



EASA
European Aviation Safety Agency



Annual Meeting with the Accountable Manager

Wayne Ruzicka
Principal Inspecting Officer (Operations)
UK Civil Aviation Authority

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Agenda



- Regulatory Obligations
- UK CAA Methodology
- Purpose of the Meeting
- Attendees
- Topics for Discussion
- The Accountable Manager Emails
- Challenges
- Getting the most out of the Meeting
- Questions



Regulatory Obligations

- ARO.GEN.305 (b) states that for organisations **certified** by the competent authority, each oversight planning cycle shall include “meetings convened between the accountable manager and the competent authority to ensure **both remained informed of significant issues**”.
- In accordance with ARO.GEN.350 (c), an oversight planning cycle can be 24, 36 or 48 months (reduced if performance decreases).
- There should be at least one meeting with the accountable manager (AM) in this period.



- All AOC holders are on a 24 month oversight planning cycle.
- The Accountable Manager's Meeting (AMM) is incorporated into the Performance Based Oversight (PBO) process for the entity.
- A formal AMM is held every 12 or 24 months depending on complexity and performance of the operator.
- The formal AMM does not replace discussions with the AM during routine oversight of each privilege.



Purpose of the Meeting

- “The aim of the Accountable Manager Meeting (AMM) is to ensure that the CAA and the Accountable Manager (AM) have the same broad perspective on the major risks to safety performance across the entity” (CAP 1508).
- Encourage two-way dialogue about business context, safety risks and desired outcomes.
- Promote trust between the CAA and AM to ensure that risks are openly discussed.
- To identify safety concerns before they emerge as safety occurrences or incidents.



Purpose of the Meeting

- Formally record discussions, including agreed actions and disagreements.
- To share sector risks for consideration within the entity's safety management system (SMS).
- To present deidentified safety performance sector comparisons.
- To work in conjunction with prescriptive regulatory compliance.



- The AMM is chaired by the Oversight Manager (OM), who is normally the Flight Operations Inspector (FOI).
- CAA specialists (e.g. Airworthiness Surveyor) may attend.
- Sector Managers (e.g. Flight Operations/Airworthiness) may attend depending on the complexity/performance of the entity.
- Entity attendees should be limited to the AM wherever possible. However, specialists may attend if appropriate (e.g. NP Flight Operations/Safety Manager).



Topics for Discussion

- The AMM covers all inter-related approvals within the entity (e.g. AOC, ATO, Part-M, Part-145).
- Presentation of safety risks and hazards identified by the oversight team at the Internal Review Meeting (IRM).
- Agreement/disagreement of CAA presented risks.
- AM presentation of own safety risks and hazards.
- Sector risks and industry comparison.
- Planned future oversight activity.
- Operator feedback on CAA oversight activity.



