

## Sofema Aviation Services – Gold Standard SMS Gap Analysis Checklist

### 1. Informed Decision-Making

- Does the SMS utilize **real-time safety data** to support operational and strategic decisions?
  - Are **leading and lagging indicators** integrated into dashboards or reports to guide performance assessment?
  - Is there a formal process to **identify, report, and assess hazards proactively**?
  - Are **predictive risk assessment tools** (e.g., trend analysis, AI/machine learning tools, data modelling) used?
  - Is there a **clear Safety Risk Management (SRM)** process that supports decision-making?
  - Are decisions **documented and traceable** through the SMS structure?
  - Does the system link **safety objectives with business objectives** to ensure alignment?
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### 2. Driving Genuine Improvement in Safety Performance

- Are **leading indicators** such as near-misses, observations, and compliance audits actively monitored?
  - Are **key safety performance indicators (SPIs/KPIs)** defined, measurable, and reviewed periodically?
  - Does the organization maintain a **robust process for feedback and lessons learned**?
  - Are **root cause analyses** conducted systematically and used to influence training, policy, and procedures?
  - Is there evidence of a **structured performance improvement program** (e.g., safety campaigns, action tracking, metrics evolution)?
  - Can improvements in safety be **demonstrated with evidence**, rather than theoretical?
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### 3. Strengthening Corporate Culture and Due Diligence

- Is a **Just Culture** embedded in the organization with clear guidelines and protections for reporting?
  - Are **frontline personnel empowered** and trained to raise safety concerns without fear of retaliation?
  - Do **leadership roles (Accountable Manager, Safety Manager, etc.) visibly promote safety** as a strategic priority?
  - Are **departmental silos broken down** through effective cross-functional safety coordination?
  - Is the SMS **fully documented, traceable, and auditable** to demonstrate regulatory compliance?
  - Does the SMS demonstrate alignment with **ICAO Annex 19, EASA (Part CAMO, 145, 21), or other applicable regulations**?
  - Is there **evidence of leadership accountability** through reviews, decisions, and resource allocation?
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### 4. Maximizing Opportunities for Continuous Improvement and Business Value

- Does the SMS identify and address **system inefficiencies and productivity barriers**?
  - Is there integration or alignment with **Quality, Security, and Environmental Systems** (IMS approach)?
  - Are **operational disruptions reduced** due to proactive SMS interventions?
  - Has the SMS **demonstrably improved aircraft availability, maintenance planning, or resource utilization**?
  - Is there a strategy to use SMS **outputs to support resilience, business continuity, and long-term value creation**?
  - Are **continuous improvement initiatives** formally tracked with action closure and effectiveness reviews?
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## 5. Strategic Governance, Competence & Learning

- Is the SMS **governed by a structured policy framework** with clear lines of accountability and escalation?
  - Are **SMS roles and responsibilities** defined and understood at all organizational levels?
  - Are **SMS training programs** implemented and tailored for different levels (leadership, operational, technical)?
  - Is **safety performance regularly reviewed at the executive level** with decisions made on improvement and investment?
  - Does the organization maintain a **culture of learning** through scenario reviews, internal audits, and external benchmarking?
  - Is SMS effectiveness **subject to regular internal and external audit**?
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### Scoring Approach (Optional)

You may assign a score to each item as follows:

- **Fully Compliant (2 points)**
- **Partially Compliant (1 point)**
- **Not Compliant (0 points)**

Total score out of 70:

- **60–70:** Gold Standard Alignment
- **45–59:** Mature SMS – requires enhancement
- **30–44:** Developing SMS – key elements missing
- **<30:** Basic SMS – significant gaps to address