Safety Management System

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Introduction

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Safety Management System

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The purpose of this framework is to serve as a guide in developing your own Safety Management System (SMS) Manual for your operation. It is important to note that non-applicable sections and roles should either be deleted or combined to best reflect your organizational structure.

At Universal Weather and Aviation, Inc., our shared purpose is the success of your trip. And a successful trip is a safe trip. We are here to help you as you embark on your SMS journey. If you have any questions relating to this framework or SMS in general, please don't hesitate to contact us at *SMIsupport@univ-wea.com* or (713) 947-5482.

Contents

Remember: Instead of trying to fit your organizational processes to a manual, use this manual to describe how your organization resolves SMS processes.

Throughout this template you will find "XXX" or text in red – this is intended to prompt the user to discern what information is needed from the user's own operation to meet the requirement. Additionally, if the context of the annotated text is not applicable to the user's operation (i.e., if it is a role or function that is not utilized in the company), it should be removed.

Formatting, specifically pagination and figure numbering, has been intentionally omitted to give the user flexibility in moving text and figures as needed without constantly updating the Table of Contents. Once all text and figures are in place, the user should then populate the Table of Contents to reflect the actual structure of the manual.

Finally, while this template was designed to consider flight department operations across a wide spectrum of operational types and sizes, it would be impossible to consider every detail. Therefore, it is incumbent upon the user to discern how best to manipulate or adapt the text to fit his/her operation. This can be accomplished without having to restructure the manual, thus keeping the established flow.

Appendix B

- Hazard Report

SECTION 3 - SAFETY ASSURANCE AND INTERNAL EVALUATION

5. SAFETY AUDITING

5.1 Introduction

5.2 Safety Audits

5.3 Safety Audit Process

5.4 Audit Report

5.5 Audit Follow-Up

5.6 Evaluation of the Safety Management System

6. XXX SAFETY COMMITTEES

6.1 Introduction

6.2 XXX Safety Committees

SECTION 4 - SAFETY PROMOTION

7. SAFETY TRAINING AND EDUCATION

7.1 Introduction

7.2 Training Needs

7.3 Safety Training for Management

7.4 Specialist Safety Training

7.5 Safety Training for Operational Personnel

8. SAFETY COMMUNICATIONS

8.1 Disseminating Safety Information

8.2 Safety Critical Information

8.3 "Nice to Know" Information

8.4 Reporting to Management

8.5 Safety Promotion

8.6 Promotion Methods

Preamble

In successful aviation organizations, safety management is a core business function, as is financial management. Effective safety management requires a realistic balance between safety and production goals. Thus, a coordinated approach, in which the organization's goals and resources are analyzed, helps ensure that decisions concerning safety are realistic and complementary to the operational needs of the organization. The finite limits of financing and operational performance must be accepted in any industry. Defining acceptable and unacceptable risks is therefore important for cost-effective safety management. If properly implemented, safety management measures not only increase safety but also improve the operational effectiveness of an organization. Experience in other industries and lessons learned from the investigation of aircraft accidents have emphasized the importance of managing safety in a systematic, proactive, and explicit manner. These terms are explained below:

- **Systematic** means that safety management activities will be conducted in accordance with a predetermined plan and applied in a consistent manner throughout the organization

- **Proactive** means an approach will be adopted that emphasizes prevention through the identification of hazards and the introduction of risk-mitigation measures before the risk-bearing event occurs and adversely affects safety performance

- **Explicit** means that all safety management activities should be documented, visible, and performed independently from other management activities

This manual outlines the SMS at XXX. Nothing in this manual is meant to supersede any standard, regulation, order, or instruction by the [Insert Regulatory Authority]. Discrepancies noted between this manual and the regulator should be brought to the attention of the Document Control Representative listed on Page 1 of this document.

Definitions

Accident – An unplanned event or series of events that results in death, injury, occupational illness, damage to or loss of equipment or property, or damage to the environment.

