

Development & Delivery of Approved – Aerodrome & Safety Management Manuals

Hamad International Airport, Doha, Qatar

CASE Study Delivered by Rustom Sutaria – Sofema Aviation Services Consultant and Regulatory Trainer

Introduction

Qatar sits on a peninsula in the Arabian Gulf neighbouring Saudi Arabia and a day's drive from United Arab Emirates. Qatar's Hamad International Airport (airport code DOH) opened in April of 2014.

All carrier operations have moved to Hamad International's new 600,000 square meter terminal. Hamad International Airport has an initial annual capacity of 29 million passengers, some estimates suggest the airport could handle up to 93 million per year, making it the second largest airport in the region after Dubai. (It is expected to handle 320,000 aircraft movements and 2 million tonnes of cargo annually.)

Scope of Required Activity

With a significant growth in traffic and the associated operational requirements the maintenance of an effective Safety Management System remains paramount

Rustom Sutaria was engaged to deliver project co-ordination, management, guidance together with the duty to support and assist in obtaining the necessary Qatar Civil Aviation Authority (QCAA) approval.

Because it was necessary to maintain operations at the "old" Doha International Airport a template was developed which was then used to facilitate the implementation of SMS both within the existing airport, as well as to support the requirement for the development and introduction of required manuals at the new Hamad International Airport in 4 months.

Project Elements

Preliminary Research & fact-finding, to establish a full understanding of the regulatory framework together with the operational needs to deliver the most efficient process.

A series of site visit arranged to ensure all elements which needed to be addressed where identified and included in the documentation process, including landside, airside (terminal & ramp) operations for both the new and the existing airports.

Information and data mining performed to understand the “as is” (full “Gap Analysis” was carried out to benchmark the current situation and to establish the work load and to develop an implementation timeline.

Detailed analysis performed to examine the current procedures and processes both to ensure compliance, identifying any shortfalls and gaps as well as utilising the opportunity to recommend optimising improvements to the processes and procedures associated within airfield operations, safety department and security department.

To ensure the delivery of a co-ordinated approach to airport operation and safety management project co-ordination was undertaken to liaise with all relevant airport departments, as well as external bodies including airfield engineering, NATS, etc

Development, Approval & Implementation

The following activities performed to ensure that (Procedures and Manuals) were completed and approved demonstrating full compliance with both ICAO Annex 14 – Aerodromes, Document 9859 – Safety Management Manual & QCAA requirements:

- Production and roll-out of Doha International Airport Aerodrome Manual
- Production & Roll-out of Doha International Airport Safety Manual
- Presentation of Aerodrome & Safety Manuals to QCAA for final approval.
- Development & delivery of related operating procedures in support of manuals.

Continuous Process Review

Throughout the above activities, driven by development and a deeper understanding of the optimum processes in context of ICAO Annex 14, Document 9859 and airport organisational structure was audited & assessed and where appropriate subjected to further enhancement in context of the newer and more complex Hamad Int'l Airport.

Such steps were taken to strengthen and/or enhance existing elements including procedural & management changes, introduced through the Operational Readiness & Airport Transfer Team.

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