APPENDIX D

SAFETY SURVEYS

&

AUDITS

APPENDIX D TABLE OF CONTENTS

This appendix contains samples checklists and surveys. Please tailor these documents to fit your specific organisation.

Safety Surveys

A safety culture survey should be undertaken to 'benchmark' the company safety culture immediately before an Aviation Safety Management System is introduced and again, perhaps 12 months later, to measure the improvements in culture resulting from the use of the system.

The survey, using the questionnaire in this section, will reveal three major facets of the company and how it behaves.

- The difference (if any) in the way managers and workers see the culture
- Targets for resources (any 1 or 2 answers)
- A benchmark to measure any changes to procedures against a later survey.

Airline Safety Culture Index

All employees of an airline, irrespective of the section in that they work, contribute to safety and are each personally responsible for ensuring a positive safety culture. The purpose of this questionnaire is to obtain your opinions about safety within the airline. It would be appreciated if you would answer all of the questions as honestly as possible. Give your own answers, not those of other employees.

You are required to give your name so we can contact you for clarification if necessary but all of your answers will be kept confidential and your reply will be de-identified.

Please complete the following section to best identify your position and job description and indicate your base.

Name   ....……

Phone: ....……

Grade (if known)…………………………………………………

Job Title………………………………………………………….

Work Area……………………………………………………….

BASE…………………………………………………………….

Please send this cover sheet and the completed questionnaire forms to: XXX

NOTE: This form will be destroyed as soon as data is recorded in the database.

INDIVIDUAL SAFETY SURVEY SAMPLE #1

Circle the appropriate number (I to 5) in its box against each of the 25 questions. If you **strongly disagree** with the statement, **circle 1**. If you **strongly agree, circle 5**. If your opinion is somewhere in between these extremes, **circle 2, 3** or **4** (for **disagree**, **unsure** or **agree**).

Please respond to every question. Adding all the responses gives a safety culture score for the company, which is checked against known benchmarks.

Question Number	STATEMENT	COMPANY RATING				
		Strongly Disagree				Agree
1	Employees are given enough training to do their tasks safely.	1	2	3	4	5
2	Managers get personally involved in safety enhancement activities	1	2	3	4	5
3	There are procedures to follow in the event of an emergency in my work area.	1	2	3	4	5
4	Managers often discuss safety issues with employees.	1	2	3	4	5
5	Employees do all they can to prevent accidents.	1	2	3	4	5
6	Everyone is given sufficient opportunity to make suggestions regarding safety issues	1	2	3	4	5
7	Employees often encourage each other to work safely.	1	2	3	4	5
8	Managers are aware of the main safety problems in the workplace.	1	2	3	4	5
9	All new employees are provided with sufficient safety training before commencing work.	1	2	3	4	5
10	Managers often praise employees they see working safely.	1	2	3	4	5
11	Everyone is kept informed of any changes, which may affect safety.	1	2	3	4	5
12	Employees follow safety rules almost all of the time.	1	2	3	4	5
13	Safety within this company is better than in other airlines.	1	2	3	4	5
14	Managers do all they can to prevent accidents.	1	2	3	4	5
15	Accident investigations attempt to find the real cause of accidents, rather than just blame the people involved.	1	2	3	4	5
16	Managers recognise when employees are working unsafely.	1	2	3	4	5
17	Any defects or hazards that are reported are rectified promptly.	1	2	3	4	5
18	There are mechanisms in place in my work area for me to report safety deficiencies.	1	2	3	4	5
19	Managers stop unsafe operations or activities.	1	2	3	4	5

Question Number	STATEMENT	COMPANY RATING				
		Strongly Disagree				Agree
20	After an accident has occurred, appropriate actions are usually taken to reduce the chance of reoccurrence.	1	2	3	4	5
21	Everyone is given sufficient feedback regarding this company's safety performance.	1	2	3	4	5
22	Managers regard safety to be a very important part of all work activities.	1	2	3	4	5
23	Safety audits are carried out frequently.	1	2	3	4	5
24	Safety within this company is generally well controlled.	1	2	3	4	5
25	Employees usually report any dangerous work practices they see.	1	2	3	4	5
	SAFETY CULTURE TOTAL:					

