

Chapter 2: SAFETY POLICY

2/10.00 SAFETY POLICY

All levels of management is accountable for safety performance and is committed to providing safe, healthy, secure work conditions and attitudes with the objective of having an accident-free workplace.

Making safety excellence part of all activities strengthens Papillon. The Director of Safety is committed to:

- Ongoing pursuit of an accident-free workplace, including no harm to people, and no damage to equipment, the environment or property.
- A culture of open reporting of all safety hazards in which management will not initiate disciplinary action against any personnel who, in good faith, discloses a hazard or safety occurrence due to unintentional conduct.
- Regular and ongoing support for safety training and awareness programs.
- Regular audits of safety policies, procedures and practices.
- Monitoring industry activity to ensure best safety practices are incorporated in to Papillon.
- Providing and promoting the necessary resources to support this policy.
- Requiring all employees being responsible for maintaining a safe work environment through adherence to approved policies, procedures and training.
- Requiring all employees to familiarize themselves and comply with safety policies and procedures.

2/10.01 Safety Management Plan

Safety management holds the key to Papillon's future and affects everything we do. Safety management includes all areas of safety, security, health and environmental management. This SMS Manual identifies Papillon's Safety Management Plan as the tool used to define how the SMS supports Papillon's Operations Plan. Management is committed to SMS and has established leadership for the program and will continue to demonstrate, through everyday actions, the commitment to safety and its priority in the achievements of Papillon.

The processes in place in the Safety Management Plan include the active involvement of all managers and supervisors, who, through planning and review, will drive efforts for continuing improvement in safety and safety performance. The key focus is the safe operations of airworthy aircraft and safety of the passengers.

2/10.02 Mission Statement

The SMS is specifically designed to provide the means to increase our mission effectiveness while reducing risk. The mission of Papillon Airway's Inc is to provide safe, courteous, and satisfying, scenic tours, to Grand Canyon tourists. We will endeavor to enhance the presence and position of Papillon as the preferred aerial sightseeing experience at Grand Canyon and Las Vegas by making safety as its number one priority.

2/10.03 Safety Principles

In a recent report released by the Joint Helicopter Safety Analysis Team (JHSAT) a common theme of inadequate planning (and frequent inadequate standards and operational oversight) leading to improper flight decision-making was a key factor in many of the accidents reviewed. Usually the decision-making error related to a known decision to accept unwarranted risks.

To combat this problem let's clearly state seven guiding safety principles.

Number 1: Accept No Unnecessary Risk: Unnecessary risk is that which carries no commensurate return in terms of benefits or opportunities. Everything involves risk. The most logical choices for accomplishing a task are those that meet all requirements with the minimum acceptable risk. The corollary to this axiom is "accept necessary risk," required to successfully complete the operation or task. Safe does not mean risk free. Always operate in the safest manner practicable.

Number 2: Make Risk Decisions at the Appropriate Level: Anyone can make a risk decision. However, the appropriate decision-maker is the person who is in the best position to make a decision at the point in time it is required. You are authorized to accept levels of risk typical of the planned operation but we expect you to be prepared to say "no" or elevate decisions to the next level in the management chain if you cannot reduce the risk to an acceptable level. Everyone is authorized to make a risk decision.

Number 3: Accept Risk When Benefits Outweigh the Costs: All identified benefits should be compared against all identified costs. Even high-risk endeavors may be undertaken when there is clear knowledge that the sum of the benefits exceeds the sum of the costs. Balancing costs and benefits is a subjective process, and ultimately the balance may have to be arbitrarily determined by the appropriate decision-maker or elevated to a higher level. Management sets the acceptable level of risk for Papillon. You can never exceed that but you may choose a lower level of risk based on your assessment of the situation.

Number 4: Don't Become Complacent: Familiarity and prolonged exposure without a mishap leads to a loss of appreciation of risk. In aviation, a simple mistake can have catastrophic consequences. Experience and exposure with no consequences leads to complacency.

Number 5: Be Responsible: Everyone is responsible for the identification and management of risk. Be responsible because Papillon will hold you accountable.

Number 6: Report Hazards: We have established a culture of open reporting of all safety hazards in which management will not initiate disciplinary action against any personnel, who in good faith, due to unintentional conduct, disclose a hazard or safety incident. Constantly search for and report potential hazards.

Number 7: Integrate "Operational Risk Management" into planning At All levels: Risks are more easily assessed and managed in the planning stages. The later changes are made in the process of planning and executing a task, the more expensive and time-consuming they will become. Plan your activities carefully, consider all risk factors, and follow your plan. When things change re-plan the new activity.