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5366 LOGISTICS CORP

SAFETY MANAGEMENT SYSTEM

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SAFETY & COMPLIANCE

5366 LOGISTICS management is committed to providing safe, healthy, secure work conditions and attitudes with the objective of having an accident- free workplace.

—Daniel Bitton, President

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5366 LOGISTICS CORP Policy for the Safety Management Systems (SMS)

Scope and Applicability

Scope

This regulation describes the requirements for the 5366 LOGISTICS CORP SMS.

Applicability and Acceptance

Effective [date(s)], 5366 LOGISTICS CORP shall have in place a SMS that is acceptable to the company, that, as a minimum:

- identifies safety hazards,
- ensures that remedial action necessary to maintain an acceptable level of safety is implemented,
- provides for continuous monitoring and regular assessment of the safety level achieved, and
- intends to make continuous improvement to the overall level of safety.

Definitions

Note. - List intended as guidance only, definitions to be added.

Accident _____

Acceptable level of safety _____

Continuous monitoring _____

Gap analysis _____

Hazard _____

Incident _____

Mitigation _____

Occurrence _____

Oversight _____

Predictive _____

Proactive _____

Probability _____

Procedure _____

Process _____

Reactive _____

Risk _____

Safety _____

Safety assessment _____

Safety assurance _____

Safety audit _____

Safety manager _____

Safety performance indicator _____

Safety performance target _____

Safety policy _____

Safety requirement _____

Safety survey _____

SMS _____

Safety program _____

Severity _____

System description _____

5366 LOGISTICS CORP SAFETY MANAGEMENT SYSTEM MANUAL

Approved by: _____

Date: _____

This SMS manual has been developed to direct all personnel in the safe operations of 5366 LOGISTICS CORP. The manual defines the policy that governs the operation of 5366 LOGISTICS CORP.

SMS is a proactive, integrated approach to safety management. SMS is part of an overall management process that 5366 LOGISTICS CORP has adopted to ensure that the goals of 5366 LOGISTICS CORP can be accomplished. It embraces the principle that the identification and management of risk increase the likelihood of accomplishing the mission. Hazards can be identified and dealt with systematically through the hazard reporting program that facilitates continuing improvement and professionalism.

Auditing and monitoring processes ensure they are operated in such a way as to minimize the risks inherent in operations.

Safety Management Plan

Safety holds the key to 5366 LOGISTICS CORP future and affects everything we do.

This SMS manual defines 5366 LOGISTICS CORPS safety management plan. The safety management plan is the tool used to define how SMS supports 5366 LOGISTICS CORP's operations plan. The 5366 LOGISTICS CORP management is committed to the SMS and is required to give leadership to the program and demonstrate through everyday actions, the commitment to safety and its priority in the achievements of 5366 LOGISTICS CORP.

The processes in place in the safety management plan include the active involvement of all managers and supervisors, who, through planning and review, must continue to drive efforts for continuing improvement in safety and safety performance.

The term "safety management" should be taken to mean safety, health, and environmental management.

Safety audits are essential components of the safety management plan. They review systems, identify safety issues, prioritize safety issues, must involve all personnel, and enhance the safety of operations.

General

5366 LOGISTICS CORP shall establish, maintain and adhere to a SMS that is appropriate to the size, nature and complexity of the operations and the safety hazards and risks related to the operations.

Safety Policy and Objectives

General Requirements

5366 LOGISTICS CORP shall define the organization's safety policy. The safety policy shall be signed by the president of 5366 LOGISTICS CORP.

The safety policy shall be in accordance with national standards, and reflect required regulatory commitments regarding safety.

The safety policy shall be communicated, with visible endorsement, throughout the organization.

The safety policy shall include a clear statement about the provision of the necessary human and financial resources for its implementation.

The safety policy shall include the following objectives:

- commitment to implement an SMS,
- commitment to continual improvement in the level of safety,
- commitment to the management of safety risks,
- commitment to encouraging employees to report safety issues,
- establishment of clear standards for acceptable behavior, and
- identification of responsibilities of management and employees with respect to safety performance.

The safety policy shall be reviewed annually to ensure it remains relevant and appropriate to the organization.

5366 LOGISTICS CORP shall establish safety objectives for the SMS.

- The safety objectives should be linked to the safety performance indicators, safety performance targets and safety requirements of the 5366 LOGISTICS CORP's SMS.

5366 LOGISTICS CORP Definition of a SMS

- SMS can be defined as a coordinated, comprehensive set of processes designed to direct and control resources to manage safety.

- SMS takes unrelated processes and builds them into one coherent structure to achieve a higher level of safety performance, making safety management an integral part of overall risk management.

- SMS is based on leadership and accountability. It requires proactive hazard identification, risk management, information control, auditing and training. It also includes incident and accident investigation and analysis.

- The intent of this document is to assist in achieving the desired safety performance objectives as established by the company president and to allow the management team to choose the best way to develop an action plan to include the necessary components.

Why is SMS Needed?

- SMS is needed to help facilitate the proactive identification of hazards and maximize the development of a better safety culture, as well as modify attitudes and actions of personnel in order to make a safer workplace by allowing management to focus on identifying hazards, assess risk and build controls that will reduce risk to acceptable levels.

- SMS is a proven process for managing risk that ties all elements of 5366 LOGISTICS CORP together laterally and vertically and ensures appropriate allocation of resources to safety issues.

Attributes of a Safety Management System

There are fundamental attributes that will assist in ensuring the SMS is effective for 5366 LOGISTICS CORP. The core attributes of SMS are:

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- SMS management plan,
- safety promotion,
- document and data information management,
- hazard identification and risk management,
- occurrence and hazard reporting,
- occurrence investigation and analysis,
- safety assurance oversight programs,
- safety management training requirements,
- management of changes,
- emergency preparedness and response, and
- performance measurement and continuous improvement.

SAFETY MANAGEMENT SYSTEM OBJECTIVES

5366 LOGISTICS CORP SMS management plan should clearly define safety objectives, how 5366 LOGISTICS CORP intends to execute and measure the effectiveness of the SMS and how the SMS will support overall plan and/or objectives. The plan should:

- express management's commitment to safety and clearly state the policies, objectives and requirements of the SMS,

- define the structure of the SMS as well as the responsibilities and authority of key individuals for managing the SMS,

- define each element of the SMS,

- convey the expectations and objectives of the SMS to all employees,

- explain how to identify and maintain compliance with current safety regulatory requirements,

- include a lessons learned improvement process,

- implement solutions implement hazard controls,

- identify noncompliance,

- identify hazards,

- include policies, and

- safety goals.