Notes for Flight Safety Officers

Several separate results are obtained from a safety culture survey using this form:

1. A 'benchmark' safety culture score that can be compared with similar companies world-wide.
2. A means of comparing the views of management with those of staff regarding the Company's safety culture.
3. A means of evaluating the results of any changes made to the company's safety management system when a follow-up survey is carried out.
4. Identification of areas concern, indicated by "1" and "2" responses which can assist in the allocation of safety resources.
5. A means of comparing the safety culture of different departments and/or operational bases.

The higher the value, the better the safety culture rating. Use the following as a guide only but an average company safety culture score of 93 is considered a minimum. Anything less would suggest that improvements are needed.

Poor safety culture	25-58
Bureaucratic safety culture	59-92
Positive safety culture	3-125.

Organisations with a **poor safety culture** treat safety information in the following way:

- Information is hidden
- Messengers are shot
- Responsibility is avoided
- Dissemination is discouraged
- Failure is covered up
- New ideas are crushed

Organisations with a **bureaucratic safety culture** treat safety information in the following way:

- Information may be ignored
- Messengers are tolerated
- Responsibility is compartmentalised
- Dissemination is allowed but discouraged
- Failure leads to local repairs
- New ideas present problems

Organisations with a **positive safety culture** treat safety information in the following way:

- Information is actively sought
- Messengers are trained
- Responsibility is shared
- Dissemination is rewarded
- Failure leads to inquiries and reforms
- New ideas are welcomed

Safety Management System Monitoring

<u>Implementation and Evaluation Checklist</u>

The key elements of a safety management system can be measured and the attached checklist will assist in identifying areas (questions answered 'NO) that must be addressed.

			FACTOR	COMPANY RESPONSE	
MANAGEMENT	1		Is senior management committed to the Aviation Safety Management Program?	Yes	No
	2		Is there a written aviation safety policy, signed by the CEO?	Yes	No
	3		Has a safety manager been appointed?	Yes	No
	4		Is the safety reporting chain appropriate?	Yes	No
	5		Is the Safety Manager sufficiently supported within the organisation?	Yes	No
	6		Is there a Safety Committee?	Yes	No
	7		Is the Safety Manager credible?	Yes	No
	8		Is the Safety Manager an enthusiast for his or her job?	Yes	No
	9		Are the roles and responsibilities of the personnel in the Aviation Safety Management System documented?	Yes	No
	10		Are the values of management identified as being safety oriented?	Yes	No
	11		Are sufficient resources (financial, human, hardware) made available for the Aviation Safety Management System?	Yes	No

