



5. **SAFETY AND RISK MANAGEMENT:**

**A. Philosophy**

- (1) Dreamline Aviation, LLC holds the safety and wellbeing of its customers and employees in high regard and maintains in practice that no phase of the operation is so urgent that safety, security, or health will be compromised. The objective is to provide all employees a safe and healthy place to work and to develop operating policies and procedures that maintain quality and efficiency with minimal risk of personal injury or property damage.
- (2) The development of a safety culture is the responsibility of both management and employees together

**B. Safety Program**

- (1) The Director Of Safety & Security is responsible for the development and administration of an effective accident prevention program through a combined effort with the management team, and will:
  - (a) Monitor the investigation of accidents to ensure effectiveness.
  - (b) Investigate serious accidents to determine cause and necessary preventive measures.
  - (c) Create and maintain a high level of safety awareness through safety publicity, promotional materials, meetings, and training.
  - (d) Periodically inspect FBO facilities and equipment for unsafe conditions and practices and recommend necessary corrective action.
  - (e) Evaluate and implement mandates from outside company such as GSE manufacturer's notices, regulatory agency requirement changes, and any updates to local airport policies.
  - (f) Advise management and assist front-line managers in the exercise of their responsibility for employee safety.
  - (g) Employ a method to ensure that all safety concerns, deficiency reports and recommendations are evaluated.
  - (h) Employ a method that requires feedback to employees who have expressed a safety concern or reported deficiencies.



- (2) Each employee is responsible and accountable for exercising maximum care and good judgment in performing their duties safely, and will:
  - (a) Follow all safety rules, regulations, and practices.
  - (b) Immediately report all unsafe conditions, equipment, and practices to their supervisor.
  - (c) Report all injuries, no matter how slight, to their supervisor.
  - (d) Take every precaution to protect themselves and fellow workers from injury while performing their job.
  - (e) Report to local management any condition that they believe to be unsafe or which could contribute to an accident.

### **C. Safety Meetings**

- (1) An important part of creating a safety culture is conducting regular safety meetings and briefings.
- (2) For safety meetings, all attendees are expected to be responsible and accountable for the issues requiring their focus, follow-up or other actions.
- (3) Safety meeting requirements:
  - (a) A representative should be present for each department.
  - (b) Meetings shall be held once per calendar month and should include all departments.
  - (c) Records of minutes shall be maintained for two (2) years and shall be readily available at each location and accessible if requested by a regulatory agency or the Program Manager.
  - (c) Minutes shall be distributed to all department leadership for review and dissemination. The minutes shall include the following:
    - i. Meeting Attendees**
    - ii. Name of Meeting Facilitator**
    - iii. Next Meeting Date**
    - iv. Topics Discussed (Agenda)**
  - (d) Meeting Agenda:
    - i. Review minutes from last meeting and approve**
    - ii. Review unfinished business from last meeting and overview of current meeting**
    - iii. Review results of Safety Assist and Visit Evaluation reports that were conducted.**
    - iv. Review hazardous conditions that were observed during a SAVE and what corrective action(s) were taken for prevention of future occurrences.**
    - v. Review of other safety-related topics that were covered in meeting**



#### **D. Safety Guidelines**

- (1) To support our safety commitment guidelines we have been developed from various approved training program, along with on-site training to address;
  - (a) Fire suppression (fire extinguisher training)
  - (b) Employee Emergency and Fire Prevention Plans
  - (c) CPR / AED / First Aid Training
  - (d) Crisis Communications
  - (e) Proper use of PED by ground personnel to avoid distractions during safety critical actions.

#### **E. Mishap Prevention**

*The over-arching philosophy for ensuring that DLA enjoys the best safety record in the industry is that DLA takes a JUDGMENT-Based rather than a RULE-Based approach to safety. Despite the presence of dozens of rules and ready access to quality technical training throughout the aviation services industry, we still collectively experience thousands of aircraft mishaps on the ground, which costs hundreds of millions of dollars every year. DLA only hires people whom our screening process shows are pre-disposed to do well in the environment we are hiring them for. We provide quality technical and customer service training to give those employees the best basis possible for letting their natural excellence develop. We create and maintain an environment which allows them to flourish as professionals, where they can do great work and feel great about what they do and who they do it for. We continue to groom and reward these professionals, which helps to ensure that they want to remain part of a great team. Longevity ensures that they continue to grow and learn. This greater knowledge and experience provides the basis for management to trust the employees at the lowest levels to make good decisions. Rules cannot possibly cover every situation an employee may encounter, but good things happen – and bad things are avoided – when experienced professionals use good judgment to adjust to ever-changing situations. DLA is different because our professionals do the right things automatically because they are experts who are trusted by management and fully engaged in their jobs, not because they are blindly following rules.*

*Having said that, there are established processes and procedures that can help accelerate the rate at which employees understand the best way to manage the risks associated with providing aircraft services.*



