Advisory Circular No. 01/2011 dated 8th March 2011

Operational Safety Competencies for Aerodrome Operators
Contents

Explanatory Note
Introduction
Purpose
Terminology
Application

Chapter 1 Areas of Competence at senior level above line management, including corporate level when there is an element of accountability in provision and service that may have an impact on securing safety of aircraft using the airport

1. Legal Framework for Aerodrome Licensing
2. Management Competence - Senior Operations Management
3. Aerodrome Safety Management Systems
3a. Safety Risk Management as an element of Aerodrome Safety Management System
3b. Change Management as an element of Aerodrome Safety Management System

Chapter 2 Areas of competence at line management and middle/supervisory levels, where appropriate, including shift and project managers and those responsible for outsourcing or supervising contractors for safety-critical services

4. Legal Framework for Aerodrome Licensing
5. Management Competence – Line Level Management
6. Safety Management Systems, including Safety risk management and change management
7. Management and Operation of the Airport Operations Control Centre (AOCC)
8. Aerodrome Physical characteristics - movement area status and condition
9. Surface Movement and Guidance System (SMGCS), visual aids for approaches, and Electrical Systems
10. Airfield Work in Progress
11. Aerodrome Zoning/Safeguarding - obstacle and wildlife habitat control aspects on and around Aerodromes
12. Apron Management and Operations
13. Airside Vehicle Operations
14. Runway Surface Friction
15. Runway Contamination
16. Wildlife Hazard Control
17. Aeronautical Information Systems
18. Low Visibility and Night Operations
19. Fire and Rescue Operations
20. Handling of fuel and Hazardous Materials
23. Cargo Operations

Chapter 3. The chapter is formulated for aerodrome Licensee to provide guidelines in framing the organogram for inclusion in the Aerodrome Manual.
Explanatory Note to this version

This advisory circular is a living document and will be revised at intervals to take account of changes in regulations, feedback from industry, and recognised best practices to facilitate the license holder to demonstrate compliance in terms of manpower deployed for aerodrome operation.
Introduction

In recent years, the management of risks to safety has taken a significant evolutionary step, with safety management having a focus at the organisational and systems level, with greater attention to the interfaces between the various elements of the overall aviation system, including the human being.

ICAO Standards for State adoption have been developed for Safety Management Systems, and the DGCA is in the process of meeting its obligations in that regard with recent and evolving Civil Aviation Regulations (CARs) for Indian airports. These CARs include the need for service providers to confirm and demonstrate their organisational competence; CAR Series F Section 4 refers (staff establishment/competency).

The DGCA recognizes that regulations which bring significant change can generate the need for complimentary guidance material. Consequently, the Aerodrome Standards Directorate of the Directorate General of Civil Aviation (DGCA) India has developed this Circular. It is designed to assist Licensees in satisfying themselves, in the first instance, of their organisational competence, using an analysis of staffing establishment, qualification and experience needs, against the operational objectives, requirements and tasks, for all safety-critical functional areas. This is in addition to the provision of appropriate infrastructure, equipment and technical and management systems, in line with DGCA CARs. Whilst the DGCA may consider alternative means of complying with the competence element of the Series F CAR, those means would have to give firm evidence of organisational competence to the same degree, and as identifiable as that detailed in this AD AC.

The advent of privatisation and the consequent commercially oriented approach to the management of licensed aerodromes has the potential to create significant change. Business driven objectives have assumed a higher priority and management structures and skills have shifted towards a more business focused culture. Change, even when beneficial, can be a generator of hazards which may be specific or common to aerodromes.

The practice of granting licenses to corporate bodies, with major decision making being held at corporate level rather than to individual airport companies/management, which is not in line with general accepted practice, will have its own hazard generators. For example, if there is a practice of transferring staff between airports on a frequent and short-notice basis.

These changes place an even greater emphasis on the Airport Licensee, the Accountable Executive at the airport, and senior management understanding their accountabilities and responsibilities in managing safety at their airports in a systematic and organised manner. Also, on the need for them to be able to give assurances, as part of those accountabilities and responsibilities, to the DGCA and others about their organisation’s capability and competence in securing the safety of operations at their airport, including:

(a) The necessary level of knowledge and understanding of safety management principles at the highest level of senior management, as well as at the more traditional line levels.

(b) The transparent establishment of staff numbers through the use of
management tools, such as task analysis, for all safety-critical areas, including those contracted out.

(c) The capability to demonstrate to external as well as internal auditors, that staff establishment is continually being monitored, using internal management systems. Furthermore, that the establishment is adjusted to suit any increase in air traffic and safety demands placed on the organisation.

The DGCA will expect evidence of this to be available during the issue of initial license as well as during planned and ad-hoc surveillance inspections, including safety assurance for any significant change. One way of showing staff establishment numbers is to:

(a) Construct an organogram with the numbers of safety critical staff indicated; and

(b) For this to be continually reviewed and updated.

By ensuring that the appropriate knowledge and understanding is present at all levels in an organisation there will be a greater probability of:

- Providing stable and sustained organisational competence;
- Ensuring improvements in safety performance;
- Preventing any reduction in the priority attached to safety; and
- Providing the necessary skills sets available in aviation operations at executive management level, as well as the line and lower levels.

**Purpose**

The aim of this document is to enable licensees to assess the level of operational safety management competence existing within their respective airport organisations, including any areas that are contracted out, and to ensure that they have the necessary expertise at the appropriate level to formulate and implement systems to adequately manage safety.

Therefore, it addresses tasks at the senior to supervisory level in two Chapters, chapter 1 aimed at the senior management level and Chapter 2 at the line to supervisory level. It does not cover tasks at the “operative” level. However, licensees are encouraged to adapt and apply the material for this purpose; it is intended as a management tool to be used by licensees and their airport managements for internal use, not only as a mechanism to satisfy the safety regulator. It should be noted that most of the topic areas covered by this document are subject to specific safety regulation by the DGCA, but licensees may wish to extend the principle to other areas for their own managerial purposes.

As recognized above, some tasks within the competences and some topic areas may be ‘contracted out’ by the aerodrome licensee. Whilst day-to-day operational management is the responsibility of such a contractor, the aerodrome licensee continues to have overall accountability and responsibility for the safe integration of contracted activities with the rest of the aerodrome operation. A licensee, therefore, needs to ensure that competence and safety management requirements are included in contract specifications and documents, including those relating to:
- The maintenance of determined and declared staff/operative numbers;
- Safety performance; and
- Appropriate supervision, monitoring and follow-up.

This material:

1. Takes account of the need to accommodate a range of licensed aerodromes and their varied scope of operations. Not all of the tasks listed will be appropriate or necessary for all aerodromes, an issue of particular interest to the smaller aerodromes. Not all of the areas of competence have to be vested in one person, an issue of particular interest to the larger aerodromes.

2. Will assist the aerodrome licensee to:
   
   (a) Identify the post/s and person/s that have accountabilities and/or responsibility for a specific task, including project managers, shift supervisors and those monitoring the safety performance of contracted-out services;

   (b) Be satisfied that persons within the management structure possess the relevant operational safety competence, or identify gaps and, therefore, training needs, that may exist in specific areas of competence;

   (c) Develop job specifications, training programmes, recruitment and succession planning; and

   (d) Provide, for aerodrome licensing purposes, the safety assurance sought by the DGCA on operational safety competence of the licensee’s organisation.

Terminology

For ease of interpretation, several key terms used throughout this document are defined as follows:

**Background Knowledge** – The collective body of information and skill sets, gained through experience and training, that people need to have, if they are to perform their roles competently. This includes memorised relevant facts, regulations, theories and principles, and knowing where to find such data when it is not necessary to commit them to memory.

**Ensure** – The dictionary meaning implies 100% guarantee, and this is the objective. It may be argued that an interpretation may at times be like safety risks being reduced to As Low As Reasonably Practicable (ALARP). However, that cannot and must not be an excuse for not making all reasonable efforts to “ensure” to the dictionary definition where possible.

**Hazard** – A condition or an object with the potential to cause injuries to personnel, damage to equipment or structures, loss of material, or reduction of ability to perform a prescribed function (ICAO 9859, Edition 2).
**Infrastructure project** - A building or structure (defined as arrangement of parts). This could be a new or upgrade of facilities, a replacement or refurbishment of an existing facility or a major maintenance project that will cause operational disruption over a significant period of time. Such projects will have different significance in different contexts. For example, in terms of obstacle limitation surfaces height will be the significant element, whereas for wildlife management the significant element will be attractiveness to wildlife.

**Named Person** – A person, identified by name, who currently holds a specified post.

**Organisational Competence** – Demonstrable capability of the organisation to secure the safety of aircraft using the airport, having regard to the provision of equipment, facilities, management systems, documentation and staff. The staff establishment must be:

- Sufficient in terms of numbers for each of the functional areas; and
- Suitably qualified and experienced with the appropriate combination of skill-sets for the tasks expected of them.

This applies equally to staff for functions that are outsourced; functions for which the licensee remains accountable, in terms of aerodrome licence obligations.

**Risk, specifically Safety Risk** - A measure of the seriousness of, or “put a number” on, the consequences of hazards, expressed in terms of predicted probability and severity, of the consequences of a hazard ([ICAO 9859, edition 2]).