	12	Are there appropriate safeguards in place to ensure that the Aviation Safety Management System itself is properly evaluated?	Yes	No
	13	Have appropriate standards been documented?	Yes	No
	14	Is there an appropriate Emergency Response Plan?	Yes	No
HAZARD ASSESSMENT PROCEDURES	15	Is there an effective ongoing hazard identification program?	**YES**	**NO**
	16	Does the hazard identification program include a confidential reporting system?	YES	NO
	17	Are confidential reports properly de-identified?	YES	NO
	18	Are hazards associated with contracted agencies included in the Hazard Reporting System?	YES	NO
	19	Is there a procedure established for acknowledging safety-related reports?	YES	NO
	20	Is there a process whereby the hazards are continuously assessed for their risk potential (likelihood and severity)?	YES	NO
	21	Are the defences against the hazards identified?	YES	NO
	22	Does the process include the identification of the need for further defences or for hazard avoidance?	YES	NO
COMMUNICA-TION WITH MANAGEMENT	23	Is there an effective mechanism by which the Safety Manager or the Safety Committee reports to the CEO and can make recommendations for change or action?	YES	NO
	24	Is there an obligation on the part of the CEO to give formal response to any safety-related recommendations?	YES	NO
	25	In the event that the CEO makes an unfavourable response to a safety recommendation, is there a procedure whereby the matter is monitored by the Safety Manager or Safety Committee until a resolution is reached?	YES	NO
FEEDBACK	26	Are the results of hazard reports and safety suggestions made available to the initiator?	YES	NO
	27	Are the results of hazard reports and safety suggestions made widely available within the Company?	YES	NO
DOCUMENT-ATION	28	Is the process for risk assessment and management fully documented?	YES	NO
	29	Does the Aviation Management System require the recording of identified hazards and defences?	YES	NO
SAFETY-RELATED LITERATURE, COURSES AND SEMINARS	30	Is there a supply of safety-related literature (e.g., periodicals, magazines, books, articles, posters, videos) readily available to all employees who have safety responsibilities?	YES	NO
	31	Are employees encouraged and assisted in attending training courses and seminars related to safety?	YES	NO
	32	Are employees trained in the procedures and policy of the Aviation Safety Management System?	YES	NO

SAFETY INDUCTION AND CONTINUOUS TRAINING	33	Are new employees given sufficient training and checking in their technical duties prior to being permitted to operate either supervised or unsupervised?	YES	NO
	34	Is the continuation of training and checking of all employees adequate?	YES	NO
	35	Are employees given sufficient training in new procedures?	YES	NO
	36	Are trainers and checkers adequately trained and checked, both for competence and standardisation?	YES	NO

INDIVIDUAL SAFETY SURVEY SAMPLE #2

Please answer the following questions.

1. Experience

    Time in Company
    Flight Crew   ____   ___0-1 yr   ____ 5-9 yr
    Ground Crew ____   ___2-4 yr   ____10 or more yrs.

2. Time in present position:

3. What, in your opinion, will cause the next accident? Listed below are some reasons taken
    from last year's survey to help you think of an answer for this question. Please consider them
    and choose the appropriate answer(s). Please explain your choice in a sentence or two.

          a.   Complacency
          b.   Violation of rules
          c.   Mechanical problems/equipment
          d.   Pilot/crew error
          e.   Fatigue or other physical factors
          f.   Working conditions
          g.   Procedures on the ground or in the air.
          h.   Other

4. What are the shortcomings of our Accident Prevention Program as it now exists'? listed
    below are some of the reasons taken from last year's survey to help you think of an answer for
    this question. Please consider them and choose the appropriate answer(s). Please explain your
    choice in a sentence or two.

          a.   Lack of discussion about procedures
          b.   Safety publications
          c.   Dissemination of information
          d.   Standardisation, training
          e.   Lack of support or participation
          f.   Communications
          g.   Suggestions, surveys, etc.
          h.   Other

5. What "close call" experiences have you had in the last 6 months?

6. What do you like about the safety program?

7. What ideas, comments or recommendations do you have about improving the safety program
    in general?

8. When was the last time you had a night training flight?

9. What other comments do you have for me?

10. Are there jobs that you do on a fairly routine basis for which you don't have suitable tools/equipment or you have to "jury rig" gear? Give specifics.

11. Have you received the amount of training you feel you needed to do your job well and safely? What additional training would you have wanted? What additional training do you still want?

12. Are there work routines/schedules that you would like to see changed? How?

13. Are there ground safety hazards on the station that "we live with" or have come to overlook that ought to be corrected? Please name.

14. Are there ground or flight procedures in use, which, in your opinion ought to be changed to enhance safety? Please name.