Organizational Structure and Responsibilities

5366 LOGISTICS CORP shall identify a safety manager to be responsible and accountable on behalf of the 5366 LOGISTICS CORP for meeting the requirements of this regulation.

The safety manager shall be a member of management who shall be the responsible individual and focal point for the implementation and maintenance of an effective SMS.

Irrespective of other functions, the safety manager shall have the ultimate responsibility for the implementation and maintenance of the SMS.

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The safety manager shall have:

- full control of the human resources required for the implementation and operations of the SMS and
- final responsibility for all safety issues.

5366 LOGISTICS CORP shall identify the safety responsibilities of all members of senior management, irrespective of other responsibilities.

5366 LOGISTICS CORP shall establish the safety structure necessary for the implementation and maintenance of the organization's SMS.

Safety-related positions, responsibilities and authorities shall be defined, documented and communicated throughout the organization.

SMS Implementation Plan

5366 LOGISTICS CORP shall develop and maintain an SMS implementation plan.

The SMS implementation plan shall be the definition of the approach the organization will adopt for managing safety in a manner that will meet the organization's safety needs.

The SMS implementation plan shall include the following:

- safety policy and objectives,
- safety planning,
- system description,
- gap analysis,
- SMS components,
- safety roles and responsibilities,
- safety reporting policy,
- means of employee involvement,
- safety communication,
- safety performance measurement, and
- management review of safety performance.

5366 LOGISTICS CORP shall, as part of the development of the SMS implementation plan, complete a gap analysis to:

- identify the safety arrangements existing within the organization and
- determine additional safety arrangements required to implement and maintain the organization's SMS.

Emergency Response Plan

5366 LOGISTICS CORP shall develop and maintain and coordinate an emergency response plan that shall ensure:

- orderly and efficient transition from normal to emergency operations,
- designation of emergency authority,
- assignment of emergency responsibilities,
- coordination of efforts to cope with the emergency, and
- safe continuation of operations.

Documentation

5366 LOGISTICS CORP shall develop and maintain an SMS documentation plan, on paper or in electronic form, to describe the following:

- safety policy;
- safety objectives;
- SMS requirements, procedures and processes;
- responsibilities and authorities for procedures and processes; and
- SMS outputs.

5366 LOGISTICS CORP shall, as part of the SMS documentation, develop and maintain a safety management manual, to communicate the organization's approach to safety throughout the organization.

The safety management manual shall document all aspects of the SMS, and its contents shall include the following:

- scope of the SMS,
- safety policy and objectives,
- safety accountabilities,
- key safety personnel,
- documentation control procedures,
- hazard identification and risk management schemes,
- safety performance monitoring,
- emergency response planning,
- management of change,
- safety auditing, and
- safety promotion.

Safety Risk Management

5366 LOGISTICS CORP shall develop and maintain safety data collection and processing systems (SDCPS) that provide for the identification of hazards and the analysis and assessment of risks. 5366 LOGISTICS CORP's SDCPS shall include reactive, proactive and predictive methods of hazard identification and safety data collection.

Hazard Identification

The 5366 LOGISTICS CORP shall develop and maintain formal means of collecting, recording, acting on and generating feedback about hazards in operations, which combine reactive, proactive and predictive methods of safety data collection. The hazard identification process shall include the following steps:

- reporting of hazards, events or safety concerns;
- collection and storing the safety data;
- analysis of the safety data; and
- distribution of the safety information distilled from the safety data.

Risk Management

5366 LOGISTICS CORP shall develop and maintain a formal risk assessment and mitigation process that ensures the elimination and/or mitigation of risks to an acceptable level. Each hazard identified through the hazard identification processes shall be assessed for its safety risk tolerability in terms of

probability and severity of occurrence. 5366 LOGISTICS CORP shall define the levels of management with authority to make safety risk tolerability decisions. 5366 LOGISTICS CORP shall define safety mitigation strategies for each hazard assessed with unacceptable risk(s).

Internal Safety Investigations

As part of the SMS, 5366 LOGISTICS CORP shall develop and maintain formal processes for the internal investigation of occurrences that are not required to be investigated by the state or reported to an oversight authority.

Safety Assurance

5366 LOGISTICS CORP shall develop and maintain safety assurance processes to ensure that the safety risks controls developed as a consequence of the hazard identification and risk management activities. Safety assurance processes shall apply to the 5366 LOGISTICS CORP SMS whether the activities and/or operations are accomplished internally or outsourced.

Safety Performance Monitoring and Measurement

As part of the SMS safety assurance activities, 5366 LOGISTICS CORP shall develop and maintain the necessary means to verify safety performance of the organization in comparison with the approved safety policies and objectives, and to validate the effectiveness of implemented safety risk controls. Safety performance monitoring and measurement means shall include the following:

- safety reporting,

- safety studies,

- safety reviews,

- safety audits, and

- safety surveys.

The safety reporting procedure shall set out the conditions under which immunity from disciplinary action would be considered.

Management of Change

As part of the SMS safety assurance activities, 5366 LOGISTICS CORP shall develop and maintain a formal process for the management of change. The formal process for the management of change shall:

- identify changes within the organization that may affect established processes and services,
- describe the arrangements to ensure safety performance before implementing changes, and
- eliminate or modify safety risk controls that are no longer needed due to changes in the operational environment.

Continuous Improvement of the Safety System

As part of the SMS safety assurance activities, 5366 LOGISTICS CORP shall develop and maintain formal processes to achieve continual improvement of the SMS in order to identify the causes of underperformance of the SMS, determine the implications in its operation, and eliminate such causes. Continuous improvement of the 5366 LOGISTICS CORP SMS shall include proactive and reactive evaluations of facilities, equipment, documentation and procedures, to verify the effectiveness of

strategies for control and mitigation of safety risks and proactive evaluation of the individuals' performance, to verify the fulfillment of safety responsibilities.

Safety Promotion

5366 LOGISTICS CORP shall develop and maintain formal safety training and safety communication activities to create an environment where the safety objectives of the organization can be achieved.

Safety Training

As part of its safety promotion activities, 5366 LOGISTICS CORP shall develop and maintain a safety-training program that ensures that personnel are trained and competent to perform the SMS duties. The safety scope of the safety training shall be appropriate to the individual's involvement in the SMS. The safety manager shall receive safety awareness training regarding:

- SMS roles and responsibilities,
- safety policy,
- SMS objectives, and
- safety assurance.

Safety Communication

As part of its safety promotion activities, 5366 LOGISTICS CORP shall develop and maintain formal means for safety communication to:

- ensure that all staff members are fully aware of the SMS,
- convey critical safety information,
- explain why particular safety actions are taken, and
- explain why safety procedures are introduced or changed.

Formal means of safety communication shall include:
- safety policies and procedures and
- newsletters and/or safety bulletins.

