic control unit, aircraft operators and other users or service providers of the aerodrome. Such notification shall include timely and accurate promulgation of AIP Supplements or NOTAM, with clear details of the extent and period of works.
- (e) An aerodrome operator shall be required to provide an explanation of his work plan, and any alterations or updates thereof, to the Authority upon request.
- (f) Aerodrome works, for which a work plan is required, shall be carried out in accordance with the arrangements set out in the work plan and any subsequent alterations or updates.
- (g) The work plan should address details of any special requirements or restrictions arising during or on completion of the works.

- (h) The work plan should outline details, if any, of special arrangements to be made during works if emergencies or adverse weather conditions occur.
- (i) A work plan may not be required if the aerodrome operator closes the aerodrome to aircraft operations while aerodrome works are being carried out. The Authority, commercial air transport operators and all organizations and persons likely to be affected by the closure shall be given reasonable notice of intention to close the aerodrome.
- (j) A work plan is not required for emergency aerodrome works carried out to repair damage to part of the manoeuvring area, or to remove an obstacle, or if the works do not require any restrictions to aircraft operations. Where practicable, a NOTAM giving the nature and time and date of the commencement of the urgent repair works should be issued, as early as possible, before the commencement of the works.

4.4 Management and control of aerodrome works

- (a) An aerodrome operator should ensure that aerodrome works are carried out in accordance with the requirements of the Civil Aviation (Aerodrome Design and Operations) regulations.
- (b) An aerodrome operator should appoint a person responsible for the safe and proper execution of each item of aerodrome works. This person shall be required to:-
 - i. Ensure the safety of aircraft operations is not affected by the aerodrome work plan;
 - ii. Ensure that, where applicable, the aerodrome works are notified by the issue of an AIP Supplement or a NOTAM and that the text of each AIP Supplement or NOTAM pertaining to such notification conveys the information on operational restrictions accurately and clearly to aerodrome users and service providers;
 - iii. Supply the air traffic control unit with whatever information necessary to ensure the safety of aircraft operations;
 - iv. Discuss with the work organizations involved, on a regular basis, any matters necessary to ensure the safety of aircraft operations;
 - v. Ensure that unserviceable portions of the movement area, temporary obstructions and limits of the work areas are correctly marked and lit in accordance with the required standards and the work plan;
 - vi. Ensure that vehicles, plant and equipment carrying out aerodrome works are properly marked and lit or are properly supervised;

- vii. Ensure that all requirements under the work plan pertaining to vehicles, plant and equipment and materials are complied with;
 - viii. Ensure that access routes to work areas are in accordance with that designated in the work plan and are clearly identified and that access is restricted to these routes;
 - ix. Ensure that excavation is carried out in accordance with the work plan and relevant requirements, and in particular, that sufficient precautions are taken so as to avoid damage or loss of calibration to any underground power or control cable, utilities or other services associated with a precision approach and landing system, any navigational aid or facility or equipment essential for the safety of aerodrome operations;
 - x. Report immediately to the air traffic control unit and the aerodrome operator any incident, or damage to facilities, likely to affect air traffic control services or the safety of aircraft;
 - xi. Provide adequate supervisory duty at the work areas while major works are in progress and the aerodrome is open to aircraft operations;
 - xii. Ensure that the air traffic control unit is kept informed of the radio call signs of vehicles used by the work organizations that are operating in the aircraft movement areas;
 - xiii. Remove vehicles, plant and personnel from the movement area immediately, where necessary, to ensure the safety of aircraft operations;
 - xiv. Ensure that the movement area is safe for normal aircraft operations following the removal of vehicles, plant and equipment and personnel from the work areas;
 - xv. In the case of time-limited works, ensure that the work areas are restored to normal safety standards not less than 10 minutes before the time scheduled for opening the work areas to aircraft operations; and
 - xvi. Ensure that floodlighting or any other lighting required for carrying out aerodrome works is shielded so as not to present a hazard to aircraft operations.
- (c) The person responsible for the aerodrome works should be satisfied that the work plan is adequately prepared and that sufficient safety measures are put in place on the work site at all times during the execution of the aerodrome works when the aerodrome is open to aircraft operations.

- (d) An aerodrome operator should take all reasonable measures to ensure that aerodrome works are well-organized and that all work personnel carry out aerodrome works in a manner that will ensure the safety of aircraft operations.
- (e) Persons, vehicles, plant and equipment required for carrying out aerodrome works must not be permitted to enter the movement area or remain on it except for the purpose of carrying out those works.
- (f) Procedures for entering the work areas shall be addressed in the work Plan.

4.5 Markers, markings, signs and lights

- (a) Aerodrome markers, markings, signs and lights required for, or affected by, aerodrome works shall be adjusted or installed in accordance with the appropriate aerodrome standards.
- (b) Parts of the movement area that are unserviceable as a result of the aerodrome works being carried out shall be marked and lit in accordance with the appropriate aerodrome standards.
- (c) All obstacles created as a result of aerodrome works being carried out shall be marked and lit in accordance with the appropriate aerodrome standards.
- (d) Vehicles and plant used in carrying out aerodrome works shall be marked and lit, where necessary, in accordance with the appropriate aerodrome standards.

4.6 Communication equipment

- (a) At a controlled aerodrome, a vehicle used by work parties carrying out aerodrome works on the movement area should be equipped with a radio for two-way communications with the aerodrome air traffic control unit.
- (b) For the purpose of communication with the air traffic control unit, each vehicle used for carrying out aerodrome works on the movement area should be given a call sign.
- (c) Any vehicle or plant that is not marked or lit if applicable, equipped with a two-way radio, may only be used in carrying out aerodrome works if it is used under the direct supervision of another vehicle that is equipped with a two-way radio set and which is responsible for ensuring the performance of the aids.

4.7 Works Completion

- (a) On the completion of aerodrome works and restoration of normal safety standards to the movement area, the aerodrome operator should cancel any AIP Supplement or NOTAM issued to advise on those works.
- (b) Attention is drawn to the requirements for an aerodrome operator to inspect his aerodrome, as circumstances require, to ensure aviation safety during and immediately after any period of construction or repair of an aerodrome facility or equipment that is critical to the safety of aircraft operations, and at any other time when there are conditions at the aerodrome that could affect aviation safety.

4.8 Safety Management System

4.8.1 General

A Safety Management System should be established by an aerodrome operator for operations and maintenance of its aerodrome.

Every operator of an international certificated aerodrome shall establish and implement an operating Safety Management System, acceptable by the authority.

The information contained in this section is not intended to be a prescriptive formula but serves to provide basic explanation of the essential components of an aerodrome Safety Management System. An aerodrome operator should start to develop its own Safety Management System taking into account these guidelines and any other supplementary material that the Authority may publish from time to time.

4.8.2 General description

A Safety Management System is a systematic, explicit and comprehensive process for the management of safety risks, one that integrates operations and technical systems with financial and human resource management. For the purpose of this handbook, and compliance with Regulation 46 of the Civil Aviation (Aerodrome) Regulations, as amended, the Safety Management System applies to all activities related to the requirements for aerodrome certification and for ensuring the continuous safe functioning of aerodrome operations.

The Safety Management System should be one that permeates throughout the aerodrome operator organization, and be implemented through a continuing safety program based on a coherent policy that leads to well-designed work procedures. The Safety Management System should also extend to include interfaces between the aerodrome operator and its

suppliers, sub-contractors, agents, business partners and other relevant external service providers.

The Safety Management System should focus principally on the hazards associated with the operation of the aerodrome and the effects upon those activities critical to safety. It should provide for goal setting, planning and measuring performance, and should place emphasis on organizational safety rather than conventional health and safety-at-work concerns. Active monitoring and auditing processes should be applied to validate that the necessary controls identified through the hazard management process are effectively put in place so as to ensure continuing active commitment to safety and to achieve continuous improvement in safety performance.

An aerodrome operator's Safety Management System defines how the operator intends to manage Aerodrome safety as an integral part of its business management activities. The Safety Management System should be woven into the fabric of an aerodrome operator's organization and become part of its culture – the way people do jobs.

4.8.3 Key components

A Safety Management System, where provided, should include a Safety Management Plan that covers the following key components.

4.8.4 Safety policy

The Safety Management System should have a clear definition of the philosophy and fundamental approach an aerodrome operator will adopt for the management of safety within its organization. This includes the setting of policies on the process of safety management and how they relate to the operations and maintenance processes at an aerodrome.

4.8.5 Safety roles and responsibilities

The Safety Management System should have a well-defined organization structure, including staffing positions, lines of responsibility and clear assignment of group and individual safety accountabilities at all levels involved in the safety process within the organization. The staff positions responsible for the safety compliance of externally supplied services should also be identified. The dedication and involvement of top management towards safety and safety practices should be clearly visible to provide priority to tackle safety initiatives and setting aside adequate time, financial and human resources necessary to attain the strategic safety objectives established by the organization.

4.8.6 Safety committee(s)

The Safety Management System should include forums for discussing safety-related issues from a cross-functional perspective and for streamlining the implementation of the safety management plan across the aerodrome operator organization. This will provide a means of looking at safety from a broader viewpoint, to review safety achievements and broadcast safety information. Safety committee(s) could take the form of a high-level committee(s) as well as sub-committees with specific areas of responsibility.

4.8.7 Safety standards, goals and strategy

The Safety Management System should have a plan and strategy involving setting of safety performance targets and the establishment of a framework for controlling risks to a level as low as reasonably practicable.

4.8.8 Safety assessment

The Safety Management System should comprise a proactive means to assess safety by seeking out potential safety hazards so as to enable the evaluation and sound management of the associated risks. Hazard identification is the act of identifying any condition with the potential for causing injury to personnel, damage to equipment, structures or property, loss of material, or reduction of the ability to perform a prescribed function. Risk management involves analysing the risks associated with an identified hazard, making an assessment of its potential severity and likelihood of occurrence, and finally developing and implementing preventive or corrective actions to reduce the risks to an acceptable level. Appropriate tools/techniques for the identification of and action on critical safety areas, which require a higher level of safety management integrity, should also be used in the risk management process, where needed. Hazard identification and risk management should be performed in the following circumstances:

- i. Through regular reviews;
- ii. When major operational changes are planned;
- iii. When the organization is undergoing rapid change, such as expansion or downsizing; introduction of new facilities or procedures; decommissioning of existing facilities or modification of procedures, etc; and
- iv. When key personnel change takes place.

The safety assessment should extend to the management of contracts with external service providers. Tender or proposal invitation documents shall be assessed and reviewed to ensure that safety requirements are adequately defined and documented for the performance by the external service providers.

4.8.9 Safety monitoring

The Safety Management System should have built-in active safety monitoring techniques for data collection, which should include:

- i. Routine detailed inspections of specific task areas (e.g. using safety checklists);
- ii. Regular reviews of appropriateness and effectiveness of current modes of operation – equipment performance, process, practices and procedures;
- iii. Internal audits of compliance with Safety Management System requirements; and
- iv. Examination of adequacy of Safety Management System setup and of management and line commitment.

Safety performance records should be documented and used as feedback to improve the system.

4.8.10 Safety reporting

Every event is an opportunity to learn valuable safety lessons. The lessons however, will only be understood if the occurrence is analyzed so that all staff, including management, are aware of not only what happened but also why it happened. This involves looking beyond the event and investigating the contributing factors, e.g. organizational and human factors within the organization that played a role in the event. The Safety Management System developed and maintained by the aerodrome operator should therefore include procedures for the internal reporting and recording of occurrences, hazards and other safety related issues. The aerodrome operator should make use of appropriate, accurate and timely-collected data to identify the root cause and to apply the necessary corrective action to prevent a recurrence of the event. The aerodrome operator should also be made aware of the need to satisfy the requirements in the Civil Aviation (Aerodrome) Regulations for aerodrome occurrence reporting and investigations.

The safety reporting system should encompass the following fundamental elements:

- i. system to allow staff to report hazards, events or safety concerns in a simple, convenient and non-punitive way;
- ii. procedures for investigating and analyzing safety data, safety reports and any other safety related information;
- iii. methods for the collection, storage and distribution of data;
- iv. corrective actions and risk reduction strategies;

- v. ongoing monitoring; and
- vi. Validation of the effectiveness of corrective actions.

4.8.11 Safety information dissemination and awareness

The Safety Management System setup should allow all safety-related information to be disseminated throughout the organization. An aerodrome operator should endeavour to inform all staff as to where safety related information and messages can be found, and provide a means to keep staff notified whenever a potential safety threat is discovered. In this way, the entire organization will become aware of safety issues and understand that the company is actively seeking to address these issues.

4.8.12 Safety improvement

The Safety Management System should encourage and allow opportunities for all staff to proactively participate in the safety process. Staff should have the opportunity to feedback and contribute to the development and implementation of the Safety Management System. The emergency investigator reports involvement in the decision-making process fosters ownership of the system and helps to promote a positive safety culture that is geared towards continuous improvement of safety performance.

4.8.13 Safety competencies

The Safety Management System should account for staff training and competency, including review and evaluation on the adequacy of training provided to staff on safety related duties and of the certification system for testing the emergency investigator reports competency. An aerodrome operator should document the training requirements for each area of work within the organization, including those required of external service providers. The training should include initial, recurrent training requirements and, where necessary, training specific to the operation of the Safety Management System. It is recommended that a training file be developed for each operational staff, including management, to assist in identifying and tracking staff competence and training requirements.

4.8.14 Safety Management System documentation and records

Up to date information is essential for the aerodrome operator organization to operate in a safe and efficient manner in accordance with current aerodrome safety regulations, standards and exemptions. The Safety Management System developed by the aerodrome operator should have a process for documenting the regulations, standards and exemptions by which it is regulated for the various activities it conducts. Consolidated documentation describing each component of the Safety Management System is essential if the aerodrome operator staffs are to understand how the whole Safety Management System is integrated.

The safety management plan should be documented in a Safety Management System Manual, where all components of the system stipulated in this section and the emergency investigator reports interrelationships/interfaces clearly illustrated. The Safety Management System Manual should be a controlled document, i.e. there should be a systematic process to distribute, keep track and update the Safety Management System Manual. Safety assessments carried out, audit findings, preventive and corrective action and monitoring of follow-up procedures should be duly recorded to facilitate easy retrieval and auditing.

4.8.15 Safety culture and promotion

The Safety Management System should include measures for safety promotion and publication of relevant educational materials on safety initiatives and accident prevention.

4.9 Aerodrome occurrence reporting

4.9.1 This section prescribes the requirements for reporting the occurrence or detection of defects, failures or malfunctions at an aerodrome, its components or equipment, which could jeopardize the safe operation of the aerodrome or cause it to become a danger to persons or property.

- a) To ensure that knowledge of these occurrences is disseminated so that other persons and organizations may learn from them.
- b) To enable an assessment to be made by those concerned (whether internal or external to the aerodrome operator) of the safety implications of each occurrence, both in itself and in relation to previous similar occurrences, so that they may take or initiate any necessary action.

4.9.2 Reportable occurrences and reporting procedures

- c) An aerodrome operator shall notify the Authority of any accident, serious incident, fatal or serious injury occurring at his aerodrome – in accordance with aerodrome operator's standard operating procedures or as soon as practicable – and provide a detailed occurrence report thereafter.
- d) The owner or operator of an aerodrome in partner state shall also notify the [Aircraft Accident Investigation Branch (AAIB)] where the accident or serious incident occurs on or adjacent to his aerodrome in accordance with the civil aviation aircraft accident/incident investigation regulations in the case of an accident in Partner state. In addition, other emergency agencies shall also be notified as may be required by the regulations and in accordance with the aerodrome operator's procedures.

4.9.3 Information to be provided in the reporting and notification of an accident, serious incident or serious injury shall at least include, as far as possible, the following:

- (a) the date and local time of occurrence;
- (b) the exact location of the occurrence with reference to some easily defined geographical point;
- (c) detailed particulars of the parties involved, including the owner, operator, manufacturer, nationality, registration marks, serial numbers, assigned identities of aircraft and equipment;
- (d) a detailed description of the sequence of events leading up to the incident;
- (e) the physical characteristics, environment or circumstances of the area in which the incident occurred and an indication of the access difficulties or special requirements to reach the site;
- (f) the identification of the person sending the notice and where the incident occurred, the means by which the chief investigator of accidents may be contacted;
- (g) in the case of an aircraft accident, the number of crew members, passengers or other persons respectively killed or seriously injured as a result of the accident; and
- (h) a description of the follow-up action being taken after the incident has occurred.

4.9.4 Aerodrome occurrence records

An aerodrome operator shall establish and maintain Aerodrome Occurrence Reports for any accident, serious incident, serious injury or any occurrence or event that has a bearing on the safety of aerodrome operations.

4.9.5 Aerodrome Occurrence Reports should be used by an aerodrome operator to monitor and improve the level of operational safety, including reviews of safety standards required.

4.9.6 The Authority may require the aerodrome operator to produce and provide information contained in the Aerodrome Occurrence Report relating to any safety occurrence or event.

4.9.7 Aerodrome accident/incident investigations

- 4.9.8 In the event of an accident or serious incident, an aerodrome operator shall carry out its own investigations.
- 4.9.9 The investigations carried out by the aerodrome operator shall be in addition to that carried out by the [Aircraft Accident Investigation Branch(AAIB)].
- 4.9.10 The investigator, or team of investigators, shall be technically competent and shall either possess or have access to the background information, so that the facts and events are interpreted accurately. The investigations shall be a search to understand how the mishap happened, why it occurred, including organizational contributing factors, and to recommend action to prevent a recurrence, and shall not be intended to apportion blame.
- 4.9.11 The lesson learnt derived from an aerodrome incident/accident investigation shall be disseminated to staff to provide feedback for safety improvement.
- 4.9.12 The Authority may require the aerodrome operator to produce and provide information contained in the aerodrome accident/incident investigation report relating to any such event.
- 4.9.13 Attention is also drawn to the requirement of the aerodrome regulation that an aerodrome operator shall inspect his aerodrome, as circumstances require, ensuring safety as soon as practicable after any aircraft accident or incident.

CHAPTER 5: PROCEDURES FOR AERODROME CERTIFICATION

5.1 Introduction

These aerodrome certification procedures ensure full compliance with the Civil Aviation (Aerodromes) Regulations Part IV.