SAMPLE INDEPENDENT SAFETY PROGRAM AUDIT CHECKLIST

1. Is the supervisor/senior manager involved in the flight safety program and supporting it?

2. Have all parts of the company safety program been implemented in this organisation?

3. Is this organisation getting adequate guidance and assistance from the flight safety office?

4. What training is provided to Flight Safety Officers? Is it adequate?

5. Does Flight Safety Officer have adequate staff?

6. What is the quality, depth and effectiveness of the safety inspection program? Is it doing any good?

7. What is the quality and depth of incident investigations?

8. Are recommendations resulting from accidents and incidents being followed?

9. Is the Hazard Report program effective? Is anyone using it? Is it doing any good?

10. Is flight safety information being distributed to those who need it?

11. Is there a flight safety committee? Is it effective?

12. Is there a plan for accident notification and investigation?

13. Are all reportable incidents being reported and investigated?

14. Do the people in this organisation understand the company safety policy?

15. Do the pilots support the company flight safety program?

16. Are new personnel receiving safety training?

SAMPLE OPERATIONS AUDIT CHECKLIST (INTERNAL)

1. Does this organisation have an appointed Safety Committee member?

2. Are the pilots receiving the safety material that is sent to them?

3. Is there an effective pilot reading file?

4. Are pilots receiving safety information during briefings?

5. Is there a flight safety bulletin board?

6. Are the pilots familiar with the company safety policy and the company flight safety program?

7. Are they using the Hazard Reporting system?

8. Are they aware of recent aircraft accidents?

9. Are they familiar with current company flight safety standards?

10. Do new pilots receive safety orientation and training?

11. Are records of their currency in various types of operations maintained?

12. Does their schedule provide adequate crew rest?

13. Do they have adequate opportunity for meals?

14. Do they have adequate personal equipment?

15. Do they have access to medical personnel?

16. Do they know what to do in case of an accident? (to them or within the company?)

17. Are accident/incident/injury records kept in this organisation?

18. Does this organisation have regular flying safety meetings?

19. Are all company aviation safety standards being met?

Management and Organisation

Management Structure

i)   Does the Company have a formal, written statement of corporate safety policies and objectives?

ii)   Are these adequately disseminated throughout the company? Is there visible senior management support for these safety policies?

iii)   Does the Company have a flight safety department or a designated flight safety officer?

iv)   Is this department or safety officer effective?

v)   Does the department/safety officer report directly to senior corporate management, to the CEO or the board of directors?

vi)   Does the Company support periodic publication of a safety report or newsletter?

vii)   Does the Company distribute safety reports or newsletters from other sources?

viii)   Is there a formal system for regular communication of safety information between management and employees?

ix)   Are there periodic company-wide safety meetings?

x)   Does the Company actively participate in industry safety activities, such as those sponsored by Flight Safety Foundation (FSF), International Air Transport Association (IATA) and others?

xi)   Does the Company actively and formally investigate incidents and accidents? Are the results of these investigations disseminated to other managers? To other operating personnel?

xii)   Does the Company have a confidential, non-punitive incident-reporting program?

xiii)   Does the Company maintain an incident database?

xiv)   Is the incident database routinely analysed to determine trends?

xv)   Does the Company use outside resources to conduct safety reviews or audits?

xvi)   Does the Company actively solicit and encourage input from aircraft manufacturers' product-support groups?

Management and Corporate Stability

i)   Have there been significant or frequent changes in ownership or senior management within the past three years?

ii)   Have there been significant or frequent changes in the leadership of operational divisions within the company in the past three years?

iii)   Have any managers of operational divisions resigned from the company because of disputes about safety matters, operating procedures or practices?

Financial Stability of the Company

i)   Has the company recently experienced financial instability, a merger, an acquisition or major reorganisation?

ii)   Was explicit consideration given to safety matters during and following the period of instability, merger, acquisition or reorganisation?

iii)   Are safety-related technological advances implemented before they are dictated by regulatory requirement, i.e., is the company proactive in using technology to meet safety objectives?

