



IS-BAO NEWSLETTER

SEPTEMBER 2005



Again the IS-BAO Newsletter contains contributions from both operators and auditors. Anyone who wishes to contribute a piece may send it to rayrohr@telusplanet.net.

Single Pilot Generic Operations Manual

A Single Pilot Supplement to the IS-BAO and a generic single pilot operations manual were released in July. They were developed jointly with the NBAA Safety Committee to provide guidance for applying IS-BAO to the VLJ and single-pilot environment with particular attention to safety management systems, flight operations procedures and training. With the January 1, 2006 IS-BAO amendment the Single Pilot Supplement will be included as an appendix to the IS-BAO and the single pilot generic operations manual will be on the IS-BAO CD.

IS-BAO Informational Brochure

Over the past few months we have undertaken a review of the IS-BAO marketing program. One resulting initiative is a revised IS-BAO Informational Brochure which should be available by mid November.

IS-BAO Workshops

There will be one IS-BAO Workshops held prior to the end of 2005. The last one of the year will be held in Cleveland on October 19. For information on it see <http://www.ibac.org/is-bao/Audit%20Workshop.htm>. Workshop registration forms can also be downloaded from that web page. The 2006 Workshop schedule is now under development. If anyone would like to have a one held in their area please contact Ray Rohr at rayrohr@telusplanet.net.

Recent IS-BAO Registrations

The 40th operator IS-BAO Registration was granted on August 26, 2005. We are aware that there are a significant number of operators who have targeted completion of the registration by the end of the year. If anyone has any questions or issues please feel free to contact Ray Rohr, IBAC Standards Manager at 780-915-6972. Let's try to make it 60 registered operators by the end of 2005.

Presentation to the Aviation Insurance Association

As part of the process to keep the aviation insurance industry briefed on the IS-BAO and ensure that insurers recognize the positive benefits of the IS-BAO when they are establishing insurance rates, we made a presentation to the Aviation Insurance Association annual convention in New Orleans on May 2, 2005. The presentation, which was attended by about 200 underwriters and brokers, was very positively received. If you have achieved IS-BAO registration make sure that your insurance broker takes it into account when establishing your insurance premium.

Mitre SMS Symposium

On July 19 – 21, 2005 we had the honor to make a presentation on the IS-BAO and our SMS model at the Mitre Aviation Institute SMS Symposium held in McLean, VA. The Symposium was attended by government, airline, Air Traffic Control and airport executives from around the world as well as business aviation and aviation association representatives. The feedback to our model was very positive and we received requests for follow-up presentations including the University of Southern California. On September 23, 2005 we made a presentation to their Safety Management System course.

Meeting With European Aviation Safety Agency

On April 19, 2005 we met with senior management of the European Aviation Safety Agency (EASA) to brief them on the IS-BAO and receive an update on the status of JAR OPS 2. We were advised that EASA forwarded their Opinion on Essential Requirements for Operations and Licensing to the European Commission in December 2004. That opinion is currently under review and it is anticipated that it will be forwarded to the European Parliament this year. At that point EASA will commence work on development of the Implementing Rules. EASA plan to use the latest draft of JAR OPS 2 as the basis for development of the rules that will apply to corporate aviation.



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The response of the EASA officials to the IS-BAO presentation was very positive. They advised that they plan to make use of industry standards in their rulemaking process and it would appear that IS-BAO registration may be an appropriate way for corporate operators to demonstrate conformance with the Implementing Rules that will apply to them.

IS-BAO Annual Update

We have received a number of suggested revisions for the IS-BAO annual update. Drafting on the update is nearing completion so if anyone has any suggested revisions it would be appreciated if they would submit them to rayrohr@telusplanet.net.in the very near future.

An Operator Perspective

By Randy Hutton, Harley, Davidson Motor Company

At Harley-Davidson, we implemented the IS-BAO program to underscore our commitment to operational excellence and to ensure that we provide our Stakeholders with the highest degree of safety, service and efficiency attainable. Identifying a comprehensive array of industry best practices not only ensures that high standards are maintained, it establishes a foundation from which to measure our performance as we support the strategic growth of our Company.

Working toward and ultimately achieving IS-BAO registration had a profound effect on our entire operation. Each individual here played a significant role in the realization of this goal. This obviously enhanced everyone's knowledge and understanding regarding industry best practices, but it also created personal ownership in the program and facilitated a "cultural change" in our organization. All of us are extremely proud of our success in implementing the IS-BAO program.

As with many manufacturing companies, Harley-Davidson is an ISO-9000 registered company. Because of this, nearly all of our employees were familiar with and understood the significance of the ISO process. As a result, our internal Stakeholders quickly embraced the implementation of the IS-BAO program. Senior management, as well as the entire Company recognized the value-added nature of the IS-BAO program and applauded our pursuit of registration. For us, the IS-BAO program strengthened Stakeholder confidence and has proven to be a great internal marketing tool.

I'm sure that our IS-BAO implementation experiences were like many organizations. We started with denial, "what is it?" "who's idea was this?" "we don't need to do this" "we don't have the manpower" "we already do this stuff" "it's too expensive", etc. All of these reactions were borne out of misunderstanding. As we delved deeper into the IS-BAO, the intent of the program and its benefits became clear and undeniable.

Like most professional flight operations, we already had most of the required processes, policies and procedures in place. Our initial thought was to simply "check-off" our existing policies using the IS-BAO protocol checklist. This proved to be cumbersome and time consuming. Because we had multiple source documents, it quickly became apparent that even if we did have all of the requirements in place, an external auditor might not be able to make sense of it all. At that point we went back to square one. Starting with the IS-BAO template, we rewrote our entire manual in the IS-BAO format. As we began to blend our existing policies with the requirements outlined in the IS-BAO template, it caused us to revisit many of our preexisting processes and establish many others not specifically required by the IS-BAO. Ultimately for us, meeting the IS-BAO requirements was only the tip of the iceberg.

My advice to other operators that may be considering the IS-BAO program is that implementation begins with the first word. What seems to be a daunting process in the beginning may soon become a rewarding "cultural change" in your organization. Although implementation of the IS-BAO program is not the end of your journey toward absolute safety, it is a fabulous tool to help point you in the right direction. I encourage you to embrace the IS-BAO program. Make it your own. Help set the standard.

I personally believe that the IS-BAO program is a valuable tool in developing a safety culture within an organization - one of the best things to happen to the business aviation community.



Meetings, meetings, meetings

By Tony Foster, General Mills Inc.

Internal communications within an IS-BAO certified flight operation are a key factor in maintaining a vibrant and successful Safety Management System. Unfortunately attempting to lure flight crews to regular department meetings can prove to be a challenge. Pilots frequently would rather catch up on some house painting, clean out the garage or even schedule that long delayed root canal rather than show up at a department meeting. How can a manager solve this problem?

In our department, the answer was simple: just schedule meetings on a regular basis. Attempting to coordinate meetings with an ever changing flight schedule or trying to squeeze them in around scheduled training, physicals or vacations is futile. Just set a date well in advance and put out the word that anyone not otherwise engaged should show up. You may be surprised at the results.

After reviving our IS-BAO certificate, our department and safety managers decided on a mid week meeting plan to compliment an area business aviation group's monthly meeting schedule. The first meeting day arrived and, much to everyone's surprise, every pilot in the department was present along with scheduling and maintenance personnel! Not only were all hands on deck, but a lively exchange of concerns and ideas made for a highly productive session. Believe it or not, when put to the test, pilots can speak their mind in front of a group. So similar to the statement in the movie "Field of Dreams", "If you build it, they will come!"; in our experience, if you schedule it (meeting), people will show up.

Living With IS-BAO

By John Sheehan, Professional Aviation Inc.

The struggle to achieve *IS-BAO – an International Standards for Business Aircraft Operations* registration was no easy task for most of you. It required long hours of work for many people within the flight department who had to struggle with new concepts and procedures. But, each of you who went through the process was rewarded with a sense of achievement and pride in attaining a higher operational standard for the department. But, along with feeling of achievement you may have thought, "I'm glad that's over; let's get back to flying."

The journey is just beginning. Now it's time to see how well you did in devising the program; now that you have set the scene it's time to see how your creation will work in actual practice.

The real goal with IS-BAO is to build a new culture within the flight department, to find a safer and better way of doing business. However, changing daily routines is never easy unless the ultimate goal is clear in the minds of all group members and a means to attain the goal are clearly stated and supported from the top. In the case of IS-BAO the prospect of a safer, better performing flight department should be adequate motivation to "see if it works."

The primary tools provided within the IS-BAO system to make it work include:

- Safety Management System
- High quality standards and procedures
- Risk management techniques
- Internal audits

The SMS includes a strategy and set of tools with which to reduce and maintain risk at an acceptable level. Change and risk management, hazard identification, technical management system and internal audits are all tools that make the SMS work; integrating these into the daily work procedures of all hands is really what makes the system work.

Risk assessment consists of comparing an upcoming task with a specific risk profile, a *standard risk scenario*, calculating the *relative risk* and then managing the outcome through mitigation techniques, if



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needed. This is really just a more structured means of viewing a situation and making the gut determination, *is it safe?* Once everybody starts saying, "What's the risk?" instead of "Is it safe?" you've arrived.

Most of the standards you now use come from IS-BAO. Hopefully, you've been altering and refining them to fit your evolving operations. By using and continuing to refine these standards and guidelines on a daily basis your operational culture should be improved and enhanced.

Risk management takes the profiling and assessment process a step further and provides feedback into the above standards to ensure that they truly meet your operational needs. Hazards discovered by anyone, including passengers, are processed through your tracking system to mitigate the risk involved and eventually to change standards and procedures. Done well, this is a continuous process that permits the *remaking* of the flight department on a daily basis. Yet, this is not a radical process or major upheaval; rather, it is a subtle and continuous change process that modifies the book to fit what the operation demands.

Finally, the internal audit process is an introspective view for the entire flight department operation to ensure that all elements of the ISBAO process are being accomplished in a timely manner. Properly implemented the audits will respond to the question: "Are we fulfilling the promise of IS-BAO?" The audit process provides feedback to the entire department and permits everyone to grade their performance and that of the entire department. Importantly, results from the audit process are fed back into the SMS to enable continuous improvement.

If all this is done correctly the visit of an ISBAO auditor will not be a scramble to "update" records, rather an occasion to demonstrate with pride what you've accomplished over the previous two years. I'm ready to be impressed.