Analysis – The process of identifying a question or issue to be addressed, modeling the issue, investigating model results, interpreting the results, and possibly making a recommendation. Analysis typically involves using scientific or mathematical methods for evaluation.

Assessment – The process of measuring or judging the value or level of something.

Audits – Scheduled, formal reviews and verifications to evaluate compliance with policy, standards, and/or contractual requirements. The starting point for an audit is the management and operations of the organization. The audit then moves outward to the organization's activities and products/services.

- **Internal audit** – An audit conducted by, or on behalf of, the organization being audited.

- **External audit** – An audit conducted by an entity outside of the organization being audited.

Aviation system – The functional operation/production system used by the service provider to produce the product/service.

Complete – Describes a state in which nothing has been omitted, and the attributes stated are essential and appropriate to the level of detail.

Continuous monitoring – Uninterrupted watchfulness over the system.

Corrective action – Action to eliminate or mitigate the cause or reduce the effects of a detected nonconformity or other undesirable situation.

Correct – Accurately reflects the item with an absence of ambiguity or error in its attributes.

Documentation – Information or meaningful data and its supporting medium (e.g., paper, electronic, etc.). In this context, "documentation" is distinct from "records," in that documentation is the *written* description of policies, processes, procedures, objectives, requirements, authorities, responsibilities, or work instructions.

Evaluation – (ref. U.S. Federal Aviation Administration [FAA] AC 120-59A) A functionally independent review of company policies, procedures, and systems. If accomplished by the company itself, the evaluation should be done by an element of the company other than the one performing the function being evaluated. The evaluation process builds on the concepts of auditing and inspection. An evaluation is an anticipatory process designed to identify and correct potential findings before they occur. "Evaluation" is synonymous with the term "systems audit."

Hazard – Any existing or potential condition that can lead to injury, illness, or death to people; damage to or loss of a system, equipment or property; or damage to the environment. A hazard is a condition that is a prerequisite to an accident or incident.

ICAO – International Civil Aviation Organization.

Incident – A near-miss episode with minor consequences that could have resulted in greater loss. An unplanned event that could have resulted in an accident, or did result in minor damage, and indicates the existence of, though may not define, a hazard or hazardous condition.

Lessons learned – Knowledge or understanding gained by experience, which may be positive, such as a successful test or mission, or negative, such as a mishap or failure. Lessons learned should be developed from information obtained from within, as well as outside of, the organization and/or industry.

Likelihood – The estimated probability or frequency, in quantitative or qualitative terms, of an occurrence related to the hazard.

Line management – Management structure that operates the aviation system.

Nonconformity – Non-fulfillment of a requirement (ref. ISO 9000). This includes, but is not limited to, noncompliance with federal regulations. It also includes company requirements, requirements of operator-developed risk controls, or operator-specified policies and procedures.

Operational life cycle – Period of time spanning from implementation of a product/service until it is no longer in use.

Oversight – A function that ensures the effective promulgation and implementation of the safety-related standards, requirements, regulations, and associated procedures. Safety oversight also ensures that the acceptable level of safety risk is not exceeded in the air transportation system. Safety oversight in the context of the SMS will be conducted via Oversight SMS.

Preventive action – Action to eliminate or mitigate the cause or reduce the effects of a potential nonconformity or other undesirable situation.

Procedure – Specified way to carry out an activity or a process.

Process – Set of interrelated or interacting activities, which transforms inputs into outputs.

Product/service – Anything that might satisfy a want or need, which is offered in, or can be purchased in, the air transportation system. (In this context, administrative or licensing fees paid to the government do not constitute a "purchase.")

Product/service provider – Any entity that offers or sells a product/service to satisfy a want or need in the air transportation system. (In this context, administrative or licensing fees paid to the government do not constitute a "purchase." Examples of product/service providers include: aircraft and aircraft parts manufacturers; aircraft operators; maintainers of aircraft, avionics and air traffic control equipment; educators in the air transportation system; etc. Note: Any entity that is a direct consumer of air navigation services and/or operates in the U.S. airspace is included in this classification; examples include: general aviation, military aviation and public-use aircraft operators.)