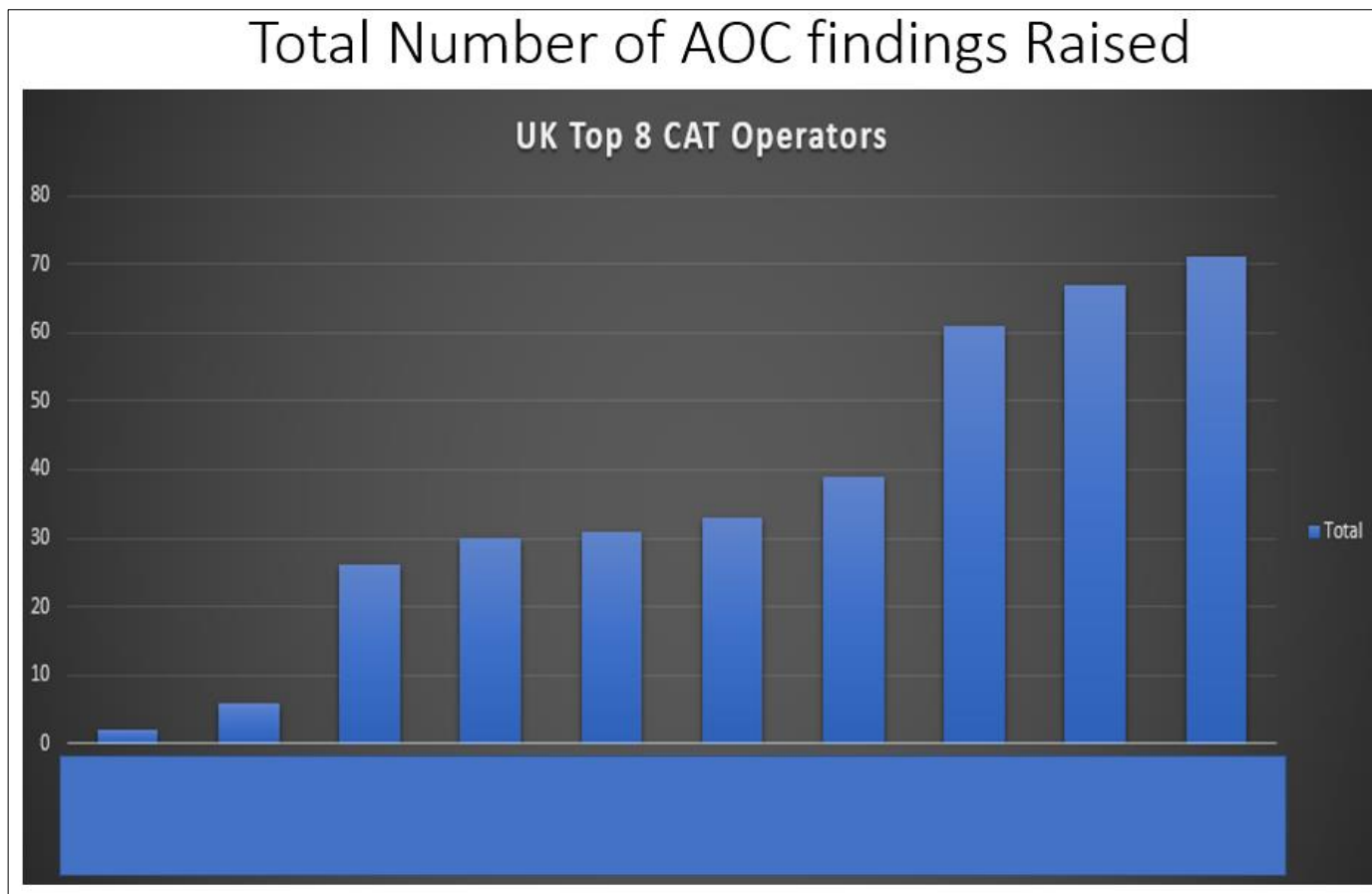
Topics for Discussion

- Typical Questions include:
 - What are your top risks (current and future)?
 - How did you identify these risks?
 - How do you assure yourself that these risks are being adequately mitigated?
 - How do you measure the effectiveness of these mitigations?
 - How do you measure the effectiveness of your management system?
 - How do you support your management team in managing risk?
 - How does your management team support you?