5.2 The Certification Process

A. The certification process is in five-phases:

- (1) Dealing with expression of interest by an intending applicant for an aerodrome certificate;
- (2) Assessing the formal application including evaluation of the aerodrome manual;
- (3) Assessing the aerodrome facilities and equipment;
- (4) Issuing or refusing an aerodrome certificate; and
- (5) Promulgating the certified status of the aerodrome and the required details in the AIP

At the end of each phase, a formal letter will be sent to the aerodrome operator, signed off by the [Director Safety] to signify the completion of the respective phase.

B. Phase1-Dealing with Expression of Interest

- (1) The Director General receives an expression of interest letter and forwards to Director of AGA for processing;
- (2) A Certification /Audit Team is formed appropriate to the size, scope and complexity of the operations anticipated by the Director of AGA;
- (3) The Certification/Audit Team Leader opens a file;
- (4) The Audit team carries out initial site assessment to ensure that the operation of an aerodrome at the location specified in the application will not endanger the safety of aircraft operations. Assistance from flight operations or other relevant authority may be required;
- (5) The Certification/Audit Team leader may communicate the aeronautical safety assessment to the operator.
- (6) If the assessment result is negative, the Director of AGA, advises the applicant accordingly.
- (7) If the assessment is successful, the Director of AGA informs the applicant to consult the

relevant State entities to obtain other required clearance e.g on environmental impact, land use, security etc. if not already obtained.

- (8) If the applicant satisfies the requirement of phase 1, Audit / Certification Team holds a certification meeting with the applicant's representatives in order to familiarise the applicant with the rest of the process. All South Sudan CAA certification documents are made available to the applicant, including guidance materials. The applicant is advised to obtain other relevant publications issued by ICAO as necessary. The applicant is also advised of the appropriate fees to be paid for aerodrome certification.

C. Phase II- Assessing the Formal Application

- (1) Upon payment of required certification fee, the Team leader issues the standard application form (See Appendix 5a);
- (2) The completed application form and the aerodrome manual are then received from the applicant for processing by the Audit Team;
- (3) If the applicant seeks a deviation from a standard, an application for exemption is to be included in the submission made in paragraph (2) above. The application for exemption shall be processed in line with the exemption procedures detailed in Chapter 8;
- (4) The Certification/Audit team assesses the aerodrome manual and ensures that the manual complies with the requirements of the regulations and the management system indicates that the applicant will be able to operate and maintain the aerodrome properly before moving to the next phase. All verifications that can be completed or initiated in the office should be carried out.

D. Phase III-Assessing the Aerodrome Facilities and Equipment and operational procedures

- (1) The Audit/Certification Team undertakes a site visit for the purpose of assessing the aerodrome facilities, services and equipment to verify and ensure that they comply with the specified standards and practices. The assessment shall include the following areas:
 - (a) Verification of aerodrome data to be reported to the aeronautical information service.
 - (b) The checking of aerodrome facilities and equipment, which should include but is not limited to:
 - (i) Dimensions and surface conditions of runway(s), runway shoulders, runway strip(s), runway end safety areas (RESA), stopway(s) and clearways,

taxiway(s), taxiway shoulder(s), taxiway strips, aprons, runway turnpads;

(ii) The presence of obstacles in obstacle limitation surfaces at and in the vicinity of the aerodrome;

(iii) The following aeronautical ground lights, including their flight check records were applicable: Runway and taxiway lighting, Approach lights, PAPI /APAPI, Apron flood lighting, Obstacle lighting, Pilot-activated lighting, if applicable and Visual docking guidance systems, Standby power;

(iv) Other facilities such as wind direction indicators, Illumination of the wind direction indicator(s), aerodrome markings and markers, signs in the movement areas, tie-down points for aircraft, ground earthing points, rescue and fire-fighting equipment and installations, aerodrome maintenance equipment, particularly for the airside facilities maintenance including runway surface friction measurement, runway sweepers, disabled aircraft removal equipment, wildlife management procedures and equipment, two-way radios installed in vehicles for use by the aerodrome Operator in the movement area, the presence of lights that may endanger the safety of aircraft; and fuelling facilities.

(c) Competence of operations and maintenance personnel, coordination of other service providers such as the Air Traffic Services, Meteorological Services, and Aeronautical Information Services

(d) Safety Management System

(e) Coordination with other agencies working at the aerodrome, such as fixed base operators, ground handling agencies to ensure safety.

(f) System for notifying and reporting of all relevant information to the AIS.

(g) Procedures for reporting any penetrations of the aerodrome obstacle limitation surface, existence of any hazardous situation on or in the vicinity of the aerodrome, or closure of any part of the movement area, or of any work in progress that may have an impact on the safety of aircraft operations.

(h) Aerodrome Inspection Programme.

(2) After the field verification, the audit/Certification team shall document and communicate deficiencies identified during the audit to the applicant in writing as performed at provided in Appendix 5r and also request a corrective plan of action from the applicant. The audit team shall monitor and ensure satisfactory implementation of the corrective plan of action.

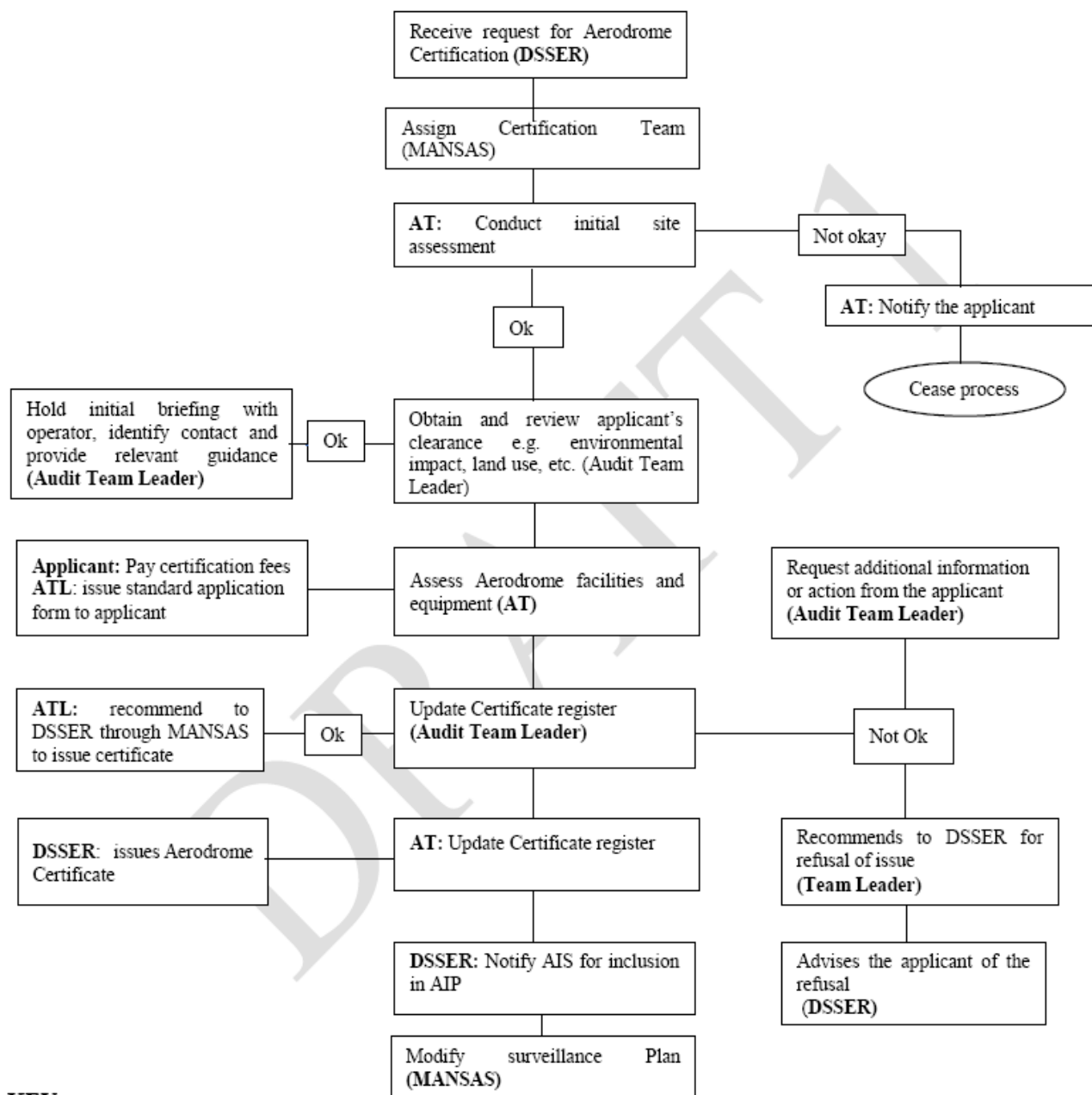
E. Phase IV-Issuing or Refusing an Aerodrome Certificate

- (1) If after being advised of the additional steps that must be taken to rectify the deficiencies in the corrective plan of action, the applicants still not able to satisfy the requirements of the regulations, the Authority may refuse to grant a certificate.
- (2) If the applicant satisfactorily implements the corrective plan of action, the Audit Team/Certification will forward its report and recommendation to the [Director Safety] through [Chief/Manager AGA] for the issuance of an aerodrome certificate.
- (3) After [Director Safety's] approval, the audit/Certification team will prepare the aerodrome certificate, assign a certificate number and endorse the conditions for the type of use of the aerodrome on the certificate.
- (4) The audit/Certification team leader updates the aerodrome certificate register and issues the aerodrome certificate after signature by [Director Safety].

F. Phase V-Promulgation in the AIP

- (1) The Director of AGA shall approve all the required information for promulgation in the AIP by AIS the the information for by AIS to publish.
- (2) The Director of AGA prepares the aerodrome audit/inspection schedule for continuing surveillance activity

Note: The certification process checklist is to be used by the Certification/Audit Team Leader in tracking the progress made during the certification process and each item indicated in the checklist is to be checked immediately after its completion. A copy of the checklist is in Appendix 4.



KEY

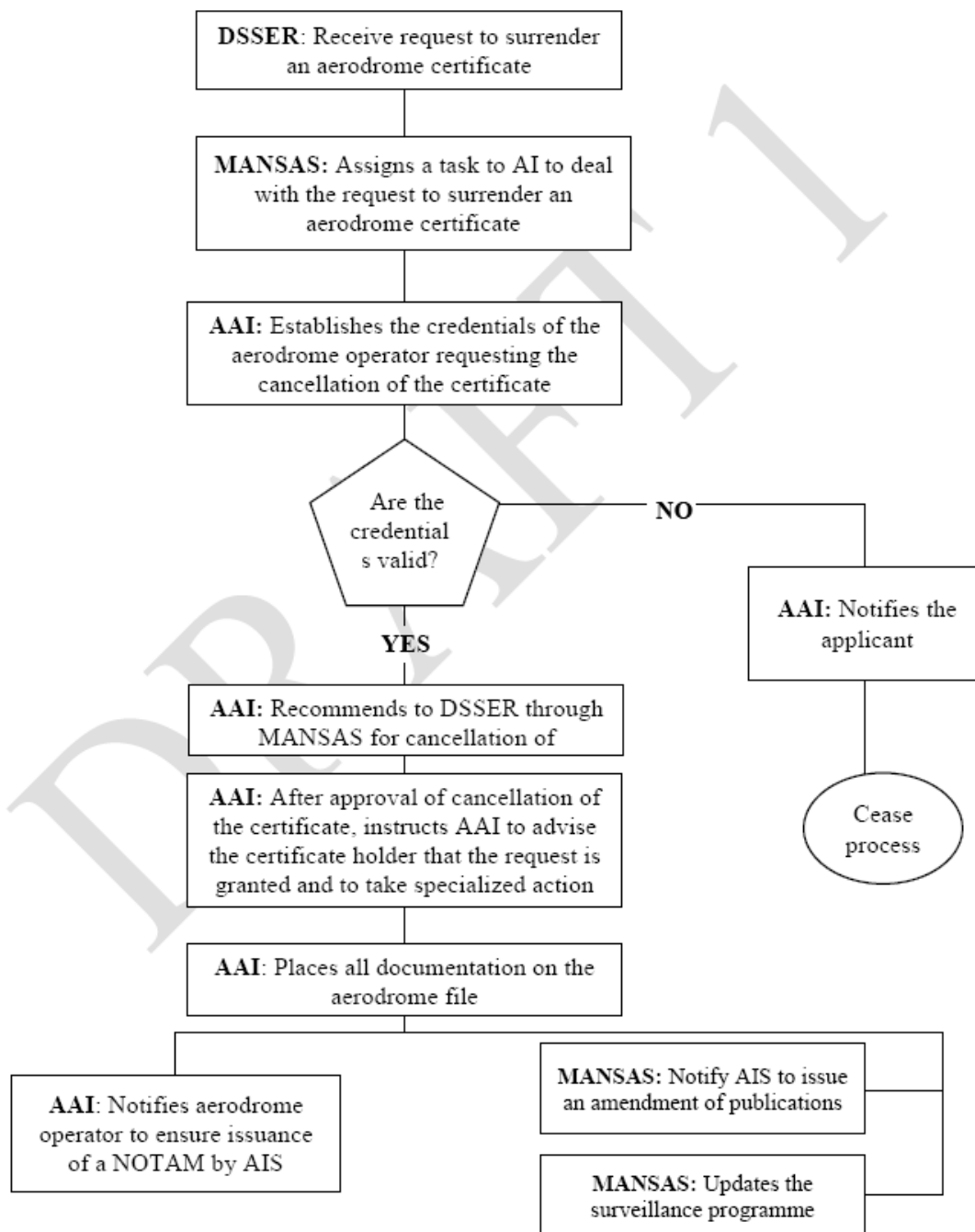
DSSER: Director Safety, Security and Economic Regulation

MANSAS: Manager ANS and Aerodrome Standards

ATL: Audit Team leader

AT: Audit team

AERODROME CERTIFICATE SURRENDER FLOWCHART



5.5 Processing Surrender of an Aerodrome Certificate

This section provides for the cancellation of an aerodrome certificate at the request of an aerodrome operator as per the Civil Aviation (Certification, Licensing and Registration of Aerodrome) Regulations.

5.5.1 Key Functions

- (1) Director of AGA is responsible for initiating the process for the cancellation of the airport certificate on the request of the Aerodrome Operators.
- (2) The application for the cancellation of the airport certificate submitted to Director Safety shall be forwarded to the designated aerodrome inspector (s) for necessary action. The work flow process shall be coordinated through the [Chief/Manager AGA] who will track the progress of the application.

5.5.2 Procedure

On receipt of the application, the Director of AGA will take the necessary action by assigning an AI. The assigned aerodrome inspector (s) shall:

- (a) Establish the credentials of the aerodrome operator requesting the cancellation as the certificate holder.
- (b) On the notification of the intention to surrender the airport certificate, check that the aerodrome operator has:
 - (i) Clearly stated making a request for the cancellation of certificate.
 - (ii) Specified when cancellation should become effective. If no date is specified, the certificate cancellation date is the date 30 days from the date of notification.
- (c) If the aerodrome operator has not supplied the required information for a proper notification of intention to surrender the certificate, contact the operator and advise them to supply the necessary details in writing.
- (d) Determine whether the aerodrome is to continue to operate as a non-certificated aerodrome.

5.5.3 Aerodrome Certificate Surrender Checklist

- (1) The assigned aerodrome inspector must complete the Airport Certificate Surrender Checklist to ensure that each step of the aerodrome cancellation procedure is completed.
- (2) Tick each box to indicate the satisfactory completion of the task. Note the date against each box.