Records – Evidence of results achieved or activities performed. In this context, the term "records" is distinct from "documentation," in that records are the documentation of SMS outputs.

Residual safety risk – The remaining safety risk that exists after all control techniques have been implemented or exhausted, and all controls have been verified. Only verified controls can be used for the assessment of residual safety risk.

Risk – The composite of predicted severity and likelihood of the potential effect of a hazard in the worst credible system state.

Risk control – Refers to steps taken to eliminate hazards or mitigate their effects by reducing severity and/or likelihood of risk associated with those hazards.

Safety – Safety is the state in which the risk of harm to persons or of property damage is reduced to, and maintained at or below, an acceptable level through a continuing process of hazard identification and risk management.

Safety assurance – SMS process management functions that systematically provide confidence that organizational products/services meet or exceed safety requirements.

Safety culture – The product of individual and group values, attitudes, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, the organization's management of safety. Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared

perceptions of the importance of safety, and by confidence in the efficacy of preventive measures.

Safety Management System (SMS) – The formal, top-down, businesslike approach to managing safety risk. It includes systematic procedures, practices, and policies for the management of safety (as described in this document, it includes safety risk management, safety policy, safety assurance, and safety promotion).

- **Oversight Safety Management System** – The SMS owned and operated by an oversight entity.

- **Product/Service Provider Safety Management System** – The SMS owned and operated by a product/service provider.

Safety objectives – Something sought or aimed for, related to safety.

- Safety objectives are generally based on the organization's safety policy.

- Safety objectives are generally specified for relevant functions and levels in the organization.

Safety planning – The part of safety management focused on setting safety objectives and specifying necessary operational processes and related resources to fulfill the quality objectives.

Safety risk – The composite of predicted severity and likelihood of the potential effect of a hazard.

Safety risk control – Anything that reduces or mitigates the safety risk of a hazard. Safety risk controls must be measurable and monitored to ensure effectiveness.

Safety Risk Management (SRM) – A formal process within the SMS, composed of describing the system; identifying the hazards; and assessing, analyzing, and controlling the risk. The SRM process is embedded in the processes used to provide the product/service; it is not a separate process.

Safety promotion – A combination of safety culture, training, and data-sharing activities that support the implementation and operation of an SMS in an organization.

Severity – The consequence or impact of a hazard in terms of degree of loss or harm.

Substitute risk – Risk unintentionally created as a consequence of safety risk control(s).

System – An integrated set of constituent elements combined in an operational or support environment to accomplish a defined objective. These elements include people, hardware, software, firmware, information, procedures, facilities, services, and other support facets.

Top management – (ref. ISO 9000-2000 definition 3.2.7) The person or group of people who directs and controls an organization.

Note: Not all of these definitions may be used in this manual. Some definitions are provided for additional quick reference guidance.

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SECTION 1

SAFETY POLICY

CHAPTER 1
OVERVIEW

1.1 Concept of Safety

1.1.1 In order to understand safety management, it is necessary to consider what is meant by "safety." Depending on one's perspective, the concept of aviation safety may have different connotations, such as:

- Zero accidents (or serious incidents), a view widely held by the travelling public
- The freedom from danger or risks, i.e., those factors which cause or are likely to cause harm
- The attitude toward unsafe acts and conditions by employees (reflecting a "safe" corporate culture)
- The degree to which the inherent risks in aviation are *"acceptable"*
- The process of hazard identification and risk management
- The control of accidental loss (of persons and property, and damage to the environment)

1.1.2 While the elimination of accidents (and serious incidents) would be desirable, a 100-percent safety rate is an unachievable goal. Failures and errors will occur, in spite of the best efforts to avoid them. No human activity or human-made system can be guaranteed to be absolutely safe, i.e., free from risk. Safety is a relative notion whereby inherent risks are acceptable in a "safe" system.