## F. Mishap Reporting

- (1) Safety and profitability result from applying a cost-benefit analysis to every transaction and operation. Quite simply, the benefit to the company - either revenue or goodwill - must be greater than the POTENTIAL cost of whatever mistake might occur in completing the task or transaction, or there is no real reason to start the operation or engage in that line of business. Many costly mishaps occur when the risk was undertaken by an employee who *thought* he was doing right by the company, but in fact he accepted the risk when there was no direct benefit to the company. Employees tend to under-estimate the chances or the cost of a mishap, while over-estimating the benefit of completing the task to the company.
- (2) Here are the priorities for handling an incident or mishap:
  - (a) **Address Safety.** Initiate Search and Rescue operations (if appropriate), and participate as necessary. Provide medical care to people locally. Organize and control the incident/mishap scene to prevent further injury.
  - (b) **Communicate.** Follow the Emergency Response Plan (ERP), including comprehensive checklists and all critical points of contacts. All employees should be trained, exercised, and tested in their ability to initiate the checklists and communications. Always assume that an incident will occur on a weekend night, with minimal staff present in the building. Ensure that even the newest employee knows where to find the Emergency Response Plan book and knows who to call first. All employees should be trained to avoid being interviewed by media, or refer comment per the DLA Media Manual until they have all the facts and more experienced employees can assist them in facing the press. Employees should never hesitate to fully and honestly answer queries from government agencies. Follow the guidelines in the Media Manual section of the Safety Program.
  - (c) **Preserve evidence.** Ensure that the only disturbance to equipment and debris was necessitated by rescue and first-aid operations. Get involved personnel to drug and alcohol testing as soon as possible? Upon results, and positive traces of psychoactive substances must be reported to company management and Human Resources for further action. Do not move aircraft and tow equipment involved in mishaps until management is present and pictures have been taken. Take pictures (and video!) From as many angles as feasible. A digital camera (preferred) Smartphone Camera, or several disposable cameras, and remove training and testing records (employee, fuel, truck preventative maintenance, etc.) from offices and lock them in a secure place so that they are available to investigators.



- (d) **Take care of our customers.** Once the preceding priorities are assured, look for ways to care for customers affected by the incident or mishap. Seek alternate transportation or lodging for those stranded by the event.

### **G. Incident and Mishap Investigations**

- (1) When an incident has occurred, and assuming it was not severe enough to merit the attention of the government (such as an investigation by law enforcement, the FAA, or the NTSB), our intention is to always fully investigate the circumstances surrounding the event so that we can do everything possible to avoid a recurrence. Our primary motivation is to learn as much as we can from minor incidents, so that we institute controls and operational changes in time to avoid actual mishaps. Therefore, the effort we put into investigating incidents that didn't actually result in any damage or injury may seem excessive, but the pain and money that may save us later justifies the trouble.
- (2) All equipment involved in a mishap must be removed from service until operationally tested by appropriate maintenance personnel to determine if the equipment is operating properly.
- (3) Conduct investigations using the following guidelines:
  - (a) Identify all involved parties and potential witnesses. Keep all parties involved, or with pertinent information, separated, and have them make written statements while the facts are still fresh in their minds.
  - (b) Review each statement then interview each party to ensure you have attained all relevant information (i.e. who, what when, where, and why).
  - (c) A diagram shall be drawn of the mishap scene. Record the position of equipment involved and location of the mishap.
  - (d) Have all parties with potential culpability undergo drug and alcohol screening.
  - (e) Take pictures as necessary, while statements are being written. Take photos with the intent of showing what happened. The photo set documenting the mishap should include the following:
    - Vehicle | Aircraft Numbers. One photo of the aircraft number and any
    - GSE numbers will help identify the photo set for future reference. Both close-up and wide-angle pictures of the scene.
    - Be sure to include any items, which may have directly or indirectly influenced the mishap (i.e. skid marks, pavement conditions, etc.).
    - Take photos of any relevant details, such as the position of switches, failed shear bolts, broken hitches, skid marks, ramp contamination, etc.
  - (f) Review training records. This will substantiate the level of training the employee(s) have received and if additional training is required.



- (4) Often, an objective outside observer who is not employed by DLA is in the best position to analyze the facts and have his/her conclusions accepted by all parties involved. Some of the critical things to explore when conducting an investigation are:
  - (a) **The people involved.** Look into their experience, training, motivations, attitude, pressures (self-induced, family-induced, and job-induced), work schedule, fatigue, medical condition, interactions with other employees, etc...
  - (b) **The physical environment.** Hangar lay-out, time of day, weather, lighting, traction on the ramp and on the hangar floors, etc.
  - (c) **The equipment.** Age, condition, last refurbishment of critical components and systems, reliability, availability of proper parts and fittings, etc.
  - (d) **The operational (business) tempo and pressures.** Was it a busy period, but the shift was appropriately staffed? Or were people trying to do too much? Was it in the middle of the night and slow, and people were having a hard time getting/staying alert and engaged in the operations? Was there pressure from customers or supervisors to do things quicker, or with fewer safety margins, than normal? Was use of PED's a factor by creating an unnecessary distraction?
- (5) The important thing is to objectively document everything - no matter how apparently minor - that may have contributed to the mishap, so that managers have the information they need to adjust procedures and training to avoid future mishaps.