Topics for Discussion

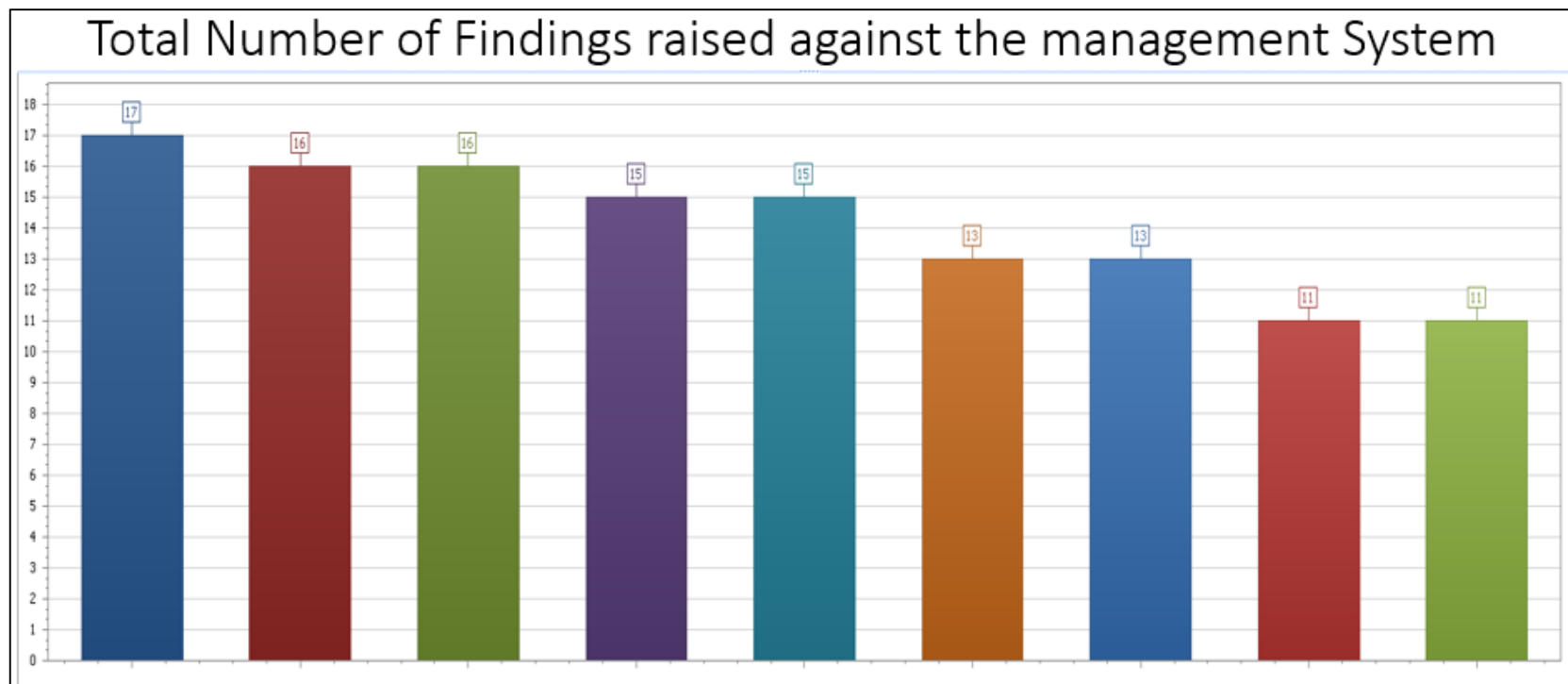
► Sector Comparison





Topics for Discussion

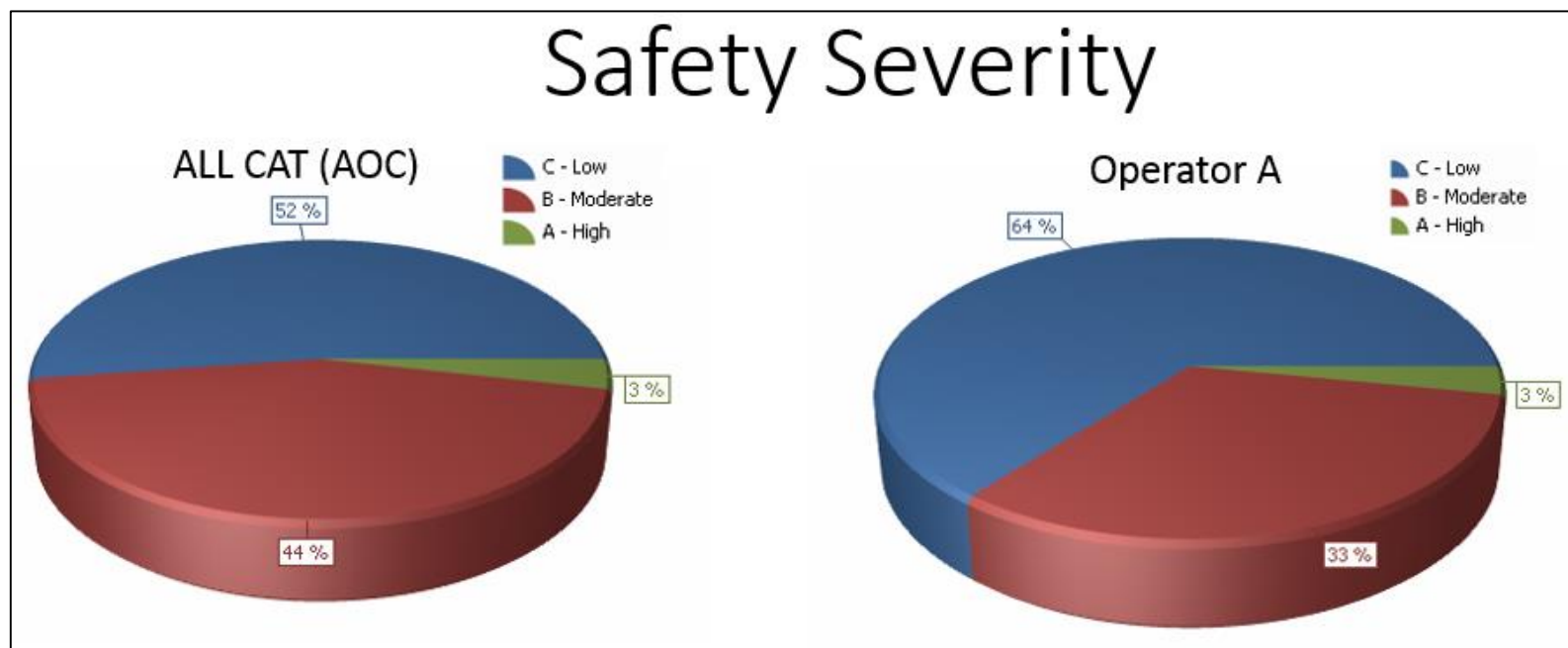
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Topics for Discussion