**Safety Assurance Report** - A structured argument, supported by a body of evidence that provides a compelling, understandable and valid case that change in a system/sub-system meets the service providers risk acceptability and change management criteria for a given application in a given operating environment. It is more than risk management, or even a safety assessment, as it includes in its scope the outcomes of activities and assurances required by the change management process, such as testing prior to entry-into-service. Depending on the nature of the application and operating environment a safety case may meet the requirement for a safety assurance report.

**Specified Post** – A post within an aerodrome management structure, which has been identified as having responsibility for the management of a specific safety related task. Where more than 1 post has responsibility for the task then all the posts and post-holders need to be identified and reviewed against the background knowledge.

**Task** – An area of work for which a defined competence is deemed necessary.

**Application**

The Accountable Executive at the aerodrome, as the person with overall accountability for safety management, or an appropriately delegated person, should identify which areas of competence and tasks are relevant to their aerodrome. To assist that person a check list format has been developed throughout the document.
The tasks listed in the areas of competence, appropriate to a particular aerodrome, are those that should be vested in a particular “specified post or posts” and “named person or persons” occupying that post/posts, and annotated in the document against each relevant task.

Furthermore, it is expected that the ‘named person or persons’ for each task will have knowledge and understanding of the aerodrome management’s policies and systems, appropriate to the task expected of them.

This circular is issued with the aim to guide aerodrome operators to appoint persons for key positions with adequate knowledge and experience in the relevant field. Although not being applied now, depending on the experience gained in future with application of this circular, prior approval of licensing authority may be made mandatory before appointment of such persons.

The DGCA, in partnership with industry, will review and amend this material in the light of usage and experience.

Sd/-
(J.S. Rawat)
Joint Director General
for Director General of Civil Aviation

New Delhi
8th March 2011
Chapter 1 Areas of Competence at senior level above line management, including corporate level when there is an element of accountability in provision and service that may have an impact on securing safety of aircraft using the airport

1. Legal Framework for Aerodrome Licensing

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<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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<tbody>
<tr>
<td>Ensure a thorough understanding throughout the organisation of: The Licensees' accountability and responsibilities in securing and managing safety at the airport. The DGCA's statutory duties in licensing and safety oversight of Indian aerodromes.</td>
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<tr>
<td>Ensure that aerodrome licensing and license renewal requirements are met, and that the aerodrome operates in accordance with licence conditions and statutory requirements, including those related to non-compliances, exemptions and airport infrastructure projects.</td>
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<td>Ensure an understanding by the aerodrome management of the legal requirement for, and status of the Aerodrome Manual.</td>
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<td>Ensure that the necessary steps are taken for the aerodrome and its airspace to be safe for aircraft during operational hours. This includes:</td>
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<td>▪ Using appropriate management tools, the determination and provision of the necessary level of managerial and operative staff, i.e. staff numbers, as well as the combination of qualifications, experience and skill-sets of those staff, for both initial licensing and continuing operations.</td>
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<tr>
<td>▪ Ensuring that the aircraft accepted by the airport are appropriate to the airport reference codes, movement area geometry and infrastructure.</td>
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<tr>
<td>▪ Ensuring exemptions to licensing requirements are kept under review as part of planned and significant changes to aerodrome infrastructure, traffic levels or aircraft types.</td>
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The Chief executive, all senior management and line management staff must have training on the legal framework for aerodrome licensing, and collective background knowledge must include the following, at the appropriate level:

- Aircraft Act 1934 and Aircraft Rules 1937
- CAR Series B, Part I Aerodrome Design and Operations, and Part III Heliports
- CAR Series B, Part IV Exemption Procedure for Noncompliance at Aerodromes
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- CAR Series X, Part II Aeronautical Information Services
- CAR Series X, Part III Aeronautical Charts
- Wildlife Control at Aerodromes
- Dangerous Goods Regulations (as they apply to aerodromes)
- Notice to Airmen (NOTAM)
- The ICAO Convention, Annexes 4, 11 (as it applies to aerodrome ground operations), 14, 15, 16, 17 and 18 to the Convention.
- ICAO Annex 9 (only for international airport)
- ICAO Manuals - 9774 Certification of Aerodromes, and 9859 Safety Management Manual;
- Any other CAR/ Directions issued in the subject matter from time to time
2. Management Competence - Senior Operations Management

This is the competence for the overall management of the operational function. This includes the meeting of licence obligations, and thus extends beyond the purely operational area; for example ensuring adequate financial budget allowance for necessary recruitment, training and equipment procurement. Therefore, these tasks usually require authority across the whole of the line level, in which case the post should have that necessary and more senior authority within the organisational structure of the airport.

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<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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<tbody>
<tr>
<td>To effectively and efficiently lead, direct and manage the management function, understanding, accepting and being appropriately involved in areas of personal accountability.</td>
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<td>To set and approve the organisation’s operational and safety policies/objectives, ensuring that associated accountabilities and responsibilities are detailed and recorded, and are in line with the declared safety policies and objectives.</td>
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<td>To ensure that:</td>
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<td>▪ Non-compliances for which there are temporary exemptions granted by the DGCA are regularly reviewed and the reasons for seeking such exemptions are removed/corrected in order to meet the requirements of the action plan agreed with the DGCA, and to avoid licensing action being taken if the action plan requirements are not met.</td>
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<tr>
<td>▪ Non-compliances for which there are permanent exemptions granted by the DGCA are regularly reviewed to ensure that mitigating measures are still valid, and that every opportunity is taken to remove/correct the non-compliance.</td>
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<td>Ensure that:</td>
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<td>▪ Once the necessary number, qualifications, experience and skill-set requirements of operational and supporting staff establishment have been determined, this is not allowed to decline unless there is an understandable and valid case made and signed off by senior management, e.g. in the event of curtailment of services or reductions in operational areas (in which case the DGCA are to be advised).</td>
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<tr>
<td>▪ Any holder of a safety-critical post at line or specialist level, e.g. that responsible for day-to-day operations, or the Safety Manager is not replaced without the new appointee being given the appropriate familiarisation training, and the DGCA being consulted prior to the appointee taking up the post. If the provision of familiarisation training is not practicable beforehand, then as soon as possible, and only after the “Accountable Executive” being satisfied that safety policies or objectives will not be compromised, usually</td>
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by the provision of a safety, assurance and being demonstrated to the DGCA.

Should there be retention difficulties and a service has to be out-sourced that:

- At least the same mix of numbers, qualifications, experience, and skill-set requirements are provided prior to any change and that any new staff/operatives are not allowed to operate until they have successfully undertaken the necessary familiarisation/induction training and have demonstrated competence to the Licensee’s satisfaction.
- Through adequate contract specifications that for outsourced safety-critical functions:
  - The licensee retains control of the operation of the facility, as required for licensing requirements and conditions to be met.
  - The safety-performance of that function and the interfaces with other functional areas will not be compromised by being out-sourced.

**To ensure that the organisation, using appropriate management systems and functions, such as task analysis, recruitment, training, has and maintains organisational competence necessary to satisfy:

- the organisations safety policies and objectives;
- its stakeholders, including users; and
- national regulations and requirements, to the satisfaction of the DGCA.

**Background knowledge must include:**

Appropriate business, financial and management qualifications, as well as experience and skills that including the following:

- analytical and problem-solving;
- budgeting;
- decision making;
- project management;
- HR and training requirement; and
- oral and written communications.

Significant airport operational experience, at least equal to that of those reporting to the post/s, and covering a range of functions within the total scope of operations.

- Technical and other knowledge to understand users’ needs and the operational systems of users.
For outsourcing, the necessary knowledge in relation to ensuring appropriate contract specification for safety assurance requirements, including:
  o SMS obligations;
  o safety performance and monitoring requirements;
  o timely corrective action planning and implementation where indicated by safety management processes; and
  o Timely and adequate communication of safety critical information, particularly reports/evidence of safety performance being compromised.

The regulatory context and framework, particularly relevant are:

DGCA Rules
  o Relevant DGCA CARs
  o DGCA Circulars
  o ICAO Standard and Recommended Practice (SARPs), as well as relevant ICAO guidance documents that are not reflected in the national framework Any other CAR/ Directions issued in the subject matter from time to time
### 3. Aerodrome Safety Management System

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<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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<tr>
<td>Ensure the promulgation to appropriate parties, and declaration in appropriate documents the post and name of the Accountable Executive (who ICAO and the DGCA expect to be at the most senior, i.e. Airport Director level).</td>
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<tr>
<td><strong>Initiate the planning for the development of a safety management system (SMS) for the control of safety risks.</strong></td>
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<td>Ensure that there is direction and guidance for the development of the SMS, and that the organisation provides the necessary financial, human and training resource, as part of its commitment and support.</td>
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<td>Ensure that the necessary processes are being planned as part of the SMS, including change management and safety risk assessment, as well as those aimed at developing a just and positive safety culture, particularly in the area of desired behaviour standards – see competences 3a and 3b.</td>
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<td>Ensure the establishment and maintenance of the internal Safety Groups established by the SMS.</td>
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<td>Establish, maintain and monitor the output of an airport Safety Committee, representing the licensee, users and contractors.</td>
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**Safety Risk Management is one of the four components of an SMS, and Change Management an element of another component, Safety Assurance. Because of their significance, there are two separate competences attached to this competence area; they cover tasks associated with Risk Management and Change Management.**

The Accountable Executive, Senior Managers, the Safety Manager, Safety Group members and staff responsible for safety management should be selected with particular reference to training, experience and knowledge on Safety Management Systems relevant to aircraft and airport operators. Collective background knowledge must include that from the following, appropriate to this level of management and the individual tasks:

- Aircraft Rules 1937
- CAR Series B, Part I Aerodrome Design and Operations
- CAR Series E, Part II Air Traffic Services
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- CAR Series X, Part IV, Runway Safety Programmes
- ICAO Annexes 4, 11 (as it applies to aerodrome ground operations), 14 and 15
- ICAO Document 9774 Manual on Certification of Aerodromes
- General management systems, procedures and techniques
- Specific safety management systems, including safety risk management, and its applicability to aerodrome operations.
- Organisational processes for:
  - occurrence reporting, investigation and follow-up
- safety risk management
- change management
- data collection, storage setting and measuring safety performance metrics
- inspection and auditing accident/incident reporting and investigation
- communicating aerodrome safety rules, regulations and information
- safety performance monitoring, measurement and follow-up, using safety auditing, studies, reviews and surveys
- co-ordination and control of airside activities

• Aerodrome Emergency Plan
• Human factors principles
• Knowledge of aerodrome operations, including a basic understanding of aircraft operations, sufficient to be able to identify and understand potential hazards
• Any other CAR/ Directions issued in the subject matter from time to time
3a. Safety Risk Management as an element of an Aerodrome Safety Management System

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<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
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<tr>
<td>To ensure that the process for safety risk management is applied throughout the organisation, including:</td>
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<td>▪ Identifying and analysing hazards, including those from unplanned change and day-to-day operations, as well as planned change;</td>
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<td>▪ Risk assessment, applying the senior management approved thresholds for risk acceptance and tolerability;</td>
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<td>▪ Selecting appropriate risk control/mitigation measures, including the elimination of intolerable risks;</td>
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<td>▪ Reviewing the continued validity of the control measures against safety performance metrics; and</td>
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<td>▪ Reviewing the hazard log for continued relevance of specific hazards.</td>
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<tr>
<td>Ensure that there is adequate and timely provision for the training and development of internal and external staff involved in safety risk management.</td>
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The Accountable Executive, Senior Managers, the Safety Manager, Safety Group members and staff responsible for safety risk management should be selected with particular reference to training, experience and knowledge on safety risk management, at the level appropriate to their function. Background knowledge must include that from the following, again appropriate to this management level and the individual tasks:

▪ Aircraft Rules 1937
▪ CAR Series B, Part I Aerodrome Design and Operations
▪ CAR Series E, Part II Air Traffic Services
▪ CAR Series F, Part I Requirement for Issue of an Aerodrome License
▪ CAR Series X, Part IV, Runway Safety Programmes
▪ ICAO Annexes 4, 11 (as it applies to aerodrome ground operations), 14 and 15
▪ ICAO Document 9774 Manual on Certification of Aerodromes
▪ Principles of safety management, as detailed in ICAO Document 9859 Safety Management Manual, including risk assessment matrixes and their appropriate use
▪ General management systems, procedures and techniques, including principles of human and organisational factors – problem solving styles, interpersonal communications; role conflicts; stress at work and task analysis
▪ Organisational processes, in the context of airport operations, for:
  - occurrence reporting, investigation and follow-up
  - safety risk management
- change management
- data collection, storage setting and measuring safety performance metrics
- inspection and auditing accident/incident reporting and investigation
- communicating aerodrome safety rules, regulations and information
- safety performance monitoring, measurement and follow-up, using safety auditing, studies, reviews and surveys
- co-ordination and control of airside activities
- Aerodrome Emergency Plan
- Knowledge of aerodrome operations, including a basic understanding of aircraft operations, sufficient to be able to appreciate and understand potential hazards
- Any other CAR/ Directions issued in the subject matter from time to time
3b. Change Management as an element of an Aerodrome Safety Management System

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<tr>
<th>Task</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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<tbody>
<tr>
<td>To agree and approve the categories of change and define the terms used in the categorisation process.</td>
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<tr>
<td>To ensure that the process for change management is applied throughout the organisation, including the senior management approved categorisation of types or size of change to which the change management process of the SMS applies.</td>
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<tr>
<td>To accept and sign safety assurances and authorise changes.</td>
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The Accountable Executive, Senior Managers, the Safety Manager, Safety Group members and staff responsible for safety risk management should be selected with particular reference to training, experience and knowledge on change management as part of an SMS, at the level appropriate to their function. Background knowledge must include that from the following, again appropriate to the management level and individual tasks:

- Aircraft Rules 1937
- CAR Series B, Part I Aerodrome Design and Operations
- CAR Series E, Part II Air Traffic Services
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- CAR Series X, Part IV, Runway Safety Programmes
- ICAO Annexes 4, 11 (as it applies to aerodrome ground operations), 14 and 15
- ICAO Document 9774 Manual on Certification of Aerodromes
- Principles of safety management, as detailed in ICAO Document 9859 Safety Management Manual, including risk assessment matrices and their appropriate use
- General management systems, procedures and techniques, including principles of human and organisational factors – problem solving styles, interpersonal communications; role conflicts; stress at work
- Organisational processes, in the context of airport operations, for:
  - occurrence reporting, investigation and follow-up
  - safety risk management and change management
- data collection, storage setting and measuring safety performance metrics
- inspection and auditing accident/incident reporting and investigation
- communicating aerodrome safety rules, regulations and information
- safety performance monitoring, measurement and follow-up, using safety auditing, studies, reviews and surveys
- co-ordination and control of airside activities

- Aerodrome Emergency Plan
- Knowledge of aerodrome operations, including a basic understanding of aircraft operations, sufficient to be able to appreciate and understand potential hazards
- Any other CAR/ Directions issued in the subject matter from time to time
Chapter 2 Areas of competence at line management, project managers, and middle/supervisory levels, where appropriate, including shift managers and those responsible for outsourcing and supervising contractors for safety-critical services

4. Legal Framework for Aerodrome Licensing

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<th>Tasks</th>
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<tbody>
<tr>
<td>Ensure for each functional area that is safety-critical or that can have an impact on safety that there is an understanding of the legal requirement for and status of the Aerodrome Manual, and that it and the SOPs are in accordance with licence conditions and statutory requirements, including those related to non-compliances, exemptions and airport</td>
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<td>Ensure that staff at the line middle and operative levels has an appropriate understanding of the DGCA’s statutory duties in licensing and inspecting</td>
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<td>Ensure that organisation implements, communicates, and amends information and instructions concerned with the operation of aircraft, in accordance with statutory and aerodrome management requirements.</td>
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<td>Ensure that for each functional area, including those that support safety critical areas, such as HR and Finance that the necessary numbers of appropriately trained and experienced staff have been determined and recruited, with their recruitment and training records retained. Also that evidence of this is available to internal or external auditors. This includes those areas that have been outsourced and for each shift where shift work is practiced.</td>
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The line and other appropriate level management staff must have training on the legal framework for aerodrome licensing, and background knowledge must include the following at the appropriate level:

- Aircraft Act 1934 and Aircraft Rules 1937
- CAR Series B, Part I Aerodrome Design and Operations, and Part III Heliports
- CAR Series B, Part IV Exemption Procedure for Noncompliance at Aerodromes
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- CAR Series X, Part II Aeronautical Information Services
- CAR Series X, Part III Aeronautical Charts
- Wildlife Control at Aerodromes
- Dangerous Goods Regulations (as they apply to aerodromes)
- Notice to Airmen (NOTAM)
- The ICAO Convention, Annexes 4, 11 (as it applies to aerodrome ground operations), 14, 15, 16, 17 and 18 to the Convention.
- ICAO Annex 9 (only for international airport)
ICAO Documents:

- 9774 Manual on Certification of Aerodromes; and
- 9859 Safety Management Manual;

Any other CAR/ Directions issued in the subject matter from time to time
5. **Management Competence – Line level Management**

This is the competence for the line management of the operational function. This includes the meeting of licence obligations, and extends beyond the purely operational area; for example ensuring liaison and coordination between line functions.

<table>
<thead>
<tr>
<th>Task</th>
<th>Specified Post (s)</th>
<th>Named Person (s)</th>
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</thead>
<tbody>
<tr>
<td>To effectively and efficiently lead, direct and manage the operational function, understanding, accepting and being appropriately involved in areas of personal accountability.</td>
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<tr>
<td>To ensure that all allocated accountabilities and responsibilities at line level and below are met in order to meet the organisation's stated operational and safety objectives, including those relating to:</td>
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<tr>
<td>• Non-compliances for which there are temporary exemptions granted by the DGCA. That these are regularly reviewed and the reasons for seeking such exemptions are removed/corrected in order to meet the requirements of the action plan agreed with the DGCA.</td>
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<tr>
<td>• Non-compliances for which there are permanent exemptions granted by the DGCA. That these are regularly reviewed to ensure that mitigating measures are still valid, and that every opportunity is taken to remove/correct the non-compliance.</td>
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<tr>
<td>To monitor staff establishment, for each functional area, including those areas that support safety-critical functions ensuring that:</td>
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<tr>
<td>• Once the necessary number, qualifications, experience and skill-set requirements of operational and supporting staff establishment have been determined, this is not allowed to decline. Should there be retention difficulties and a service has to be out-sourced that:</td>
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<tr>
<td>- At least the same mix of numbers, qualifications, experience, and skill-set requirements are provided prior to any change and that any new staff/operatives are not allowed to operate until they have successfully undertaken the necessary familiarisation, induction training and have demonstrated competence to the Licensee’s satisfaction.</td>
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<tr>
<td>- Through adequate contract specifications that for outsourced safety-critical functions:</td>
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<tr>
<td>o That the licensee retains control of the operation of the facility, as required by licensing requirements and conditions.</td>
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<tr>
<td>o The safety-performance of that function and the interfaces with other functional areas will not be compromised by being out-sourced.</td>
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</tbody>
</table>
Background knowledge must include:

- Appropriate business, financial and management qualifications, as well as experience and skills that including the following:
  - analytical and problem-solving;
  - budgeting;
  - decision making;
  - project management;
  - HR and training requirement; and
  - oral and written communications.