Management Selection and Training

i)   Is there a formal management-selection process?
ii)   Are there well-defined management-selection criteria?
iii)   Is management selected from inside or outside the company?
iv)   Is operational background and experience a formal requirement in the selection of management personnel?
v)   Are first-line operations managers selected from the most operationally qualified candidates?
vi)   Do new management personnel receive formal safety indoctrination or training?
vii)   Is there a well-defined career path for operations managers?
viii)   Is there a formal process for the annual evaluation of managers?
ix)   Is the implementation of safety programs a specific management objective considered in the evaluation?

Work Force

i)   Have there been recent layoffs by the Company?
ii)   Are a large number of personnel employed on a part-time or contract basis?
iii)   Does the Company have formal rules or policies to manage the use of contract personnel?
iv)   Is there open communication between employees and management?
v)   Is there a formal means of communication among management, the work force and labour unions about safety issues?
vi)   Is there a high rate of personnel turnover in operations and maintenance?
vii)   Is the overall experience level of operations and maintenance personnel low or declining?
viii)   Is the distribution of age or experience level within the Company considered in long-term company plans?
ix)   Are the professional skills of candidates for operations and maintenance positions evaluated formally in an operational environment during the selection process?
x)   Are multicultural processes and issues considered during employee selection and training?
xi)   Is special attention given to safety issues during periods of labour-management disagreements or disputes?
xii)   Are the safety implications of deteriorating morale considered during the planning and implementation of reduction in work force or other destabilising actions?
xiii)   Have there been recent major changes in wages or work rules?
xiv)   Does the Company have a Company-wide employee health maintenance program that includes annual medical examinations?
xv)   Does the Company have an employee-assistance program that includes treatment for drug and alcohol abuse?

Fleet Stability and Standardisation

i)   Is there a Company policy concerning cockpit standardisation within the company's fleet?
ii)   Do pilots/flight-operations personnel participate in fleet-acquisition decisions?

Relationship with the Regulatory Authority

i)   Are Company safety standards set primarily by the company or by the appropriate regulatory authority?
ii)   Does the Company set higher safety standards than those required by the regulatory authority?

iii)   Do the Company's safety standards meet or exceed U.S. Federal Aviation Regulations (FARs)/European Joint Aviation Requirements (JARs) criteria?
iv)   Does the Company have a constructive, co-operative relationship with the regulatory authority?
v)   Has the Company been subject to recent safety-enforcement action by the regulatory authority?
vi)   Does the regulatory authority refuse to recognise the licenses issued by some other countries?
vii) Does the Company evaluate the licensing requirements of other countries when deciding whether to hire personnel who hold licenses issued by those countries?
viii) Does the Company consider the differing experience levels and other licensing standards of other countries when reviewing applications for employment?
ix)   Does the regulatory authority routinely evaluate the Company's compliance with required safety standards?

Operations Specifications

i)   Does the Company have formal flight-operations control, e.g., dispatch or flight following?
ii)   Does the Company have special dispatch requirements for extended twin-engine operations (ETOPS)?
iii) Are fuel/route requirements determined by the regulatory authority?
iv)   If not, what criteria does the company use?
v)   Does each crewmember get copies of the pertinent operations specifications?

Operations and Maintenance Training - Training and Checking Standards

i)   Does the Company have written standards for satisfactory performance?
ii)   Does the Company have a defined policy for dealing with unsatisfactory performance?
iii) Does the Company maintain a statistical database of trainee performance?
iv)   Is this database periodically reviewed for trends?
v)   Is there a periodic review of training and checking records for quality control?
vi)   Are check pilots periodically trained and evaluated?
vii) Does the Company have established criteria for instructor/check-pilot qualification?
viii) Does the Company provide specialised training for instructors/check pilots?
ix)   Are identical performance standards applied to captains and first officers?
x)   Are training and checking performed by formally organised, independent departments?
xi)   How effective is the co-ordination among flight operations, flight training and flight standards?