Quality Policy

5366 LOGISTICS CORP shall ensure that the organization quality policy is consistent with, and supports the fulfillment of, the activities of the SMS.

Implementation Plan of the SMS

This implementation proposes, but does not mandate, a phased implementation of the 5366 LOGISTICS CORP SMS;

Phase 1

- Provide a blueprint on how the SMS requirements will be met and integrated into the organization's work activities, and an accountability framework for the implementation of the SMS:
- Identify the safety manager and the safety accountabilities of managers.
- Identify the person (or planning group) within the organization responsible for implementing the SMS.
- Describe the system, (approved maintenance organization).

- Conduct a gap analysis of 5366 LOGISTICS CORP for establishing an SMS.
- Develop an SMS implementation plan that explains how the organization will implement the SMS on the basis of the gap analysis.
- Develop documentation relevant to safety policy and objectives.
- Develop and establish means for safety communication.

Phase 2

Implements those elements of the SMS implementation plan that refer to safety risk management reactive processes:
- investigation and analysis and
- hazard identification and risk management.
- training relevant to:
  - SMS implementation plan components and
  - safety risk management (reactive processes).
- documentation relevant to:
  - SMS implementation plan components and
  - safety risk management (reactive processes).

Phase 3

Implements those elements of the SMS implementation plan that refer to safety risk management proactive processes:
- investigation and analysis and
- hazard identification and risk management.
- training relevant to:
  - SMS implementation plan components and
  - safety risk management (proactive processes).
- documentation relevant to:
  - SMS implementation plan components and
  - safety risk management (proactive processes).

Implements operational safety assurance:
- development of acceptable level(s) of safety,
- development of safety indicators and targets,
- SMS continuous improvement plan,
- training relevant to operational safety assurance, and
- documentation relevant to operational safety assurance.

Safety promotion. Safety must be recognized as a "core value." Procedures, practices, training and the allocation of resources must clearly demonstrate management's commitment to safety. Effective methods to promote safety include:

- Publish a statement of management's commitment to the SMS.
- Management should demonstrate their commitment to SMS by example.
- Communicate the outputs of the SMS to all employees.
- Provide training for personnel commensurate with their level of responsibility.
- Define competency requirements for those individuals in key positions.
- Document, review and update training requirements.
- Share lessons learned that promote improvement of the SMS.
- Have a safety feedback system with appropriate levels of confidentiality.

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- Promote participation by all personnel in the identification of hazards.
- Implement a "just culture" process that ensures fairness and open reporting in dealing with human error.

Documents and data information management should have procedures to identify and manage the information necessary to ensure compliance with SMS policies, procedures and goals. Key elements include:

- Document and publicize 5366 LOGISTICS CORP's safety policies, objectives and SMS procedures.
- Identify the safety regulations that govern 5366 LOGISTICS CORP.
- Provide all employees access to pertinent regulatory information.
- Consolidate documentation describing the systems for each SMS component.
- Provide change control for all applicable documents.
- Have a process to communicate changes in documents to all personnel.
- Document and data information management.
- Promptly remove obsolete documents.
- Establish periodic review of documents.
- Hazard identification and risk management.

The SMS needs to include a process to identify hazards and develop processes to identify and manage risks. Key elements of hazard identification and risk management programs are:

- proactive identification of existing and potential hazards, which includes those hazards associated with 5366 LOGISTICS CORP change when 5366 LOGISTICS CORP is undergoing rapid growth, introducing new services, new equipment or new personnel;
- a process to prioritize risk management;
- a method to track identified hazards; and
- a risk assessment matrix is a useful tool to identify the level of risk and the levels of management approval required for any risk management plan. There are various forms of this matrix, but they all have a common objective to define the potential consequences or severity of the hazard versus the probability or likelihood of the hazard.

Occurrence and Hazard Reporting

Occurrences are unplanned safety-related events, including accidents and incidents that could impact the safety of guests, passengers and personnel, equipment or the work environment. The identification of a hazard provides an opportunity to learn how to prevent accidents and incidents it might cause. Procedures need to be in place for internal reporting of hazards. Timely collection of information allows 5366 LOGISTICS CORP to react to the information.

A hazard reporting form should be simple, convenient and available to all employees. Hazard reporting programs should include:

- feedback to the reporting person;
- a process for analyzing data, safety reports and other safety-related information;
- ongoing monitoring to confirm the effectiveness of corrective action;
- ongoing monitoring to identify hazardous trends;
- a non- punitive discipline policy for persons that report hazards; and
- provisions for anonymous reporting of hazards.

Occurrence Investigation and Analysis.

Every hazard, incident or accident needs to be investigated for the purpose of gathering information that may help prevent similar occurrences. An initial risk assessment will assist in determining the extent of the full investigation. Reports that demonstrate a high potential hazard should be investigated in greater depth than those with low potential. The investigation or hazard analysis should:

- Determine "what" and "why" the event happened, rather than "who's to blame."
- Ensure the person(s) conducting the investigation is technically qualified and has access to other personnel with expertise that may assist with the investigation.
- Identify immediate causal and contributing factors.
- Look at 5366 LOGISTICS CORP factors that may exacerbate the hazard or incident.
- Identify both acts of omission and commission.
- Provide a report to the safety manager with the authority to implement recommendations.

Safety assurance oversight rograms evaluate the effectiveness of 5366 LOGISTICS CORP's SMS. They:

- Help management improve safety services.
- Evaluation of the safety program should include external assessments by professionals or peers 5366 LOGISTICS CORP. Safety oversight is provided in part by some of the attributes of the SMS such as occurrence reporting and investigation. However, safety assurance and oversight programs need to proactively seek out potential hazards based on available data as well as evaluating 5366 LOGISTICS CORP's safety program. This can best be accomplished by:
    - conducting internal assessments of operational processes at regularly scheduled intervals,
    - utilizing checklists tailored to 5366 LOGISTICS CORP's operations when conducting safety evaluations,
    - assessing the activities of contractors where their services may affect the safety of the operation, and
    - having assessment of evaluator's processes conducted by an independent source.
- Documenting results and corrective actions
    - documenting positive observations,
    - categorizing findings to assist in prioritizing corrective actions,
    - sharing the results and corrective actions with all personnel, and
    - utilizing available technology such as health usage monitoring systems to supplement quality and maintenance programs as well as supporting programs to monitor and evaluate aircrew operations.

Safety management training requirements. All personnel should be given introductory and recurrent SMS training. When establishing training requirements for 5366 LOGISTICS CORP, you should:
- include a safety orientation for all new personnel, stressing 5366 LOGISTICS CORP's commitment to safety and everyone's role in the SMS;
- document competency requirements for personnel;
- have a system to track training requirements; and
- make effective use of conferences, workshops, literature and trade journals.