- Significant airport operational experience, at least equal to that of those reporting to the post/s, and covering a range of functions within the total scope of operations.

- Technical and other knowledge to understand users’ needs and the operational systems of users.

- For outsourcing, the necessary knowledge in relation to ensuring appropriate contract specification for safety assurance requirements, including:
  - SMS obligations;
  - safety performance and monitoring requirements;
  - timely corrective action planning and implementation where indicated by safety management processes; and
  - timely and adequate communication of safety critical information, particularly reports/evidence of safety performance being compromised.

- The regulatory context and framework, particularly relevant:
  - DGCA Rules
  - Relevant DGCA CARs
  - DGCA Circulars
  - ICAO Standard and Recommended Practice (SARPs), as well as relevant ICAO guidance documents that are not reflected in the national framework
  - Any other CAR/ Directions issued in the subject matter from time to time
6. **Aerodrome Safety Management System**, including **Safety Risk Assessment and Change Management**

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<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
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<tbody>
<tr>
<td><strong>Plan the development of a safety management system (SMS) for the control of safety risks, formulation of an Implementation Plan (IP), phased as necessary, and the production and review of an SMS Manual. At the appropriate time in planning ensure that the resources for the following facilities and processes are known to senior management in a timely way:</strong></td>
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<tr>
<td>▪ Hazard identification and safety risk management, including:</td>
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<td>- hazards from unplanned change and day-to-day operations, as well as from planned change; and</td>
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<tr>
<td>- the setting of thresholds for risk acceptability and tolerability, and the application of these within the relevant processes.</td>
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<tr>
<td>▪ Change management, including reviewing its operation; and the preparation of safety assurances for senior management approval and sign off, before offering them to the DGCA.</td>
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<tr>
<td>▪ An occurrence reporting system.</td>
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<tr>
<td>▪ The establishment of a database, data analysis, exchange and usage for data driven safety assurance.</td>
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<tr>
<td>▪ Safety performance monitoring and measurement.</td>
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<tr>
<td>▪ The establishment of safety promotion programmes and procedures, including those for:</td>
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<tr>
<td>- the determination of the SMS training need and an SMS training programme; and</td>
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<tr>
<td>- the identification and promulgation of safety information such as that to explain safety actions/interventions to staff, as well as external communications of safety critical material, such</td>
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<tr>
<td>as a “Hot Spot” chart and details of exemptions for the AIP.</td>
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<tr>
<td>In implementing the SMS, and its processes, direct, guide and report on its progress, applying all of the SMS processes as required, and monitoring their effectiveness in practice.</td>
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<tr>
<td>Document the SMS outputs</td>
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<tr>
<td>Coordinate the Aerodrome Emergency Plan</td>
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<tr>
<td>Serve the internal Safety Groups established by the SMS</td>
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<tr>
<td>Oversee the workings and monitor the output of the airport Safety Committee, representing the licensee, users and contractors</td>
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<tr>
<td>Implement the process for the training and development of internal and external staff involved in SMS, including safety risk management</td>
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</table>

** Safety Risk Management is one of the four components of an SMS, and Change Management an element of another component, Safety Assurance.

The Senior Managers, the Safety Manager, Safety Group members and staff responsible for safety management should be selected with particular reference to training, experience and knowledge on Safety Management Systems. Background knowledge must include that from the following, appropriate to the individual tasks:

- Aircraft Rules 1937
- CAR Series B, Part I Aerodrome Design and Operations
- CAR Series E, Part II Air Traffic Services
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- CAR Series X, Part IV, Runway Safety Programmes
- ICAO Annexes 4, 11 (as it applies to aerodrome ground operations), 14 and 15
- ICAO Document 9774 Manual on Certification of Aerodromes
- General management systems, procedures and techniques
- Specific safety management systems, including safety risk management, and its applicability to aerodrome operations.

Organisational processes for:
- occurrence reporting, investigation and follow-up
- safety risk management
- change management project management principles
- data collection, storage setting and measuring safety performance metrics
- inspection and auditing accident/incident reporting and investigation
- communicating aerodrome safety rules, regulations and information
- safety performance monitoring, measurement and follow-up, using safety auditing, studies, reviews and surveys
- co-ordination and control of airside activities

- Aerodrome Emergency Plan
- Project management principles
- Human factors principles
- Knowledge of aerodrome operations, including a basic understanding of aircraft operations, sufficient to be able to identify and understand potential hazards
- Any other CAR/ Directions issued in the subject matter from time to time
### 7. Management and Operation of the Airport Operations Control Centre (AOCC)

#### Tasks

<table>
<thead>
<tr>
<th>Specified Post(s)</th>
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<tbody>
<tr>
<td>Plan for, design, provide, test and verify all the necessary back-ups and contingency planning for all possible failure modes of the AOCC systems, including power sources, taking account of the need for rapid switch over in aircraft safety-critical areas.</td>
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<tr>
<td>Formulate and implement “failure mode” exercises of the AOCC’s safety-critical functionality on a regular basis.</td>
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<tr>
<td>Ensure that:</td>
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<tr>
<td>- The technical equipment and operating systems are correctly specified against the operational objectives, and that they have been tested and verified as “fit for purpose”.</td>
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<tr>
<td>- AOCC staff members are trained, initially and on a recurrent basis, in the areas they interface with, as well as their own functional area. This to include “failure mode” operations in the safety-critical areas, and how to report, record and follow-up on observed safety-related occurrences.</td>
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<tr>
<td>- AOCC staff are aware of:</td>
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<tr>
<td>- The need for timely action in safety-critical areas.</td>
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<tr>
<td>- The authorities and powers that can be applied, and where to go if further authority is required.</td>
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<tr>
<td>- The AOCC operating rules, aeronautical data used by aircraft and reference criteria, including that loaded into the AOCC data bank are valid and verified.</td>
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</tr>
<tr>
<td>- That the AOCC SOPs related to aircraft safety are in-line with company policy on occurrence and non-adherence reporting, expected behaviour norms and safety culture development, as detailed in the SMS Manual and other documentation. Examples of such SOPs are those for:</td>
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<tr>
<td>- Monitoring airside operations, to include watching for failures or outages of safety-critical airside systems, and potentially hazardous situations, for example a fuel bowser’s exit route being blocked while refueling on an aircraft stand.</td>
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<tr>
<td>- The timely reporting, recording and follow-up of safety-related occurrences and observations of non-compliance.</td>
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</tbody>
</table>
Aerodrome operator’s staff responsible for planning, design, operation, monitoring and maintenance of the AOCC must be trained on all AOCC functional and interface areas that relate to aircraft safety. Background knowledge must include that from the following, again appropriate to the individual tasks:

- CAR Series B, Part I Aerodrome Design and Operations, and Part III Heliports
- CAR Series B, Part IV Exemption Procedure for Noncompliance at Aerodromes
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- CAR Series X, Part II Aeronautical Information Services
- CAR Series X, Part III Aeronautical Charts
- Wildlife Control at Aerodromes
- Dangerous Goods Regulations (as they apply to aerodromes)
- Aeronautical Information Service (AIS), NOTAMs, Aeronautical Information Regulation and Control (AIRAC) cycles
- Aeronautical Information Publication India
- Maps and charts
- Notice to Airmen (NOTAM)
- Surface Movement Guidance Control System (SMGCS)
- Company SMS, including processes/procedures for:
  - occurrence reporting, investigation and follow-up
  - safety risk management
  - change management
  - data collection, storage setting and measuring safety performance metrics
  - inspection and auditing accident/incident reporting and investigation
  - communicating aerodrome safety rules, regulations and information
  - safety performance monitoring, measurement and follow-up, using safety auditing, studies, reviews and surveys
  - LVPs
  - Works-in Progress (WIP)
  - co-ordination and control of airside activities
  - disabled aircraft recovery
- Wildlife Management
- Airside Vehicle Operations
- Apron management and operations, including refueling practices
- Aerodrome Emergency Plan
- Human factors principles
- Knowledge of aerodrome operations, including a basic understanding of aircraft operations, sufficient to be able to identify and understand potential hazards
- Any other CAR/ Directions issued in the subject matter from time to time
8. Aerodrome Physical Characteristics- Movement Area Status and Condition

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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<tbody>
<tr>
<td>Ensure that the paved areas, runway strips, clear and graded areas and RESAs continue to meet licensing</td>
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<tr>
<td>Ensure that aerodrome is clear of obstructions, debris and spoil.</td>
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<tr>
<td>Determine and instigate repair programmes process for aerodrome pavements and surfaces.</td>
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<tr>
<td>Ensure that the design and layout of the apron and manoeuvring area remains adequate for the safety of intended operations, bearing in mind the need to review when there is a change in the operation.</td>
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<tr>
<td>Ensure that there adequate provision for aerodrome drainage is maintained, particularly of the runway and aprons.</td>
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<tr>
<td>Ensure that appropriate separation distances are maintained between runways, taxiways and aprons.</td>
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<tr>
<td>Review, calculate and promulgate declared runway distances for obstacle restricted operations.</td>
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<tr>
<td>Ensure that there is an effective mechanism for appropriate feed-back from runway and apron safety teams.</td>
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</tbody>
</table>