Operations Training

i)   Does the Company have a formal program for training and checking instructors?
ii)   Is there a recurrent training and checking program for instructors?
iii) Does the Company have required training and checking syllabi?
iv)   Does this training include
      a)   Line-oriented flight training (LOFT)?
      b)   Crew resource management (CRM)?
      c)   Human factors?
      d)   Wind shear?
      e)   Hazardous materials?
      f)   Security?

g) Adverse weather operations?
h) Altitude and terrain awareness?
i) Aircraft performance?
j) Rejected takeoffs?
k) ETOPS?
l) Instrument Landing System (ILS) Category II and Category III approaches?
m) Emergency procedures training, including pilot/flight attendant interaction?
n) International navigation and operational procedures?
o) Standard International Civil Aviation Organisation (ICAO) radiotelephone phraseology?
p) Volcanic-ash avoidance/encounters?

v) If a ground-proximity warning system (GPWS), traffic-alert and collision avoidance system (TCAS) and other special systems are installed, is specific training provided for their use? Are there clearly established policies for their use?

vi) Are English-language skills evaluated during training and checking?

vii) Is English-language training provided?

viii) At a minimum, are the procedures contained in the manufacturer's aircraft operations manual covered in the training program?

ix) Is initial operating experience (IOE) mandated?

x) Is first/second officer IOE required to be conducted "in seat" rather than in the observer's seat?

xi) Are there formal means for modification of training programs as a result of incidents, accidents or other relevant operational information?

Training Devices

i) Are approved simulators available and used for all required training?

ii) Is most of the Company's training performed in the simulator?

iii) Do the simulators include GPWS, TCAS, background communications and other advanced features?

iv) Are simulators and/or training devices configuration-controlled?

v) Has the company established a simulator/training device quality-assurance program to ensure that these devices are maintained to acceptable standards?

vi) Does the regulatory authority formally evaluate and certify simulators?

Flight Attendant Training

i) Do flight attendants receive comprehensive initial and recurrent safety training?

ii) Does this training include hands-on use of all required emergency and safety equipment?

iii) Is the safety training of flight attendants conducted jointly with pilots?

iv) Does this training establish policies and procedures for communications between cockpit and cabin crew?

v) Are evacuation mock-up trainers that replicate emergency exits available for flight attendant training?

Maintenance Procedures, Policies and Training

i) Does the regulatory agency require licensing of all maintenance personnel?

ii) Is formal maintenance training provided by the company for all maintenance personnel? Is such training done on a recurrent basis? How is new equipment introduced?

iii) Does the Company have a maintenance quality assurance program?

iv)   If contract maintenance is used, is it included in the quality assurance program?
v)   Is hands-on training required for maintenance personnel?
vi)   Does the Company use a minimum equipment list (MEL)?
vii) Does the Company's MEL meet or exceed the master MEL?
viii) Does the Company have a formal procedure covering communications between maintenance and flight personnel?
ix)   Are "inoperative" placards used to indicate deferred-maintenance items? Is clear guidance provided for operations with deferred-maintenance items?
x)   Are designated individuals responsible for monitoring fleet health?
xi)   Does the Company have an aging-aircraft maintenance program?
xii) Is there open communication between the maintenance organisation and other operational organisations, such as dispatch? How effective is this communication?
xiii) Does the Company use a formal, scheduled maintenance program?
xiv) Are policies established for flight and/or maintenance personnel to ground an aircraft for maintenance?
xv)   Are flight crew members ever pressured to accept an aircraft that they believe must be grounded?
xvi) Are flight crews authorised to ground an aircraft for maintenance?

Scheduling Practices

i)   Are there flight- and duty-time limits for pilots?
ii)   Are there flight- and duty-time limits for flight attendants?
iii) Do the flight- and duty-time limits meet or exceed FARs/JARs requirements?
iv)   Do flight- and duty-time limits apply regardless of the type of operation, e.g., cargo, passenger, ferry, and charter?
v)   Does the Company train flight crewmembers to understand fatigue, circadian rhythms and other factors that affect crew performance?
vi)   Does the Company allow napping in the cockpit?
vii) Are on-board crew-rest facilities provided or required?
viii) Are there minimum standards for the quality of layover rest facilities?
ix)   Does the company have a system for tracking flight-and duty-time limits?
x)   Has the company established minimum crew-rest requirements?
xi)   Are augmented crews used for long-haul flights?
xii) Are circadian rhythms considered in constructing flight crew schedules?
xiii) Are there duty-time limits and rest requirements for maintenance personnel?