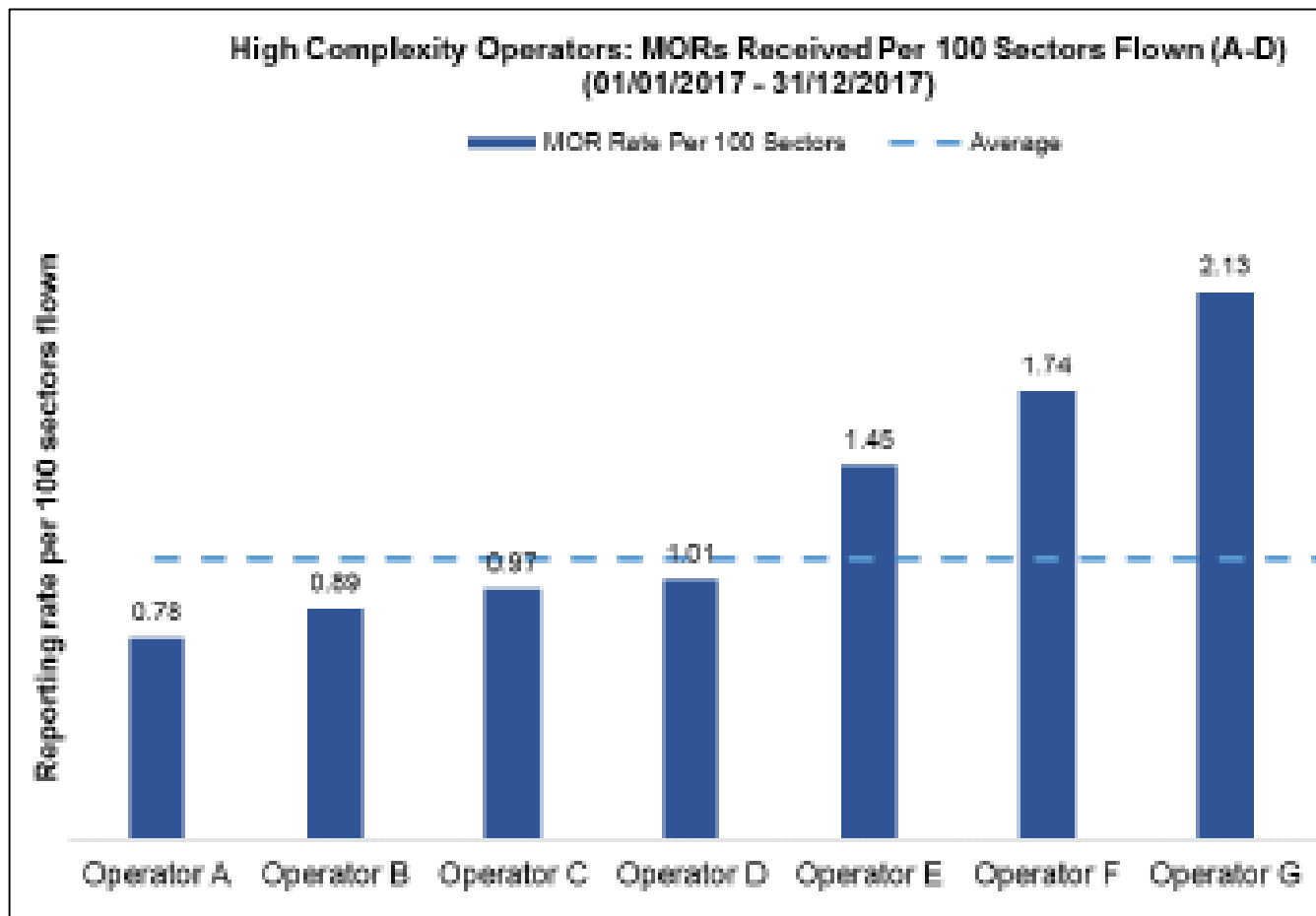
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Topics for Discussion