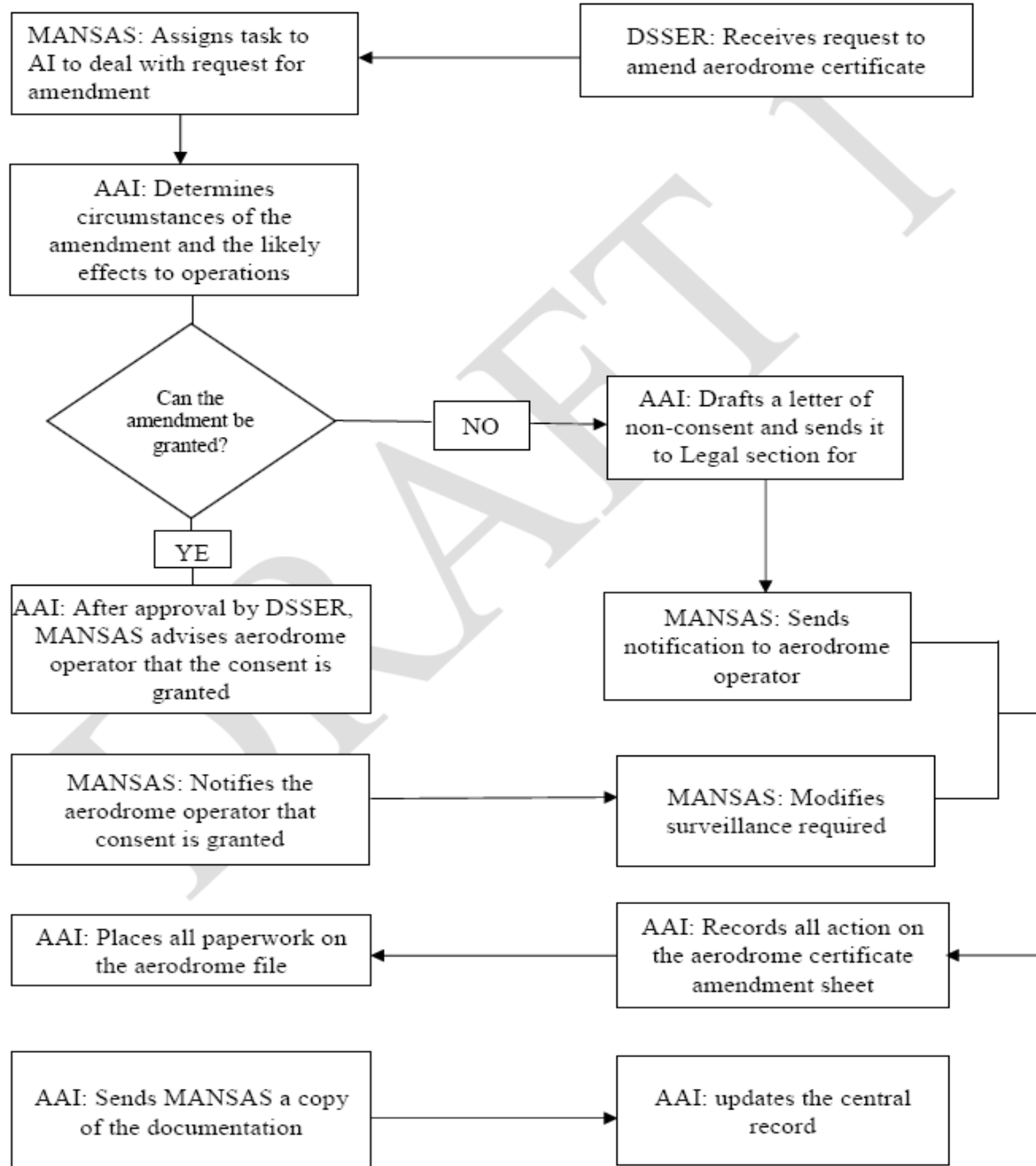
- (3) Sign and date this form and file it in the aerodrome file when the process is complete.
- (4) Using the Aerodrome Certificate Surrender Checklist:
- (a) Check that the aerodrome operator has given at least 30 working notice.
 - (b) Check that the operator has provided the following information:
 - (i) Are there regular public transport operations at the aerodrome?
 - (ii) Are there any changes to reporting officer details?
 - (iii) If the aerodrome is to be closed to all aircraft, have sufficient safety measures been taken? For example:
 - Will the windsock and boundary markers be removed?
 - Will unserviceability markers be displayed for a period?
- (5) If the request is properly made, prepare a letter to the aerodrome operator:
- (a) Notifying the cancellation of the certificate.
 - (b) Directing aerodrome operator to return the original certificate document to the Authority to enable cancellation of the certificate.
 - (c) Advising aerodrome operator to carry out any actions necessary in the interests of aviation safety.
- (6) Prepare and forward the letter for Director of AGA signature through Director of AGA and place a copy in the appropriate aerodrome file.
- (7) Send the letter of notification to the aerodrome operator before the nominated surrender date. The sample Letter of Cancellation by Surrender of an Airport Certificate is provided in Appendix B4 below.
- (8) When you have the original certificate:
- (a) Mark it as cancelled by completing the following actions using ink:
 - (i) Draw a line through the certificate.
 - (ii) Write “cancelled” and the date of the cancellation on the certificate.
 - (iii) Sign the certificate.
 - (b) Place the original cancelled certificate in the appropriate aerodrome file or a

copy of the cancelled certificate.

- (9) Director Safety through Director of AGA shall notify the Aeronautical Information Service (AIS) to issue a NOTAM cancelling the certified status of the aerodrome and amend the AIP.
- (10) Update the Airport Certificate Register.
- (11) Amend the Aerodrome file and surveillance records.

5.6 Amending an Aerodrome Certificate

AMMENDMENT PROCESS FLOWCHART



5.7 Processing Amendments

The provisions of the applicable Civil Aviation (Aerodromes) Regulations permits an aerodrome certificate to be amended by the Authority, if the following circumstances occur:

- Change in the ownership or management of the aerodrome;
- Change in the use or operation of the aerodrome;
- Change in the boundary of the aerodrome; or
- The holder of the aerodrome certificate requests an amendment.

5.7.1 Key Functions

- (1) The Aerodrome inspectorate is responsible for initiating the process for the amendment of the aerodrome certificate on the request of the Aerodrome Operators.
- (2) The application for the amendment of the aerodrome certificate submitted to Director Safety shall be forwarded to assigned aerodrome inspector through the [Chief/Manager AGA] for necessary action. The workflow process shall be coordinated through the aerodrome inspectorate who will track the progress of the application.

5.7.2 Procedure

The assigned inspector in consultation with the Operator shall:

- (1) **Check whether the aerodrome operator makes the request for amendment of aerodrome certificate.** The aerodrome operator must make requests in writing for the Authority's consent to amend an aerodrome certificate prior to expiry of the aerodrome certificate.
- (2) **Check reasons for an amendment of an Aerodrome Certificate.**
An aerodrome operator may request Authority's consent to amend the certificate when:
 - (i) There is a change in the ownership or management of the aerodrome;
 - (ii) There is a change in the use or operation of the aerodrome;
 - (iii) There is a change in the boundary of the aerodrome; or
 - (iv) The holder of the aerodrome certificate requests an amendment.
- (3) **Check criteria for an amendment of an Aerodrome Certificate.**
 - (a) Consent to an amendment may be given if the Authority is satisfied with the reasons submitted by the aerodrome operator.
 - (b) An amendment is appropriate when no significant variation will occur in the day-to-

day operations of the aerodrome — that is, when:

- (i) Aerodrome Manual procedures remain substantially unaltered minor amendments such as contact phone numbers etc are acceptable;
- (ii) Aerodrome facilities remain substantially unaltered;
- (iii) Key aerodrome operational personnel such as Reporting Officers, Safety Officers and the like remain in their positions or are replaced with staff of equivalent qualification, experience or skill levels.

(4) Check criteria for non-consent to amend an Aerodrome Certificate

- (a) Consent to amendment must be refused if the Authority is not satisfied with the reasons submitted by the aerodrome operator.
- (b) Generally, the Authority's policy is that consent to amendment should be refused when significant changes to operational aspects of the aerodrome will be made — for example:
 - (i) If the certificate document is conditionally endorsed or the amendment would require conditions to be endorsed on the certificate document;
 - (ii) Reduction of runway, taxiway or apron facilities;
 - (iii) If the assigned aerodrome inspector believes that:
 - a significant revision to the Aerodrome Manual will be necessary as a result of the amendment.
 - the proposed staffing arrangements are not adequate or appropriate.

Note: *If consent is not granted, the **assigned aerodrome inspector** should take steps to confirm that the aerodrome operator can meet the obligations of the certificate. It is possible that an amendment of the certificate should be followed up by the Authority's surveillance.*

(5) Check for any reviewable decision

- (a) A refusal to consent to an amendment may be reviewable
- (b) The Authority's Legal Section should review any statement of reasons contained in a notice to the applicant before the notice is sent to the applicant.
- (c) After completion of the amendment of the aerodrome certificate, the assigned aerodrome inspector shall:

- (i) Put copies of the documentation relating to the amendment of the Aerodrome Certificate in the Aerodrome File;
 - (ii) Through the Director Safety, [Chief/Manager AGA] to notify AIS to issue NOTAM and include any changes to the details of the reporting officer and also for amendment of publications;
 - (iii) Update the Aerodrome Certificate Register; and
 - (iv) Amend the Surveillance Plan
- (d) Assigned Aerodrome Inspector shall use the Aerodrome Certificate Amendment Checklist to monitor and record all actions to process amendment of the Aerodrome Certificate.

5.8 Aerodrome Certificate Amendment Checklist

- (1) The aerodrome operator must provide the Authority with written notification of the request to amend the aerodrome certificate. The AAI who assesses the request may be required to investigate the application further to establish the relevant information.
 - (a) Amendment date specified by the aerodrome operator.
 - (b) Authority verified, that is, the notification is from the certificate holder and signed.
 - (c) Are air transport operations being conducted at the aerodrome?
 - (d) Is the aerodrome to be closed?
 - (e) Is it necessary for the Authority to recommend any action to be taken by the aerodrome operator to ensure safety of future aircraft operations?
- (2) **The written notification is accepted by the Authority and the consent of the Authority to amend the certificate is not granted**
 - (a) Confirm that the details specified in section 1 of this checklist have been addressed.
 - (b) Reasons for not granting consent to amend the aerodrome certificate are enclosed.
 - (c) The Authority's confirmation not to amend the aerodrome certificate issued.
- (3) **The written notification is accepted by the Authority and the Authority's consent to amend the certificate is granted**
 - (a) Confirm that the details specified in section 1 of this checklist have been addressed.
 - (b) The Authority's confirmation to amend the aerodrome certificate issued.

- (c) Endorse the original certificate document or a copy attached in the aerodrome file as “Amended”.
 - (d) Sign the amended certificate document.
 - (e) Place the copy of the amended certificate document in the appropriate aerodrome file.
- (4) Advise the following details of the amendment of aerodrome certificate**
- (a) Aerodrome Operator in writing the date of amendment of aerodrome certificate.
 - (b) AIS for issuing NOTAM and any changes to the details of the reporting officer.
 - (c) AIS for amendment to publications.
 - (d) AAI, an amendment of the aerodrome certificate register.
- (5) Surveillance Update**
- (a) Aerodrome Profile Sheet update
 - (b) Surveillance Plan amendment

CHAPTER 6: REPORTS, CORRESPONDENCES AND RECORDS

6.1 General

This Chapter provides administrative guidance to standardize reports, correspondence and records for all aerodrome operators.

6.2 Correspondence and Reports from Aerodrome Inspectors to aerodrome operators

The following sample correspondence/reports are for use, as and if determined appropriate, when communicating with Aerodrome operators.

6.2.1 Aerodrome Manual Transmittal Letter

Initial Aerodrome Manual, or revisions/amendments submitted for approval by the Aerodrome operator, must be returned to the Aerodrome operator by transmittal letter. The transmittal letter must reference the approved Aerodrome Manual revisions and amendments, or it must state why they were not approved, identifying what further action is necessary for approval and what is needed to meet the requirements.

6.2.2 Certificate Action Letters

Letters for the purpose of issuing/upgrading/downgrading Certificate/License must accompany the certificate to the Aerodrome operator. Letters must contain pertinent information for the type of certificate being issued.

6.2.3 Letter of Investigation

Letters of Investigation are used to ascertain whether or not there is a basis for pursuing enforcement action. Letters of Investigation must include facts and/or circumstances to determine if a violation of the Regulation occurred or existed. The Letter of Investigation should not be a statement of charges; it should only state that a violation may have occurred.

6.2.4 Letters of Correction/Warning Letters

Letters of Correction and/or Warning are used for the purpose of administrative enforcement action. They provide the means for disposing of minor types of violations which do not require legal enforcement.

A detailed office-generated Letter of Correction may be used in lieu of a Letter of Correction

A Warning Letter must be used when a violation occurs, corrective action has not been taken, and no legal enforcement action is warranted. The Warning Letter must state the incident involved, that such operations or practices are contrary to the regulations. If a Letter of Investigation has not been previously issued, the Warning Letter must also invite a statement by the alleged violator.

6.2.5 Inspection Confirmation Letter

After informally scheduling an inspection with the Aerodrome Operator by phone, a formal letter confirming date and time, and requesting any other information the Aerodrome Inspector would like available at the time of the inspection should be sent.

6.2.6 Follow-up Letters

Follow-up letters must be used to ascertain status of corrective action items. Any open items or further action needed after an inspection can be taken care of with a follow-up letter.

6.2.7 Closeout Letters

Three types of closeout letters are used for closing out either an inspection or an investigation.

6.2.8 Inspection Closeout Letter

A closeout letter must be sent to the Aerodrome operator advising that as a result of the Aerodrome inspection the Aerodrome was found to be in compliance with requirements of the Regulations. (This letter officially closes the inspection cycle.) A form Letter of Correction, (Appendix 10), in lieu of this letter can be issued at the close of the inspection when there are no discrepancies.

6.2.9 Discrepancies Close-out Letter

If a Letter of Correction was issued to the Aerodrome, a letter back to the Aerodrome confirming receipt of notification for corrective action taken (the Aerodrome operator will send a letter), and that the Aerodrome Inspector feels the Aerodrome is now in compliance with the requirements should be sent. This letter officially closes the inspection cycle.

6.2.10 Investigation Close-out Letter

The close-out letter to an investigation must be used after it has been determined no violation has occurred. The letter must include the original statement of facts contained in

the Letter of Investigation and that the investigation did not establish a violation and that the case is closed.

6.2.11 Miscellaneous Certification Correspondence

Correspondence between Aerodrome Operators and the [State] CAA, other than the previously mentioned, must be in the form of official letters.

6.3 Aerodrome Certification/Licensing Records (Operator)

Each certificated Aerodrome shall maintain the following records:

6.3.1 Aerodrome Manual

The Aerodrome Manual must be kept in a place that is easily accessible. Each individual Aerodrome Manual must be maintained in the Document center for easy access. A copy of the application for the operating certificate/license, a copy of the certificate issued, and current and past exemptions must also be maintained at the same location.

6.3.2 Safety records

The aerodrome operator shall maintain safety records appropriate to its scale of operation and SMS, including hazard registers, internal and external audit results and reports, rationale and justification for its safety performance indicators and safety performance targets.

6.3.3 Correspondence

Any correspondence that relates to the certification / Licensing program

6.4 Preparation, submission and follow-up of Corrective Action Plan (CAP)

Where non-compliances are identified or observed by the inspector during audits, inspections or surveillances, a Corrective Action Plan form shall be raised by the inspector, for the operator to submit a CAP and for follow up.

CHAPTER 7: ENFORCEMENT ACTION

7.1 Enforcement Actions

- 7.1.1 The Authority has developed the Civil Aviation (Aerodromes and Ground Aids) Regulations with the objective of ensuring that an acceptable level of safety is achieved. It is the responsibility of the aerodrome inspectorate to ensure there is safety compliance through enforcement of the aerodrome regulations.
- 7.1.2 Aerodrome safety is primarily the responsibility of the Aerodrome operator and depends mainly on voluntary adherence to regulatory requirements. Where there is no adherence to regulatory requirements, improved compliance will be promoted in the following ways;
- (a) Education
 - (b) Training
 - (c) Sensitization
- 7.1.3 In the situation that compliance has failed, necessary enforcement action will be taken. Enforcement action will be taken to protect public interest. It will take into consideration compliance history of the particular aerodrome operator.
- 7.1.4 In the event of non-compliance or a violation the inspector will take action in accordance prescribed procedures and provisions for resolution of safety concerns. The action maybe administrative or legal, but should be reasonably designed to promote future compliance by the aerodrome operator.
- 7.1.5 When a violation occurs, it is essential that the Aerodrome Inspector takes action consistent with the the provisions on Resolution of Safety concerns and paragraph 7.3 below. That action can be administrative or legal, but should in each case be reasonably designed to promote future compliance by the aerodrome in violation.

7.2 Violations

- 7.2.1 Violations must be addressed consistently, fairly, and in a manner that reasonably serves the purpose of deterring future violations. The following policies shall be followed:
- (a) All reports of violations shall be promptly and thoroughly investigated. The Aerodrome Inspector does not personally have to make the discovery. Even if the source of information alleging the violation appears unreliable or capricious, in the interest of safety, the Inspector must pursue the matter. Aerodrome Inspector's responsibility for investigation or enforcement shall, in the emergency investigator

reports relations with other members of the aviation community, be fair, objective, and courteous and shall carry out these responsibilities in a professional manner.

- (b) All stages of enforcement investigation, legal, or administrative action shall be completed in a timely manner.
- (c) Enforcement investigative reports shall contain complete accounts of known circumstances surrounding the violation alleged, including all known mitigating or aggravating factors.
- (d) Enforcement sanctions, both administrative and legal, are to be applied as even-handedly as possible.

7.2.2 The potential for a previous similar violation interpretation could continually exist, especially for routine maintenance items such as pavements, faded markings, missing or non-functional runway/taxiway lighting. The concept of “previous similar violation” need not be applied so rigidly that encountering repeat violations of these types of maintenance deficiencies from one inspection to the next precludes use of administrative action. In determining if repeated deficiencies in related areas constitute a similar violation, considerable judgment must be applied. Also, “previous similar violations” may be a symptom of other more critical problems and violations. For example, if marking has been a violation on previous inspections and the specific violations were quickly corrected by the cooperative aerodrome operator, the aerodrome self-inspection staff of the inspection program may be the underlying and more critical cause of the “previous similar violation.” This cause should be recognized and dealt with in order to solve the real problem. Always keep in mind that if the condition resulted in a significant unsafe condition, use of administrative action is NOT appropriate.

7.3 Enforcement Options

- 7.3.1 Compliance with the regulations is promoted through both administrative and formal legal actions. Administrative action (Warning Letters or Letters of Correction) is used to check potentially unsafe practices in situations where formal actions are unnecessary or inappropriate. When violations occur, firm action must be taken. However, firmness should be balanced with fairness.
- 7.3.2 There are several enforcement options available to the Aerodrome Inspector as a result of findings following an audit or an aerodrome inspection. These options are:
 - (a) Administrative action including written notification of corrective action required, follow up inspections, requirement for re-training or re-certification of facilities, personnel and equipment.

- (b) Suspension of aerodrome certificate.
- (c) Cancellation of aerodrome certificate.

7.4 Selection of Enforcement action

- 7.4.1 The selection of which enforcement action to take with aerodrome operators following the identification of findings will be dictated by the prevailing circumstances.
- 7.4.2 In cases which meet the applicable criteria, and in which a strong deterrent is not necessary or appropriate, the use of administrative action in the form of a Letter of Warning or Letter of Correction incorporating specific corrective action is encouraged. When circumstances warrant, however, action should include legal enforcement in the form of an imposition of a civil penalty, or suspension or revocation of the certificate. The specific and general deterrent effect of legal enforcement is an important component of a comprehensive compliance and enforcement program. In each case it is important that the sanction be appropriate to the violation, and that the Aerodrome Inspector exercise sound judgment and discretion to propose and apply the sanctions that will best promote future compliance.

7.5 Administrative Action

- 7.5.1 The purpose for administrative enforcement action is to provide a means for disposing of violations which do not require the use of legal enforcement action. It is not to be taken solely as a matter of convenience or where evidence to support a finding of violation is lacking. Administrative action is intended to bring the violation to the attention of the aerodrome operator, document corrective action, encourage future compliance with the regulations, and provide a source of information for continuous follow-up.
- 7.5.2 Administrative action may be taken in lieu of legal action only when all of the following elements are present;
 - (a) No significant unsafe condition existed.
 - (b) Lack of competency or qualification was not involved.
 - (c) The violation was not deliberate.
 - (d) The alleged violator has a constructive attitude toward complying with the regulations and has not been involved in previous similar violations.
 - (e) If the operator has not instituted procedures to overcome deficiencies previously identified or displayed an attitude that does not reflect proper interest in achieving compliance, administrative action is not appropriate.

