Airport Leonardo Da Vinci – Fiumicino

AERODROME MANUAL – PART B

SECTION 2- Responsibility and Organisation

SECTION 3- Training and qualification of personnel

0 RESPONSIBILITIES AND ORGANISATION

The Operator of Fiumicino Airport is responsible for the infrastructures, equipment and operations of the aerodrome in accordance with:

1) Regulation (EC) No. 216/2008 and its implementing rules; IT 14.2.2014 Official Journal of the European Union L 44/23;

2) the specifications of its own certificate;

3) the contents of the Aerodrome Manual.

The provision of air navigation services suitable for the level of traffic and the operating conditions of the aerodrome and the design and maintenance of flight procedures, in accordance with the applicable requirements, are guaranteed by ENAV, who liaises with ADR in the application of the undersigned specific agreement.

The provision of the specific services under Chapter B of Annex IV, Part ADR.OPS.B.010 Rescue and Firefighting Services under Regulation (EU) No. 139/2014, is guaranteed by the Fire Brigade who liaises with ADR in the application of the undersigned specific agreement.

The Aerodrome Operator liaises with the Competent Authority to guarantee that the information pertaining to aircraft safety is included in the Aerodrome Manual and published where necessary. This information includes:

1) exemptions or derogations granted with regard to the applicable requirements;

2) provisions for which an equivalent level of safety is accepted by the Competent authority as part of the certification basis; and

3) particular conditions and limitations relating to the use of the aerodrome.

If aerodrome safety conditions are not met, the Aerodrome Operator, without further delay, shall undertake the necessary procedures to guarantee that the affected parts of the aerodrome are not used by aircrafts.

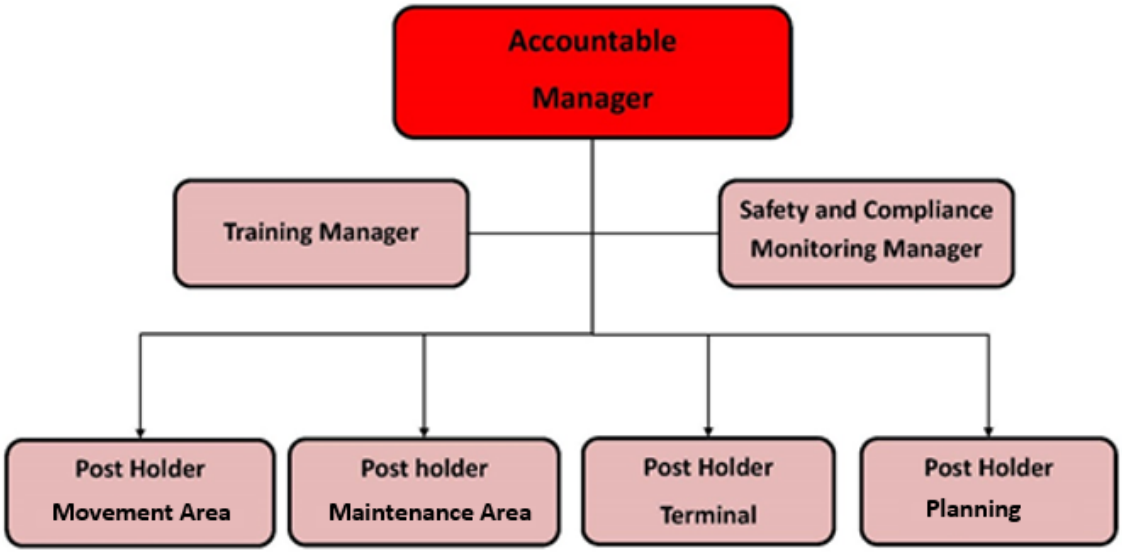
0.1 COMPANY ORGANISATION

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.005	b)	1)
IR	ADR.OR.D.005	c)	
IR	ADR.OR.D.005	d)	
AMC1	ADR.OR.D.005 (b)(1)		
AMC1	ADR.OR.D.005 (c)	c)	
AMC1	ADR.OR.D.005 (c)	d)	
IR	ADR.OR.D.015	a)	
AMC1	ADR.OR.D.015 (a)	a)	
AMC1	ADR.OR.D.015 (a)	a)	1)
AMC1	ADR.OR.D.015 (a)	a)	2)
AMC1	ADR.OR.D.015 (a)	b)	
AMC1	ADR.OR.D.015 (a)	b)	1)
AMC1	ADR.OR.D.015 (a)	b)	2)
AMC1	ADR.OR.D.015 (a)	b)	3)
AMC1	ADR.OR.D.015 (b)	a)	1)
AMC1	ADR.OR.D.015 (b)	b)	1)
AMC1	ADR.OR.D.015 (b)	b)	2)
AMC1	ADR.OR.D.015 (b)	b)	3)
AMC1	ADR.OR.D.015 (b)	b)	4)

The Company organisation, in accordance with the requirements of Reg. (EC) No. 216/2008 and corresponding Implementing Rules included in Reg. EU 139/14, is structured in order to guarantee that all areas are safeguarded and that all certification requirements are met.