Aerodrome operator’s staff responsible for planning, design, operation and maintenance must be trained on aerodrome physical characteristics, including the operational objectives and the application of human factors principles. Background knowledge must include:

- CAR Series B, Part I Aerodrome Design and Operations
- CAR Series B, Part III Heliports
- CAR Series B, Part IV Exemption Procedure for Non-compliance at Aerodromes plus Circulars and other DGCA guidance material on exemptions
- CAR Series D, Part I Low Visibility Procedures
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- CAR Series X, Part IV Runway Safety Programmes
- ICAO Annexes - 11 (as it applies to aerodrome ground operations) and 14, Airport Services, ICAO Aerodrome Design Manuals and other relevant ICAO guidance Docs, including:
  - Doc 9476, SMGCS Manual and 9830, Advanced SMGCS
  - Doc 9870, Runway Incursion Prevention
  - Doc 9859, Safety Management Systems
  - ICAO Circular 305, Operation of New Larger Aeroplanes at existing aerodromes

All the above in the context of aircraft operations and runway and apron safety, including:
- The purpose of SMGCS and provision of the level appropriate to airport traffic density, visibility condition and aerodrome layout category
- The relationship between the reference code (ARC) and aerodrome physical characteristics
- The relevance of runway width and slope, as well as length, and (all movement area) surface condition and its monitoring and maintenance
- The relevance of runway strip and RESA
- The function of stopway and clearway
- Any other CAR/Directions issued in the subject matter from time to time
9. Surface Movement and Guidance System (SMGCS), Visual Aids for Approaches and Electrical Systems

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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<tbody>
<tr>
<td>Ensure that all airside lighting, marking and signs are in accordance with the licensing standard and in good order.</td>
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<tr>
<td>Ensure that approach and aerodrome lights are installed and maintained in accordance with the licensing standard.</td>
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<tr>
<td>Ensure that visual approach slope indicator systems (i.e. PAPI) are regularly calibrated and maintained in accordance with the manufacturers and national licensing standards.</td>
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<tr>
<td>Ensure that indicators and signaling devices are installed and maintained in accordance with the licensing standard.</td>
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<tr>
<td>Ensure that electrical power supply systems for air navigation and communication facilities are provided and approved where appropriate, and facilities are operating, tested and maintained to the design and licensing standards.</td>
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<tr>
<td>Ensure that there is an effective mechanism to monitor the status, operation and effectiveness of the SMGCS.</td>
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</table>

Aerodrome operator’s staff responsible for planning, design, operation and maintenance must be trained on the SMGCS and Electrical Systems, including the operational objectives and the application of human factors principles. Background knowledge must include that from the following, appropriate to the individual tasks:

- CAR Series B, Part I Aerodrome Design and Operations
- CAR Series B, Part III Heliports
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- CAR Series X, Runway Safety Programmes
- ICAO Annex 11 (as it applies to aerodrome ground operations) and Annex 14
- ICAO Airport Services and Aerodrome Design Manuals
- Other relevant ICAO guidance docs, including Docs 9476 Manual of Surface movement Guidance and Control systems (SMGCS), Doc 9830 Advanced SMGCS, and Doc 9870 Runway Incursion Prevention
- Aerodrome operating minima
- Differences in precision and non-precision approaches and the part that precision approach facilities play in the accuracy of delivery of the aircraft to the runway and hence levels of risks to aircraft safety
- Any other CAR/ Directions issued in the subject matter from time to time
10. Aerodrome Works in Progress (W.I.P)

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
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<tbody>
<tr>
<td>Undertake appropriate safety and resource assessments, at the level for the scope and complexity of the work and in accordance with the company SMS processes, including change control, in order to ensure</td>
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<tr>
<td>Monitor and maintain aerodrome status systems and Equipment according to laid down procedures.</td>
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<tr>
<td>Promulgate to all appropriate stakeholders, and record information about the W.I.P, the aerodrome status and condition.</td>
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<tr>
<td>Inspect and monitor the W.I.P work in progress.</td>
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<tr>
<td>Ensure that adequate systems, procedures and resources are in place for the planning, co-ordination, control and oversight of work in progress, taking account of human factor principles throughout the process.</td>
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<tr>
<td>Ensure that contingency plans are drawn up to manage breakdowns in operating systems.</td>
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<tr>
<td>Revise declared runway distances and other aerodrome operational limitations, as appropriate.</td>
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<tr>
<td>Ensure that airside safety briefings are provided for external contractors and work areas are controlled to maintain safe operations.</td>
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<tr>
<td>Ensure compliance with the SMS requirements and SOPs when returning an operational area to service.</td>
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</table>

The staff responsible for the planning and execution of works that affect the aerodrome movement area and obstacle limitation surfaces must have training on aerodrome works in progress. Background knowledge must include that from the following, again appropriate to the individual tasks:

- CAR Series B, Part I Aerodrome Design and Operations
- CAR Series X, Part IV, Runway Safety Programmes
- CAR Series E, Part II Air Traffic Services
- ICAO Annexes 14 and 15 to the Convention
- Adverse weather, day and night operations
- Air Traffic Control operations and practices
- Aircraft performance – landing and take-off
- Aerodrome cleaning and sweeping programme
- Aerodrome power supply and standby systems
- Aerodrome systems and procedures
- Assessment of temporary obstacles
- Wildlife control procedures
- SMS safety requirements, including occurrence or safety concern reporting
- Environmental procedures, including methods of controlling aircraft and work noise
- Implications of work permits, contractors briefings, NOTAMs, Air Traffic Information Service (ATIS), operational safety notices, organisational safety policy for outside works
- Inspection, recording, reporting and other documentation systems
- National legislation related to standard safety and working practices
- LVOs
- National Aviation Security Programme
- Regulatory and organisational inspection/audit systems
- Regulatory and organisational standards and objectives
- Standard aircraft operation procedures
- Standard engineering practices and procedures, work methods and temporary repair options
- Work access and provision of Rescue and Fire Fighting Service (RFFS)
- Any other CAR/ Directions issued in the subject matter from time to time
11. **Aerodrome Zoning/ Safeguarding- Obstacle and Wildlife Habitat Control Aspects on and Around Aerodromes**

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<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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<tbody>
<tr>
<td>Ensure that building and other developments, including wildlife habitats on the aerodrome meet appropriate aerodrome licensing regulations.</td>
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<tr>
<td>Ensure, as far as the licensee can within the legislation, that such developments around the aerodrome environs meet appropriate aerodrome licensing regulations.</td>
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<tr>
<td>Monitor immediate airport environs for safeguarding purposes, including temporary obstacles and new sources of food or roosting sites for birds (rubbish dumps and water areas/courses) that might alter the</td>
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<tr>
<td>Establish and maintain contact on safeguarding issues with the local planning authorities.</td>
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<tr>
<td>Assess proposed development against safeguarding criteria.</td>
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<tr>
<td>When appropriate carry out risk assessments to underpin safeguarding plans.</td>
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<tr>
<td>Ensure that:</td>
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<tr>
<td>1. The necessary surveys are undertaken in order to ensure the validity of the data used to promulgate obstacle information, and that changes in the obstacle environment that may affect aircraft operations is promulgated in a timely manner.</td>
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<td>2. The zoning maps are prepared and amended as necessary, and as required by relevant</td>
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<tr>
<td>Monitor and review safeguarding policy and practice and amend if appropriate</td>
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The staff responsible for preparing obstacle limitation charts (ICAO Charts), inspection of obstacle limitation surfaces, initiating surveys, conducting safety risk assessment and wildlife management must be trained on Aerodrome Zoning/Land-use/Safeguarding. Background knowledge must include that from the following, again appropriate to the individual tasks:

- Aircraft Act 1934
- Aircraft Rules 1937
- GOI, Ministry of Civil Aviation Notification SO
- CAR Series B, Part I Aerodrome Design and Operations
- CAR Series B, Part III Heliports
- CAR Series X, Part II Aeronautical Information Services
- CAR Series X, Part III Aeronautical Charts
- ICAO Annexes 4, 14 and 15 to the Convention
- ICAO Airport Services Manual Part 6 – Control of Obstacles
- ICAO Airport Services Manual Part 3 – Bird Control and reduction
- Safety management systems for on-aerodrome developments, including principles and methods of risk assessment
- Knowledge of survey requirements
- Knowledge of aerodrome operations, including a basic understanding of aircraft operations, sufficient to be able to identify and understand the effect of obstacles on aircraft take-off performance and landing criteria (possible operational restrictions).
- Topographical, aviation and planning maps and charts
- Any other CAR/Directions issued in the subject matter from time to time
## 12. Apron Management and Operations