7.5.3 The following types of administrative action may be used by the aerodrome Inspector;
(a) Sensitization/Counselling

(b) Warning Letter; The Warning Letter is addressed to the alleged violator and:

- i. States the facts and circumstances of the incident involved,
- ii. Advises that on the basis of available information, such operations or practices are contrary to the regulations,
- iii. States that the matter HAS BEEN CORRECTED, and
- iv. Advises that future compliance with the regulations will be expected.

(c) Letter of Correction; The Letter of Correction serves the same purposes as the Warning Letter, but is intended for use when there is agreement with the operator that corrective action acceptable to the AUTHORITY WILL BE TAKEN WITHIN A REASONABLE TIME.

- i. The Letter of Correction will usually confirm a discussion with the operator in which a violation is acknowledged and appropriate corrective action initiated. It may also cover discrepancies and areas needed for improvement.
- ii. The Letter of Correction must not be used to forward suggestions and recommendations by them. The Letter of Correction is used solely for the purpose of correcting a bona-fide non-compliance item. Reference may be made to an attachment containing recommendations and suggestions, provided each item is appropriately segregated and identified to preclude a recommendation or suggestion from being misinterpreted as a non-compliance item or as requiring corrective action.
- iii. When corrective action has not been completed at the time the Letter of Correction is issued, the Aerodrome Inspector must assure that timely follow-up action is completed. Any continuation of the undesirable condition, practice or failure of the operator to fulfil its commitment following receipt of such letter shall result in more severe enforcement action (legal enforcement action).
- iv. A discrepancy close-out letter must be issued when deficiencies found during the inspection have been corrected (Appendix 8).

7.6 Suspension of the aerodrome certificate/License

7.6.1 An aerodrome Certificate maybe suspended when;

- i. Operational safety requires it and all other means for timely correction of an unsafe condition, or assuring safe aircraft operations, cannot be achieved.
- ii. Technical proficiency or qualifications of the certificate holder to perform the duties required by are inadequate.
- iii. The certificate holder resists or is unwilling to take action to correct or mitigate a non-complying condition which directly affects the safe operation of aircraft operation, or
- iv. The certificate holder wilfully fails to perform the corrective action agreed upon and punitive action is the last alternative available to the Aerodrome Inspector to preclude unsafe operations on the aerodrome's movement areas.

7.6.2 Emergency Suspension of Certificate:

Emergency action is to be taken ONLY when it is clearly needed in the public interest and must be taken immediately when such action is recognized. Emergency action will not be used for punitive reasons. Evidence justifying such action must show a lack of qualification to retain the certificate. Situations that could warrant emergency action include:

- i. The certificate holder deliberately disregards its responsibility and allowed an unsafe condition which jeopardized the safe movement of aircraft operation on the aerodrome.
- ii. The certificate holder loses all RFFS response capability due to a labour strike.
- iii. The certificate holder continues to operate the aerodrome with a lower RFFS Category than that required, after being informed by the Authority that such operations would be in violation of the regulation.
- iv. The certificate holder continues to provide unsafe aerodrome facilities after being informed of such condition and fails to take corrective action and issue a NOTAM.
- v. The certificate holder returns an unsafe facility to use by aircraft after being informed that the condition is detrimental to aircraft operations.

7.6.3 Termination of a suspension of an aerodrome certificate:

If the aerodrome operator satisfactorily corrects the violation(s) for which the suspension was issued, the Authority shall issue a letter advising of that finding has been closed.

- 7.6.4 No action to suspend or terminate a suspension of an aerodrome certificate, or to initiate legal action, will be taken without the prior approval of the Chief Executive of the Authority.

7.7 Cancellation of the aerodrome certificate/Licence

- 7.7.1 An aerodrome Certificate maybe cancelled, when:

- (a) The certificate holder is incapable of corrective action and has demonstrated by repeated offences and unwillingness or inability to comply with vital safety provisions of the regulation, and that continued possession of the certificate would be detrimental to the public interest.
- (b) The certificate holder has clearly demonstrated a lack of responsibility, such as deliberate and flagrant acts of non-compliance, or falsifying records.

- 7.7.2 No action to revoke an aerodrome certificate, or to initiate legal action, will be taken without the prior approval of the Chief Executive of the Authority.

- 7.7.3 A certificate action may have significant impact on air commerce, as well as generate a political tumult. However, the public interest and safety of aircraft operation on the movement areas of an aerodrome must be the principal factor governing any proposed certificate action; after all other means of resolving safety violations has failed to restore compliance.

7.8 Selection of Sanctions

Sanctions must be as uniform as possible, but of paramount importance is the requirement that the sanction selected in each case be sufficient to serve as a deterrent.

Enforcement sanctions must be applied as consistently as possible, but this does not imply blind adherence to a fixed penalty for every violation. Aerodrome Inspectors should feel free to recommend action which, in the emergency investigator reports professional judgment, appropriately serves the purpose of the Compliance and Enforcement Program.

7.9 Investigation of Alleged Violations

7.9.1 Upon receipt of information indicating a possible violation, the Aerodrome Inspector should initially evaluate as much factual data as is readily available to determine whether there appears to be any basis for conducting an investigation. It is the responsibility of the Aerodrome Inspector to conduct appropriate investigations of all alleged violations of Civil Aviation (Aerodrome) Regulations, which may be discovered from an inspection or be reported by another source. The following questions must be addressed:

- (a) What section of the pertinent Regulation is involved in this allegation?
- (b) What evidence is needed? What records and at what stage of the investigation are such records checked and which ones are needed to establish the violation? Are the records furnished voluntarily or is a subpoena necessary?
- (c) Where the evidence and what is the problem that may be encountered in obtaining it?
- (d) Who needs to be interviewed and what written statements need to be obtained?
- (e) Is there a need for immediate legal enforcement action, such as emergency suspension, in situations where delay for routine handling may jeopardize public safety?
- (f) Is the Aerodrome Inspector continually re-evaluating his/her activities to assure that your investigation will establish WHO, WHAT, WHERE, WHEN, WHY, AND HOW? It is imperative that the Aerodrome Inspector carefully considers the circumstances of the allegation and the nature of the violation, and develops an appropriate investigative plan.

7.9.2 Letter of Investigation

If evidence exists that a violation may exist, the alleged violator shall be notified in writing that an Authority's investigation is being conducted, and be provided an opportunity to present any pertinent information on the matter. A record of such notification shall be included in the file.

In preparing the Letter of Investigation, the following guidelines must be observed:

- (a) Facts and circumstances which necessitate the investigation must be described in sufficient detail to identify the alleged violation. However, the letter is not intended to be a statement of charges. Specific sections of the Civil Aviation (Aerodrome) Regulations should not be cited unless specific regulatory references are needed to identify the incident accurately. If facts and circumstances are adequately presented,

the Letter of Investigation need only state that those facts and circumstances, if correct, indicate that there may have been a violation of the Civil Aviation (Aerodrome) Regulations.

(b) An appropriate time limit for reply, normally not to exceed 10 days, must be specified. Any reply received after such deadline will be forwarded and considered as appropriate with the case review.

(c) The letter may also request that specific documents be retained or made available.

7.9.3 Closing the Investigation

If, subsequent to issuance of a Letter of Investigation, it is determined that no violation occurred, the Aerodrome Inspector shall notify the alleged violator, with copies to all recipients of the Letter of Investigation, that the matter has been closed.

7.10 Legal Enforcement Processing

It is the responsibility of the Legal Department of the Authority to undertake all processing of legal enforcement actions.

The aerodrome inspectorate will furnish the legal department with all information pertinent to any legal suit resulting from aerodrome enforcement actions.

CHAPTER 8: APPLICATIONS FOR EXEMPTIONS

8.1 General

This chapter applies to all categories of aerodromes. An application for exemption is a request from an aerodrome operator, to be exempted from the requirements of a Regulation or part thereof. The Civil Aviation (Aerodrome) Regulations outlines the requirements for application of an exemption.

8.2 Receipt of Application for Exemption

The Civil Aviation (Aerodromes) Regulations permit an aerodrome operator to apply to the Authority for an exemption from some provisions of the regulations.

Any application for exemption from a provision should be forwarded to the Authority for consideration. The application for an exemption shall be submitted **at least sixty (60) days** before the proposed effective date of exemption.

The application shall be assigned to an Aerodrome Inspector for processing.

8.3 Processing the Application

8.3.1 Initial Review for Compliance.

The assigned aerodrome Inspector shall review application for exemption, to ensure that the applicant meets the requirements as follows;

- (a) the specific requirement from which the applicant seeks exemption explaining the nature and extent of the relief sought;
- (b) justification for the exemption giving information, views, or arguments to support the action sought;
- (c) the reason why granting the request would be in the public interest;
- (d) an aeronautical study or detailed description of the alternative means by which the applicant is to ensure a level of safety equivalent to that established by the Regulation from which the exemption is applied for. The applicant's reason should justify that the exemption shall not adversely affect safety or the action to be taken by the applicant will provide a level of safety equal to that required by the provision under these regulations, from which the exemption is sought.

8.3.2 Applicant does not meet requirements.

If the application does not meet the requirements, the Authority shall inform the applicant and no further action shall be taken on that application. A letter of rejection will be prepared for Director Safety's signature. This letter explains why the application does not satisfy the requirements and is to be sent to the applicant [within 30 days of the receipt] of the application.

8.3.3 Applicant meets requirements.

Subject to regulations, where the Authority determines that the application for exemption meets the requirements of the regulations and that a review is justified, the aerodrome inspectorate shall evaluate the application.

8.3.4 Time Requirements.

(a) Normal Application for exemption;

The application for an exemption must be submitted [at least sixty 60 days] before the proposed effective date of the exemption. This means that normally the applicant may not expect final action by the Authority in less than 60 days from the time of submission.

(b) Emergency Application for exemption:

Where the applicant seeks emergency processing of an application for exemption, the application shall contain facts and reasons to support the reasons for not filing the application within the time specified in (a) above and satisfactory reasons for deeming the application an emergency.

The Authority may refuse an application made under (b) above, where in the opinion of the Authority, the reasons given for emergency processing are not satisfactory.

8.4 Analysis of the Application

While each request for an exemption must stand on its own merit, due diligence must be exercised to each application for exemption for administrative purposes (namely, to see if similar exemptions have been granted before). In an exemption action, maintaining an equivalent or greater level of safety is of primary concern. The analysis should focus on the applicant's justification that safety would not be adversely affected. Consideration in the analysis should include:

- (a) The effect of an undue burden upon the applicant if the exemption is not granted, relative to the burden that others bear in complying with the regulation(s);
- (b) The effect of setting a precedent with respect to safety and public interest. A review of related previous exemption action may be in order. As with any application, the Authority may request additional information from the applicant.

8.5 Procedures for Granting or Denying the Application for an Exemption

8.5.1 The aerodrome inspectorate shall evaluate the application for exemption after the initial review to determine whether;

- (a) the alternative means detailed in the aeronautical study by the applicant provides a level of safety equivalent to that established by the Regulation from which the exemption is sought;
- (b) if a grant of the exemption would contravene the applicable standards;
- (c) the request should be granted or refused and if granted, any conditions or limitations that may be part of the exemption.

8.5.2 Decision to Grant. After completing the analysis, the inspectorate may conclude that the applicant's arguments support a grant of exemption. In this case, the inspectorate will issue a document granting the exemption.

8.5.3 Decision to Deny. After reviewing all of the issues involved, the inspectorate may determine that the applicant has not shown reasonable support to granting the exemption. A decision to deny the exemption is based on the determination that the exemption would adversely affect safety, would not be in the public interest, or if applicable, would not provide a level of safety equal to that intended by the Regulation. Under such circumstances, the inspectorate will issue a denial of the exemption document citing the reasons.

8.5.4 Partial Grant of an Exemption. If the inspectorate determines that part of the applicant's request meets the criteria for granting the exemption, it may issue a partial grant of exemption. The guidelines above for grant of exemption and denial of exemption documents should be followed citing reasons. The document must fully discuss those parts of the request that are being denied and those that are being granted.

8.5.5 Document for exemption

8.5.5.1 The document granting the exemption should answer the following questions:

- i. What was the applicant's request?
- ii. What does the current rule require?
- iii. What arguments did the applicant use to support the request?

8.5.5.2 If the Authority does not agree with all of the arguments presented by the applicant to support the grant of exemption, these reasons shall be discussed. All issues presented by the applicant are to be addressed. The document should discuss how granting the request will not adversely affect safety and should explain how the action proposed by the applicant will provide a level of safety equal to the standard. Any conditions, design modifications, operating limitations, expiration date, etc. must be made part of the granting clause.

8.5.5.3 The Authority shall inform the applicant in writing and publish a detailed report of its evaluation and decision to grant or deny the application for exemption.

8.5.5.4 The report referred to above shall specify the duration of the exemption and any conditions or limitations of the exemption.

8.5.5.5 Where an exemption affects a significant number of stakeholder's population of the aviation industry, the Authority shall publish the report as an Aeronautical Information Circular.

8.6 Request for an Extension of the Termination Date of an Exemption

Upon receipt of a request from an applicant to extend the termination date of an exemption, the Authority shall prepare a letter of agreement or denial. The following information is to be included:

- (a) Applicable regulation in the Civil Aviation (Aerodrome) Regulations as amended;
- (b) Date of incoming application;
- (c) Docket number;
- (d) Grant or denial statement; and
- (e) Exemption number (after signed)

A copy of the extension or denial shall be filed on the Aerodromes Register prior to the original exemption termination date.

CHAPTER 9: ROLES, FUNCTIONS AND JOB DESCRIPTIONS FOR AERODROME (AGA) INSPECTORATE

9.1 Introduction

The AGA Inspectorate is responsible for safety oversight of aerodromes in South Sudan. It is therefore imperative that inspectors have terms and conditions of service consistent with their education, technical experience and responsibility in safety oversight.

9.2 AGA Organisational Structure

[South Sudan AGA Inspectorate Structure]

9.3 Roles and functions of Aerodrome Inspectorate

- (a) Ensuring that aerodromes in South Sudan offer a safe operating environment in accordance with the provisions of the Convention on International Civil Aviation;
- (b) Reviewing ICAO State letters on the subject of aerodromes, preparing response thereto for Director of AGA and taking action thereon, including initiating any resulting amendments to the Regulations;
- (c) Maintaining the ICAO OLF Compliance Checklist up to date and thereby notifying ICAO of differences between all applicable Aerodromes and Ground Aids Civil Aviation Regulations and practices vis-à-vis the Standards and Recommended Practices contained in ICAO Annex 14 by means of the online framework electronic filing of differences, OLF-EFOD/CC.
- (d) Carrying out aerodrome licensing/certification in accordance with the [State] Civil Aviation regulations;
- (e) Developing and reviewing national safety standards and recommended practices relating to aerodromes in aviation circulars and guidance manuals;
- (f) Monitoring and ensuring adherence to aerodrome standards and recommended practices through regular safety, certification/licensing and compliance audits and providing measures for enforcing compliance;
- (g) Conducting regular reviews of aerodrome regulations and practices, international best practice, such as through ACI, and developing and submitting to Director of AGA for publication aerodrome safety directives, notices, circulars and/or publications containing

guidance material relating to aerodrome standards and recommended practices to promote the improvement of aerodrome safety;

- (h) Reviewing aerodrome-related accident and incident investigation reports and performing investigations, where necessary, to determine the root cause and encourage remedial action to mitigate against any recurrence, and exceptionally to determine if there is any violation of safety regulations and requirements by aerodrome operators;
- (i) Notifying of Aeronautical Information Service regarding the licensed or certified status and particulars of aerodromes for promulgation in the Aeronautical Information Publication;
- (j) Maintaining a technical library containing files for each licensed or certified aerodrome; records of the organisation; documents issued by ICAO relating to the design, operations and maintenance of aerodrome facilities and equipment; national aerodrome standards, recommended practices, guidance material and where necessary, other relevant reference materials, and removing from the current documents shelves any out of date such documents;
- (k) From time to time, resulting from the foregoing activities, providing advice to Director of AGA on the acceptable level of safety in respect of aerodromes in South Sudan.
- (l) Filing bird reports annually to ICAO (IBIS).

Notwithstanding that the Authority sets and maintains aerodrome standards and recommended practices, licenses or certifies aerodrome operators and conducts aerodrome safety oversight audit, the responsibility for the safety of aerodrome operations rests with the aerodrome operators. A certified aerodrome operator with a Safety Management System in place is required to maintain its own safety audit and inspection program with the Authority taking an interest in what the internal safety audit program is achieving and how the aerodrome operator organisation is performing from a safety perspective.

The Authority shall monitor the safety performance through conducting regular safety audits, reviewing the findings, identifying preventive and corrective actions needed, examining safety occurrences at the aerodromes and evaluating concerns expressed by the public or other industry participants.

9.4 Aerodrome Inspectorate staffing

Aerodrome Oversight in South Sudan is a primary role that is carried out by the Aerodrome Inspectorate. The goal is to ensure that the Aerodromes in South Sudan comply with both national and international requirements. The number of Aerodrome Inspectors required is based on;

9.4.1 General

To determine the number of inspectors required to effectively oversight Aerodromes typical activities of an inspector shall be considered. The time it takes to perform each activity will be computed into hours per day/week/month/year.

