

SMS Safety Objective	CEO (Accountable Executive)	Safety Director (Safety Manager)	Head of Operational Services	Head of Technical Services	Head of Finance	Head of Human Resources
<b>Accountability Statement</b>	As the CEO (and designated Accountable Executive), I am accountable for ensuring the safe operation of the business services.	As the Safety Manager, I am responsible for supporting the CEO with ensuring the safe operation of the business.	As the Head of Operational Services, I am responsible for supporting the CEO with ensuring the safe operation of the business.	As the Head of Technical Services, I am responsible for supporting the CEO with ensuring the safe operation of the business.	As the Head of Finance, I am responsible for supporting the CEO with ensuring the safe operation of the business.	As the Head of Human Resources, I am responsible for supporting the CEO with ensuring the safe operation of the business.
<b>General Introduction (Introduction text to bullets)</b>	I am the single person having ultimate accountability for the safety performance of the services delivered by the business through the implementation of the SMS.  In the context of the SMS:	I am responsible for the implementation, development and maintenance of an effective SMS in coordination with the other departments. I am also responsible for advising the CEO (The Accountable Executive) and other managers on safety management matters.  I am responsible for the following:	I am responsible for the management of operational services in accordance with regulatory and internal requirements and the SMS. Irrespective of other responsibilities, I have ultimate responsibility and accountability for the promotion, development and improvement of safety within my area.  I am responsible for the following:	I am responsible for the management of technical services in accordance with regulatory and internal requirements and the SMS. Irrespective of other responsibilities, I have ultimate responsibility and accountability for the promotion, development and improvement of safety within my area.  I am responsible for the following:	I am not directly accountable for delivery of services, however, I shall directly support other managers in their roles. Irrespective of other responsibilities, I have ultimate responsibility for the promotion, development and improvement of safety within my area.  I am responsible to the CEO for the following:	I am not directly accountable for delivery of services, however, I shall directly support other managers in their roles. Irrespective of other responsibilities, I have ultimate responsibility for the promotion, development and improvement of safety within my area.  I am responsible for the following:
<b>General</b>	I shall provide and allocate sufficient human, technical, financial or other resources as necessary for the effective and efficient performance of the SMS.	I shall ensure that the correct allocation of resources necessary for the effective, efficient and safe performance of the business services is provided within my area.	I shall ensure that the correct allocation of resources necessary for the effective, efficient and safe performance of the business services is provided within my area.	I shall ensure that the correct allocation of resources necessary for the effective, efficient and safe performance of the business services is provided within my area.	I shall ensure that the correct allocation of financial resources necessary for the effective, efficient and safe performance of the services is provided within the organisation.	I shall support recruitment and managing competency across the organisation necessary to achieve effective, efficient and safe performance of the business services.
<b>Deliver Safe Services</b>	I shall ensure that the safety risk of each service is evaluated and mitigations are identified such that the safety risk is reduced as low as reasonably practicable (ALARP) and no worse than tolerable as defined in the SMS	<i>No responsibilities allocated</i>	I shall ensure that the safety risk of each service under my responsibility is evaluated and mitigations are identified such that the safety risk is reduced as low as reasonably practicable (ALARP) and no worse than tolerable as defined in the SMS	I shall ensure that the safety risk of each service under my responsibility is evaluated and mitigations are identified such that the safety risk is reduced as low as reasonably practicable (ALARP) and no worse than tolerable as defined in the SMS	<i>No responsibility allocated</i>	<i>No responsibility allocated</i>
<b>Analyse Service Safety Performance</b>	I shall ensure that the safety performance of services is understood through the completion of reporting and analysis activities to optimize the safety of service delivery.	I shall provide periodic reports on the organization's safety performance.	I shall ensure that the safety performance of business services is understood through the completion of reporting and analysis activities to optimize efficiency and service delivery.	I shall ensure that the safety performance of business services is understood through the completion of reporting and analysis activities to optimize efficiency and service delivery.	<i>No responsibility allocated</i>	<i>No responsibility allocated</i>
	I shall ensure that I actively operate an open door policy such that all staff feel comfortable to report safety issues directly to me for my action without fear from any punishment or disciplinary actions.	I shall ensure that I actively operate an open door policy such that all staff feel comfortable to report safety issues directly to me for my action without fear from any punishment or disciplinary actions.	I shall ensure that I actively operate an open door policy such that all staff feel comfortable to report safety issues directly to me for my action without fear from any punishment or disciplinary actions.	I shall ensure that I actively operate an open door policy such that all staff feel comfortable to report safety issues directly to me for my action without fear from any punishment or disciplinary actions.	I shall ensure that I actively operate an open door policy such that all staff feel comfortable to report safety issues directly to me for my action without fear from any punishment or disciplinary actions.	I shall ensure that I actively operate an open door policy such that all staff feel comfortable to report safety issues directly to me for my action without fear from any punishment or disciplinary actions.
	I shall immediately notify the CEO of any safety issues within the organization.	I shall immediately notify the CEO of any safety issues within the organization.	I shall immediately notify the CEO and Safety Manager of any safety issues within my area.	I shall immediately notify the CEO and Safety Manager of any safety issues within my area.	I shall immediately notify the CEO and Safety Manager of any safety issues within my area.	I shall immediately notify the CEO and Safety Manager of any safety issues within my area.