Crew Qualifications

i)   Does the Company have a system to record and monitor flight crew currency?
ii)   Does the record-keeping system include initial qualification, proficiency checks and recurrent training, special airport qualifications, line-check observations and IOE observations for:
      a)   Pilots in command?
      b)   Seconds in command?
      c)   Flight engineers?
      d)   Instructors and check pilots?
      e)   Flight attendants?
iii) Does the regulatory authority provide qualified oversight of instructor and check-pilot qualification?
iv)   Are the Company's simulator instructors line-qualified pilots?

v)   Does the Company permit multiple aircraft qualification for line pilots?
vi)   Do Company check-pilots have complete authority over line-pilot qualification, without interference from management?
vii)   If the Company operates long-haul flights, does it have an established policy for pilot currency, including instrument approaches and landings?
viii)   Does the Company have specific requirements for pilot-in-command and second-in-command experience in type for crew scheduling?

Publications, Manuals and Procedures

i)   Are all flight crew members issued personal copies of their type operations manuals/FCOM and any other controlled publications?
ii)   How are revisions distributed?
iii)   How is the issue and receipt of revisions recorded?
iv)   Does the Company have an airline operations manual?
v)   Is the airline operations manual provided to each crewmember?
vi)   Is the airline operations manual periodically updated?
vii)   Does the airline operations manual define:
   a.   Minimum numbers of flight crewmembers?
   b.   Pilot and dispatcher responsibilities?
   c.   Procedures for exchanging control of the aircraft?
   d.   Stabilised-approach criteria?
   e.   Hazardous-materials procedures?
   f.   Required crew briefings for selected operations, including cockpit and cabin crewmembers?
   g.   Specific pre-departure briefings for flights in areas of high terrain or obstacles?
   h.   Sterile-cockpit procedures?
   i.   Requirements for use of oxygen?
   j.   Access to cockpit by non-flight crewmembers?
   k.   Company communications?
   l.   Controlled flight into terrain (CFIT)-avoidance procedures?
   m.   Procedures for operational emergencies, including medical emergencies, and bomb threats?
   n.   Aircraft de-icing procedures?
   o.   Procedures for handling hijacking and disruptive passengers?
   p.   Company policy specifying that there will be no negative consequences for go-arounds and diversions when required operationally?
   q.   The scope of the captain's authority?
   r.   A procedure for independent verification of key flight-planning and load information?
   s.   Weather minima, maximum cross- and tail-wind components?
   t.   Special minima for low-time captains?
viii)   Are emergency escape routes developed and published for flights in areas of high terrain?
ix)   Are all manuals and charts subject to a review and revision schedule?
x)   Does the company have a system for distributing time-critical information to the personnel who need it?
xi)   Is there a company manual specifying emergency-response procedures?
xii)   Does the company conduct periodic emergency-response drills?
xiii)   Are airport-facility inspections mandated by the company?
xiv)   Do airport-facility inspections include reviews of Notices To Airmen (NOTAMs)?
   a.   Signage and lighting?

  b. Runway condition, such as reverted rubber accumulations, foreign object damage (FOD), etc.?

  c. Crash, fire and rescue availability? Navigational aids (NAVAIDS)?

  d. Fuel quality?

Dispatch, Flight Following and Flight Control

i) Does initial/recurrent dispatcher training meet or exceed FARs/JARs requirements?

ii) Are operations during periods of reduced crash, fire and rescue (CFR) equipment availability covered in the company flight operations manual?

iii) Do dispatchers/flight followers have duty-time limitations?

iv) Are computer-generated flight plans used?

v) Are ETOPS alternates specified?