9.4.2 Special Considerations

Number of existing International Aerodromes

Number of existing domestic Aerodromes

Number of existing airfields/airstrips

Aerial masts and structures in the vicinity of all the Aerodromes

Report documentation

S.No	Station	Assumptions	No. of audits/ activities year	No. of man-days per activity	No. of man-hours per activity	No. of hours per year	Total Man-hours
A.	Licensed Aerodromes & Heliports: Audit Programme						
1.	Carrying out regular inspection of all applicant and licensed aerodromes, including heliports, in the country	2 inspectors per audit, and allowing for 20% repeat or follow up inspections					
2.	Travel time to up-country aerodromes, assuming. 8 x 1 week inspection programmes	2 inspectors					
3.	Preparation, report and follow-up of licensed aerodrome inspections	2 inspectors, 8 aerodromes per one week programme, 2 days per week					
B.	Certified Aerodrome(s): Audit Programme						
1.	Carrying out regular inspection of all applicant and certified aerodromes, in the country	4 inspectors. [X] international aerodrome 5 days per audit					
2.	Preparation, report and follow-up of certified aerodrome audits	2 inspectors					

S.No	Station	Assumptions	No. of audits/ activities year	No. of man-days per activity	No. of man-hours per activity	No. of hours per year	Total Man-hours
3.	Administration per certified aerodrome audit week	1 inspector					
C.	Breakdown of Audit Actions						
1.	Included in above: On-site auditing of Aerodrome Operating Procedures which are given in specific aerodrome manuals. These procedures include but may not be limited to the ones given below:	AEP, SMS, Apron management, Aerodrome inspections, AGL, Maintenance, Control of obstacles, Safety investigations, Aircraft ground handling, Vehicle management					
D.	Pre-Certification/Licensing Actions						
1.	Certification of aerodromes including receiving and processing of expression of interest and applications for aerodrome certificates	10 applications per year					
2.	Guiding certificated aerodrome operators on Aerodrome Certification procedures as required by the Civil Aviation (Aerodromes) Regulations, and Circulars and other guidance material	1 aerodrome; 1 request per month					
3.	Processing requests for the amendment or surrender of certificates	1 per year (1 certified aerodrome)					
4.	Guiding aerodrome operators on Aerodrome Licensing procedures as required by the Authority	50% of licensed and certified aerodromes per year					
5.	Guiding potential aerodrome operators on the design and construction of new aerodromes and heliports	4 per year (10% of aerodromes)					

S.No	Station	Assumptions	No. of audits/ activities year	No. of man-days per activity	No. of man-hours per activity	No. of hours per year	Total Man-hours
E.	Ongoing Surveillance						
1.	Verification of particulars of all aerodrome sites – survey reports, AIP	every two months					
2.	On-site checking and testing of Aerodrome facilities and equipment; e.g. AGL, friction testing. In addition to certification and licensing audits	50% of licensed and certified aerodromes per year					
3.	Carry out additional safety oversight, follow up and enforcement programmes in all aerodromes (office based)	10 aerodromes per year					
4.	Conducting Aeronautical Studies and safety assessments at aerodromes, in addition to the audit programme	5 aerodromes per year					
5.	Arrange for flying assessments by Flight Operations section over areas proposed for the construction of new aerodromes						
6.	Inspector related administration – credentials, IDs etc, procurement	Annually per inspector, 4 hours each, 5 inspectors					
7.	Report writing & response to deficiencies						
F.	Inspection of aerial masts and structures in the vicinity of aerodromes						

S.No	Station	Assumptions	No. of audits/ activities year	No. of man-days per activity	No. of man-hours per activity	No. of hours per year	Total Man-hours
1.	Reviewing aerodrome operators' assessments of applications for the construction of man-made structures e.g. telecommunication masts, buildings, advertising posters etc within the vicinity of aerodromes						
2.	Conducting onsite inspections and assessment of buildings (man-made structures) in the vicinity of to evaluate compliance with part VIII (Obstacles Restriction and Removal)						
3.	Evaluation and Control of obstacles in the vicinity of Aerodromes						
G.	Amendment of Regulations, Circulars and Manuals						
1.	Annual amendment of the Aerodrome Regulations	driven by amendment to Annex 14 each November, and/or changes identified during audits, 2 inspectors					
2.	Review /amendment of advisory circulars	Assuming 5 AACs amended each year, 1 inspector each					
3.	Annual amendment of inspector's handbook	2 inspectors					
4.	Director and/or Legal review and authorisation of amendments	1 inspector					
H.	Totals and calculations						
1.	Total hours						
2.	Gross hours available per inspector:						
3.	less annual leave 36 days						

S.No	Station	Assumptions	No. of audits/ activities year	No. of man-days per activity	No. of man-hours per activity	No. of hours per year	Total Man-hours
4.	less sick special leave						
5.	less training hours per year per inspector incl. conferences, workshops, demonstrations, non-certification meetings						
6.	Net hours available per inspector:						
I.	Number of inspectors required						

- i. Report writing following Inspections/Audits

Respond to identified safety shortcomings and deficiencies at aerodromes **(120)**

- ii. Review of Regulations and related TGMS

Propose amendments in the Aerodromes Regulations as a result of new amendments in Annex 14 or any other relevant amendments **(20)**

- iii. Time for training, workshops, conferences, seminars, meetings

Time taken in trainings, workshops, conferences, seminars, meetings for one inspector per year is about **240** hours

- iv. Annual leave days

There are thirty six (36) days available to an inspector per year.

Total Number of hours available per year

$$= ((8 \text{ hours per day} \times 5 \text{ days per week} \times 4 \text{ weeks per month} \times 12 \text{ months per year}) - 36 \text{ days} \times 8 \text{ hours per day} = (S - T) = [Y] \text{ hours per year}$$

- v. Calculations of the minimum number of Inspectors required

The number of hours taken by an Aerodrome inspector to perform his/her tasks in one year, i.e. (items 6.0, 7.0, 8.0, 9.0, 10.0 and 11.0) divided by Number of working hours available to the inspector in one year.

$$= (\text{Summation})/r = X \text{ Inspectors}$$

The minimum number of Aerodrome inspectors required to enable [State] CAA carry out their duties effectively and efficiently is five (X).

9.5 Inspector Job Descriptions

Job descriptions for South Sudan Aerodromes and Ground Aids Inspectorate staff

9.6 CODE OF CONDUCT FOR AERODROME INSPECTORS

- (a) The conduct of an Aerodrome Inspector has a direct bearing on the proper and effective accomplishment of official job functions and responsibilities. Inspectors are required to approach their duties in a professional manner and to maintain that attitude throughout their activities. Through their conduct, Inspectors working in direct contact with operators, and with the public, bear great responsibility in the determination of public perception of the Authority.
- (b) Rules of Conduct. All Inspectors must observe the following rules of conduct:
- Render full and industrious service in the performance of their duties;
 - Maintain a professional appearance, as appropriate, during duty hours;
 - Exercise courtesy and tact in dealing with co-workers, subordinates, supervisors, and members of the public;
 - Conserve and protect the Authority's property, equipment, and materials (Inspectors may not use or permit others to use the Authority's equipment, property, or personnel for other than official business.)
 - When duties concern the expenditure of public funds, have knowledge of and observe all applicable legal requirements and restrictions;
 - Safeguard classified information and unclassified information that should not be given general circulation. Inspectors shall not disclose or discuss any classified information or "official use only" information unless specifically authorized to do so.
 - Observe the various laws, rules, regulations, and other authoritative instructions, including all rules, signs, and instructions relating to personal safety;
 - Uphold with integrity the public trust involved in the position to which assigned;
 - Report known or suspected violations of law, regulations, or policy through appropriate channels;
 - Provide to any co-worker or official conducting an official investigation or inquiry all information and testimony about all matters inquired of, arising under the law, rules, and regulations administered by the Authority;

- (c) Inspectors must always keep in mind, no matter how trying the circumstances, that they are visible representative of the regulatory agency. In their direct contact with a dynamic highly organized and high-profile industry it is crucial that the inspector project a strong professional image.

(d) Gifts.

In order to avoid conflict of interest gifts should be accepted only when the Inspector knows that the gift will not give the appearance of a conflict of interest.

Note: Inspectors shall exercise the utmost discretion when giving or receiving gifts.

(e) Dress

Aerodrome Inspectors should be aware that their personal appearance affects their professional image; therefore, they should adhere to the guidelines below:

- i. The dress and grooming of AI shall be clean, neat and in a manner appropriate for their assignments, and in accordance with the following standards.
- ii. Personnel are expected to dress in a manner that projects a professional image for the employee and the Authority.
- iii. Style of clothing for males and females should always reflect a professional and business-like atmosphere and clothing should not attract unfavourable attention.
- iv. During training AIs dress should be compatible with the training organization's practice but should lean towards formality.
- v. When conducting AI duties at an aerodrome, the AI Credential and Aerodrome Security Pass when required by the Aerodrome Administration must be worn at all times on the ramp and airside of the terminal.
- vi. Any special protective or identification element as per the visited facilities requirements should be worn by AIs.

CHAPTER 10: AERODROME INSPECTOR TRAINING AND QUALIFICATIONS

10.1 Introduction

This chapter covers the principles for ensuring that the aerodrome Inspectors are qualified and competent to carry out their roles of safety oversight of aerodromes in South Sudan.

10.2 Training objectives

- (a) The objective of training is to provide the Aerodrome Inspector with knowledge of Aerodrome standards, operations, safety oversight and regulation which will enable him/her to administer the regulatory aerodrome oversight or Certification/Licensing Programs. Such knowledge may be acquired through a combination of formal training courses and on-the-job training.
- (b) The Aerodromes Inspectors should be provided with basic training before assignment of responsibilities. In all cases, they must have successfully completed approved Aerodrome Certification and other Oversight courses that will enable them to successfully carry out their safety oversight functions equitably.
- (c) Aerodromes Inspectors must also be provided with continuous training to ensure that they remain current in their profession. Periodic practical and theoretical specialized (technical) training, including supervisory courses, refresher and recurrent courses should be provided to enable the inspectors to maintain a high level of proficiency in safety oversight.
- (d) Training will also be provided, both initial and recurring, as required according to sub paragraph (e) below, to ensure that the inspectors have and maintain the tools to enable them to apply their expertise:
- (e) The following methodology is applied in the determination and/or review of the training requirements of the existing and/or new appointees;
 - i. Previous training record of the inspector;
 - ii. Scope of work assigned and any changes thereto;
 - iii. Experience of the appointee and/or present inspector;
 - iv. Shortcomings/deficiencies observed or noted during the performance of assigned duties
 - v. New developments in the relevant field and Future needs

10.3 Training Policy

Additionally, the aerodrome inspectorate shall adhere to the provisions of the Civil Aviation Authority training policy.

10.4 Aerodrome Inspector Training Programme

The Aerodrome Inspectors training programme has been appended as Appendix 2 of this handbook.

10.5 Aerodrome Inspector Training plan

- (a) To ensure systematic and comprehensive training of Aerodromes Inspectors, annual training plans shall be developed in line with the approved aerodrome training program.
- (b) The inspectorate shall maintain training records for each Inspector. The Training records will be reviewed and updated at regular intervals. Record of all 'On Job Training' (OJT) imparted to an Inspector must also be maintained in the records.
- (c) It is also the responsibility of the aerodrome inspector, to ensure their training records are up to date.

10.6 On-The-Job Training (OJT)

10.6.1 The following OJT items should be observed by the Aerodrome Inspector candidate during the inspection process. This includes preparation to audit an aerodrome operator.

- (a) Pre-inspection file review.
- (b) On-site OJT inspection process observation.
- (c) Observation.

The Aerodrome Inspector candidate must participate in at least three inspections conducted by a credentialed Aerodrome Inspector as an observer. The candidate should observe at least two experienced credentialed Aerodrome Inspectors prepare for and conduct periodic inspections.

10.6.2 Supervised Inspections.

The Aerodrome Inspector candidate must conduct at least three independent inspections of aerodromes operations of the aerodrome under the supervision and observation of an experienced credentialed Aerodrome Inspector. The pre-inspection and on-site inspection process will be critiqued by the credentialed Aerodrome Inspector assigned to oversee the OJT of the candidate. The candidate will be responsible for preparing all inspection

documents for signature by the credentialed Aerodrome Inspector. The monthly activity report will indicate the training accomplished.

10.6.3 Satisfactory Completion of OJT Assignments.

Upon completion of all OJT assignments, the credentialed Aerodrome Inspector will evaluate the candidate's OJT performance and prepare a brief appraisal indicating the ability of the Aerodrome Inspector candidate to perform the duties of an independent Aerodrome Inspector. If the appraisal is satisfactory, it will be forwarded to the ([CHIEF/MANAGER AGA]) with a written request for the candidate to be issued with Inspector credentials.

10.6.4 Personal Attributes

The Inspector should possess a high degree of integrity, be impartial in carrying out their tasks, be tactful, have a good understanding of human nature and possess the ability to get along well with people. He/she should possess zest to acquire and share knowledge among colleagues and be mindful on the evolving and demanding nature of civil aviation industry.

10.7 Aerodrome Inspector Credentials

10.7.1 Introduction

The Aerodrome Inspectors credentials will identify the bearer as an accredited representative of the Authority authorized to inspect Aerodromes and to discharge those duties as provided for under the Civil Aviation (Aerodrome) Regulation, as amended and the current Civil Aviation Act. Individuals must satisfy certain specific requirements in order to obtain the credentials and retain them only if Aerodrome Inspector maintains currency as prescribed in paragraph 10.5.8. Management must be conscious of these requirements and take appropriate measures to assure that qualified persons are available and current to conduct certification /Licensing programs without interruptions caused by the lack of such persons.

10.7.2 Policy

The duties of the Aerodrome Inspector, as set forth in this handbook, will be performed only by persons who have the required qualifications, appropriate training and have been issued with Aerodrome Inspector credentials. This does not preclude the use of technical specialists to assist in the Certification/ Licensing Program provided that the overall responsibility for determining an aerodrome's compliance with certification /licensing requirements remains with an Aerodrome Inspectors qualified in accordance with this Handbook.

10.7.3 Approving Authority

Director of AGA is the approving authority for issuance of the Aerodrome Inspectors credentials.

10.7.4 Responsibility

Director Safety has established the criteria for eligibility, issuance, and accountability of application for Aerodrome Inspectors credentials.

The Office of Civil Aviation Security monitors the procedures for the issuance and control of credentials.

10.7.5 Criteria for Eligibility

Credentials are issued to qualified persons who are assigned the duties of Aerodrome Inspector and meet the following criteria:

- (a) Have met requirement for hire as aerodrome Inspector;
- (b) Have completed the training requirements;
- (c) Have Satisfactorily completed OJT; and
- (d) Have met security requirements

10.7.6 Applications for Credentials

- (a) Application for credentials shall be made to Director of AGA.
- (b) The applicant must provide two coloured passport photographs.

10.7.7 Issuance, Accountability, and Control

- (a) Director Safety is responsible for the issuance and control of Aerodrome Inspector credentials.
- (b) Following completion of the requirements, Director of AGA will return the credentials to the applicant, who then signs for the credential.
- (c) The Aerodrome Inspector's credential is a one-part credential consisting of South Sudan Court of Arms, South Sudan CAA logo, Articles of authorisation, and including a photograph, title, and signature of the holder, and signature of the approving authority, or his designee.

10.7.8 Currency Requirements

- (a) In order for a credential holder to perform the inspection duties prescribed in this handbook, it is necessary to maintain currency by complying with the following;
- Perform a minimum of one Aerodrome inspection within the last 12-month period as the lead Aerodrome Inspector.
 - Attend a recurrent training course.
- (b) If a credential holder fails to maintain the required currency, he/she will return his/her credentials to Director of AGA within 15 days after currency qualifications expire.

10.7.9 Temporary Inspection Authorization

- (a) When deemed necessary to achieve program objectives, Director of AGA may temporarily issue credentials to individuals who have not met the minimum criteria for full credentials. Such individuals must have significant experience in aerodrome safety and must be recommended by the Director of AGA. The temporary issuance of a credential may be granted for a period to be determined by Director of AGA, and will normally not exceed 6months.
- (b) Requests for issuance of Aerodrome Inspector's credentials on a temporary basis shall be made to the Director of AGA and shall include:
- i. The name and background/experience information of the recommended individual;
 - ii. A list of training accomplishments and intended schedule for completion of the requirements.
 - iii. The length of time the credential will be needed; and
 - iv. The plan to obtain a fully qualified Aerodrome Inspector.
 - v. A minimum of three OJT inspections accompanied by a full time Aerodrome Inspector.

10.7.10 Use of Credentials

- (a) The credentials shall be used only in the conduct of official business.
- (b) Misuse or improper possession of the credential can subject the offender to disciplinary actions.

10.7.11 Lost, Stolen, or Damaged Credentials.

- (a) The Aerodrome Inspector credential is property of the Authority. If a credential is lost or stolen, Director of AGA and the nearest Police Station shall be notified immediately. This shall be confirmed in writing, citing the circumstance surrounding the loss within 48 hours of the loss.
- (b) Reasonable effort should be made to locate the credential. If this cannot be done within a reasonable time or if the recovered credential is damaged to the extent that it can no longer provide adequate identification, application for a replacement may be made through normal channels. Recovered credentials shall be returned to [Chief/Manager AGA], accompanied by a cover letter for final disposition.
- (c) Upon receipt of a duly completed application and written explanation of loss, Director Safety may proceed to issue a replacement.
- (d) The Office of Civil Aviation Security of the Authority shall be notified by Director Safety of credential loss.

10.7.12 Surrender of Credentials.

The credential shall be surrendered to the holder's supervisor who shall forward the card to [Chief/Manager AGA] for proper disposition. The credentials shall be surrendered under any of the following conditions:

- (a) Termination of employment;
- (b) Reassignment to a position which does not require an Aerodrome Inspector credential;
- (c) Issuance of a revised credential;
- (d) Not maintaining recurrent training and experience as specified in paragraphs 10.5.8; or
- (e) Upon demand by the issuing authority.

10.7.13 Destruction

Any Aerodrome Inspector's credential which becomes damaged during processing or invalid upon termination or transfer of an employee shall be forwarded to DIRECTOR SAFETY for destruction.

10.7.14 Re-issuance of Aerodrome Inspector Credentials.

For an aerodrome inspector, who has been out of the program for more than 1 year, credentials will be re-issued after they have:

- a) Conducted three inspections accompanied by the lead Aerodrome Inspector and;
- b) Attended the first available recurrent Aerodrome Inspector training.