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<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
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<tbody>
<tr>
<td>Ensure that all stakeholders operating on the manoeuvring area are aware of the relevant national Rules and Regulations, and any specific Apron Operating Rules and procedures that have been imposed by the Licensee, and that they are promulgating and enforcing the same.</td>
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| Ensure that there is the necessary level of coordination and cooperation between all stakeholders that operate on the apron area, with one organisation having responsibility for overall coordination, and that all stakeholders are aware of their own safety regulations and obligations, particularly where one function is a subcontract of another, or airport equipment operated by other stakeholders. For example:  
  - ground handling as a contracted service to aircraft operators; or  
  - airline or ground handling operatives driving airbridges. |                   |                 |
| Ensure that all stakeholders, including any of their contractors, that operate on the apron and provide turn-round services for the aircraft operators have and are implementing their own company procedures for:  
  - monitoring their activity to ensure that required clearances distances are maintained  
  - maintaining driver and airbridge operator behaviour to acceptable standards;  
  - vehicle and airbridge maintenance programmes; and  
  - FOD/waste management. |                   |                 |
| Ensure that licensee and stakeholder processes and procedures are implemented for the timely reporting to the appropriate aircraft operator, as well as the licensee, of any vehicle or ground equipment accident, incident or occurrence involving an aircraft. |                   |                 |
| Ensure that audits are undertaken by the relevant stakeholders to ensure compliance with their own relevant safety requirements, as well as the licensees procedures and practices. |                   |                 |
| Ensure that all stakeholders are aware of their obligations in respect of changing risk levels during apron service operations, such as refueling, particularly with passengers |                   |                 |
| Where one is established, ensure that the Apron Safety Team is advised of any emerging safety concerns. |                   |                 |

Staff responsible for overseeing/ensuring safe apron operations must have training on Apron operations and management, including airside vehicle operations. Background knowledge must include that from the following, again appropriate to the individual tasks:
- Aircraft Rules 1937
- CAR Series B, Part I Aerodrome Design and Operations
- AOCC operations
- Accident reporting and investigation procedures
- Adverse weather operations, LVPs and their effect on apron operations
- Aircraft hazards, blast, ingestion, propellers etc.
- Aerodrome apron and associated road systems
- Aerodrome safety audits and inspections
- Airside security requirements
- Airside Driving Permit (ADP) and Airside Vehicle Permit (AVP) Systems
- Appreciation of aerodrome and operating companies’ driver training programmes for general and specialist vehicles
- Standards for vehicle maintenance and operation and appreciation of operating companies’ vehicle maintenance programmes
- Communication of aerodrome safety rules, regulations and information including Aerodrome Safety Committee/Board
- General driving rules on roads, aprons and associated taxiways, including the giving way to positioning priority to refueling vehicles when refueling on stand, and emergency vehicles when responding to an emergency.
- Interaction of aircraft servicing operations and related vehicles, procedures, hazards, accidents and incidents
- Organisational and regulatory standards for driver training
- Procedures for reporting spillages, removing Foreign Object Debris and reporting wildlife observations
- Rules of the Air relevant to ground movement
- Systems for road signs, markings and lights, and for traffic control, speed limits and parking, particularly in relation to the aircraft operating zones of aircraft stands
- Any other CAR/ Directions issued in the subject matter from time to time
## 13. Airside Vehicle Operations

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish and monitor systems for the issue of any Airside Driving and Equipment/Vehicle Operating permit.</td>
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</tr>
<tr>
<td>Ensure that processes and procedures for the provision and auditing of driver training, initial and recurrent, and vehicle maintenance programmes are implemented and maintained to established standards.</td>
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<tr>
<td>Ensure that airside vehicle accidents and incidents are recorded, investigated and closed by appropriate action, and ensure a system is established for the reporting of vehicle faults, documented according to laid down procedures.</td>
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</tr>
<tr>
<td>Ensure that vehicles are operated in accordance with standard operating procedures and with regard to aircraft, other Airside users, traffic rules, signs and markings.</td>
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<tr>
<td>Ensure that audits are undertaken to ensure compliance with procedures and practices which contribute to the Safety of airside traffic operations.</td>
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<tr>
<td>Ensure that the Aerodrome Safety Committee/Board consider and review all the above requirements.</td>
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</tbody>
</table>

Staff responsible for overseeing/ensuring the safe movement of persons and vehicles/equipment at airside must have training on Airside Vehicle Operations. Background knowledge must include that from the following, again appropriate to the individual tasks:

- Aircraft Rules 1937
- CAR Series B, Part I Aerodrome Design and Operations
- Airport Bylaws
- Accident reporting and investigation procedures
- Adverse weather operations, LVPs and their effect on airside driving
- Aircraft hazards, blast, ingestion, propellers etc.
- Aerodrome layout, road systems, aprons
- Aerodrome safety audits and inspections
- Airside security requirements
- Airside Driving Permit (ADP) and Airside Vehicle Permit (AVP) Systems
- Appreciation of aerodrome and operating companies’ driver training programmes for general and specialist vehicles
- Appreciation of operating companies’ vehicle maintenance programmes
- Communication of aerodrome safety rules, regulations and information including Aerodrome Safety Committee/Board
- General driving rules on roads, aprons, taxiways and runways
- Interaction of aircraft servicing operations and related vehicles, procedures, hazards, accidents and incidents
- Organisational and regulatory standards for driver training
- Procedures for reporting spillages and removing Foreign Object Debris
- Rules of the Air relevant to ground movement
- Standards for vehicle maintenance and operation
- Systems for road signs, markings and lights, and for traffic control, speed limits and parking, particularly in relation to runway incursion prevention and apron management
14. Runway Surface Friction

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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</thead>
<tbody>
<tr>
<td>Ensure that runway surface friction measurement conforms to organisational, national and ICAO standards, taking account of prevailing weather</td>
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<tr>
<td>Ensure that essential equipment for runway friction measurement and reporting is provided.</td>
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<tr>
<td>Make adequate provision for the storage, calibration and care of runway surface friction measurement and reporting equipment.</td>
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<tr>
<td>Monitor runway surface friction measurement and reporting to ensure equipment is used according to established procedures.</td>
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<tr>
<td>Ensure that staff are trained in the use of runway surface friction measurement, and analysing and reporting results.</td>
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<tr>
<td>Establish a system for the recording and retrieval of runway surface friction data.</td>
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<tr>
<td>Ensure that there are procedures for the analysis and interpretation of data collected by runway surface friction measurement.</td>
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<tr>
<td>Take account of the effect of work-in-progress on runway surface friction and ensure that the necessary procedures and promulgation action is taken.</td>
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</tbody>
</table>

Staff responsible for carrying out technical inspection of the runway must have training on Runway Surface Friction Characteristics. Background knowledge must include that from the following, again appropriate to the individual tasks:

- CAR Series B, Part I Aerodrome Design and Operations, particularly the State minima for runway surface friction co-efficient
- ICAO Annexes 14 and 15 to the Convention
- ICAO Airport Services Manual Part 2 – Pavement Surface Conditions
- Aircraft operating limitations
- Definitions of surface contaminants and effect of painted surface on friction
- Friction classification, Friction calibration tests and Interpretation of test results
- Obtaining information on weather conditions and trends
- Operating instructions for runway surface friction measuring equipment
- Procedures relating to periodic friction monitoring
- Promulgated aerodrome information, NOTAM and SNOTAM procedures
- Runway surface construction and friction characteristics
- Any other CAR/ Directions issued in the subject matter from time to time
### 15. Runway Contamination

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that appropriate staff has the necessary understanding of the effects on aircraft operations due to all relevant forms of precipitation on runways and other pavements, and devise and ensure that:</td>
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<tr>
<td>- Essential equipment for measuring, recording and reporting of runway surface conditions is available.</td>
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<tr>
<td>- That the equipment is used, in accordance with company SOPs, including during runway W.I.P and that:</td>
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<tr>
<td>- resulting data is analysed, interpreted and promulgated in a timely manner; and</td>
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<tr>
<td>Any corrective action is taken</td>
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<tr>
<td>Make adequate provision for the storage, calibration and care of snow and ice clearance, measuring, recording and reporting equipment.</td>
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<tr>
<td>Ensure that staff members are trained in the use of specialist equipment, including that for the removal of contaminants, including rubber deposits, and in measuring, analysing and</td>
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<tr>
<td>Ensure that there are the necessary SOPs to monitor:</td>
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<tr>
<td>- current and forecast weather;</td>
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<tr>
<td>- snow, ice and water contamination, and its clearance and/or dispersal; and</td>
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<tr>
<td>Promulgate information on the surface state of the manoeuvring area, aprons, and runways, clearance operations and runway, taxiway and apron availability to all appropriate stakeholders,</td>
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</tbody>
</table>

Staff responsible for carrying out serviceability and technical inspection of the runway must have training on Runway Contamination. Background knowledge must include that from the following, again appropriate to the individual tasks:

- CAR Series B, Part I Aerodrome Design and Operations
- ICAO Annexes 14 and 15 to the Convention
- ICAO Airport Services Manual Part 2 – Pavement Surface Conditions
- ICAO guidance on runway safety tools and teams
- Aircraft operating limitations
- Definitions of surface contaminants
- Evaluation of extent and type of runway contamination
- Friction co-efficient or braking action presentation, reporting and analysis
- Obtaining information on weather conditions and trends, interpretation of meteorological data
- Procedures relating to night and low visibility operations
- Runway surface construction and friction characteristics
- Types of surface deposits, significant changes in runway conditions, the effect of painted surfaces on friction
- Any other CAR/Directions issued in the subject matter from time to time
16. **Wild Life Hazard Control**