1.1.3 Safety is increasingly viewed as the management of risk. The primary purpose of this manual is to develop a system at XXX for managing the core business process of safety and to ensure compliance with all International Civil Aviation Organization (ICAO) and [Insert Regulatory Authority] guidelines on safety management. ICAO defines safety as follows:

Safety is the state in which the risk of harm to persons or of property damage is reduced to, and maintained at or below, an acceptable level through a continuing process of hazard identification and risk management.

1.2 Statutory Requirements

1.2.1 Safety has always been the overriding consideration in all aviation activities. This is reflected in the aims and objectives of ICAO as stated in Article 44 of the *Convention on International Civil Aviation* (Doc 7300), commonly known as the Chicago Convention, which charges ICAO with ensuring the safe and orderly growth of international civil aviation throughout the world.

1.2.2 In establishing states' requirements for the management of safety, ICAO differentiates between safety programs and SMSs as follows:

• A **safety program** is an integrated set of regulations and activities aimed at improving safety

• An **SMS** is an organized approach to managing safety, including the necessary organizational structures, accountabilities, policies, and processes

1.2.3 An organization's SMS shall also clearly define lines of safety accountability, including a direct accountability for safety on the part of senior management.

1.2.4 RESERVED (compliance status) (?)

1.3 Introduction to Safety Performance Indicators, Targets, and Requirements

1.3.1 In any system, it is necessary to set and measure performance outcomes in order to determine whether the system is operating in accordance with expectations, and to identify where action may be required to enhance performance levels to meet these expectations.

1.3.2 The acceptable level of safety expresses the safety goals (or expectations) of an oversight authority (e.g., FAA, Transport Canada [TC], European Aviation Safety Agency [EASA], etc.), an operator, or a service provider. It provides an objective in terms of the safety performance operators/service providers should achieve while conducting their core business functions, as a minimum acceptable to [Insert Regulatory Authority]. It is a reference against which [Insert Regulatory Authority] can measure safety performance. In determining an acceptable level of safety, it is necessary to consider such factors as the level of risk that applies, the cost/benefits of improvements to the system, and public expectations of the safety of the aviation industry.

1.3.3 In practice, the concept of an acceptable level of safety is expressed by two measures/metrics – safety performance indicators and safety performance targets – and implemented through various safety requirements. The following explains the use of these terms:

• **Safety performance indicators** are measures of the safety performance of an aviation organization through quantifying the outcomes of selected low-level, low-consequence processes. Safety indicators should be easy to measure and linked to operational activities that are used in the delivery of the product or goods (i.e., flight operations, maintenance operations, etc.). An example of a safety performance indicator is the number of Traffic Collision Avoidance System (TCAS) events per X number of operations.

• *Safety performance targets* (sometimes referred to as "goals" or "objectives") are determined by considering what safety performance levels are desirable and realistic for individual departments, operators, or service providers. Safety performance targets should be measurable, acceptable to stakeholders, and consistent with SMS. An example of a safety performance target is reducing by X the number of TCAS events in X time period (e.g., six months, one year, etc.)

• *Safety performance requirements* are needed to achieve the safety performance indicators and safety performance targets. They include the operational procedures, technology, systems, and programs that specifically measure reliability, availability, performance, and/or accuracy.

1.3.4 The relationship between acceptable level of safety, safety performance indicators, safety performance targets, and safety performance requirements is as follows: *acceptable level of safety* is the overarching concept, *safety performance indicators* are the measures/metrics used to determine if the acceptable level of safety has been achieved, *safety performance targets* are the quantified objectives pertinent to the acceptable level of safety, and *safety performance requirements* are the tools or means required to achieve the safety targets.

1.3.5 Safety performance indicators and safety performance targets may be different (for example, the safety performance indicator is *"one unstable approach per 10 arrivals at X airport,"* and the safety target is "*reduce to 0.5 the number of unstable approaches into X airport per 10 arrivals"*), or they may be the same (for example, the safety indicator is "*0.5 unstable approaches into X airport per 10 arrivals,*" and the safety performance target is "*not more than 0.5 unstable approaches into X airport per 10 arrivals").*

1.3.6 There will seldom be a national acceptable level of safety. For each aviation operation, there will be different acceptable levels of safety that will be agreed upon by the Civil Aviation Authority and individual operators/service providers. Each agreed-upon acceptable level of safety should be commensurate with the complexity of the individual operator's/service provider's operational context.