CHAPTER 11: PARTICIPATION IN SAFETY RELATED ACTIVITIES

11.1. Purpose

This Chapter defines the Aerodrome Inspector's recommended role in the following activities;

11.2. Aerodrome Emergency Exercises

It is recommended that Aerodrome Inspectors attend the full-scale emergency exercise required by the Civil Aviation (Aerodrome Design and Operations) Regulations. An exercise should not only be a learning experience for aerodrome/emergency personnel but an opportunity for the Aerodrome Inspector to do a first-hand evaluation of the Aerodrome Emergency Plan (AEP). Normally an Aerodrome Inspector will be one of several people evaluating the exercise. Any problems or deficiencies brought out during the exercise which requires a change to the AEP need to be attended to in a timely manner by the aerodrome management.

11.3. Pre-design and Pre-construction workshops /meetings

It is recommended that Aerodrome Inspectors attend pre-design and pre-construction workshops when a construction project is complex or there is significant work that may impact compliance with the Civil Aviation (Aerodrome Design and Operations) Regulations. This will allow the inspector to make input prior to the time of design/construction. Aerodrome Inspector recommendations and comments should be documented and form part of the report/minutes of the Pre-design/Preconstruction workshop/meeting.

11.4. Final Inspection of Completed Projects

At the completion of a construction project involving complex or significant work the Aerodrome Inspector if requested, should accompany the project engineer/manager to ensure compliance with Civil Aviation (Aerodrome Design and Operations) Regulations. If problem areas are noted, coordination with aerodrome management should be accomplished in order to bring the project up to standards.

11.5. Joint Planning meetings

If joint planning meetings, between the aerodrome operator and the Inspectorate are conducted, the Aerodrome Inspector will attend and Civil Aviation (Aerodrome) Regulation issues should also be discussed. If aware of a joint planning meeting but unable to attend, the Aerodrome Inspector should address any certification safety needs through South Sudan CAA personnel attending this meeting.

11.6. Accident and Incident investigation

Inspectors shall participate in any accident or incident investigation, whenever they are called upon.

Close liaison should be maintained with the Accident Investigation Unit to obtain data on aircraft accidents and incidents at or near aerodromes for use by Directorate of Safety, Security and Economic Regulation personnel staff in their continuing work.

11.7. Inspector Exchange Program

It is recommended that each credentialed Aerodrome Inspector participates in at least one inspection per year, in the East African Community Partner States, to observe the different techniques used by other Aerodrome Inspectors.

Civil Aviation Safety and Security Oversight Agency (CASSOA) or the ICAO Regional office may coordinate the Aerodrome Inspector exchange program, upon request from the Authority.

CHAPTER 12: RECORDS MANAGEMENT

12.1. Retention of Records

All safety records shall be retained for the minimum five (5) years as required by law.

12.2. Destruction of Files

The Aerodrome Inspectors shall review Safety Inspection files on a regular basis to identify and list files that are eligible for destruction. The list will be forwarded to Director of AGA for re-examination and making a final decision.

12.3. Use of Safety Investigation Files for Case Studies

Safety Investigation files may be used for case studies by the Authority. In such instances, information which may identify the parties involved would be deleted from these files before release.

12.4. Classification and Control of Enforcement Records

All Aviation Enforcement records shall be treated as confidential documents. [State] CAA personnel dealing with Enforcement matters shall ensure that these documents and records are always secured when work areas are left unattended.

12.5. Establishment of Technical Library

To enable the inspectorate personnel to keep abreast of the subject of aerodrome design, specifications, operation and maintenance, it is essential to establish a properly organized and administered technical library.

The Aerodrome inspectorate subscribes to the general technical library maintained by the Directorate of Safety, Security and Economic Regulation.

The Inspectorate staff will maintain files for all individual aerodromes in the State including certified/licensed aerodromes. The file for each certified/licenced aerodrome should contain records from the expression of interest stage to the issuance or refusal of the certificate, and the file should remain open thereafter for further documentation and correspondence on the subject.

APPENDICES

APPENDIX 1: APPLICABILITY OF REGULATIONS MATRIX

REGULATION	CATEGORIES OF AERODROME			
	A	B	C	D
PART I - PRELIMINARY PROVISIONS	√	√	√	√
1. Title	√	√	√	√
2. Interpretation	√	√	√	√
3. Application	√	√	√	√
4. Certification of aerodromes used for international operations	√	√	√	√
5. Use of common reference systems	√	√	√	√
6. Categories of aerodromes	√	√	√	√
PART II - CONSTRUCTION OF AERODROMES	A	B	C	D
7. Requirements for application for an aerodrome construction permit	√	√	√	√
8. Issuance of aerodrome construction permit	√	√	√	√
9. Design and construction of aerodrome	√	√	√	√
10. Requirements for aerodrome design	√	√	√	√
11. Aerodrome reference code	√	√	√	√
PART III - LICENSING OF AERODROMES	A	B	C	D
12. Application of this Part		√	√	√
13. Application for licence		√	√	√
14. Conditions for issuance of licence		√	√	√
15. Issuance of licence		√	√	√
16. Breach of conditions of licence and non-conformance with the licensing requirements		√	√	√
17. Specifications of an Aerodrome licence		√	√	√
18. Validity of licence		√	√	√

19. Renewal of licence		✓	✓	✓
20. Amendment of licence		✓	✓	✓
21. Interim Aerodrome licence		✓	✓	✓
22. Suspension of a licence		✓	✓	✓
23. Cancellation of licence		✓	✓	✓
24. Surrender of licence		✓	✓	✓
25. Charges at licensed aerodromes		✓	✓	✓
26. Licences register		✓	✓	✓
27. Notification and furnishing of information		✓	✓	✓
PART IV - CERTIFICATION OF AERODROMES	A	B	C	D
28. Application of this Part	✓			
29. Application for certificate	✓			
30. Conditions for issuance of certificate	✓			
31. Breach of conditions of certificate and non-conformance with the certification requirements	✓			
32. Aerodrome certificate	✓			
33. Issuance of certificate	✓			
34. Validity of certificate	✓			
35. Renewal of certificate	✓			
36. Amendment of certificate	✓			
37. Interim Aerodrome Certificate	✓			
38. Suspension and cancellation of certificate	✓			
39. Cancellation of aerodrome certificate	✓			
40. Surrender of certificate	✓			
41. Charges at certificated aerodromes	✓			
42. Certificates register	✓			

PART V - OBLIGATIONS OF THE AERODROME OPERATOR	A	B	C	D
43. Compliance with conditions	✓	✓	✓	✓
44. Competence of operational and maintenance personnel	✓	✓	✓	✓
45. Aerodrome operations and maintenance	✓	✓	✓	✓
46. Safety management system	✓			
47. Storage of inflammable and other dangerous goods	✓	✓	✓	✓
48. Safety measures against fire	✓	✓	✓	✓
49. Access to and operations within restricted areas	✓	✓	✓	✓
50. Entry into or exit from restricted areas of aerodrome	✓	✓	✓	✓
51. Test-running of aircraft engine	✓	✓	✓	✓
52. Certain acts prohibited on an aerodrome	✓	✓	✓	✓
53. Removal of obstructions from the aerodrome movement surface	✓	✓	✓	✓
54. Maintenance of environment management programme	✓	✓	✓	✓
55. Protection of navigation aids	✓	✓	✓	✓
56. Responsibilities of the aerodrome operator	✓	✓	✓	✓
57. Inspection of aerodromes and unhindered access by inspectors of the Authority	✓	✓	✓	✓
58. Notifying and reporting	✓	✓	✓	✓
59. Aerodrome movement area inspections	✓	✓	✓	✓
60. Special inspections	✓	✓	✓	✓
61. Warning notices	✓	✓	✓	✓
PART VI - AERODROME MANUAL	A	B	C	D
62. Requirements for aerodrome manual	✓	✓	✓	✓
63. Information to be included in an aerodrome manual	✓	✓	✓	✓
64. Amendment of an aerodrome manual	✓	✓	✓	✓
PART VII - AERODROME DATA	A	B	C	D

65. Aeronautical data	✓	✓	✓	✓
66. Aerodrome reference point	✓	✓	✓	✓
67. Aerodrome and runway elevation	✓	✓	✓	✓
68. Aerodrome reference temperature	✓	✓	✓	✓
69. Aerodrome dimensions and related information	✓	✓	✓	✓
70. Strength of pavements	✓	✓	✓	✓
71. Pre-flight altimeter check location	✓	✓	✓	✓
72. Declared distances	✓	✓	✓	✓
73. Condition of the movement area and related facilities	✓	✓	✓	✓
74. Water on a runway	✓	✓	✓	✓
75. Disabled aircraft removal	✓	✓	✓	✓
76. Information on level of protection of rescue and fire-fighting	✓	✓	✓	✓
77. Visual approach slope indicator system	✓	✓	✓	✓
78. Coordination between aeronautical information services and aerodrome authorities	✓	✓	✓	✓
PART VIII - WILDLIFE HAZARD MANAGEMENT	A	B	C	D
79. Application of this Part	✓	✓	✓	✓
80. Wildlife hazard management	✓	✓	✓	✓
81. Wildlife strike hazard reduction at an aerodrome	✓	✓	✓	✓
82. National Committee on Wildlife Hazard Management	✓			
83. Responsibilities of the National Committee on Wildlife Hazard Management	✓			
84. Composition of the National Committee on Wildlife Hazard Management	✓			
85. Animals not allowed in restricted areas of the aerodrome	✓	✓	✓	✓
PART IX - AERODROMES PHYSICAL CHARACTERISTICS	A	B	C	D
86. Conditions for operating an aerodrome	✓	✓	✓	✓
87. Standards for physical characteristics of an aerodrome	✓	✓	✓	✓

88. Number and orientation of runways	✓	✓	✓	✓
89. Choice of maximum permissible cross-wind components	✓	✓	✓	✓
90. Data to be used for the calculation of the runway usability factor	✓	✓	✓	✓
91. Location of threshold	✓	✓	✓	✓
92. Determination of actual length of runways	✓	✓	✓	✓
93. Determination of width of runway	✓	✓	✓	✓
94. Determination of minimum distance between parallel runways.	✓	✓	✓	✓
95. Slopes on runways.	✓	✓	✓	✓
96. Strength of runways.	✓	✓	✓	✓
97. Surface of runways.	✓	✓	✓	✓
98. Runway shoulders.	✓	✓	✓	✓
99. Runway turn pads.	✓	✓	✓	✓
100. Runway strips.	✓	✓	✓	✓
101. Slopes on runway strips.	✓	✓	✓	✓
102. Runway end safety area.	✓	✓	✓	✓
103. Clearways.	✓	✓	✓	✓
104. Stopways.	✓	✓	✓	✓
105. Radio altimeter operating area.	✓	✓	✓	✓
106. Taxiways.	✓	✓	✓	✓
107. Rapid exit taxiways.	✓	✓	✓	✓
108. Taxiways on bridges.	✓	✓	✓	✓
109. Taxiway shoulders.	✓	✓	✓	✓
110. Taxiway strips.	✓	✓	✓	✓
111. Holding bays, runway holding positions, intermediate holding positions and road holding positions.	✓	✓	✓	✓
112. Aprons.	✓	✓	✓	✓

113. Isolated aircraft parking position.	✓	✓	✓	✓
PART X - OBSTACLE RESTRICTION AND REMOVAL	A	B	C	D
114. Erection of obstacles.	✓	✓	✓	✓
115. Establishment of obstacle limitation surfaces.	✓	✓	✓	✓
116. Obstacle limitation surfaces.	✓	✓	✓	✓
117. Outer horizontal surface	✓	✓	✓	✓
118. Conical surface.	✓	✓	✓	✓
119. Inner horizontal surface.	✓	✓	✓	✓
120. Approach surface.	✓	✓	✓	✓
121. Inner approach surface.	✓	✓	✓	✓
122. Transitional surface.	✓	✓	✓	✓
123. Inner transitional surface.	✓	✓	✓	✓
124. Balked landing surface.	✓	✓	✓	✓
125. Take-off climb surface.	✓	✓	✓	✓
126. Obstacle limitation requirements for non-instrument runways.	✓	✓	✓	✓
127. Obstacle limitation requirements for Non-precision approach runway.	✓	✓	✓	✓
128. Obstacle limitation requirements for precision approach runways.	✓	✓	✓	✓
129. Obstacle limitation requirements for runways meant for take-off.	✓	✓	✓	✓
130. Objects outside obstacle limitation surfaces and other objects	✓	✓	✓	✓
131. Authorisation to construct within the vicinity of an aerodrome.	✓	✓	✓	✓
132. Removal of obstacle.	✓	✓	✓	✓
PART XI - VISUAL AIDS FOR NAVIGATION	A	B	C	D
133. Wind direction indicators	✓	✓	✓	✓
134. Landing direction indicator.	✓	✓	✓	✓
135. Signalling lamp.	✓	✓	✓	✓

136. Signal panel and signalling area.	✓	✓	✓	✓
137. Markings.	✓	✓	✓	✓
138. Interruption of runway markings.	✓	✓	✓	✓
139. Runway designation marking.	✓	✓	✓	✓
140. Runway centreline marking	✓	✓	✓	✓
141. Threshold marking.	✓	✓	✓	✓
142. Aiming point marking.	✓	✓	✓	✓
143. Touchdown zone marking.	✓	✓	✓	✓
144. Runway side stripe marking.	✓	✓	✓	✓
145. Taxiway centreline marking.	✓	✓	✓	✓
146. Runway turn pad marking.	✓	✓	✓	✓
147. Runway-holding position marking.	✓	✓	✓	✓
148. Intermediate holding position marking.	✓	✓	✓	✓
149. VOR aerodrome checkpoint marking.	✓	✓	✓	✓
150. Aircraft stand markings.	✓	✓	✓	✓
151. Apron safety lines.	✓	✓	✓	✓
152. Road-holding position marking	✓	✓	✓	✓
153. Mandatory instruction marking.	✓	✓	✓	✓
154. Information marking.	✓	✓	✓	✓
155. Establishment of aeronautical ground lights.	✓	✓	✓	✓
156. Lights which may endanger the safety of aircraft.	✓	✓	✓	✓
157. Laser emissions which may endanger the safety of aircraft.	✓	✓	✓	✓
158. Lights which may cause confusion.	✓	✓	✓	✓
159. Elevated approach lights.	✓	✓	✓	✓
160. Elevated lights.	✓	✓	✓	✓

161. Surface lights.	✓	✓	✓	✓
162. Light intensity and control.	✓	✓	✓	✓
163. Emergency lighting.	✓	✓	✓	✓
164. Aeronautical beacons.	✓	✓	✓	✓
165. Aerodrome beacon.	✓	✓	✓	✓
166. Identification beacon.	✓	✓	✓	✓
167. Approach lighting system.	✓	✓	✓	✓
168. Simple approach lighting system.	✓	✓	✓	✓
169. Precision approach category I lighting system.	✓	✓	✓	✓
170. Precision approach category II and III lighting system.	✓	✓	✓	✓
171. Visual approach slope indicator systems.	✓	✓	✓	✓
172. PAPI and APAPI.	✓	✓	✓	✓
173. Approach slope and elevation setting of light units.	✓	✓	✓	✓
174. Obstacle protection surface for PAPI and APAPI	✓	✓	✓	✓
175. Circling guidance lights.	✓	✓	✓	✓
176. Runway lead-in lighting systems.	✓	✓	✓	✓
177. Runway edge lights	✓	✓	✓	✓
178. Runway threshold and wing bar lights.	✓	✓	✓	✓
179. Runway end lights.	✓	✓	✓	✓
180. Runway centre line lights.	✓	✓	✓	✓
181. Runway touchdown zone lights.	✓	✓	✓	✓
182. Simple Touchdown Zone Lights.	✓	✓	✓	✓
183. Rapid exit taxiway indicator lights.	✓	✓	✓	✓
184. Stop-way lights.	✓	✓	✓	✓
185. Taxiway centre line lights.	✓	✓	✓	✓

186. Taxiway centre line lights on taxiways.	✓	✓	✓	✓
187. Taxiway centre line lights on rapid exit taxiways	✓	✓	✓	✓
188. Taxiway centre line lights on runways.	✓	✓	✓	✓
189. Taxiway edge lights.	✓	✓	✓	✓
190. Runway turn pad lights.	✓	✓	✓	✓
191. Stop bars.	✓	✓	✓	✓
192. Intermediate holding position lights.	✓	✓	✓	✓
193. Runway guard lights.	✓	✓	✓	✓
194. Apron floodlighting.	✓	✓	✓	✓
195. Visual docking guidance system.	✓	✓	✓	✓
196. Azimuth guidance unit.	✓	✓	✓	✓
197. Stopping position indicator.	✓	✓	✓	✓
198. Advanced Visual Docking Guidance System.	✓	✓	✓	✓
199. Aircraft Stand manoeuvring guidance lights.	✓	✓	✓	✓
200. Road-holding position light.	✓	✓	✓	✓
201. No-entry bar.	✓	✓	✓	✓
202. Signs.	✓	✓	✓	✓
203. Mandatory instruction signs.	✓	✓	✓	✓
204. Information signs.	✓	✓	✓	✓
205. VOR aerodrome checkpoint sign.	✓	✓	✓	✓
206. Aerodrome identification sign.	✓	✓	✓	✓
207. Aircraft stand identification signs.	✓	✓	✓	✓
208. Road-holding position sign.	✓	✓	✓	✓
209. Markers.	✓	✓	✓	✓
210. Unpaved runways edge Markers.	✓	✓	✓	✓