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Management of Changes

Unless properly managed, changes to 5366 LOGISTICS CORP structure, personnel, documentation, processes or procedures can result in the inadvertent introduction of hazards and increased risk. When making changes, the following should be done to minimize the potential of increasing risk:

- analyze changes in operational procedures or processes to identify any required changes in training, documentation or equipment;
- changes in location, equipment or operating conditions should be analyzed for any potential hazards;
- ensure all maintenance and operation manuals are kept posted with the most current changes;
- have a process to ensure that all personnel are made aware of and understand any changes in requirements, procedures and applicable maintenance and operator manuals; and
- define the level of management that must approve a change.

5366 LOGISTICS CORP and HUMAN REQUIREMENTS

With SMS, policies and procedures are the ways 5366 LOGISTICS CORP expresses and achieves their desired level of safety. Policies characterize the nature and performance of the 5366 LOGISTICS CORP, and procedures define how to execute policies.

Policy

Policy is information that establishes a basic requirement for how 5366 LOGISTICS CORP functions (what you want to do). It should be short and to the point. All employees should also know what 5366 LOGISTICS CORP's policies are so they can base their expectations on them. Policies guide the development of procedures.

Procedures

Procedures define the actual methods that 5366 LOGISTICS CORP uses to apply their policies (how you do what you want to be done).

Human Requirements.

People execute policies, procedures and responsibilities; duties and authorities define their role.

Responsibility

Responsibility involves the requirement to perform certain work. The responsible person must be trained and competent. There must be a way for the responsible person to take appropriate action when performance or conduct is required, such as counseling, training, requalification, discipline or removal of the person to whom authority has been delegated.

Authority

Authority is the power vested in an individual. To be effective, the assigned responsibility must include commensurate authority. Authority does not need to be absolute, but it does need to be effective. Training must include limitations of authority. Authority should be documented in employees' personnel records as well as the policy manual. This allows others to recognize their authority and to establish the transfer of authority from the responsible person to the employee.

Duty

Duty is something a person should do. It is a moral, ethical obligation to act. For example, all employees have the duty to report unsafe conditions. To be effective, a single method of reporting should be established to ensure that information is managed effectively. Every person's duties should be identified, and the methods that they should use to execute those duties should be described. Duties apply to persons at every level of 5366 LOGISTICS CORP. Some duties are described at a higher level (i.e., management's duty to maintain a safe workplace, and that duty is tied to their responsibilities and authority).

5366 LOGISTICS CORP must train their personnel in their duties and authority. The duties and authorities should be spelled out in a short position description. The goal should be to build a SMS that has well-balanced duties, responsibilities and authorities.

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Implementing a SMS

Integrating a coherent SMS can be done in incremental steps. The following checklist is a guide in validating that the attributes of a SMS are implemented.

Management Plan

- Policies, objectives and requirements of the SMS are published.
- 5366 LOGISTICS CORP structure and key individuals and responsibilities are defined.
- Elements of the SMS are defined.
- Expectations and objectives of the SMS are conveyed to employees.
- A method to identify and maintain compliance with safety and regulatory requirements is created.

Safety Promotion

- Senior management's commitment to the SMS is published.
- Senior management visibly demonstrates their commitment to SMS.
- Outputs of the SMS are communicated to all employees.
- Initial and recurrent training is provided to all personnel.
- Competency requirements are defined for those individuals in key positions.
- Training requirements are documented and periodically reviewed.
- Lessons learned are shared to promote improvement of the safety program.
- An employee safety feedback system is established.
- A "Just Culture" process is in place.

Document and Data Information Management

- safety policies, objectives and SMS requirements are publicized;
- safety regulations that govern 5366 LOGISTICS CORP identified;
- pertinent safety and regulatory information provided to all employees;
- documentation describing the systems for each SMS component consolidated;
- change control system in place for applicable documents;
- personnel are educated on changes in documents;
- obsolete documents are promptly removed; and
- periodic review of documents.

Hazard Identification and Risk Management

- Procedures exist to identify potential hazards proactively.
- Potential hazards are considered when making changes within 5366 LOGISTICS CORP.
- Risk management plans are prioritized and approved by appropriate level of management.
- Identified hazards are tracked for closure.

Occurrence and Hazard Reporting

- employees receive feedback on reported hazards,
- safety data analyzed, and
- corrective actions monitored for effectiveness.

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Hazards Are Monitored to Identify Trends

- a non- punitive disciplinary policy in place for reporting hazards and
- provisions for anonymous submittals of hazards.

Occurrence Investigation and Analysis

- investigations conducted to determine root cause,
- person(s) conducting the investigation technically qualified,
- investigations identify what can be done to prevent future occurrences,
- both the immediate causal factors and the contributory factors identified,
- investigations include looking at the 5366 LOGISTICS CORP factors,
- acts of omission and commission identified, and
- investigation reports provided to manager that has accountability and authority.

Safety Assurance Oversight Programs

- evaluations of operational processes conducted at regular intervals,
- checklists are utilized to conduct safety evaluations,
- contractor activities included in safety oversight programs,
- processes evaluated by a non- stakeholder,
- results and corrective actions documented,
- positive observations documented,
- findings categorized,
- results and corrective actions shared with all employees, and
- available technology used.

Safety Management Training Requirements

- safety orientation for all new employees,
- competency requirements documented,
- training requirements documented,
- regularly scheduled safety meetings, and
- key personnel continuously educated on safety management best practices.

Management of Changes

- operational procedures analyzed;
- changes in location, equipment or operating conditions analyzed;
- maintenance and operator manuals are posted with current changes;
- personnel are made aware of and understand any changes; and
- level of management with authority to approve changes identified.

Emergency Preparedness and Response

- plan is readily available at workstations,
- plan is relevant and useful,
- emergency response plan periodically tested,
- be updated when contact details change,
- personnel briefed on the plan and their responsibilities,
- training in emergency response procedures provided,
- responsibilities defined for immediate response personnel,

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- responsibilities defined for secondary response personnel,
- responsibilities defined for site security and accident investigation,
- procedures for next of kin notification,
- procedure for claims and insurance, and
- procedures for recovery.

Performance Measurements

- safety performance monitoring used as feedback to improve the system;
- address individual areas;
- are specific, measurable, achievable, results-oriented, timely (SMART); and
- linked to 5366 LOGISTICS CORP's business performance measures.