1.3.7 At XXX, the safety manager will closely interact with [Insert Regulatory Authority] and other departments in the organization to define their safety performance indicators. [Insert company safety targets, safety requirements and staff expectations here.]

1.3.8 Establishing acceptable level(s) of safety for the program does not replace legal, regulatory, or other established requirements, nor does it relieve departments or operators from their obligations regarding the *Convention on International Civil Aviation* (Doc 7300) and its related provisions.

1.4 Stakeholders in Safety

1.4.1   Given the total costs of aviation accidents, many diverse groups have a stake in improving the management of safety. The principal stakeholders in safety at XXX are listed below:

- Aviation professionals (e.g., flight crew, cabin crew, Air Traffic Controllers and Aircraft Maintenance Technicians)
- Aircraft owners and operators
- Manufacturers (especially airframe and engine manufacturers)
- Aviation regulatory authorities (e.g., FAA and EASA)
- Industry trade associations (e.g., International Air Transport Association [IATA], Air Transport Association of America and Airports Council International)
- Professional associations and unions (e.g., Air Line Pilots Association and International Business Aviation Council
- International aviation organizations (e.g., ICAO)
- Investigative agencies (e.g., National Transportation Safety Board)
- The flying public

1.5 Using This Manual

Purpose

1.5.1   The purpose of this manual is to assist all those that work at, with, or visit XXX in fulfilling the requirements of ICAO Annexes 6, 11, and 14 with respect to the implementation of SMS.

Target Audience

1.5.2 Application of the guidance material herein is not limited to operational personnel. Rather, it is relevant to the full spectrum of stakeholders in safety, including senior management.

1.5.3   In particular, this manual is aimed at personnel who are responsible for designing, implementing, and managing effective safety activities, namely:

- XXX officials with responsibilities for regulating the aviation system

- Management of operational organizations, such as operators, maintenance, repair or overhaul facilities, and air traffic service providers

- Safety practitioners, such as safety managers and advisers

1.5.4 Users should find sufficient information herein for operation of a viable SMS.

CHAPTER 2
XXX SAFETY POLICIES

2.1 XXX Safety Policy

XXX SAFETY POLICY

Safety is the first priority in all our activities. We are committed to implementing, developing, and improving strategies, management systems, and processes to ensure all our aviation activities uphold the highest level of safety performance and meet national and international standards.

Our commitment is to:

- Develop and embed a safety culture in all our aviation activities that recognizes the importance and value of effective aviation safety management and acknowledges at all times that safety is paramount

- Clearly define for all staff their accountabilities and responsibilities in the development and delivery of aviation safety strategy and performance

- Minimize the risks associated with aircraft operations to a point that is as low as reasonably practicable/achievable

- Ensure that externally supplied systems and services that impact the safety of our operations meet appropriate safety standards

- Actively develop and improve our safety processes to conform to world-class standards

- Comply with and, wherever possible, exceed legislative and regulatory requirements and standards

- Ensure that all staff are provided with adequate and appropriate aviation safety information and training, are competent in safety matters, and are only allocated tasks commensurate with their skills

- Ensure that sufficiently skilled and trained resources are available to implement safety strategy and policy

- Establish and measure our safety performance against realistic objectives and/or targets

- Establish a non-punitive reporting system that allows all employees to report hazards, incidents/accidents, and cases of company non-compliance with Civil Aviation Regulations without fear of reprisal by the company. This policy provides

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immunity from punitive action provided the reported instance is neither willful, criminal, nor due to negligence.