211. Stop way edge markers.	✓	✓	✓	✓
212. Taxiway edge markers.	✓	✓	✓	✓
213. Taxiway centre line markers.	✓	✓	✓	✓
214. Unpaved taxiway edge markers.	✓	✓	✓	✓
215. Boundary markers.	✓	✓	✓	✓
PART XII - VISUAL AIDS FOR DENOTING OBSTACLES	A	B	C	D
216. Provision of visual aids for denoting obstacles.	✓	✓	✓	✓
217. Marking and lighting of objects within the lateral boundaries of the obstacle limitation surfaces.	✓	✓	✓	✓
218. Marking and lighting of objects outside the lateral boundaries of the obstacle limitation surfaces.	✓	✓	✓	✓
219. Marking or lighting of objects.	✓	✓	✓	✓
220. Marking and lighting of mobile objects.	✓	✓	✓	✓
221. Intensity and Colour of Obstacle Lights.	✓	✓	✓	✓
222. Marking of fixed Objects.	✓	✓	✓	✓
223. Lighting of fixed objects.	✓	✓	✓	✓
224. Lighting of objects with height less than 45 m above ground level.	✓	✓	✓	✓
225. Lighting of objects with a height 45m or more to a height less than 150 m above ground level.	✓	✓	✓	✓
226. Lighting of objects with a height 150 m or more above ground level.	✓	✓	✓	✓
227. Marking of wind turbines.	✓	✓	✓	✓
228. Lighting of wind turbines.	✓	✓	✓	✓
229. Marking of overhead wires, cables, etc., and supporting towers.	✓	✓	✓	✓
230. Lighting of overhead wires, cables, etc., and supporting towers.	✓	✓	✓	✓
PART XIII - VISUAL AIDS FOR DENOTING RESTRICTED USE AREAS	A	B	C	D
231. Marking of restricted use areas.	✓	✓	✓	✓
232. Marking and lighting of closed runways and taxiways, or parts of the runway and taxiways.	✓	✓	✓	✓
233. Marking of non-load-bearing surfaces.	✓	✓	✓	✓

234. Marking of Pre-threshold areas.	✓	✓	✓	✓
235. Marking and lighting of unserviceable areas.	✓	✓	✓	✓
PART XIV - ELECTRICAL SYSTEMS				
236. Application of this Part.	✓	✓	✓	✓
237. Electrical power supply systems for air navigation services facilities.	✓	✓	✓	✓
238. Electrical System design and operation.	✓	✓	✓	✓
239. Monitoring of electrical systems.	✓	✓	✓	✓
PART XV - AERODROME OPERATIONAL SERVICES, EQUIPMENT, INSTALLATIONS AND FACILITIES	A	B	C	D
240. Immigration, customs and excise aerodromes.	✓	✓	✓	✓
241. Supply of aviation fuel to aircraft.	✓	✓	✓	✓
242. Aerodrome emergency planning.	✓	✓	✓	✓
243. Emergency planning committee.	✓	✓	✓	✓
244. Emergency operation centre and command post.	✓	✓	✓	✓
245. Aerodrome emergency exercises.	✓	✓	✓	✓
246. Emergencies in difficult environment.	✓	✓	✓	✓
247. Establishment of aerodrome rescue and fire- fighting services.	✓	✓	✓	✓
248. Determination of aerodrome rescue and fire- fighting category.	✓	✓	✓	✓
249. Level of protection for rescue and fire-fighting services.	✓	✓	✓	✓
250. Extinguishing agents.	✓	✓	✓	✓
251. Provision of reserve supplies of water and foam for fire-fighting vehicles.	✓	✓	✓	✓
252. Provision of rescue equipment.	✓	✓	✓	✓
253. Response time for rescue and fire-fighting services.	✓	✓	✓	✓
254. Establishment of emergency access roads.	✓	✓	✓	✓
255. Rescue and fire- fighting service stations.	✓	✓	✓	✓
256. Provision of communication and alerting systems for rescue and fire-fighting services.	✓	✓	✓	✓

257. Minimum number of rescue and fire-fighting vehicles.	✓	✓	✓	✓
258. Requirements for rescue and fire-fighting personnel.	✓	✓	✓	✓
259. Removal of disabled aircraft.	✓	✓	✓	✓
260. Apron management service.	✓	✓	✓	✓
261. Ground servicing of aircraft.	✓	✓	✓	✓
262. Aerodrome vehicle operation.	✓	✓	✓	✓
263. Surface movement guidance and control systems.	✓	✓	✓	✓
264. Siting of equipment and installations on operational areas.	✓	✓	✓	✓
265. Location, construction and installation of equipment on operational areas	✓	✓	✓	✓
266. Fencing of aerodromes and installations.	✓	✓	✓	✓
267. Maintenance of safety inspection programme.	✓	✓	✓	✓
268. Maintenance of fire prevention programme.	✓	✓	✓	✓
269. Access of ground vehicles and personnel to the aerodrome movement area.	✓	✓	✓	✓
270. Operation of Aircraft exceeding certified characteristics of an aerodrome.	✓	✓	✓	✓
271. Autonomous runway incursion warning system.	✓	✓	✓	✓
PART XVI - AERODROME MAINTENANCE	A	B	C	D
272. Maintenance programme.	✓	✓	✓	✓
273. Maintenance of pavements and adjacent areas.	✓	✓	✓	✓
274. Removal of contaminants.	✓	✓	✓	✓
275. Runway pavement overlays.	✓	✓	✓	✓
276. Preventive maintenance of visual aids.	✓	✓	✓	✓
277. Construction or maintenance activity during low visibility operations.	✓	✓	✓	✓
278. Works at aerodromes.	✓	✓	✓	✓
PART XVII – EXEMPTIONS	A	B	C	D
279. Application for exemption.	✓	✓	✓	✓

280. Initial review by the Authority.	✓	✓	✓	✓
281. Evaluation of application for exemption	✓	✓	✓	✓
PART XVIII - GENERAL PROVISIONS	A	B	C	D
282. Change of name of a licence or certificate holder.	✓	✓	✓	✓
283. Change of address of a licence or certificate holder.	✓	✓	✓	✓
284. Use and retention of licences, certificates, approvals and records.	✓	✓	✓	✓
285. Replacement of documents.	✓	✓	✓	✓
286. Aeronautical user charges.	✓	✓	✓	✓
287. Conditions for operating an aerodrome.	✓	✓	✓	✓
288. Lighting of en-route obstacles.	✓	✓	✓	✓
289. Land use in the vicinity of an aerodrome.	✓	✓	✓	✓
290. Aeronautical study.	✓	✓	✓	✓
291. Deviations from standards.	✓	✓	✓	✓
292. Safety inspections and audits.	✓	✓	✓	✓
293. Obligation to insure an aerodrome.	✓	✓	✓	✓
PART XIX - OFFENCES AND PENALTIES	A	B	C	D
294. Contravention of Regulations.	✓	✓	✓	✓
295. Offences and Penalties.	✓	✓	✓	✓
PART XX - SAVINGS AND TRANSITION	A	B	C	D
296. Savings and Transition.	✓	✓	✓	✓
297. Revocation.	✓	✓	✓	✓

APPENDIX 2: TRAINING PROGRAMME FOR AERODROME INSPECTORS

1. Introduction

The Civil Aviation Authority training policy provides for appropriate training to be undertaken by Aerodrome inspectors in order to be able to effectively carry out their oversight functions of aerodromes in [State].

This Inspector Training program is in reference to Inspector training in the Aerodrome Inspector's handbook, Chapter 10.. It has been developed to facilitate and guide the training of Aerodrome Inspectors in the Civil Aviation Authority. The program spells out; the minimum standard training for an Aerodrome Inspector, training needs for each position, associated course details and On the Job Training requirements.

However, Aerodrome certification and oversight requires multi-disciplinary base and inputs to achieve the desired operating standards. In this regard, Aerodrome inspectors will be trained to cater for the appropriate mix of aerodrome operations in [State].

2. Purpose of training

The purpose of training is to equip Aerodrome Inspectors with the necessary skills and knowledge necessary to carry out their oversight functions and responsibilities in order to meet the [State] CAAs oversight function.

3. Training resources

[State] CAA Management shall ensure that the resources required to meet the Inspector training needs are availed.

4. Description

The training required for each individual Aerodrome Inspector is based upon the specific function such as Aerodrome Design, Compliance, etc and also job task/specialty that the inspector will performsuch as civil engineering, RFFS, etc. The Inspector must complete both the formal classroom training and the associated On-Job-Trainingin order to effectively carry out the specific tasks.

In addition the inspector will have to undergo;

Recurrent training as and when necessary to keep current and up to date with changing environment and technology and

Refresher training to refresh the knowledge and technical know-how.

Training of Aerodrome Inspectors will be categorized as follows;

- (1) Indoctrination
- (2) Initial/Basic training
- (3) On Job Training
- (4) Specialized training
- (5) Recurrent/Refresher training
- (6) Additional /advanced training

5. Categories of training

5.2.1 Initial Training

Apart from the Indoctrination, all Aerodrome Inspectors shall undertake the following courses as a minimum.

No.	Course	
1.	Working with ICAO Annex 14	R
2.	Safety Oversight (Aerodrome) Inspectors	R
3.	Auditing Techniques for Regulators	
4.	Aerodrome Inspection/ Aerodrome Auditing and compliance Course	
5.	Aerodrome Certification Course	R
6.	Safety Management Systems	R
7.	Basic Airport Operations	
8.	Human Factors in Aviation	

5.2.2 On Job Training

Subsequent to completion of the initial training for the new inspectors the inspectors shall undergo On-job training for a period of 6 months to one (1) year under the supervision of a qualified Aerodrome inspector.

5.2.3 Specialised Training for the AGA functional units

The AGA Inspectorate is comprised of two (2) functional units namely; Standards Unit and Safety Unit.

The Inspectors attached to these units have different training requirements as outlined below;

5.2.4.1 Aerodromes Standard Unit

No.	Course
1.	Airport System and Planning course
2.	Airport Design and Construction course
3.	Heliport Planning and Design course
4.	Airport Pavement Evaluation Course
5.	Obstacle Limitation Surface Analysis
6.	Aerodrome Safeguarding course
7.	Airport Operations (Ramp operations and Management)
8.	State Safety Programme
9.	Resolution of Safety Concerns Course
10.	Runway Incursion Awareness & Prevention
11.	AGL Design and Maintenance Course

5.2.4.2 Aerodromes Safety Unit

No.	Course
1.	Airport Operations (Ramp operations and Management)
2.	Basic ARFF course
3.	Airport Ramp Operations and Management
4.	Wildlife Hazard Management
5.	Runway Incursion Awareness & Prevention
6.	Obstacle Limitation surface Analysis
7.	Aerodrome Safeguarding course
8.	Incident Investigation: Effective Safety Risk Management
9.	State Safety Programme
10.	Resolution of Safety Concerns Course
11.	Emergency Response Planning course

5.2.4 Refresher/Recurrent Training

The Refresher/Recurrent training is to be conducted at least once every three years in order to maintain and update previously acquired knowledge.

In addition, proficiency will be achieved through participation in ICAO, FAA, IATA and ACI workshops, symposiums and conferences.

5.2.5 Additional training

Aerodrome Inspectors will also undergo training in the following leadership courses;

No.	Course
1	Safety Oversight for Managers
2	Civil Aviation Management Course

3	Integrated Safety Management Systems
4	Dangerous Goods Course
5	Aeronautical studies and Risk Analysis Course

INITIAL COURSE DETAILS

Indoctrination/New Employee Orientation

Course Title	Indoctrination/New Employee Orientation
Training Profile	Aerodromes
Training Category	Indoctrination
Sequence	Initial
Course Length	5 days
Course Objective	After completing this course the inspector will be able to understand how the Aerodromes Inspectorate fits into the overall structure of the organisation and acquaint themselves with the basic functions within the Inspectorate.
Course Description	This indoctrination is designed for newly hired Aerodrome Inspectors. It presents orientation information concerning the [State] CAA and Aerodrome Inspectorate. Course subjects include history, mission and philosophy of the [State] CAA.
Course Content	At the conclusion of the course, participants will be able to: Describe [State] CAA history and philosophy Identify with the Mission and Vision of [State] CAA

	Understand and identify with the aerodrome standards and safety divisions Apply team concepts in the aerodrome Inspectorate Understand ethical conduct as it pertains to the aerodrome Inspectorate Incorporate professionalism into job functions Demonstrate effective communication skills
Prerequisites	Employment contract with [State] CAA.
Certification	Progress reports and letter of completion.
Persons in charge	MHR, PAI

Working with Annex 14

Course Title	Working with Annex 14
Training Profile	Aerodrome
Training Category	Basic/Initial
Sequence	Initial
Course Length	5 days
Course Objective	Upon completing this course, participants will be able to: Explain in detail how Annex 14 is used by Regulators, Airport Planners and Safety Personnel to ensure Standards are maintained Prepare airports for safety audits Discuss practical examples illustrating how to apply the recommendations of Annex 14 Explain how to manage non-compliance while maintaining safety Apply the Standards and Recommendations of Annex 14 to resolve practical problems

	Gain practical experience of working with Annex 14
Course Description	This course provides airside safety personnel and planners who have already gained a basic knowledge of airport operations and aerodrome design and who will be required to implement the Standards and Recommended Practices contained in ICAO Annex 14 either through their Safety Management System or as part of new aerodrome development.
Course Content	ICAO Annex 14 Standards vs. Recommended Practices Aerodrome Physical Characteristics, Dimensions and Codes Pavement Types: ACN and PCN Runway Friction and Maintenance Aerodrome Lighting and Safeguarding Obstacle Limitation Surfaces (OLS) Runway Declared Distances Risk Assessments Aeronautical Studies - Management of Non-Compliance Multiple and Dual Runway Operations Suspension of Aerodrome License and Non-Compliance Inspection of training programme, records and documentation Runway incursion prevention Wildlife and Foreign Object Damage management Fuelling Inspections Audit of Safety Management System
Prerequisites	None
Certification	Certificate

Safety Oversight Inspectors Course – Aerodromes

Course Title	Safety Oversight Inspectors – Aerodromes
Training Profile	Aerodrome
Training Category	Basic/Initial
Sequence	Initial
Course Length	5 days
Course Objective	The participants will understand the aerodromes safety oversight requirements and practices in order to develop and implement an aerodrome inspection programme
Course Description	The course provides participants with an understanding for the safety oversight of aerodromes required of a State's aviation regulatory body. Participants will learn to conduct aerodrome inspections and the set-up of an aerodrome inspection programme through classroom training and practical exercises.
Course Content	Overview of the States' safety oversight obligations Critical Elements of a Safety Oversight System ICAO Standards and Recommended Practices (SARPs) State Safety Programme (SSP) Establishment of a Safety Management System (SMS) Auditing Roles & Responsibilities Principles & Techniques Procedures Auditing Rescue & Fire-Fighting (RFF) Auditing of Airports SMS Issuing an Airport Operating Certificate / licence

	Practical Exercises Inspection of airfield pavement, markings, lighting, obstructions, etc Rescue Fire-fighting inspection Inspection of training programme, records and documentation Runway incursion prevention Wildlife and Foreign Object Damage management Fuelling Inspections Audit of Safety Management System
Prerequisites	None
Certification	Certificate

Auditing Techniques Course

Course Title	Auditing Techniques Course
Training Profile	Aerodrome
Training Category	Basic/Initial
Sequence	Initial
Course Length	5 days
Course Objective	This course is designed as an initial and recurrent training course for regulatory management and oversight staff, to provide them with an understanding of the principles and practice of auditing to enable them to develop auditing processes to suit a broad range of regulatory auditing activities relating to Aerodromes, Flight

	Operations, Aircraft Maintenance, Training organizations, etc. undertaken by individuals or multi disciplinary teams, and to provide them with the necessary tools and techniques to plan and undertake individual regulatory auditing activities that verify regulatory compliance and process effectiveness. This course is suitable for those who need to understand the key principles of regulatory oversight as a pre-requisite to setting up a fully managed and effective regulatory oversight process.
Course Description	This course is specifically designed to provide regulators with a sufficient understanding of the principles and practice of auditing to enable them to develop auditing processes to suit a broad range of regulatory auditing activities relating to Aerodromes, Flight Operations, Aircraft Maintenance, Training organizations, etc. undertaken by individuals or multi disciplinary teams, and to provide them with the necessary tools and techniques to plan and undertake individual regulatory auditing activities that verify regulatory compliance and process effectiveness. The course covers the principles and practice of conducting an initial review of an organization for regulatory compliance together with the use of auditing to verify the on-going effective implementation of the management system adopted by the organization to ensure continued compliance. It is based around the ICAO oversight model. The course revolves around a case study organization that requires formal approval following which it is necessary for the regulatory authority to construct an ongoing audit oversight program to verify continued compliance.
Course Content	The following subjects will be addressed: • The basis for regulatory oversight - Chicago Convention ~~and~~ • Obligations of the state and obligations of the regulatory authority. • How auditing is used as an integral part of regulatory oversight, with reference to the information provided in ICAO document 9734. • The need for and importance of effective management of the oversight process, with reference to international best practices and case study examples. • An overview of the Initial Approval process (the two stage approach).