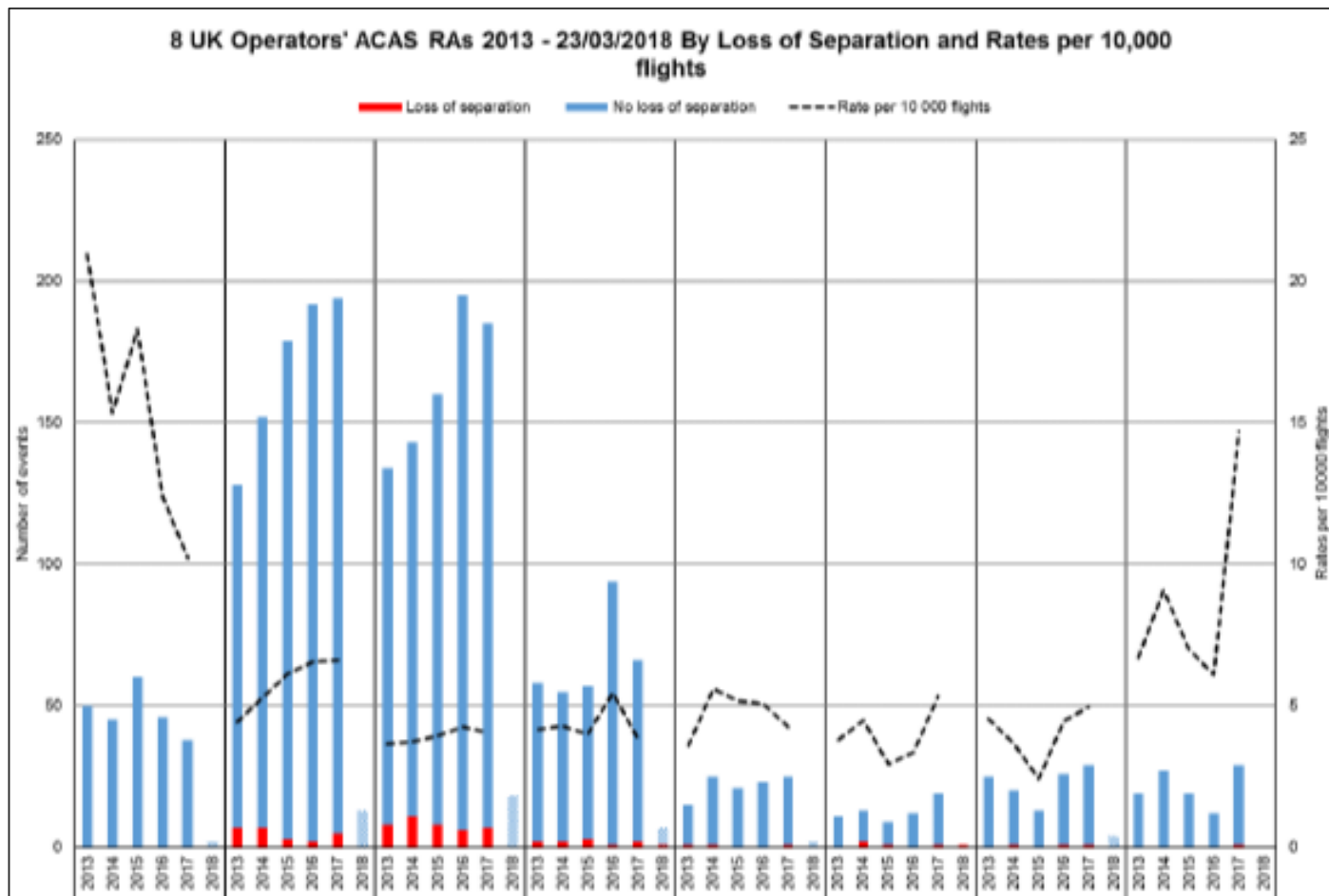
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Topics for Discussion