Safety Policy

Management is committed to providing safe, healthy, secure work conditions and attitudes with the objective of having an accident- free workplace. 5366 LOGISTICS CORP's leadership is committed to:

- ongoing pursuit of an accident-free workplace, including no harm to people, 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;
- a culture of open reporting of all safety hazards;
- support for safety training and awareness programs;
- conducting regular audits of safety policies, procedures and practices;
- monitoring industry activity to ensure best safety practices are incorporated into 5366 LOGISTICS CORP;
- providing the necessary resources to support this policy; and
- requiring all employees to have the duty to maintain a safe work environment through adherence to approved policies, procedures, and training; shall familiarize themselves, and comply with safety policies and procedures.

All levels of management are accountable for safety performance, starting with the company president. To be a good leader, you must be a good safety leader. 5366 LOGISTICS CORP is strengthened by making safety excellence an integral part of all activities.

Safety Principles

Management embraces the following safety principles:

- always operate in the safest manner practicable
- 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, initiate a hazard or safety incident.
    - Never take unnecessary risks.
    - Safe does not mean risk-free.
    - Everyone is responsible for the identification and management of risk.
    - Familiarity and prolonged exposure without a mishap leads to a loss of appreciation of risk.

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The 5366 LOGISTICS CORP Structure and Safety Responsibilities

5366 LOGISTICS CORP's structure is described in the operations manual. The company president is responsible for the following safety accountabilities:

- all operations are conducted in the safest manner practicable;
- ensuring the safety of all employees, customers, passengers and visitors;
- development of long- term safety objectives, including establishment of safety policies and practices; and
- implementation of management systems that will establish and maintain safe work practices.

The 5366 LOGISTICS CORP safety manager is responsible for the following safety accountabilities:

- ensuring all 5366 LOGISTICS CORP personnel understand applicable regulatory requirements, standards, and the 5366 LOGISTICS CORP safety policies and procedures;
- identification and development of resources to achieve safe operations;
- observing and control safety systems by monitoring and supervision;
- measuring personnel performance compliance with the 5366 LOGISTICS CORP goals, objectives and regulatory requirements; and
- reviewing standards and the practices of the 5366 LOGISTICS CORP personnel as they impact safety.

Compliance with Standards

All personnel have the duty to comply with approved standards. These include the 5366 LOGISTICS CORP policy, procedures, and government regulations. Research shows that once you start deviating from the rules, you are almost twice as likely to commit an error with serious consequences.

Breaking the rules usually does not result in an accident; however, it always results in greater risk for the operation, and 5366 LOGISTICS CORP supports the principle of, "NEVER take unnecessary risks."

Intentional Noncompliance with Standards

Behavior is a function of consequences. Management is committed to identifying deviations from standards and taking immediate corrective action. Corrective action can include counseling, training, discipline, or removal. Corrective action must be consistent and fair.

5366 LOGISTICS CORP management makes a clear distinction between honest mistakes and intentional non- compliance with standards. Honest mistakes occur, and they should be addressed through counseling and training.

Research has shown that most accidents involve some form of flawed decision-making. This most often involves some form of non- compliance with known standards. Non- compliance rarely results in an accident; however, it always results in greater risk for the operation.

5366 LOGISTICS CORP policy agrees with the following conclusions:

- Compliance with known procedures produces known outcomes.
- Compliance with standards helps guarantee repeatable results.
- Bad rules produce bad results.
- Complacency affects the safe operation of the and cannot be tolerated.
- Standards are mechanisms for change.

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- The hardest thing to do and the right thing to do are often the same thing.

Rewarding People

Reward systems are often upside down. Reinforced bad behavior breeds continued bad behavior. This is unacceptable. 5366 LOGISTICS CORP is committed to the principle that people should be rewarded for normal, positive performance of their duties that complies with the 5366 LOGISTICS CORP standards. Personnel will not be rewarded for accomplishing the mission by breaking the rules.

Safety Promotion

Safety is promoted as a core value. Procedures, practices and allocation of resources and training must clearly demonstrate 5366 LOGISTICS CORP's commitment to safety. We must change the perception that the mission is what's most important no matter what the risk. The following methods are used to promote safety:

- posting the safety policy in prominent locations,
- starting meetings with a comment or review about safety issues,
- having a safety bulletin board, and
- having an employee safety feedback process.

Document and Data Information Control

All safety documents are controlled through the safety manager. Procedures are incorporated into each of these documents.

The safety manager is responsible for maintaining safety-related data, including the minutes of safety meetings, information on hazard and risk analysis, risk management, remedial action, incident and accident investigations and audit reports.

Hazard Identification and Risk Management

Risk management is the identification and control of risk. It is the responsibility of every member of 5366 LOGISTICS CORP. The first goal of risk management is to avoid the hazard. 5366 LOGISTICS CORP should establish sufficient independent and effective barriers, controls and recovery measures to manage the risk posed by hazards to a level as low as practicable. These barriers, controls and recovery measures can be equipment, work processes, standard operating procedures, training or other similar means to prevent the release of hazards and limit their consequences should they be released. 5366 LOGISTICS CORP should ensure that all individuals responsible for critical safety barriers, controls and recovery measures are aware of their responsibilities and competent to carry them out. 5366 LOGISTICS CORP should establish who is doing what to manage key risks and ensure that these people and the things they should do are up to the task.

The systematic identification and control of all major hazards are foundational. The success of 5366 LOGISTICS CORP depends on the effectiveness of the hazard management program.

Hazards are identified through employee reporting, safety meetings, audits and inspections. 5366 LOGISTICS CORP's president is responsible for accepting or denying operations and manages risk through the risk assessment matrix.

When a major change in operations, equipment or services is anticipated, the management of change process should include hazard identification and risk management processes.

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The risk assessment matrix is a graphic portrayal of risk as the product of probability on one axis (exposure, frequency or likelihood) and potential consequence on the other axis (loss generated from the outcome).

The risk assessment matrix shows an assigned value, and has broad application for qualitative risk determination as well as graphically presenting risk criteria.

The data from the risk assessment(s) is entered into the risk assessment form and is maintained by the safety manager and/or chief of logistics. These risk assessment forms make up the list of hazards for 5366 LOGISTICS CORP.

AUDIT CHECKLISTS

General Information:

This checklist is applicable to all internal and external audits.

Audit Information	
Person /Organization undertaking audit	
5366 LOGISTICS CORP unit being audited	
Information Sources	
Documents reviewed	List all documents reviewed during the course of the audit. Note: This includes all safety reports and safety checklists for the previous 12 months.
Individuals interviewed	List all persons interviewed including title.
Operations assessed	List all operations that were observed during the course of the audit. Note: For the observation phase of the audit use safety checklists.