	• Initial review of an organisations response to regulatory requirements (document review). • Auditor competency and development issues. • Relative responsibilities within the regulatory organisation for oversight management and decision making based on oversight audit results. • Planning an audit visit. • The function and responsibilities of regulatory oversight team leaders. • An introduction to the fundamental principles of auditing including the need for objective based auditing. • The principle of audit sampling to verify compliance with regulations. • Audit protocol including the need for Audit Entry / Exit meetings and the role of Audit Guides. • Regulatory audit reports & records • Regulatory process for and associated timescales of corrective actions.
Prerequisites	None
Certification	Certificate

Aerodrome Inspection Course

Course Title	Aerodrome Inspection Course
Training Profile	Aerodrome
Training Category	Basic/Initial
Sequence	Initial
Course Length	5 days
Course Objective	To provide aerodrome inspectors with the necessary knowledge, skills and attitudes to ensure that aerodrome inspection procedures

	are implemented appropriately in order to achieve the goal of safe and efficient aerodrome operations.
Course Description	This course provides aerodrome inspectors with the necessary knowledge, skills and attitudes to ensure that aerodrome inspection procedures are implemented appropriately in order to achieve the goal of safe and efficient aerodrome operations.
Course Content	Surface Inspection Marking, Signs, Lightings and NAVAIDs Inspection Airside access and safe Movement Inspection Airside safety operations inspection NOTOM Inspection Wildlife Inspection Rescue and Fire Fighting Inspection Safety Management system inspection.
Prerequisites	None
Certification	Certificate

Aerodrome certification course

Course Title	Aerodrome Certification
Training Profile	Aerodrome
Training Category	Basic/Initial
Sequence	Initial

Course Length	5days
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Aerodrome Certification.
Course Description	This course is designed for newly hired Aerodrome Inspectors in all Aerodrome safety specialties. Course subjects include the FIVE phases of Aerodrome Certification.
Course Content	Review of ICAO requirements ICAO Annex 14 – Aerodromes ICAO Doc 9774 – Manual on Certification of Aerodromes Describe the State responsibilities and ICAO requirements associated with the five phases of Aerodrome Certification. Regulatory set-up and legislative aspects Aerodrome certification requirements and process Aerodrome standards Methodology on the preparation of aerodrome manuals Methods for creating proper documentation to reflect processes and activities Airport management structure sample Responsibilities, authorities and monitoring of contracted services Competency modules for the various functional areas and corporate responsibilities Understanding and implementing a safety management system Airport site visit Introduction to basic human factors

	Audit and inspection methods for ensuring compliance with the appropriate standards Reporting of airport accidents/incidents for safety management system Practical workshops covering the use of audit and inspection techniques for verification of compliance relating to: Documentation and implementation of the regulatory requirements Identification of hazards and defenses. Apply the procedures and processes used in the certification of Aerodromes, such as: Describing the Civil Aviation Act and the Civil Aviation Regulations that pertain to this subject. Conduct meetings (examples - Pre-Application and Formal Application meetings). Assess staff competency Conduct In-depth evaluation of applicant's Aerodrome Manual(s) (Operating Procedures e.g. – Aerodrome Reporting, Training curriculum and program, General Operations Manual, RFF Manual, Maintenance of the Movement area, Obstacle Control, SMS Manual etc.) Inspecting applicant's facilities and equipment. Evaluating pavement and airside physical characteristics Evaluating ground vehicle operations system Evaluating Aeronautical Data Evaluating emergency management system. Evaluating surface movement guidance and control system Evaluating Apron safety/management control system
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	Evaluating obstacle control system Evaluating bird/wildlife hazard mgt system Identifying what items are to be included in the final certification report.
Prerequisites	None
Certification	Certificate

Safety Management Systems

Course Title	Safety Management Systems
Training Profile	Aerodromes
Training Category	SMS
Sequence	Initial
Course Length	5 days
Course Objective	To provide participants with knowledge on the development of the necessary documentation required to implement an SMS, the tools to fulfill ICAO and Regulatory requirements and assess the effectiveness of the aerodrome operator's SMS.
Course Description	This course is designed for Aerodrome personnel. It presents information on system safety, safety management systems, [State] CAA policies, and Aerodrome Standards responsibilities.
Course Content	This course provides training on Safety Management Systems and will normally include the topics listed below: Safety Policy and Objectives Management commitment and responsibility Safety accountabilities of managers Appointment of key safety personnel

	SMS implementation plan Coordination of emergency response Documentation Safety Risk Management Hazard identification Risk assessment and mitigation process Safety Assurance Safety performance monitoring The management of change Continuous improvement of the SMS Safety Promotion Training and education Safety communication
Prerequisites	None
Certification	Certificate

Basic Airport Operations

Course Title	Aerodrome Operations
Training Profile	Aerodrome
Training Category	Basic/Initial
Sequence	Initial
Course Length	5days

Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with Aerodrome Operations.
Course Description	This course is designed for Aerodrome inspectors. It presents information on aerodrome operations, evaluation and approval of ground handling services and terminal operations, [State] CAA policies, and fulfillment of Aerodrome responsibilities.
Course Content	This course provides training on aerodrome operations which typically includes the following job performance subjects: National legislation and the Civil Aviation Regulations that pertain to this subject. Inspection of Apron Safety Management programme. Inspection of Ground Handling operations. Inspection of Terminal operations. Inspection of Cargo operations
Prerequisites	None
Certification	Certificate

Aerodrome Auditing and Compliance

Course Title	Aerodrome Operations
Training Profile	Aerodrome
Training Category	Basic/Initial
Sequence	Initial
Course Length	5days

Course Objective	Upon completing this course, participants will be able to: Explain how the audit process can enhance an airport's SMS Give examples of how to improve safety through audit Explain how to develop compliance templates for auditing Apply auditing techniques Describe the techniques to use for audit follow-up actions
Course Description	This course provides Aerodrome Safety and Compliance Staff with the necessary knowledge and skills to audit their own safety procedures, infrastructures and equipment, and that of other organizations operating at their aerodrome. The course combines classroom activities with practical exercises on-site at an airfield to allow delegates to experience auditing techniques under real conditions while receiving essential guidance and coaching in applying International Standards and Recommended Practices (SARPs).
Course Content	Aerodrome Auditing – needs, requirements and concepts of auditing Aerodrome Certification and Safety Standards Auditing and Regulations Auditing and Aerodrome Inspections Tools for Auditing – Equipment and Checklist Documentation and Reporting Aircraft Turnaround Preparation for an Aerodrome Audit Audit Gap Analysis and Finding
Prerequisites	None
Certification	Certificate

Human Factors in Aviation

Course Title	Aerodrome Operations
Training Profile	Aerodrome
Training Category	Basic/Initial
Sequence	Initial
Course Length	5days
Course Objective	Upon completion of this workshop, you will be able to: • Understand factors that contribute to human error and non-compliance with rules and procedures • Apply human factor principles and concepts to manage errors and violations on an individual, organisational and systemic level
Course Description	This course provides Aerodrome Safety and Compliance Staff with the necessary knowledge and skills to audit their own safety procedures, infrastructures and equipment, and that of other organizations operating at their aerodrome. The course combines classroom activities with practical exercises on-site at an airfield to allow delegates to experience auditing techniques under real conditions while receiving essential guidance and coaching in applying International Standards and Recommended Practices (SARPs).
Course Content	• Human Factors: Past and Present • Human Factors and Systems Safety: Fundamental Concepts • Human Factors and Risk Management • Understanding and Managing Human Error • Human Performance: Capabilities and Limitations • Human Factors Across the Industry • Human Factors and Safety Management Systems (SMS) • Safety and Culture
Prerequisites	None

Certification	Certificate
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APPENDIX 3: AERODROME AUDIT TRIGGER LIST

TRIGGER LIST I - AERODROME FACILITIES

1. RUNWAY(S)

- a. Markers and markings
- b. Pavement condition
- c. Profile Surface texture (e.g. grooving)
- d. Roughness
- e. Cleanliness
- f. Vegetation height (if it's a grass rwy)
- g. Other (cracks, holes, oversized stones, etc.)
- h. Stopways
- i. Shoulders
- j. RESA

2. RUNWAY STRIP(S)

- a. RWS obstacles
- b. Surface condition (graded and overall)
- c. Clearway
- d. Markers
- e. Vegetation height

3. TAXIWAYS

- a. Pavement condition
- b. Roughness
- c. Cleanliness
- d. Vegetation height (if grassed)
- e. Shoulders
- f. Taxiway strips
- g. Markers, markings and MAGS
- h. Other faults

4. APRONS

- a. Pavement condition
- b. Roughness
- c. Cleanliness
- d. Vegetation height (if grassed)
- e. Markings, markers and MAGS
- f. Aircraft tie-down areas
- g. Aircraft parking and clearances

- h. Other (earthing points, vehicle access, etc.)
- i. Other faults

5. LIGHTING

Note: Lighting inspection carried out Day or Night?

- a. Runway(s)
- b. Runway intermediate holding point or guard lights
- c. Taxiway
- d. Portable lighting
- e. Apron edge
- f. Apron flood
- g. Stand-by power
- h. Wind direction indicator(s) lights.
- i. PAPI
- j. MAGS
- k. Portable lights
- l. Obstacle lighting
- m. Other (beacon, etc)

6. GENERAL

- a. Wind indicators
- b. Signal area
- c. Are unserviceability markings and markers available?
- d. Boundary fence/access control
- e. Crash roads

TRIGGER LIST II - AERODROME INSPECTION

- 1 Dimensions and surface conditions of:
 - Runways
 - Runway shoulders
 - Runway strip(s)
 - Runway end safety areas
 - Stop way(s) and clearways
 - Taxiways
 - Taxiway shoulders
 - Taxiway strips
 - Aprons
- 3 Assessment of obstacle limitation surface at and in the vicinity of aerodromes:
- 4 Aeronautical ground lights and the emergency investigator reports flight check records of:
 - a. Runway and taxiway lighting

- b. Approach lights
 - c. PAPI/APAPI
 - d. Apron floodlighting
 - e. Obstacle lighting
 - f. Visual docking guidance system
 - g. Standby power
- 5 Wind direction indicator
 - 6 Illumination of the wind direction indicator(s)
 - 7 Aerodrome markings and markers
 - 8 Signs in the movement areas
 - 9 Tie-down points for aircraft
 - 10 Ground earthing points
 - 11 Rescue and fire-fighting equipment and installations
 - 12 Aerodrome maintenance equipment (airside – runway and surface friction)
 - 13 Runway sweepers
 - 14 Disabled aircraft removal and equipment
 - 15 Aerodrome Manual Approval checklist
 - 16 Wildlife management equipment
 - 17 Two-way radios installed in vehicles for use by aerodrome operator in the movement area
 - 18 Presence of lights that may endanger the safety of aircraft
 - 19 Fuelling facilities

TRIGGER LIST III - PROCEDURES TO BE INSPECTED/AUDITED

- a. Procedures to prevent unlawful interference
- b. Procedures to prevent unauthorised entry
- c. Procedures for maintenance
- d. Procedures (Aerodrome works) for communication and coordination with air traffic services
- e. Procedures for Apron Management
- f. Procedures for Apron Safety
- g. Procedures for Control of surface vehicles
- h. Procedures for Wildlife Hazard management
- i. Procedures for Control and Monitoring of obstacles
- j. Procedures for Safe handling and storage of hazardous material
- k. Procedures for low-visibility aerodromes operations
- l. Procedures for protection of Radar, radio and navigational aids on the aerodromes
- m. Procedures for measurement of runway friction
- n. Procedures for inspection of Secondary power and electrical outage
- o. Procedures of light installations

TRIGGER LIST II - AERODROME INSPECTION

- 2 Dimensions and surface conditions of:
 - Runways
 - Runway shoulders
 - Runway strip(s)
 - Runway end safety areas
 - Stop way(s) and clearways
 - Taxiways
 - Taxiway shoulders
 - Taxiway strips
 - Aprons
- 20 Assessment of obstacle limitation surface at and in the vicinity of aerodromes:
- 21 Aeronautical ground lights and the emergency investigator reports flight check records of:
 - h. Runway and taxiway lighting
 - i. Approach lights
 - j. PAPI/APAPI
 - k. Apron floodlighting
 - l. Obstacle lighting
 - m. Visual docking guidance system
 - n. Standby power
- 22 Wind direction indicator
- 23 Illumination of the wind direction indicator(s)
- 24 Aerodrome markings and markers
- 25 Signs in the movement areas
- 26 Tie-down points for aircraft
- 27 Ground earthing points
- 28 Rescue and fire-fighting equipment and installations
- 29 Aerodrome maintenance equipment (airside – runway and surface friction)
- 30 Runway sweepers
- 31 Disabled aircraft removal and equipment
- 32 Aerodrome Manual Approval checklist
- 33 Wildlife management equipment
- 34 Two-way radios installed in vehicles for use by aerodrome operator in the movement area
- 35 Presence of lights that may endanger the safety of aircraft
- 36 Fuelling facilities

APPENDIX 5: FORMS

Appendix 5a: Application for an Aerodrome Certificate

CAA/DIRECTOR SAFETY/AGA/F-01

CIVIL AVIATION AUTHORITY

DIRECTORATE OF SAFETY REGULATION APPLICATION FOR AN AERODROME CERTIFICATE

1. Particulars of the Applicant

Full Name of applicant:
Address of the applicant:
.....
.....
.....
Position of aerodrome with reference to the nearest town :
Telephone numbers:
Fax: E-mail:

2. Particulars of the Aerodrome Site

Aerodrome Name: Category:
Real Property Description:
Geographical Coordinates of the Aerodrome Reference Point: Latitude: Longitude: (in degrees, minutes and seconds and in WGS-84 format)

3. Is the applicant the owner of the Aerodrome Site

Yes / No

If Yes, provide Land Title:

If No, provide:

(a) Details of rights held in relation to the site; and

(b) Name and address of the owner of the site and written evidence that permission has been obtained for the site to be used by the applicant as an aerodrome.

4. Indicate the critical aircraft expected to use the Aerodrome

Critical aircraft type:

Intended commencement date of aerodrome operations:

Other information:

5. Is the aerodrome to be used for regular public transport operations?

☐ Yes ☐ No

6. Type of operations

☐ Day light VFR Operations
☐ VFR/IFR
☐ VFR
☐ International

☐ Night
☐ IFR
☐ Domestic
☐ Domestic and International

7. Details to be shown on the Aerodrome Certificate

Aerodrome Name:

Aerodrome Operator:

Address:

.....
.....

On behalf of the Aerodrome Operator shown above, I hereby apply for a certificate to operate the aerodrome.

My authority to act on behalf of the applicant is:

.....
...
.....
...
.....
...

Signed: Date:

.....

Name of person making the declaration:

NOTES:

1. Two copies of the Aerodrome Manual, prepared in accordance with Civil Aviation (Aerodrome) Regulations, commensurate with the aircraft activities expected at the aerodrome, are required as part of this application.
2. The Application should be submitted to;
Director Safety, Security and Economic Regulation
Civil Aviation Authority
P. O. Box 5536
Kampala
3. On submission of this application, a fee shall be quoted by the Authority for the cost of Certification.
4. Documentary evidence in support of all matters in this application shall be provided if requested.
5. Other documents required under the Civil Aviation (Aerodromes) Regulation shall be submitted together with this application.

Appendix 5b: Application for an aerodrome license

CAA/DIRECTOR SAFETY/AGA/F-02

CIVIL AVIATION AUTHORITY
DIRECTORATE OF SAFETY REGULATION
APPLICATION FOR AN AERODROME LICENSE

1. Particulars of the Applicant

Full Name of applicant:

Address of the applicant:

.....

.....

.....

Position of aerodrome with reference to the nearest town :

.....

Telephone numbers:

Fax: E-mail:

2. Particulars of the Aerodrome Site

Aerodrome Name: Category:

Real Property Description:

.....

.....

.....

Geographical Coordinates of the Aerodrome Reference Point:

Latitude: Longitude:

(in degrees, minutes and seconds and in WGS-84 format)

3. Is the applicant the owner of the Aerodrome Site

Yes / No

If Yes, provide Land Title Deed No.

If No, provide:

(a) Details of rights held in relation to the site; and

(b) Name and address of the owner of the site and written evidence that permission has been obtained for the site to be used by the applicant as an aerodrome.

4. Indicate the critical aircraft expected to use the Aerodrome

Critical aircraft type:

Intended commencement date of aerodrome operations:

Other information:

.....
.....

5. Is the aerodrome to be used for regular public transport operations?

☐ Yes

☐ No

6. Is an Aerodrome Manual enclosed with this application?

☐ Yes

☐ No

If no please indicate when this is likely to be submitted to DIRECTOR SAFETY. (Note: An Aerodrome Licence will not be granted until an acceptable aerodrome Manual has been received by DIRECTOR SAFETY)

.....
.....
.....

7. Indicate the type of operations expected at this Aerodrome.

☐ Day light VFR Operations

☐ Night

☐ VFR/IFR

☐ IFR

☐ VFR

☐ Domestic

☐ International

☐ Domestic and International

8. Details to be shown on the Aerodrome License

Aerodrome Name:
 Aerodrome Operator:
 Address:

On behalf of the Aerodrome Operator shown above, I hereby apply for a license to operate the aerodrome.

My authority to act on behalf of the applicant is:

.....

Signed: Date:.....

Name of person making the declaration:

.....

NOTES:

1. Two copies of Aerodrome Manuals, prepared in accordance with the Civil Aviation (Aerodrome) Regulations commensurate with the aircraft activities expected at the aerodrome, are required as part of this application.
2. The Application should be submitted to:
 Civil Aviation Authority
 Director Safety, Security and Economic Regulation
 P. O. Box 5536
 Kampala
3. On submission of this application, a fee shall be quoted by the Authority for the cost of the licensing.
4. Documentary evidence in support of all matters in this application may be requested.
5. Other documents required under the Civil Aviation(Aerodromes) Regulations shall be submitted together with this application
6. The fees paid cannot be refunded in the event that an application lapses or is withdrawn.

FOR CAA USE ONLY:

Applicant's name: **Date of application:**

Date Received:

Preliminary Assessment: ☐ **Granted** ☐ **Deferred** ☐ **Refused**

Aerodrome Category: **Licence number:**

Comments:

.....
.....
.....
.....

Recommended by Aerodrome Inspector:

Name: **Signature:** **Date:**

Approved by: (DIRECTOR SAFETY)

Name: **Signature:** **Date:**

Appendix 5c: Finding form

CAA/DIRECTOR SAFETY/AGA/F-03

Issue date: --/--

CIVIL AVIATION AUTHORITY

DIRECTORATE OF SAFETY REGULATION

AERODROMES AND GROUND AIDS

FINDING FORM

Aerodrome Name:	Date:	File:
Area Audited/Inspected:		
Document Reference number or Procedure:		
Findings at the time of audit/inspection:		
Corrective Action or Corrective Action plan Required by:	Date:	Time:
Name of Inspector: Signature :	Date:	

Appendix 5d: Corrective Action Plan request form

	Form No:	CAA/DIRECTOR SAFETY/AGA/F-04	
	Title:	Corrective Action Plan Form	
	Issue date:		
	Issue No:	01	
Name of Operator:		Date:	Finding No:
Inspector Name:		Signature:	
Area Inspected/Audited:		Date:	
Operator's Representative Name:Signature:			
Part 1: Description of Finding:			
Reference number of Regulation, standard or Procedure:			
Part 2: Suggested Corrective Action Plan(s): <i>Note: (Corrective Action shall follow root cause analysis to be indicated overleaf and also indicate the action office)</i>			
Proposed date of realisation:		Sign: (Operator Representative):	
Preventive Action: <i>(Actions to prevent recurrence)</i>			
Part 3: Corrective Action Plan evaluation and close-out by the Inspector/Auditor:			
Satisfactory (Yes/No):			
Date:		Sign:	
Part 4: Inspector/Auditor's Comments			
Date:		Sign:	
Closed out date:	Signed by Inspector:		Signed by Operator: