Name	
Organisation	
State	
Job Title	

SA1: Development of a Positive and Proactive Safety Culture	
SA1.1 A positive and pro-active, flexible, and informed safety culture (the shared beliefs, assumptions, and values regarding safety) that supports reporting and learning led by management.	

A Initiating	"Within the organisation, there are significant differences between what is said, what is done, and what is believed. The competent authority may be regarded as being responsible for safety. The organisation determines what safety means and generates some awareness of this throughout the organisation. Individuals may have a different understanding of how their activities contribute to safety."	○ *A*
B Planning/Initial Implementation	Individuals within the organisation have a good level of systematic safety management awareness. The organisation is starting to put processes in place for systematic safety management.	○ *B*
C Implementing	The fundamentals of a positive safety culture exist and are operating. Individuals may be involved in systematic safety management.	○ *C*
D Managing & Measuring	**All of Implementing plus:** Staff are proactively involved in planning for and implementing systematic safety management. The organisation operates informed learning and reporting cultures, as well as a just culture with respect to errors in operations."	○ *D*
E Continuous Improvement	**All of Managing & Measuring plus:** Individuals across the organisation are proactively and constantly striving to improve their approach to systematic safety management. They are supported by measurement and review processes and organisational management. Experiences are openly exchanged internally and externally. Within the organisation, there is a complete alignment between what is said, what is done, and what is believed.	○ *E*
Please provide justification for selected answer		

SA1.2 Regular measurement of safety culture and an improvement programme.		
A Initiating	The organisation does not see the need to have a safety culture measuring mechanism in place.	○ **A**
B Planning/Initial Implementation	The organisation is aware of the need to have periodic measurements of safety culture in place, as well as an improvement plan. However, what will be measured, and when, is still being defined.	○ **B**
C Implementing	Safety culture is measured and results are available. An improvement plan addresses the need for individuals to be aware of, and support, the organisation's shared beliefs, assumptions and values regarding safety.	○ **C**
D Managing & Measuring	**All of Implementing plus:** The organisation assesses its safety culture on a regular basis and implements improvements to any identified weaknesses. Safety Culture enablers and barriers are identified, and solutions to reduce barriers are being implemented.	○ **D**
E Continuous Improvement	**All of Managing & Measuring plus:** All personnel are pro-active and committed to improving safety. Safety Culture Surveys confirm that, within the organisation, there is a high level of alignment between what is said, what is done, and what is believed. Organisational management approves a continuous improvement plan.	○ **E**
Please provide justification for selected answer		

SA1.3 A just and open climate for reporting and investigation of occurrences.

A Initiating	Management believes there are no issues regarding the existing reporting and investigation culture and therefore does not see the need for any activity or dialogue with the staff in this area.	○ *A*
B Planning/Initial Implementation	Discussions between staff and management to define an open reporting and investigation climate are underway. However, there is no agreed policy in place yet.	○ *B*
C Implementing	Safety data-sharing and publication policies are supported by the staff. Safety data are sufficiently protected from external interference within legal limits.	○ *C*
D Managing & Measuring	**All of Implementing plus:** Within the organisation, the line between acceptable and unacceptable mistakes is established and known by the staff. Just reporting and investigation culture principles are in place and systematically applied within the organisation.	○ *D*
E Continuous Improvement	**All of Managing & Measuring plus:** There is a clear and published policy on how dialogue with judicial authorities and media is established and followed.	○ *E*

Please provide justification for selected answer

SA2: Organisational and Individual Safety Responsibilities

SA2.1 An approved, clearly documented, and recognised system for the management of safety. Management structure, responsibilities, accountabilities and authorities are clearly defined and documented.

A Initiating	No formal designation of authorities, responsibilities or accountabilities for the management of safety exists.	○ *A*

B Planning/Initial Implementation	Safety authorities, responsibilities, and accountabilities have been identified but not yet formalised. Line managers assume responsibility for safety.	○ **B**
C Implementing	The process to maintain all national regulations up to date and in line with the EU regulatory framework is formalised and systematic. Procedures are kept up to date and changes are notified to staff.	○ **C**
D Managing & Measuring	**All of Implementing plus:** Procedures are in place to address the need to review safety authorities, responsibilities, and accountabilities after any significant organisational change.	○ **D**
E Continuous Improvement	**All of Managing & Measuring plus:** Safety authorities, responsibilities, and accountabilities are periodically reviewed to determine whether they are suitable and effective (i.e., continuous improvement of safety management).	○ **E**
Please provide justification for selected answer		

SA2.2 A clearly defined safety management function/safety manager that is independent of line management.		
A Initiating	A safety management function has not yet been appointed to develop the SMS.	○ **A**

B Planning/Initial Implementation	A safety management function has been appointed to develop and maintain the SMS.	○ **B**
C Implementing	The safety management function is independent of line management and develops and maintains an effective SMS. The safety manager has access to the resources required for the proper development and maintenance of the SMS.	○ **C**
D Managing & Measuring	**All of Implementing plus:** The highest organisational level recognises its role in the SMS and actively supports the development, implementation, maintenance, and promotion of the SMS throughout the organisation (including support departments).	○ **D**
E Continuous Improvement	**All of Managing & Measuring plus:** There is clear evidence that the highest organisational level plays a pro-active role in the continuous improvement of the SMS.	○ **E**
Please provide justification for selected answer		

SA2.3 An integrated safety planning process is adopted by the organisation with published and measurable safety goals and objectives for which the executive is accountable.		
A Initiating	An ad hoc or non existent safety planning process is utilised by the organisation. Safety goals and objectives have not been identified or documented for the implementation of a safety management system.	○ **A**

B Planning/Initial Implementation	Identification of an appropriate SMS has been identified. A compliance gap analysis has been performed and a SMS Implementation Plan developed to meet the applicable safety regulatory requirements.	*B*
C Implementing	The requirements expressed in the SMS Implementation Plan have been completed. The SMS meets the regulatory requirements.	*C*
D Managing & Measuring	**All of Implementing plus:** An Organisation Safety Plan is published on a periodic basis with specific accountable and measurable safety management goals and targets.	*D*
E Continuous Improvement	**All of Managing & Measuring plus:** The Organisation Safety Plan goals and objectives are developed and prioritised based on organisation safety risks which have been identified through trend analysis, risk assessment processes and identified system safety deficiencies. Where appropriate (considering ANSP size and complexity), the organisation is committed to share and implement ATM safety management international Best (good) practice.	*E*
Please provide justification for selected answer		

SA2.4 Clear understanding and acceptance of safety management accountabilities and responsibilities by all relevant staff and contractors. **Commitment to continuous improvement to safety.**		
A Initiating	Knowledge of the principles underpinning SMS amongst all staff and contractors is negligible.	*A*

B Planning/Initial Implementation	All staff and contractors apply rules and procedures to their tasks in the knowledge that some of the rules and procedures need improvement. All staff and contractors are only partially aware of their roles in the SMS.	**B**
C Implementing	All staff and contractors are aware of how their actions impact the safety of the wider operation and how the actions of others impact safety.	**C**
D Managing & Measuring	**All of Implementing plus:** All staff and contractors across the organisation are actively promoting and improving safety. All staff and contractors take pro-active day-to-day action to have rules and procedures changed where they identify a safety benefit by the change.	**D**
E Continuous Improvement	**All of Managing & Measuring plus:** The organisation regularly reviews and assesses documented safety management responsibilities.	**E**
Please provide justification for selected answer		

SA3 Timely compliance with international obligations		
SA3.1 A formal SMS that meets all applicable safety requirements.		
A Initiating	There is no SMS in place. There may be deviations from safety requirements.	A
B Planning/Initial Implementation	The SMS is partially implemented, but it is not yet effective; it does not yet meet the safety requirements.	B
C Implementing	The essential parts of the SMS are implemented, and the organisation meets the safety requirements.	C
D Managing & Measuring	**All of Implementing plus:** The SMS is fully implemented and effective.	D
E Continuous Improvement	**All of Managing & Measuring plus:** The organisation is committed to going beyond compliance and operating at the highest international safety standard.	E
Please provide justification for selected answer		

SA3.2 An organisation that strives to go beyond compliance, takes into account the need to ensure, in a timely manner, that there are no inconsistencies with European or national requirements or international safety standards.		
A Initiating	There is little awareness of the regional or international safety standards.	⚪ *A*
B Planning/Initial Implementation	There is an awareness of the European or national requirements or international safety standards. Work has started in some areas.	⚪ *B*
C Implementing	European or national requirements or international safety standards are known and met as required.	⚪ *C*
D Managing & Measuring	**All of Implementing plus:** There is a process in place to address the need for timely and consistent compliance with European or national requirements or international safety standards.	⚪ *D*
E Continuous Improvement	**All of Managing & Measuring plus:** The organisation has a structured mechanism to address the need for on-going and consistent compliance with European or national requirements or international safety standards. It contributes to a European, national or international dialogue to improve these requirements or standards.	⚪ *E*
Please provide justification for selected answer		

SA4: Safety standards and procedures	
SA4.1 Clearly defined and documented safety standards and procedures.	
A Initiating	Some safety and safety management procedures exist, but they are not complete. Operations manuals do not contain any specific safety management procedures.	○ **A**
B Planning/Initial Implementation	The documentation of SMS processes and procedures has started and is progressing as planned.	○ **B**
C Implementing	The documentation of the essential parts of the SMS processes and procedures is complete. The processes and procedures ensure that the organisation is compliant with all applicable safety and regulatory requirements.	○ **C**
D Managing & Measuring	**All of Implementing plus:** There is clear evidence that the safety and safety management documentation is readily available to all personnel in the organisation. This documentation details safety and safety management processes and procedures that meet or exceed the applicable safety and regulatory requirements.	○ **D**
E Continuous Improvement	**All of Managing & Measuring plus:** Processes are in place and are being applied to give effect to the organisation's commitment to continuously improve safety and safety management processes and procedures.	○ **E**
Please provide justification for selected answer	

SA4.2 Staff know about the safety and safety management requirements and standards, which are regularly reviewed, assessed, and maintained		
A Initiating	Staff have limited knowledge of SMS processes and procedures. There is no formal process that maintains the SMS, nor is there an identified authority (or authorities) responsible for the updates.	A
B Planning/Initial Implementation	A process to maintain all safety and safety management procedures exists, but its initial implementation is ad hoc and not fully effective. The authority (or authorities) responsible for the updates are partially identified.	B
C Implementing	The process to maintain all safety and safety management procedures is documented and practised. Procedures are kept up to date on an ad hoc basis as a minimum.	C
D Managing & Measuring	**All of Implementing plus:** There is a formal process in place to periodically review safety and safety management procedures and ensure that they remain relevant, up to date, and effective. The authority (or authorities) responsible for the updates are completely identified. All safety-related procedures are documented and are known by the staff.	D
E Continuous Improvement	**All of Managing & Measuring plus:** Changes within the organisation that could affect safety and/or the safety management framework are subjected to formal review.	E
Please provide justification for selected answer		

SA4.3 Emergency/Contingency response procedures and an emergency/contingency response plan that documents the orderly and efficient transition from normal to emergency operations and return to normal operations.		
A Initiating	The organisation has sound primary Air Traffic Management systems but does not have redundant capabilities or back-up systems.	A
B Planning/Initial Implementation	There are procedures and some redundant capabilities and resources to cope with abnormal and unexpected situations.	B
C Implementing	All primary systems have redundant capabilities, and emergency/contingency response procedures have been developed, documented, and distributed to appropriate staff. The emergency/contingency response plan is properly coordinated with the emergency/contingency response plans of those organisations it must interface with during the provision of its services.	C
D Managing & Measuring	**All of Implementing plus:** Primary Air Traffic Management systems are reliable and have redundant capabilities and back-up systems. The emergency/contingency response plan and procedures have been rehearsed through desktop or operational exercises.	D
E Continuous Improvement	**All of Managing & Measuring plus:** The Emergency/Contingency Response planning processes and Emergency/Contingency Procedures and Plans are regularly exercised and revised to keep them up-to-date.	E
Please provide justification for selected answer		

SA5 Competency		
SA5.1 Staff, and contractors (where appropriate) are trained, competent in safety and safety management, and where required, licensed.		
A Initiating	Competent staff and contractors (where appropriate) are provided on an ad hoc basis for safety and safety management activities. There are no formal competency methods (including proficiency, licensing, and training).	**A**
B Planning/Initial Implementation	Competent staff, and contractors (where appropriate) are provided and allocated based on limited planning and only for a limited number of positions related to operations and safety management activities. Competency methods are being developed.	**B**
C Implementing	Competency methods have been designed and are applied. An annual planning process for training is in place.	**C**
D Managing & Measuring	**All of Implementing plus:** There is a process for the training providers(s) to receive feedback on the effectiveness of training programmes; based on feedback, the training programmes are revised to improve effectiveness.	**D**
E Continuous Improvement	**All of Managing & Measuring plus:** Competency methods (including proficiency, licensing, and training) are periodically reviewed and improved with industry Best (good) practice adopted. Training plans cover safety and SMS activities and allow for the improvement of staff skills and competency.	**E**
Please provide justification for selected answer		

SA6 Risk Management		
SA6.1 A continuing risk management process that identifies, assesses, classifies, and controls all identified safety risks within the organisation, including potential future risks.		
A Initiating	There is no formal risk management process in place.	A
B Planning/Initial Implementation	The principles of risk management are documented and understood. There is an approved plan in place to implement the risk management process.	B
C Implementing	The fundamentals of an approved and structured process is in place for the assessment of current and potential safety risks. Training in risk assessment is on-going.	C
D Managing & Measuring	**All of Implementing plus:** There is clear evidence that safety risk management is embedded within the organisation and identified safety risks are managed and controlled.	D
E Continuous Improvement	**All of Managing & Measuring plus:** Methods are in place to predict future safety risks and to mitigate these risks. The risk management processes are reviewed and improved on a periodic basis. The organisation develops best practice guidelines that it shares with other ANSPs.	E
Please provide justification for selected answer		

SA7 Safety interfaces		
SA7.1 Effectively managed safety-related internal interfaces (e.g. quality management system, security, and environment).		
A Initiating	The relationships between various different internal interfaces are defined; however, the interfaces operate in isolation.	A
B Planning/Initial Implementation	Internal safety-related interfaces are managed on an informal or ad hoc basis.	B
C Implementing	Internal safety-related interfaces are managed with a solid understanding of the boundaries and relationships between the interfaces.	C
D Managing & Measuring	**All of Implementing plus:** Safety-related internal interfaces are coordinated, and relationships are managed through interface agreements (e.g., Letters of Agreement (LoAs), Memoranda of Understanding (MoUs), Service-Level Agreements (SLAs)).	D
E Continuous Improvement	**All of Managing & Measuring plus:** A process is in place to regularly review agreed interface arrangements (LoAs/MoUs/SLAs etc.), identify weaknesses and act on rectification .	E
Please provide justification for selected answer		

SA7.2 The effective management of external interfaces with a safety impact (e.g., MIL, airspace users, airports). Formalised processes and procedures dealing with external agreements, services, and supplies (e.g., cross-border Letters of Agreement). (NB: for certain organisations MET, CNS and/or AIS are internal interfaces of the Organisation).		
A Initiating	There is a limited number of agreements in place.	◯ **A**
B Planning/Initial Implementation	Safety-related external interfaces are managed on an informal or ad hoc basis. Draft contractual arrangements are being prepared and negotiated for all safety-related external interfaces. Some elements are already formalised and implemented.	◯ **B**
C Implementing	Safety requirements are specified and documented in appropriate agreements.	◯ **C**
D Managing & Measuring	**All of Implementing plus:** Activities with safety-related external interfaces are coordinated and relationships are managed through documented agreements. Safety requirements within contractual agreements are systematically reviewed and revised as necessary..	◯ **D**
E Continuous Improvement	**All of Managing & Measuring plus:** External services and suppliers are surveyed/audited and systematically monitored to identify deviations from the documented arrangements.	◯ **E**
Please provide justification for selected answer		

SA8 Safety reporting, investigation and improvement		
SA 8.1 A continuing organisation-wide process to report and investigate safety occurrences and risks.		
A Initiating	There is an informal system in place for reporting safety occurrences and risks, but reports are not reviewed systematically. The reporting system is not organisation-wide. Investigation is done on an ad hoc basis and with little or no feedback.	**A**
B Planning/Initial Implementation	There is a plan to formalise the existing reporting and investigation system. There is commitment from management to allocate resources to implement this system. The reporting system is wide-spread but does not yet cover the whole organisation. Feedback is given on an ad hoc basis.	**B**
C Implementing	The system in place is commensurate with the size of the organisation. The organisation has a complete and formal system that records all reported information relevant to the SMS, including incidents and accidents. Corrective and preventive actions are taken in response to event analysis.	**C**
D Managing & Measuring	**All of Implementing plus:** Identified safety-related risks and deficiencies are actively and continuously monitored and reviewed for improvement.	**D**
E Continuous Improvement	**All of Managing & Measuring plus:** Personnel who report safety occurrences, risks and problems are empowered to suggest corrective actions, and there is a feedback process in place.	**E**
Please provide justification for selected answer		

SA8.3 "Appropriate safety information and knowledge is shared with Industry stakeholders. Information disclosure is compliant with agreed publication and confidentiality policies/agreements."		
A Initiating	Safety data and information are treated as confidential. There are no plans to release it in any way to any industry stakeholders.	○ **A**
B Planning/Initial Implementation	Safety data and information are shared internally, but the organisation is reluctant or unwilling to share data with industry stakeholders.	○ **B**
C Implementing	Safety data and information is shared internally, nationally, and with international bodies when it is required by regulation.	○ **C**
D Managing & Measuring	**All of Implementing plus:** There is a clear and published policy that encourages the proactive sharing of safety-related information with other parties.	○ **D**
E Continuous Improvement	**All of Managing & Measuring plus:** Safety data and information are actively shared internally, nationally, with recognised international bodies, and with other industry stakeholders. The organisation has a process in place to receive and act on safety data and information from external stakeholders.	○ **E**
Please provide justification for selected answer		

SA9: Safety Performance Monitoring		
SA9.1 An established and active monitoring system that uses and tracks suitable safety indicators and associated targets (e.g., lagging and leading indicators).		
A Initiating	There are no indicators, thresholds, or formal monitoring system in place to measure safety achievements and trends.	**A**
B Planning/Initial Implementation	There is a plan to implement a monitoring system. A limited set of indicators has been implemented.	**B**
C Implementing	The safety monitoring system has been implemented and documented. Indicators and targets have been set.	**C**
D Managing & Measuring	**All of Implementing plus:** Additional indicators are also defined and monitored to meet both organisational and local safety objectives. All indicators are tracked against thresholds/targets on a regular basis. Trends are analysed for safety improvement purposes.	**D**
E Continuous Improvement	**All of Managing & Measuring plus:** Safety indicators covering all aspects of the system/operations are mature and used to measure safety improvement. There are comprehensive metrics in place to measure and monitor indicators and thresholds throughout the system.	**E**
Please provide justification for selected answer		

SA9.2 Methods to measure safety performance, which is compared within and between ANSPs.		

A Initiating	Ad hoc safety performance data related to individual incidents is available, but there is no systematic approach for measuring safety performance.	A
B Planning/Initial Implementation	The implementation of some qualitative and quantitative techniques in certain parts of the organisation has started. However, there is insufficient data to analyse.	B
C Implementing	Qualitative techniques are in place, and the implementation of quantitative techniques has started.	C
D Managing & Measuring	**All of Implementing plus:** Safety performance is measured using statistical and other quantitative techniques. Internal comparative analysis is done, and external comparative analysis has begun.	D
E Continuous Improvement	**All of Managing & Measuring plus:** The reporting, operational safety survey and SMS auditing programmes are integral parts of the management and operational processes. Results are used to drive further safety improvements across the organisation. Internal and external comparative analysis is well-established.	E

Please provide justification for selected answer

SA9.3 "A general public knowledgeable of the ANSP's performance through routine publication of achieved safety levels and trends."

A Initiating	Safety-related performance information is not made available to the public under any circumstances.	⃝ *A*
B Planning/Initial Implementation	A limited amount of safety-related performance information is made available, but only to selected authorities.	⃝ *B*
C Implementing	High-level safety-related performance information is made available according to applicable requirements.	⃝ *C*
D Managing & Measuring	**All of Implementing plus:** Safety performance information not governed by applicable requirements is also made available to the public.	⃝ *D*
E Continuous Improvement	**All of Managing & Measuring plus:** The organisation voluntarily makes available appropriate safety-related performance information to the general public. The achieved safety levels and trends are transparent to the general public.	⃝ *E*
Please provide justification for selected answer		

SA10: Operational Safety Surveys and SMS Audits

SA10.1 Internal and independent (external) operational safety surveys and SMS audits.

A Initiating	There is no plan to conduct systematic operational safety surveys and SMS audits. Operational safety surveys, SMS audits, and gap assessments are conducted on an ad hoc basis (e.g., when deficiencies in the system or in working arrangements are found).	A
B Planning/Initial Implementation	There is a plan in place to formalise the conduct of systematic operational safety surveys and SMS audits. A limited number of operational safety surveys and SMS audits have been carried out.	B
C Implementing	Internal operational safety surveys and SMS audits are conducted on a periodic basis. Based on the output of operational safety surveys and SMS audits, a process is in place that requires the development and implementation of appropriate improvement plans.	C
D Managing & Measuring	**All of Implementing plus:** Internal or external operational safety surveys and SMS audits are carried out in a systematic way. There is a process in place to monitor, analyse trends, and identify areas that require follow-up operational safety surveys or SMS audits. Follow-up operational safety surveys, SMS audits, and gap assessments are conducted in all areas affecting operational safety and the SMS. Operational safety surveys and SMS audits are actively reviewed to assess opportunities for system improvement.	D
E Continuous Improvement	**All of Managing & Measuring plus:** Independent (external) operational safety surveys and SMS audits are periodically conducted. The outputs from operational safety surveys and SMS audits are incorporated as appropriate into operations or the SMS. There is a process in place that requires external data (e.g. pilot performance trend information) to be considered when selecting areas to be subject to operational safety surveys and SMS audits.	E

Please provide justification for selected answer

SA11: Adoption and Sharing of Best (good) Practices

SA11.1 A structured approach exists to promote safety, its standing within the organisation and lessons learnt through application of the SMS.

A Initiating	There is no structured approach to promote safety and its management within the organisation. The organisation has the capability to identify lessons learnt and promote them but on an ad hoc basis.	○ **A**
B Planning/Initial Implementation	Ad hoc processes are in place to gather and then promote information on safety, lessons learnt and the SMS. Some initial implementation has begun. Some internal best best (good) practices practises are spread across units within the organisation, but there is no systematic structure for internal safety promotion.	○ **B**
C Implementing	An organisational approach has been established to promote safety, lessons learnt and the SMS.	○ **C**
D Managing & Measuring	**All of Implementing plus:** Formal methods are in place to capture safety knowledge and promote it internally. The standing of safety and its management is a consistent and expected feature in internal communication.	○ **D**
E Continuous Improvement	**All of Managing & Measuring plus:** Staff are encouraged to share lessons learnt in order that the lessons can be promoted across the organisation. Strategies to promote safety and its management are developed by senior levels in the organisation and are being implemented. Other industries' initiatives in relation to internal safety promotion are periodically reviewed with the approach being modified on the basis of the information gathered.	○ **E**
Please provide justification for selected answer		

SA11.2 A structured approach to gather information on operational safety and SMS best (good) practices from the industry.		
A Initiating	There is no structured approach to gather best (good) practices from the industry. The organisation has the capability to identify and adopt industry best (good) practices on an ad hoc basis.	○ **A**

B Planning/Initial Implementation	There is an ad hoc structure in place to gather information on operational safety and SMS best (good) practices . Some initial implementation has begun. Some internal best (good) practices are spread across units within the organisation, but there is no systematic structure for the adoption of best (good) practices .	B
C Implementing	A structure has been established to identify applicable operational safety and SMS best (good) practices from the industry.	C
D Managing & Measuring	**All of Implementing plus:** Industry best (good) practices are periodically reviewed to provide the most current information, which is then assessed for applicability, and adopted as appropriate.	D
E Continuous Improvement	**All of Managing & Measuring plus:** All relevant best (good) practices are readily accessible to appropriate personnel. The organisation actively participates in developing industry best (good) practices .	E
Please provide justification for selected answer		

SA11.3 Sharing of safety and SMS-related best (good) practices with industry stakeholders.		
A Initiating	There are no plans to release and share best (good) practices with industry stakeholders.	A

B Planning/Initial Implementation	Sharing of best (good) practice is ad hoc and takes place in response to requests for assistance from industry stakeholders.	⬡ *B*
C Implementing	A formalised process is in place to share Best (good) practice with industry.	⬡ *C*
D Managing & Measuring	**All of Implementing plus:** Best (good) practices are actively shared with industry stakeholders. Sharing of safety-related best (good) practices with industry has demonstrated improved safety performance.	⬡ *D*
E Continuous Improvement	**All of Managing & Measuring plus:** SMS-related best (good) practices are pro-actively shared with industry stakeholders with the aim of improving SMS standards.	⬡ *E*

Please provide justification for selected answer

Signed: **Name:** **Date, place:**	
Contact Telephone:	
E-Mail:	