Management

Is there a formal safety policy statement?	
Does the policy statement explicitly address safety?	
Is the safety policy statement endorsed by the company president?	
Is the safety policy statement reviewed and revised at suitable intervals	
Is the safety policy publicized within 5366 LOGISTICS CORP?	
Are safety performance indicators defined?	
Are levels of safety reviewed to check that they are still appropriate	
Is the organization's SMS readily available to staff?	
Does the safety policy state that each individual has responsibility for safety?	
Does the safety policy state who is ultimately accountable for safety in the organization?	
Does the organization have a dedicated safety manager?	
Does the safety manager report directly to senior management?	
How, and by whom, are internal safety standards and procedures conducted?	
Are safety standards and procedures reviewed regularly?	
How is noncompliance with organizational safety standards and procedures identified and dealt with?	
How is non-compliances with safety standards and procedures identified and dealt with?	

Are safety accountabilities reviewed after an organization change has taken place?	
Are safety accountability and reporting of divisions linked to the SMS organization?	
Does 5366 LOGISTICS CORP have an active safety committee?	
What processes are in place for staff to raise safety concerns with senior management?	
How, and by whom, are safety improvement suggestions investigated?	
How, and by whom, are all proposed changes to operations or equipment assessed to determine their safety impact?	

Internal Accident/Incident Investigation

Does a process exist for investigating accidents and/or incidents?	
Is the process investigating significant safety occurrences defined?	
How are accidents/incidents reported? By whom?	
How are reports of accidents/incidents investigated and recorded? By whom?	
Who decides if corrective action is necessary?	
How are corrective actions monitored to ensure implementation?	
Is there a requirement for safety audits within the organization?	
Who determines the need for corrective actions arising from the results of safety audits?	

Training

Are safety responsibilities defined for each individual?	
Are individuals properly licensed to operate?	
How are the competency requirements determined for safety responsibilities? By whom? Consider equipment operation, driving on airside, etc.	
Where are the competency requirements for safety responsibilities recorded?	
How is it decided if a member of staff meets the competency requirements for safety responsibilities?	
How often are staff competencies reviewed to ensure that the staff remains competent for their safety responsibilities?	
What process is followed if it is determined that a member of staff is not fully competent for the safety responsibilities assigned?	

Comment [Editor1]: What's this?

Supervision

What arrangements are in place to enable detection of safety deviations from policy standards and procedures?	
Is the supervision proportionate to the safety requirements of the practice or procedure?	
Are practices and procedures that affect safety routinely monitored?	

Equipment/Vehicle Maintenance

Is there a procedure for determining if equipment/vehicles meet safety requirements?	
What is the frequency of the equipment/vehicle checks for safety requirements? What is checked?	
Are there formal records of the safety checks of non-vehicular equipment? Review a sample of the records.	

Subcontractors

Management

Does the contract state the subcontractor must satisfy safety management standards and procedures?	
How are the safety requirements for subcontractors determined and by whom?	
How, and by whom, are safety requirements communicated to the subcontractors?	
How, and by whom, is it decided whether the subcontractor has an acceptable SMS in place?	
What procedures are in place to check that subcontractors comply with safety requirements?	
How is the competence of subcontractors' staff checked? Check records retraining to utilize equipment, etc.	
Does the subcontractor have a safety committee?	
How is the competence of subcontractor staff checked?	
What process is followed if it is determined that a member of the subcontractor's staff is not fully competent for the safety responsibilities assigned?	
What arrangements are in place to enable detection of safety deviations from policy, standards and procedures?	
Is the supervision proportionate to the safety requirements of the practice or procedure?	
Are practices and procedures that affect safety monitored routinely?	

Note: In auditing the subcontractor directly, the checklists should be used.

Internal Audits

Does the maintenance management system define systems and equipment required for safe operations? Review maintenance management system documents.	
Are critical safety systems and equipment inspected on a regular basis? How often?	
How are critical safety maintenance deficiencies reported? How many have occurred in the past 12 months?	
How and who follows up on subcontractor's repairs of critical safety systems and equipment?	
If replacement or major repair of critical safety systems is required, how is this addressed?	
What authorities are required for the capital replacement of critical safety systems or equipment?	
Are regular condition reports prepared for mission critical equipment noting any safety deficiencies? How are these reports followed up? By whom?	
Are risk assessments of identified and potential hazards undertaken? By whom?	
Have staff received safety training? How is this recorded?	
Have any safety incidents/accidents occurred in the previous 12 months where equipment, systems or infrastructure was determined to be a part of the causal factors? How were these followed up?	
Are vehicles and equipment subject to a check of safety systems on a regular basis? What is the frequency?	

Operations

What training driving and other vehicle safety responsibilities are there?	
How is this training recorded?	
Who determines the training requirements? What are these requirements based on?	

Who monitors the driving safety practices and procedures?	
What training is given to driver's safety and driving in disaster areas? How is it recorded?	
Do drivers inspect safety systems and equipment in vehicles prior to operation? How is this recorded?	
How are deficiencies or safety hazards reported? Review reports for last 12 months.	
How are reports followed up? Is a record kept?	
Are the calibrations that are required regularly checked? By who? How are reports followed up?	

Management/Reporting

What arrangements are in place to enable the detection of safety deviations from policy, standards and procedures?	
Are safety responsibilities defined for each individual working in the unit?	
Where are the competency requirements for safety responsibilities recorded?	
How is it decided if a staff member meets the competency requirements for safety responsibilities?	
How often are staff competencies reviewed to ensure that staff remains competent to execute their safety responsibilities?	
What process is followed if it is determined that a member of staff is not fully competent for their safety responsibilities?	

Supervision

Is sufficient staff available to meet current and future operational requirements?	
What arrangements are in place to enable the detection of safety deviations from policy, standards and procedures?	
Is the level of supervision proportionate to the safety requirements of the unit?	

Are practices and procedures affecting safety, monitored routinely?	

Training

Are staff given re-currency training to ensure that they can maintain their competency following periods of significant absence?	
Do staff members receive training prior to the introduction of any new equipment or new procedures?	

Operating

Does the unit have adequate operational and supervisory staff to provide safe services?	
Have there been any recent changes to procedures or equipment used to perform SMS tasks?	
Are practices and procedures that affect safety monitored routinely?	
Are procedures documented as current?	
Are employees well rested before beginning their work?	
What arrangements are in place to enable detection of safety deviations from policy, standards and procedures?	

Equipment

Do staff members have reliable and adequate systems to assure safe operations?	
Is there a procedure for determining whether the equipment meets safety requirements?	
Are written records maintained when critical safety equipment fails? Review all records.	

5366 LOGISTICS CORP Voluntary Safety Report

The information supplied in this form will only be used to enhance safety. You may choose not to provide your name. If you do provide your name, upon receipt of this form, your name and position will be removed and discarded. Under no circumstances will your identity be disclosed to any person without your expressed permission.

When you have completed your part of the form, it should be given to the safety manager or any member of the safety committee. If you wish to provide your name and not have the safety manager know your identity, you may give this to the safety manager in complete confidentiality.

Name: _____

Organization Position: _____

[Name and position to be discarded by the safety manager]

Part A

To be completed by the person identifying the hazard

Please fully describe the hazard.

Date of occurrence: _____ Time: _____

Location: _____

Description: _____

_____

_____

_____

_____

_____

_____

In your opinion, what is the likelihood of a similar occurrence happening again?

Likely				Rare
1	2	3	4	5

What do you consider could be the worse possible consequence if this occurrence did happen again?

Catastrophic				Minor damage
1	2	3	4	5

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Part B

To be completed by the safety manager

The report has been reviewed and entered into the company database

Signature: _____ Date: _____

Name _____

Rate the likelihood of the hazard recurring

Very Likely   Rare
1   2   3   4   5

Rate the worst-case consequences

Catastrophic   Minor Damage
1   2   3   4   5

What action is required to ELIMINATE or CONTROL the hazard and PREVENT injury?

Resources Required: _____

_____

Responsibility for action: _____

_____

Referred to _____ for further action.

Signature: _____ Date: _____

Forwarded to the safety committee for review.

Signature: _____ Date: _____

Appropriate Feedback given to staff.

Signature: _____ Date: _____

Accident and Incident Report Form

To be completed by the safety officer for all accidents and incidents which would likely seriously endanger people, vehicles, or equipment.

Name of person that completed this report:_____

Organization and position:_____

Telephone number:_____

Date of accident/incident:_____

Time:_____

Location:_____

Date of report:

Names of witnesses

Witness 1
Name:_____

Address:_____

Telephone:_____

Witness 2
Name:_____

Address:_____

Telephone:_____

Witness 3
Name:_____

Address:_____

Telephone:_____

Details of the accident/incident:
(Include details of people involved, vehicles, and equipment. Include details of what took place that contributed to the accident/incident.)

_____

_____

_____

_____

_____

_____

_____

_____

Details of any injuries:
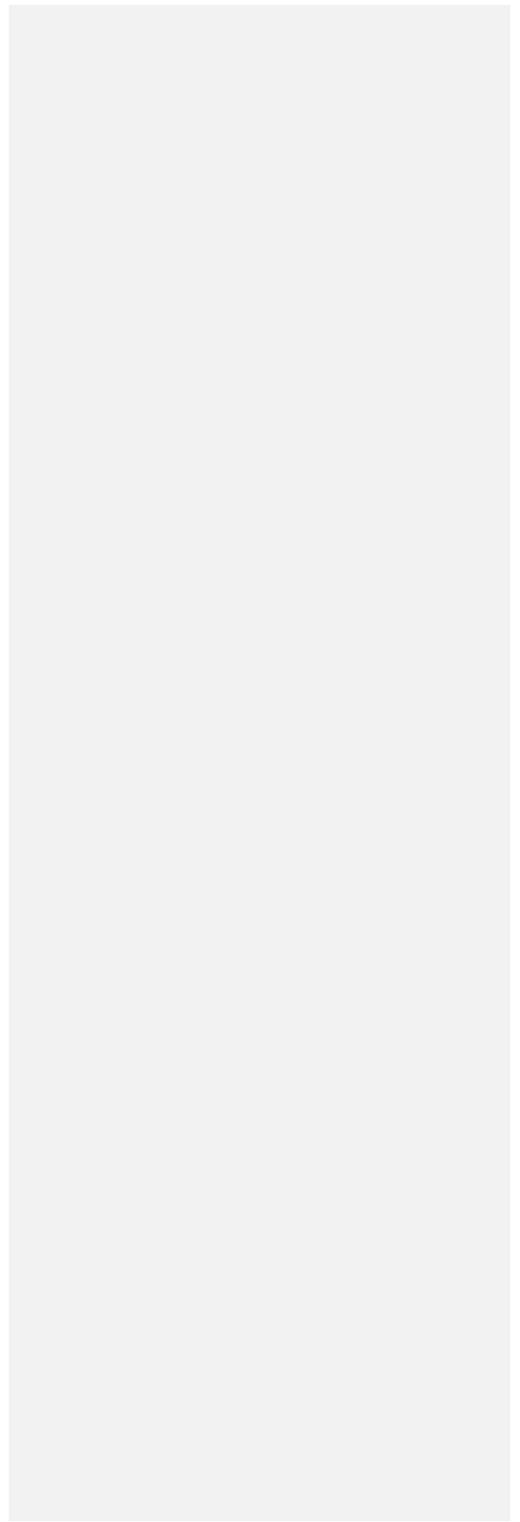
_____

_____

_____

Details of damage to vehicles/equipment/facilities:

_____

_____

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Gap Analysis Model Form

(DRAFT)

1. **Background**

The gap analysis form is intended to assist the newly formed 5366 LOGISTICS CORP safety committee with the implementation of a SMS.

The gap analysis is created against generally accepted SMS concepts and components. The draft form provides, in checklist format, information to assist in the evaluation of the components of the safety system presently in place and/or lead to the identification of those components of an SMS that will need to be developed.

Once the gap analysis is complete and fully documented, the items identified as missing or deficient will form one basis of the SMS implementation plan. Each item will be assessed to determine how the 5366 LOGISTICS CORP will create or modify policies, procedures or processes to incorporate the required SMS components and elements.

Each component, element or project should be assigned milestones including a termination date to ensure that completion does not fall outside acceptable time limits as prescribed by the company president.

2. **Safety Management Systems Framework**

5366 LOGISTICS CORP SMS FRAMEWORK

5366 LOGISTICS CORP Safety Policy and Objectives

– Management commitment and responsibility

– Safety accountabilities of managers

– Appointment of key safety personnel

– SMS implementation plan

– Coordination of the emergency response plan

– Documentation

5366 LOGISTICS CORP Safety Risk Management

– Hazard identification processes

– Risk assessment and mitigation processes

– Internal safety investigations

5366 LOGISTICS CORP Safety Assurance

– Safety performance monitoring and measurement

– The management of change

– Continuous improvement of the safety system

5366 LOGISTICS CORP Safety Promotion

– Training and education

– Safety communication

Gap Analysis Draft Form

5366 LOGISTICS CORP SMS Framework	Response (*Yes/No*)	If *yes*, state where the requirement is addressed. If *no*, record SMS processes that need further development
Safety Policy and Objectives		
Does the SMS have defined components established, maintained and adhered to?		
Is the SMS appropriate to the size and complexity of the 5366 LOGISTICS CORP?		
Is there a written safety policy in place?		
Have safety objectives been established?		
Are safety objectives publicized and distributed?		
Is there a formal process to develop a coherent set of safety goals?		
Is there a formal process to develop and maintain a set of safety performance indicators and safety performance markers?		
Has 5366 LOGISTICS CORP based its SMS on the safety policy?		
Is the safety policy approved by the company president?		
Is the safety policy approved by company risk management?		
Does the safety policy call to be reviewed periodically?		
Is there a policy in place that ensures that employees are free to report safety deficiencies, hazards or occurrences without being subject to unjust discipline?		