The organisation chart below shows the departments under the Accountable Manager's responsibility for the certification purposes:



The Accountable Manager has the necessary spending power to fulfil his/her responsibilities

0.1.1 Roles and Responsibilities of the Nominated persons

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.005	b)	1)
IR	ADR.OR.D.015	d)	
IR	ADR.OR.D.015	e)	
AMC1	ADR.OR.D.015 (b)	a)	
AMC1	ADR.OR.D.015 (b)	a)	1)
AMC1	ADR.OR.D.015 (b)	a)	3)
AMC1	ADR.OR.D.015 (b)	a)	4)
AMC1	ADR.OR.D.015 (b)	a)	5)
AMC1	ADR.OR.D.015 (d)	a)	

Compliance with the requirements of Reg. (EC) No. 216/2008 and corresponding Implementing Rules included in Reg. EU 139/14, Part-ADR.OR and Part-ADR.OPS, is managed through the appointment of nominated persons.

Details of the responsibilities regarding each requirement of the European Regulation are also outlined in the 'Organisation and Operations Requirement Basis' and 'Certification Basis' compliance checklists.

Procedures in Part E of the Aerodrome Manual contains a description of the processes in force to ensures compliance with the requirements.

The following table contains details of the nominated persons of Fiumicino Airport.

FUNCTION	NAME	E-mail Address	Telephone No.
Accountable Manager	Ivan Bassato	ivan.bassato@adr.it	066595.7206
Safety & Compliance Monitoring Manager	Marina Maschio	marina.maschio@adr.it	066595.50370
Movement Area Post Holder	Marco Pellegrino	marco.pellegrino@adr.it	066595.50369
Terminal Post Holder	Marco Sbrenni	marco.sbrenni@adr.it	066595.5136
Infrastructure and Systems Design Post Holder	Paolo Cambula	paolo.cambula@adr.it	066595.4094
Infrastructure and Systems Maintenance Post Holder	Pierluigi Fratarcangeli	pierluigi.fratarcangeli@adr.it	066595.3306
Training Manager	Giacomo Carleschi	giacomo.carleschi@adrsecurity.it	066595.5717

The certified e-mail address of the company Aeroporti di Roma is aeroportidiromaspa@pec.adr.it

The persons responsible for certification who carry out their roles in both Fiumicino and Ciampino Airports were approved by ENAC.

In the Aeroporti di Roma organization, the:

- Design Post Holder; and
- Training Manager

hold their positions in both airports with an organisational structure (nominated deputies with the exception of the Training Manager) that ensures the supervision and monitoring of activities in both airports.

0.1.1.1 The Accountable Manager

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.015	a)	
AMC1	ADR.OR.D.015 (a)	a)	
AMC1	ADR.OR.D.015 (a)	a)	1)
AMC1	ADR.OR.D.015 (a)	a)	2)
AMC1	ADR.OR.D.015 (a)	b)	
AMC1	ADR.OR.D.015 (a)	b)	1)
AMC1	ADR.OR.D.015 (a)	b)	2)
AMC1	ADR.OR.D.015 (a)	b)	3)

The Accountable Manager has the necessary decision and spending power to ensure:

- the availability of resources necessary for Fiumicino Airport to meet the requirements of Regulation (EC) No. 216/2008 and corresponding Implementing Rules included in Reg. EU 139/14, Part-ADR.OR and Part-ADR.OPS;
- the application airport's capacity limitation and/or other mitigating actions, if deemed necessary;
- the definition, implementation and promotion of the safety policy in the airport;
- regulatory adaptation to the requirements of Regulation (EC) No. 216/2008 and corresponding Implementing Rules included in Reg. EU 139/14, Part-ADR.OR and Part-ADR.OPS;
- that the Post Holders and the Safety and Compliance Monitoring Manager are aware of their responsibilities pertaining to checking, maintaining and implementing the safety requirements of Fiumicino Airport.

If the Accountable Manager is absent, continuity is guaranteed by the Post Holders for the individual technical and economic responsibilities. In any case, the Accountable Manager has the final responsibility.

In this context, for spending power greater than those conferred to the Post Holders of reference, the Post Holders must refer to the hierarchical structure and therefore to the Executive Director.