<b>Identifying Service Safety Improvements</b>	I shall ensure any staff members who are involved in an incident are only judged in the context of the system behaviour in line with our Just Culture policy.	I shall ensure any staff members who are involved in an incident are only judged in the context of the system behaviour in line with our Just Culture policy.	I shall ensure any staff members who are involved in an incident are only judged in the context of the system behaviour in line with our Just Culture policy.	I shall ensure any staff members who are involved in an incident are only judged in the context of the system behaviour in line with our Just Culture policy.	<i>No responsibility allocated</i>	I shall ensure any staff members who are involved in an incident are only judged in the context of the system behaviour in line with our Just Culture policy.
<b>Control Changes to Services</b>	I shall ensure that short, medium and long term safety improvements to resolve adverse trends in safety performance are identified and implemented as required.	I shall monitor all safety concerns in the aviation industry and their perceived impact on the organisation's operations aimed at service delivery, informing the necessary stakeholders as appropriate.	I shall ensure that short, medium and long term safety improvement actions to resolve adverse trends in safety performance are identified and implemented as required.	I shall ensure that short, medium and long term safety improvement actions to resolve adverse trends in safety performance are identified and implemented as required.	I shall ensure that safety improvement actions are included within financial budgets.	I shall ensure that safety improvements actions relating to human resources are included in human resource strategy planning.
<b>Supporting Organisation and Culture</b>	I shall ensure that all changes to services are introduced safely and do not adversely impact the safety of the services.	I shall provide independent assessment of changes to ensure they are managed safely in accordance with the SMS.	I shall ensure that all changes to service under my area are introduced safely and do not adversely impact the safety of the services provided.	I shall ensure that all changes to service under my area are introduced safely and do not adversely impact the safety of the services provided.	<i>No responsibility allocated</i>	<i>No responsibility allocated</i>
	I shall ensure that decisions made within the organisation properly consider and prioritise safety requirements in conjunction with business needs.	I shall ensure that decisions made within my area properly consider and prioritize safety requirements in conjunction with business needs.	I shall ensure that decisions made within my area properly consider and prioritize safety requirements in conjunction with business needs.	I shall ensure that decisions made within my area properly consider and prioritize safety requirements in conjunction with business needs.	I shall ensure that decisions made within my area properly consider and prioritize safety requirements in conjunction with business needs.	I shall ensure that decisions made within my area properly consider and prioritize safety requirements in conjunction with business needs.
	I shall ensure that all staff have received the required level of safety training, role specific training and are at the required level of competency to carry out their roles safely.	I shall ensure that all department staff have received the required level of safety training, role specific training and are at the required level of competency to carry out their roles safely.	I shall ensure that all department staff have received the required level of safety training, role specific training and are at the required level of competency to carry out their roles safely.	I shall ensure that all department staff have received the required level of safety training, role specific training and are at the required level of competency to carry out their roles safely.	I shall ensure that all department staff have received the required level of safety training, role specific training and are at the required level of competency to carry out their roles safely.	I shall ensure that all department staff have received the required level of safety training, role specific training and are at the required level of competency to carry out their roles safely.
	I shall ensure that state, regional and international organisations are engaged as necessary on issues relating to safety.	I shall coordinate and communicate with the regulator, investigation authority and other State agencies as necessary on issues relating to safety.	I shall ensure that state, regional and international organisations are engaged as necessary on issues relating to safety.	I shall ensure that state, regional and international organisations are engaged as necessary on issues relating to safety.	I shall ensure that state, regional and international organisations are engaged as necessary on issues relating to safety.	I shall ensure that state, regional and international organisations are engaged as necessary on issues relating to safety.
	I shall demonstrate active leadership in safety by promoting the ethos of safety improvement, and encouraging the adoption of a questioning and challenging culture amongst staff.	I shall demonstrate active leadership in safety by promoting the ethos of safety improvement, and encouraging the adoption of a questioning and challenging culture amongst staff.	I shall demonstrate active leadership in safety by promoting the ethos of safety improvement, and encouraging the adoption of a questioning and challenging culture amongst staff.	I shall demonstrate active leadership in safety by promoting the ethos of safety improvement, and encouraging the adoption of a questioning and challenging culture amongst staff.	I shall demonstrate active leadership in safety, promoting the ethos of safety improvement, encouraging the adoption of a questioning and challenging culture amongst staff.	I shall demonstrate active leadership in safety, promoting the ethos of safety improvement, encouraging the adoption of a questioning and challenging culture amongst staff.
	I shall ensure that the culture of the organization is periodically surveyed, improvement activities identified to manage the findings, and oversee their implementation.	I shall ensure that the culture of the organization is periodically surveyed, improvement activities identified to manage the findings, and oversee their implementation.	I shall ensure that all staff actively contribute to the culture survey and I will support implementation of any improvement activities.	I shall ensure that all staff actively contribute to the culture survey and I will support implementation of any improvement activities.	I shall ensure that all staff actively contribute to the culture survey and I will support implementation of any improvement activities.	I shall ensure that all staff actively contribute to the culture survey and I will support implementation of any improvement activities.
	I shall ensure that the SMS is implemented effectively and efficiently within the organization.	I shall ensure that the SMS is appropriately maintained to support the organisation and periodically review the performance of the SMS through audits and reviews.	I shall ensure that the SMS is appropriately implemented and maintained within my area of responsibility.	I shall ensure that the SMS is appropriately implemented and maintained within my area of responsibility.	<i>No responsibility allocated</i>	<i>No responsibility allocated</i>