► Sector Comparison





The Accountable Manager Emails

- The purpose of the Pre-AMM email is to present the safety risks and hazards identified by the oversight team at the Internal Review Meeting (IRM).

CAA audits of various areas within the operation have noted numerous failures to maintain the internal compliance audit schedule, at both departmental and independent level. This failure to maintain an effective Management System raises the risk of potential safety issues remaining undetected. The Management System is further weakened by the fact that the Safety Manager position has been gapped since February 2018.



The Accountable Manager Emails

- The purpose of the Post-AMM email is to record the results of the AMM, including any agreed actions with timescales.

The operator will undertake a benchmarking exercise to ascertain the extent of the issue and develop SPIs to track key indicators such as number of overdue audits, number of late audit responses, number of rejected audit responses. Effectiveness of the Management System will also feature in the operator's 2019 Safety Plan. **Target Date: 01/12/18**

- Completion of actions should be monitored during routine oversight.



The Accountable Manager Emails

- Other Risks and Hazards often discussed include:
 - Over-reliance on IT systems.
 - Flight crew decision making.
 - Wildlife management.
 - Level busts.
 - Operations outside controlled airspace.
 - Single pilot operations [Human Factors].
 - Management of 'remote' aircraft.
 - Management resource.
 - Management competence.
 - AM competence/suitability?



- Lack of engagement/buy-in from the AM.
- AM does not understand safety risks at an operational level.
- Risks/hazards may not be supported by objective evidence or non-compliance.
- No legal requirement for the AM to take action.
- Risks/hazards are poorly written by the CAA.
- AM may be contributing to the risk/hazard.
- AM uses opportunity to criticise the CAA.
- AM attempts to influence next oversight plan.



Getting the most out of the Meeting

- Develop an open and honest working relationship with the AM.
- Clearly explain the purpose of the AMM.
- Highlight positives as well as negatives.
- Provide a sector risk picture if possible.
- Agree actions with realistic timescales that can be measured/verified during future oversight.
- Accept that risks and hazards may not always be supported by objective evidence ('gut feeling').
- Accept that the AM may disagree.



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Questions?

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