0.1.1.2 Safety & Compliance Monitoring Manager

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(1)	a)	1)
AMC1	ADR.OR.D.005 (b)(1)	a)	2)
AMC1	ADR.OR.D.005 (b)(11)	b)	1)
AMC2	ADR.OR.D.005 (b)(11)	a)	
AMC2	ADR.OR.D.005 (b)(11)	a)	1)
IR	ADR.OR.D.015	c)	
AMC1	ADR.OR.D.015 (c)	a)	
AMC1	ADR.OR.D.015 (c)	b)	
AMC1	ADR.OR.D.015 (c)	b)	1)
AMC1	ADR.OR.D.015 (c)	b)	2)
AMC1	ADR.OR.D.015 (c)	b)	3)
AMC1	ADR.OR.D.015 (c)	b)	4)
AMC1	ADR.OR.D.015 (c)	b)	5)
AMC1	ADR.OR.D.015 (c)	b)	6)
AMC1	ADR.OR.D.015 (c)	b)	7)
AMC1	ADR.OR.D.015 (c)	b)	8)
AMC1	ADR.OR.D.015 (c)	c)	
AMC1	ADR.OR.D.015 (c)	c)	1)

AMC1	ADR.OR.D.015 (c)	c)	2)
AMC1	ADR.OR.D.015 (c)	c)	3)
AMC1	ADR.OR.D.015 (c)	c)	4)
AMC1	ADR.OR.D.015 (c)	d)	

Within the scope of the functions established for the Aerodrome Operator by Regulation (EC) No. 216/2008 and corresponding Implementing Rules contained in Reg. EU 139/14, Part-ADR.OR and Part-ADR.OPS, the Safety & Compliance Monitoring Manager is the key figure that ensures the development, management and maintenance of an effective Aerodrome Safety Management System. In particular, he ensures:

- the promotion of Hazard Identification tools, and facilitates their management;
- the management of an effective Risk Assessment and Risk Management process and related preventive and corrective actions;
- the management of an effective Change Management process;
- the management of the Reporting System;
- the management of the Safety Management System performance indicators and related periodic reports;
- the management and control of documentation pertaining to the Safety Management System including the Aerodrome Manual;
- the management of the compliance audit pursuant to Regulation 139/2014 and related audit system;
- the management of the events investigation process in accordance with Regulation 376/2014 and consequent preventive and corrective actions;
- the coordination of activities necessary to amend the emergency plan and the related exercises to test its effectiveness;
- the coordination with the Post Holders and other parties and/or Aerodrome Bodies on safety related issues;
- the analysis of the emergency procedures in coordination with the responsible bodies as regards the evaluation of the overall compliance of the emergency plan with the safety criteria;
- the management of the Safety Board, the Local Runway Safety Team and the Safety Committee;
- the coordination of the Safety Action Groups;
- in coordination with the Training Manager, the identification of training content related to maintaining certification standards in relation to the Safety Management System and human factors principles.

The Safety and Compliance Monitoring Manager organisational structure is outlined in Chapter 2.2.3 of this Manual.

The Safety and Compliance Monitoring Manager is subject to the approval of the Authority.

Any changes to the responsibilities of the Safety and Compliance Monitoring Manager are subject to the Change Management process.

0.1.1.3 Training Manager

Within the scope of the established functions, for personnel dedicated to operations, maintenance and safety management in the airport, the Training Manager ensures:

- the definition of training programmes in coordination with the Post Holder of reference and the Safety & Compliance Monitoring Manager;
- the drawing of the Training Plan, including instructions from the Post Holders and the Safety & Compliance Monitoring Manager, to be submitted for approval by the Accountable Manager for significant changes at least once per year;
- the organisation of recurrent trainings and proficiency checks;
- the management of qualification activities for internal and external trainers;
- the recording of documentation used to attest that the requirements of Regulation 139/14 and related plans regarding the qualification and training of staff were met;
- having consulted the Post Holders and Safety & Compliance Monitoring Manager, the preparation of the training budget, which shall be subject to approval by the Accountable Manager.

The Training Manager may identify actions to improve operating staff training. The Training Manager is responsible for purchasing specialised training courses externally, if not available in the Organisation in terms of resources and/or expertise.

The Safety & Compliance Monitoring Manager may identify corrective actions for operating staff training based on Safety Management System results, the objective evidence recorded in risk assessments, audits and/or investigation reports. Additional training requirements identified and/or contingent retraining needs shall be requested from the Training Manager, who shall act in order to identify the appropriate corrective solutions.

The Safety & Compliance Monitoring Manager is responsible for defining the plans for content directly related to the Safety Management System (Policy, use of the Safety Management System, reporting methods).

The training programmes are subject to approval by the Accountable Manager.