- Achieve the highest levels of safety standards and performance in all our aviation activities

- Continually improve our safety performance

- Conduct safety and management reviews and ensure that relevant action is taken

- Ensure that the application of effective aviation SMSs is integral to all our aviation activities, with the objective of achieving the highest levels of safety standards and performance

Signed _____ Date_____

Chief Executive Officer (CEO), XXX

2.2 Safety Responsibilities and Accountabilities

Responsibility and accountability are closely related concepts. While individual staff members are responsible for their actions, they are also accountable to their supervisors or managers for the safe performance of their functions and may be called on to justify their actions. Although individuals must be accountable for their own actions, managers and supervisors are accountable for the overall performance of the group that reports to them. Accountability is a two-way street: Managers are also accountable for ensuring their subordinates have the resources, training, experience, etc. needed for the safe completion of their assigned duties.

2.3 Safety Responsibilities and Accountabilities at XXX

CEO /Accountable Executive (Insert title of Accountable Executive.)

Safety Accountability: The CEO / Accountable Executive is accountable to all XXX employees for safe management of company service/product [e.g., flight operations, maintenance operations, etc].

Safety Responsibility: In discharging this accountability, the CEO / Accountable Executive is responsible for:

- Authorizing a safety policy that indicates XXX safety objectives and its commitment to safety

- Ensuring an SMS is implemented at XXX

- Ensuring adequate resource allocation for design, implementation, and administration of an SMS

- Assuming the leadership role to ensure commitment throughout the organization, particularly at senior management level, to the safety management policy intent and SMS requirements

- Making XXX management and staff aware of and held accountable for their safety performance

- Evaluating XXX SMS and operational performance for effectiveness on a regular basis.

Chief Operations Officer (COO) / Flight Department Manager

Safety Accountability: The COO / Flight Department Manager is accountable to the CEO / Accountable Executive for safe and efficient operational management of XXX.

Safety Responsibility: In discharging this accountability, the COO / Flight Department Manager is responsible for:

- Uppermost responsibility for safety management at XXX

- Assuming the leadership role to ensure commitment throughout the operations department to the safety management policy intent and SMS requirements

- Ensuring that operations department management and staff are aware of safety guidelines and are held accountable for their safety performance

- Ensuring provision of adequately trained and competent workforce to permit safe operations on a daily basis

- Ensuring adequate liaison is conducted among various partners and other stakeholders for safe and efficient company operations at XXX

Safety Manager

Safety Accountability: The Safety Manager is accountable to the CEO / Accountable Executive for day-to-day management of the SMS

Safety Responsibilities: In discharging his/her safety accountability, the Safety Manager is responsible for:

- Managing the SMS implementation plan on behalf of the Accountable Executive

- Performing/facilitating hazard identification and safety risk analyses

- Monitoring corrective actions and evaluating their results

- Reporting periodically on the organization's safety performance

- Planning and organizing staff safety training

- Providing independent advice on safety matters

- Monitoring safety concerns in the aviation industry and their perceived impact on the organization's flight operations

- Coordinating and communicating (on behalf of the Accountable Executive) with the state's Civil Aviation Authority and other state agencies as necessary on safety-related issues

- Developing and implementing the company's Flight Department Emergency Response Plan (ERP)

Chief Pilot (CP)

Safety Accountability: The CP is accountable to the COO / Flight Department Manager for providing a safe operating environment for XXX flight department.

Safety Responsibilities: In discharging his/her accountability, the CP is responsible for:

- Setting and assuring safe aircraft operating standards and procedures

- Establishing and monitoring training for aircrew members

- Implementing the related SMS elements at the flight department level

Chief of Maintenance

Safety Accountability: The Chief of Maintenance is accountable to the COO / Flight Department Manager for providing airworthy aircraft in support of XXX flight operations.