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a wildlife hazard control plan, including habitat management, and assess relevant areas for wildlife hazards using all available information sources.</td>
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<tr>
<td>Communicate information about wildlife strike hazards to all relevant parties.</td>
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<tr>
<td>Initiate and review appropriate wildlife dispersal action according to local circumstances and aerodrome characteristics.</td>
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<tr>
<td>Keep appropriate records in relation to wildlife hazard, strikes and dispersal.</td>
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<tr>
<td>Ensure that:</td>
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<tr>
<td>▪ training and development for internal and external staff is given in the use of wildlife hazard control measures; and</td>
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<tr>
<td>▪ sufficient trained and competent staff and well maintained equipment resource is always made available.</td>
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<tr>
<td>Ensure that wildlife control process, including that outsourced meets the contract specifications and is effective, in accordance with safety performance metrics.</td>
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</tbody>
</table>

Staff responsible for establishing and implementing wildlife hazard management programme should be trained in wildlife hazard control. Background knowledge must include that from the following, again appropriate to the individual tasks:

- CAR Series B, Part I Aerodrome Design and Operations
- ICAO Annex14 and ICAO Airport Services Manual Part 3 Bird Control and Reduction
- Wildlife identification, activity and behaviour
- Effects of wildlife strikes
- Major wildlife attractants and habitat management techniques, involving:
  - principles and methods of maintaining environments unattractive to birds, including long grass technique and agriculture practices
  - principles and methods relating to the safe use of equipment, dispersal techniques, including distress calls, shell crackers (or effective equivalent) and visual scarers
  - principles and methods relating to the safe use of equipment to disperse or remove wildlife, including distress call equipment, firearms and pyrotechnics
- Reporting, collation, recording and analysis of wildlife-strike and other data on bird activity
- Any other CAR/ Directions issued in the subject matter from time to time
17. **Aeronautical Information System**

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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</thead>
<tbody>
<tr>
<td>Make available appropriate and up-to-date data on facilities, equipment status, procedures, obstacles and other information that is required by regulations or considered relevant to flight safety.</td>
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<tr>
<td>Ensure that the information and data provided meets the accuracies required by the national regulations and users, particularly that which is essential to aircraft operation.</td>
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<tr>
<td>Organise and promulgate information using appropriate information systems.</td>
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<tr>
<td>Promulgate information to relevant parties in an appropriate format for the safety and expedition of aircraft.</td>
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</tbody>
</table>

Staff responsible for notifying DGCA and AIS of any changes in the physical characteristics of the aerodrome, any new obstacle and significant event that may affect the safety of aircraft operation must be trained in Aeronautical Information Systems. Background knowledge must include that from the following, again appropriate to the individual tasks:

- Aircraft Rules 1937
- CAR Series B, Part I Aerodrome Design and Operations
- CAR Series E, Part II Air Traffic Services
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- CAR Series X, Part II Aeronautical Information Services
- CAR Series X, Part III Aeronautical Charts
- ICAO Annexes 4, 14 and 15
- Aeronautical Information Service (AIS), NOTAMs, Aeronautical Information Regulation and Control (AIRAC) cycles
- Aeronautical Information Publication India
- Maps and charts
- Any other CAR/ Directions issued in the subject matter from time to time
18. Low Visibility and Night Operations

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that Aerodrome/Aeronautical Ground Lighting (AGL) and other essential SMGCS and other equipment for night operations and Low Visibility Operations (LVOs) are provided and located in relation to the aerodrome layout and in</td>
<td></td>
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</tr>
<tr>
<td>Ensure that aerodrome procedures for LVOs are developed in conjunction with Air Traffic Control, Aerodrome Standards Department of DGCA and other stakeholders, particularly the users.</td>
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<tr>
<td>Ensure that LVOs on the aerodrome are monitored to ensure the integrity of procedures.</td>
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<tr>
<td>Promulgate instructions and guidance relating to aerodrome procedures for LVOs.</td>
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<tr>
<td>Plan and instigate the training of internal and external staff involved in LVOs.</td>
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<tr>
<td>Ensure that mechanisms are in place to monitor the effectiveness of:</td>
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<tr>
<td>▪ the training of internal and external staff involved in LVOs, particularly drivers airside;</td>
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<tr>
<td>▪ the coordination between the licensee’s staff and the ATM service provider and users; and</td>
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</tbody>
</table>

The staff responsible for carrying out Visual Assessment of Lights (VAL) and Runway Visibility Range (RVR) measurements must be trained on Low Visibility and Night Operations. Background knowledge must include that from the following, again appropriate to the individual tasks:

- CAR Series B, Part I Aerodrome Design and Operations
- CAR Series E, Part II Air Traffic Services
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- Aerodrome layout in relation to the location of essential equipment for LVPs
- Aerodrome operating minima in relation to CAT II/III weather conditions
- The procedures to safeguard procedures for LVPs, including the runway, and the ILS equipment
- ICAO Doc 9365 – Manual of All Weather Operations
- ICAO Doc 9476 – Manual of Surface Movements Guidance and Control Systems
- Relationship of holding areas to OFZs and ILS sensitive areas
- Monitoring of visual navigation approach aids
- The equipment and operation of RVR/IRVR systems
- The operation and use of aerodrome and approach lighting systems
- The operation and use of aerodrome landing and navigation systems
- Vehicle and airside operations in LVOs
- Weather trends in relation to LVOs
- Any other CAR/Directions issued in the subject matter from time to time
19. Fire and Rescue Operations

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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<tbody>
<tr>
<td>Ensure emergency fire and rescue facilities, including medical, are</td>
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<tr>
<td>compatible with sizes and types of aircraft in accordance with</td>
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<tr>
<td>company and legislative requirements.</td>
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<tr>
<td>Ensure that rescue and firefighting polices, procedures and</td>
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<tr>
<td>training fulfill the aims of the aerodrome and meet legislative</td>
<td></td>
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<tr>
<td>requirements.</td>
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<tr>
<td>Review policy and procedures as appropriate taking into account</td>
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<tr>
<td>legislative changes, accident/incident data and changes to</td>
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<tr>
<td>aerodrome layout, buildings and facilities.</td>
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<tr>
<td>Plan and implement the co-ordination between internal staff and</td>
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<tr>
<td>external personnel involved in firefighting and emergency</td>
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<tr>
<td>operations.</td>
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<tr>
<td>Assess the feasibility of continuing aerodrome operations in an</td>
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<tr>
<td>emergency situation.</td>
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<tr>
<td>Establish an aerodrome process for the reporting and follow-up of</td>
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<tr>
<td>accidents, incidents and emergencies on the aerodrome.</td>
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</tbody>
</table>

The staff responsible for ensuring availability of all equipment including the requisite amount of extinguishing agents, to achieve the rated category of the RFFS must be trained on Fire and Rescue Operations. Background knowledge must include that from the following, again appropriate to the individual tasks:

- Categorisation of Rescue and Firefighting services (RFFS):
  - CAR Series B, Part I Aerodrome Design and Operations
  - Aeronautical Information Publication, India – RFF promulgation
  - ICAO Airport Services Manual, Part 1
  - Any other CAR/ Directions issued in the subject matter from time
to time

- Training:
  - Basic training in fire fighting
  - Specialised training in aircraft fires
  - Fire and rescue training practices
  - Command and Control
  - Medical/First Aid training
  - Relevant Health and Safety legislation
  - The impact of dangerous goods regulations

- Policies and procedures for maintaining the adequacy of:
  - Additional water supplies
  - Communication facilities and procedures
  - Difficult terrain/environments
  - Emergency access roads
  - Equipment performance and functionality
- Equipment testing
- Handling dangerous cargo
- LVOs
- Medical services
- Medical standards
- Response times
- Staffing levels, rosters etc
20. **Handling of Fuel and Hazardous Materials**

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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</thead>
<tbody>
<tr>
<td>Ensure that there is a system to verify that areas and zones for storage of hazardous materials are adequately maintained so as to reduce hazards to aircraft, staff and vehicles.</td>
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<tr>
<td>Ensure that operations involving the receipt and storage of fuel, and the fuelling of aircraft are monitored, to ensure that they take place according to regulations and procedures.</td>
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<tr>
<td>Ensure that:</td>
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<tr>
<td>▪ there is an adequate system for the inspection of fuel facilities, its transport, storage and dispensing, including the sampling, testing and recording of fuel quality; and</td>
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<tr>
<td>▪ records are kept of all fuelling operations, including receipt and use of fuel.</td>
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<tr>
<td>Deal with hazardous material incidents (i.e. fuel spillage etc.) and report to the concern agency, if appropriate.</td>
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<tr>
<td>Ensure that adequate fire hazard protection is taken during handling of hazardous materials.</td>
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<tr>
<td>Ensure that an adequate system exists for the inspection of facilities used to transport, store and load into the aircraft the hazardous materials to ensure it is maintained to appropriate standards.</td>
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<tr>
<td>Ensure that training to internal and external staff is given in the handling of hazardous materials.</td>
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</tbody>
</table>

The staff responsible for establishing the procedures and execution of established procedures must be trained in **Handling of Hazardous Materials and Procedures**. Background knowledge must include that from the following, again appropriate to the individual tasks:

- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- Aviation Fuel, Fire Prevention and Safety Measures
- Apron standards and fuel terminal layouts
- Avgas/JET- A1 recertification
- Bonding and earthing requirements
- Design requirements for depot facilities
- Documentation and retention period
- Environmental considerations and safeguarding
- Equipment required for fuelling operations
- Hazards from adjacent aircraft operations
- Helicopter fuelling
- Hydrant systems, low point drains, hydrant pits, shut down systems
- Institute of Petroleum Code of Practice
- Methods of dealing with a fuel spillage
- Methods of quality control after discharge, settling, testing
- Need for clear exit paths for fuel vehicles
- Precautions to be taken against fire risk
- Procedures for product release for delivery into operating storage or into aircraft fuelling equipment
- Receipt procedure
- Re-fuelling procedures, including those to be taken when passengers remain on board
- Storage conditions and testing requirements to keep equipment in good working order
- Storage procedures
- Vehicle and hydrant operation
- Dangerous goods safety regulations
- Dangerous goods handling, storage and aircraft loading requirements
- Dangerous goods training requirements
- Any other CAR/Directions issued in the subject matter from time to time

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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</thead>
<tbody>
<tr>
<td>Ensure emergency systems, procedures and practices meet organisational safety management, and regulatory requirements including those covering an airborne emergency that involves the aerodrome.</td>
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<tr>
<td>Promulgate systems, procedures and practices to all personnel as necessary.</td>
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<tr>
<td>Plan and undertake emergency and contingency planning exercises periodically in accordance with regulatory and organisational safety management requirements.</td>
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<tr>
<td>Ensure that personnel are trained and exercised in the execution of the emergency plan according to their intended role and level of responsibility.</td>
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</tbody>
</table>

The staff responsible for establishing the aerodrome emergency plan and procedures and execution of established procedures must be trained in Aerodrome Emergency Plan and Procedures. Background knowledge must include that from the following, again appropriate to the individual tasks:

- Systems, procedures and practices:
  - Aerodrome Emergency Plan, Contingency Planning and business recovery system
  - Emergency classifications – Aircraft Accident, Full Emergency, Local Standby, etc
  - Emergency phases – Uncertainty, Alert, Distress
  - Regulatory requirements for aerodrome emergency exercises
  - Responsibilities, procedures, and responses of Police, Fire and Rescue, Medical and Ambulance services, and Local/National Government
  - Security Threat Categories
  - Any other CAR/ Directions issued in the subject matter from time to time
### Airport Security Provisions (*)

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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</thead>
<tbody>
<tr>
<td>Establish, monitor and review security procedures to maintain the safety of passengers, staff, aircraft and aerodrome facilities.</td>
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<tr>
<td>Ensure that the boundary fencing and associated procedures for its maintenance and evaluation of effectiveness are suitable for the protection of the movement area from unauthorised entry, including people, vehicles and wildlife.</td>
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<tr>
<td>Promulgate information on security procedures to relevant parties.</td>
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<tr>
<td>Undertake internal or statutory security testing according to laid down procedures.</td>
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<tr>
<td>Establish procedures and action in response to a security alert, and ensure the integrity of the restricted areas and access points is maintained at all times.</td>
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<tr>
<td>Plan and instigate the training and development of internal and external staff in relation to airport security.</td>
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</tbody>
</table>

The staff responsible for establishing the airport security programme and monitoring its implementation must be trained in airport security programme and procedures. Background knowledge must include that from the following, again appropriate to the individual tasks:

- National Aviation Security Programme
- National Aviation Security Training requirements
- National and Airport Security Committee procedures and organisation
- Aviation security Directions and security Circulars
- ICAO Annex 17
- Hi-jack procedures, bomb warnings and suspect baggage/parcels, etc
- Methods of control of access to restricted zones and other sensitive areas
- Methods of control of firearms and other weapons at airports and in aircraft
- Regulatory authority requirements for the treatment of aircraft, passengers and baggage to and from sensitive areas
- Requirements for the recruitment and training of security staff
- Guarding aircraft
- Standards and testing procedures for security equipment
- Standards required and other methods of screening passengers and their baggage
- Suspect baggage/risk assessments and procedures
- Telephone techniques for handling security and bomb warnings
- Wildlife hazards.
- Movement area intrusion risks, including runway incursion.
- CCTV surveillance
Any other Directions issued in the subject matter from time to time by BCAS

(*) This chapter has been included on the request of aerodrome operators with the aim to provide information based on the general practices in security related matters to be established at an aerodrome. However, BCAS directives, shall prevail if differ from these guidelines.
23. Cargo Operations

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<thead>
<tr>
<th>Tasks</th>
<th>Specified Post(s)</th>
<th>Named Person(s)</th>
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<tbody>
<tr>
<td>The provision of those facilities and systems for the processing and handling of dangerous goods that are within the physical and operational areas for which the airport is responsible and liable. This includes the communication of relevant safety requirements and SOPs of the airport operator to all appropriate stakeholders.</td>
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<tr>
<td>To ensure that company staff members involved in these processes are sufficient in number and competence, and that this sufficiency and competence is maintained at all times.</td>
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<tr>
<td>To ensure that the competency for Apron Management and Operations is also applied in the handling of cargo on the apron areas.</td>
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<td>To ensure, through appropriate, management system, auditing or contractual means that the parties responsible for processing, and loading of cargo onto aircraft have comprehensive and rigorous management systems, with supporting processes and procedures for the flow of cargo from initial receipt and acceptance, through packaging, storage and security checking to loading onto aircraft, including:</td>
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<td>▪ Specifying and procuring the appropriate resources and systems to meet stated safety policies and objectives, including any overriding safety performance targets of the airport operator.</td>
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<td>▪ Securing the safety of aircraft during these processes. This will include:</td>
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<td>- Security aspects during all processes and for controlling access to the aircraft.</td>
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<td>- Coordination with other stakeholders, and the monitoring of activities to ensure adherence to company SOPs, as well as those of appropriate stakeholders.</td>
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<td>▪ Reporting, recording and follow-up of safety related occurrences.</td>
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<tr>
<td>▪ Preventing packaging and other materials entering inside and becoming a FOD or</td>
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The staff responsible for Cargo Operations and its monitoring must be trained in the specific areas for cargo operations, including the handling of dangerous goods. Background knowledge must include that from the following, again appropriate to the individual tasks:

[Chapter-2] Page 36
- CAR Series B, Part I Aerodrome Design and Operations
- CAR Series F, Part I Requirement for Issue of an Aerodrome License
- Aerodrome layout in relation to the location of essential equipment for LVPs
- Vehicle and airside operations in LVPs
- Dangerous goods safety regulations
- Dangerous goods handling, storage and aircraft loading requirements
- Dangerous goods training requirements
- National Aviation Security Programme
- National Aviation Security Training requirements
- National and Airport Security Committee procedures and organisation
- Aviation security Directions and security Circulars
- Hi-jack procedures, bomb warnings and suspect baggage/parcels, etc
- Methods of control of access to restricted zones and other sensitive areas
- Regulatory authority requirements for the treatment of aircraft, passengers and baggage to and from sensitive areas
- Requirements for the recruitment and training of security staff
- Guarding aircraft
- Standards and testing procedures for security equipment
- Standards required and other methods of screening passengers and their baggage
- Suspect baggage/risk assessments and procedures
- Telephone techniques for handling security and bomb warnings
- CCTV surveillance
- Any other CAR/ Directions issued in the subject matter from time to time
Chapter 3  This chapter has been developed to provide guidance to licensees to plan the organizational structure for operation and maintenance of airport. The typical organogram for organizational structure of any aerodrome is included in this chapter.

The structure of the organogram and person engaged for the operation of aerodrome may vary based on the size of the aerodrome and its operational requirement but the main essence should remain as shown below to demonstrate the hierarchy of delegated authority to the key persons for management and operations of aerodrome.

The Accountable Executive and Safety Managers are considered key persons from aerodrome licensing point of view and continued operation of the aerodrome. The details of responsibility and functions for these officials are defined in ICAO Safety Management Manual (Doc 9859). The licensee may also ensure that these persons are having adequate knowledge and experience for carrying out functions assigned to them.

The person named in para 6.1 of CAR Section 4 Series F Part 1 may also be Chief Executive Officer who is termed as Accountable Executive for the purpose of licensing. However, person named in-charge for day to day operations as per para 6.2 of CAR Section 4 Series F Part 1 (i.e. COO/Airport Director/controller etc.) is required to be suitably qualified for the purpose and should have adequate experience in the field of aerodrome operations and management. He is required to be conversant with his role in handling aerodrome emergency procedures and is competent to handle such situations before taking over the charge. It will also be his responsibility to ensure that any changes in the named officials reporting to him directly are conversant in their job profile indicated in the Aerodrome Manual. The Safety Manager is required to report to the Accountable Executive.

Person in-charge for day to day operations of an aerodrome may be either CEO/COO/Airport Director depending on the size of the aerodrome and management consideration. In case the Accountable Executive (CEO) is also made the person in-charge of day to day operations (COO/Airport Director etc.), he must have minimum qualification required for the position mentioned in para 6.2 of CAR Section 4 Series F Part 1.

All aerodrome operators shall prepare their organograms, include the same in Part 5 of Aerodrome Manual. Any changes in the named persons holding positions in the organograms are required to be incorporated in the Aerodrome Manual as per the prevailing procedures.
TYPICAL LAYOUT OF AN AIRPORT MANAGEMENT ORGANOGRAM

Accountable Executive
(Chief Executive Officer/
Chief Operating Officer/
Airport Director etc.)

Safety Manager

Commercial Department
Human Resource Management

Finance Department
Corporate Relations

Airside Operations
Airport Maintenance
Airport Rescue and Fire Fighting
Terminal Operations

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