Does the 5366 LOGISTICS CORP safety manager have responsibility for ensuring that the SMS is properly implemented and performing to requirements in all areas of the organization?		
Does the safety manager have control of human resources required for the proper execution of 5366 LOGISTICS CORP SMS responsibilities?		
Is the safety manager qualified to oversee the operation of the SMS?		
Does the safety manager overseeing the operation of the SMS fulfill the required job functions and responsibilities?		
Are the safety authorities, responsibilities and accountabilities of personnel at all levels of the organization defined and documented?		
Do all personnel understand their authorities, responsibilities and accountabilities in regard to all safety management processes, decisions and actions?		
Does the organization have an emergency response procedure as a part of the SMS?		
Have the emergency response procedures been documented, implemented and assigned to a responsible manager?		
Does the SMS call for the emergency response procedures to be periodically reviewed as part of the management review of the SMS, and after key personnel and organizational change?		
Does 5366 LOGISTICS CORP have a process to distribute the emergency response procedures and to communicate the content to all personnel?		

Does 5366 LOGISTICS CORP have an emergency response plan for conducting drills and exercises with all key personnel at specified intervals?		
Has a documented procedure been established and maintained for identifying applicable regulatory requirements?		
Are regulations, standards and exemptions planned for periodic reviews to ensure that the most current information is available?		
Is there consolidated documentation that describes the 5366 LOGISTICS CORP SMS and the interrelationships between all its components?		
Does this information reside or is it incorporated into approved documentation, such as the 5366 LOGISTICS CORP Emergency Operations Manual, and/or other manuals, as applicable, as required by regulation and include the information in a controlled document?		
Does the 5366 LOGISTICS CORP SMS have a records system that ensures the generation and retention of all records necessary to document and support operational requirements, and is it in accordance with applicable regulatory requirements and industry best practices?		
Does the system provide the control processes necessary to ensure appropriate identification, legibility, storage, protection, archiving, retrieval, retention time, and disposition of SMS-related records?		
Safety Risk Management		
Does 5366 LOGISTICS CORP have a reactive process or system that provides for the capture of internal information including incidents, accidents and other data relevant to safety and risk management?		

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Is the reactive reporting process simple and accessible?		
Does the 5366 LOGISTICS CORP SMS have a plan to review reactive reports at the appropriate level of management?		
Is there a feedback process to notify contributors that their reports have been received and to share the results of the analysis?		
Is there a process in place to monitor and analyze trends?		
Does the 5366 LOGISTICS CORP SMS have a plan for corrective and preventive actions in response to events?		
Does 5366 LOGISTICS CORP have a process or system that provides for the capture of internal information including hazard identification, occurrences and other data relevant to safety?		
Is the proactive reporting process simple and accessible?		
Is there a structured process for the assessment of risk associated with identified hazards, expressed in terms of severity, and probability of occurrence?		
Are there criteria for evaluating risk and the acceptable level of risk the 5366 LOGISTICS CORP is willing to accept?		
Does 5366 LOGISTICS CORP have risk management strategies that include corrective/preventive action plans to prevent recurrence of reported occurrences and deficiencies?		

Safety Assurance		
Are regular and periodic, planned reviews conducted regarding safety performance, internal audit results, hazard and occurrence investigations, hazard and occurrence analysis results, internal/external feedback analysis/results, status of corrective actions, follow-up actions from previous management reviews, changes that could affect safety, recommendations for improvement and sharing of best practices across 5366 LOGISTICS CORP?		
Is there a process to evaluate the effectiveness of corrective actions?		
Are proactive reports reviewed at the appropriate level of management?		
Is there a feedback process to notify contributors that their reports have been received and to share the results of the analysis?		
Is there a process in place to monitor and analyze trends?		
Has 5366 LOGISTICS CORP planned self-evaluation processes, such as regularly scheduled reviews, evaluations, surveys, operational audits, assessments, etc.?		
Are corrective and preventive actions generated in response to risk analysis?		
Is a process in place for analyzing changes to operations or key personnel for risks?		
Are there procedures in place to conduct investigations?		
Do measures exist that ensure all reported occurrences and deficiencies are investigated?		

Is there a process to ensure that occurrences and deficiencies reported are analyzed to identify all associated hazards		
Are corrective and preventive actions generated in response to event investigation and risk analysis?		
Does 5366 LOGISTICS CORP have a process for evaluating the effectiveness of the corrective/ preventive measures that have been developed?		
Are corrective/preventive actions, including timelines, documented?		
Does 5366 LOGISTICS CORP conduct reviews and audits of its processes, its procedures, analyses, inspections and training?		
Does 5366 LOGISTICS CORP have a system to monitor the internal reporting process and the associated corrective actions?		
Is there an operationally independent audit function with the authority required to carry out an effective internal evaluation program?		
Does the audit system cover all functions and activities within 5366 LOGISTICS CORP?		
Are there defined audit scope, criteria, frequency and methods?		
Are there selection/training processes to ensure the objectivity and competence of auditors as well as the impartiality of the audit process?		
Is there a procedure for reporting audit results and maintaining records?		
Is there a procedure outlining requirements for timely corrective and preventive action in response to audit results?		
Is there a procedure to record verification of action(s) taken and the reporting of verification results?		

Does 5366 LOGISTICS CORP perform periodic management reviews of critical safety functions and relevant safety or quality issues that arise from the internal evaluation program?		
Safety Promotion		
Are there communication processes in place within 5366 LOGISTICS CORP that permit the SMS to function effectively?		
Are communication processes (e.g., written, meetings, electronic) commensurate with the size and scope of 5366 LOGISTICS CORP?		
Is information established and maintained in a suitable medium that provides direction in related documents?		
Is there a process for the dissemination of safety information throughout 5366 LOGISTICS CORP and a means of monitoring the effectiveness of this process?		
Is there a process in place to monitor and analyze trends?		
Are corrective and preventive actions generated in response to event analysis?		
Is there a documented process to identify training requirements so that personnel are competent to perform their duties?		
Is there a process that measures the effectiveness of training?		
Is the 5366 LOGISTICS CORP safety training incorporated into indoctrination training upon employment?		
Is there emergency response and response training for affected personnel?		