Safety Responsibilities: In discharging his/her accountability, the Chief of Maintenance is responsible for:

- Setting and assuring safe maintenance standards and procedures

- Implementing and tracking time-critical maintenance directives

- Establishing and monitoring training for all maintenance technicians

- Implementing the related SMS elements at the maintenance department level

All XXX Personnel

All XXX personnel have the following safety responsibilities:

- Carry out their duties in compliance with company operating procedures and/or state civil aviation regulations

- Comply with relevant safety requirements and procedures outlined in:

    o XXX Safety Management Manual (SMM) and any supplementary manuals

    o Other authorized corporate manuals, instructions, and notices

- Apply system safety measures as required by safety management procedures and instructions

- Advise the safety manager of any safety occurrence or system failure, and identify/report any situation of potential risk or concern affecting system safety via one of the following means:

    o Report directly to their immediate supervisor/manager or safety manager

    o Via team meetings

    o Submitting either an event report or a hazard report

    o Supporting safety audits as and when they occur

    o Supporting safety investigations as and when they occur

XXX Passengers

All XXX passengers have the following safety responsibilities:

- Complying with all [Insert Regulatory Authority] aviation regulations, company operating procedures, and crew member instructions while acting as passengers aboard company aircraft

- Participating in XXX reporting system

- Participating in any relative safety training

2.4 Organizational Chart

The organizational chart of XXX is presented below.

INSERT XXX ORGANIZATIONAL CHART HERE

Sample Flight Department Organizational Chart
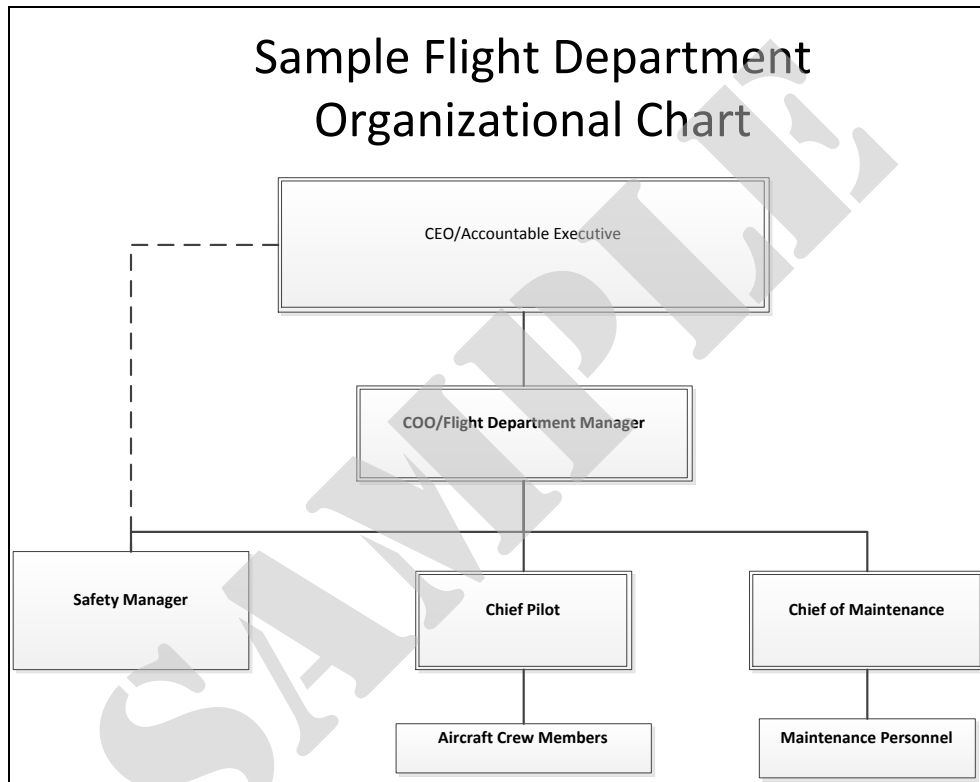
2.5 Emergency Response Plan (ERP)

The ERP at XXX serves to help mitigate risk during times of emergency and recover from an emergency situation. It is a structured plan that empowers key stakeholders to make decisions during emergencies in order to meet the goals of the plan: namely, to mitigate further/collateral harm or damage, to facilitate the safe continuation of operations during a crisis situation, and to provide for recovery of operations after the emergency.

To receive the complete SMS Manual Template, please contact Jacque Walker at smisales@univ-wea.com or (281) 782-9359.