0.1.1.4 Movement Area Post Holder

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.015	b)	1)

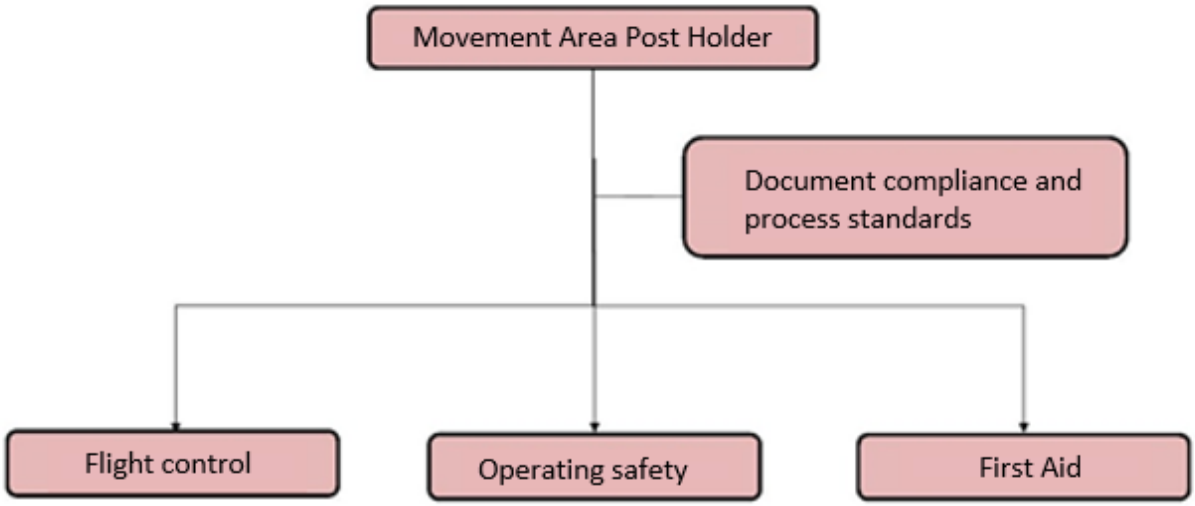
Within the scope of the functions established by the certification, the representative of the Aerodrome Operator guarantees the management and monitoring of the aerodrome's operating services as necessary. The Movement Area Post Holder ensures:

- Apron Management Services in coordination with the ATC for areas of mutual responsibility and competence as per the agreement signed in accordance with Article 8 of Regulation 139/2014;

- the management of services connected with flights as per the agreement signed in accordance with Article 8 of Regulation 139/2014;
- the monitoring airside works with reference to safeguarding the safe movement of aircraft on the ground;
- the monitoring during operations of runway, taxiway and junction surfaces, and horizontal, vertical and lit signs, assuring to inform the Maintenance Area Post Holder on the results in order to ensure that the ground movement of aircrafts is safe;
- in liaison with the Safety and Compliance Monitoring Manager and the Design Post Holder, the evaluation of any useful actions in case of operations with a higher code aircraft;
- the implementation of the prevention and control plan for risks from wildlife strike;
- correct aeronautical information as per the agreement signed in accordance with Article 8 of Regulation 139/2014;
- the communication to the Safety and Compliance Monitoring Manager and, where necessary, to ANSV (the Italian aircraft accident investigation agency), of data relating to incidents, serious incidents and accidents;
- the coordination of aircraft removal operations for accidents in the movement area;
- the writing and implementation of emergency plans within his competence;
- the runway surface friction characteristics assessment;
- the activities to clean the paved surfaces in the movement area and the maintenance of green areas;
- the definition of low visibility procedures in coordination with ENAV according to the agreement made in accordance with Article 8 of Regulation 139/2014;
- the definition of the 'snow plan', the management of staff and vehicles necessary to clear the snow;
- the integrity of aeronautical data received from the Design Post Holder;
- the vehicles and equipment circulating in the movement area are equipped correctly;
- the maintenance status of vehicles operating under his responsibility;
- within his competence, the implementation of safety initiatives pointed by the Safety Management System;
- participation in identifying hazards within his competence area;
- in liaison with the Training Manager, the qualification and training of staff;
- the management of documentation demonstrating compliance within his competence;
- the regulatory adaptation of activities and procedures within his competence;
- relationships with Airport Authorities on operational safety and emergency management, participating in Safety Committees alongside the Safety and Compliance Monitoring Manager;
- the supply of aviation services related to operational functioning in coherence with the company objectives of efficiency and service quality;
- the technical obligations relating to employee evaluations for the issuance of vehicle licences for airport operator vehicles in airside;
- the definition of the budget and multi-year plans for operations within his competence;
- the first aid activities and relating services in compliance with existing legislation;

- traffic data control;
- the coordination of personnel and vehicles necessary for aircraft de- or anti-icing operations;
- the presence of procedures for the authorisation, evaluation and training of personnel who drive in the movement area;
- the correct illumination of mobile obstacles within the movement area;
- the direct or indirect management of the subcontracted activities within his responsibility, including contractual documents and communications related to Safety and Compliance Monitoring.

The Movement Area Post Holder organisational structure is described in the following chart:



The Movement Area Post Holder is subject to the approval of the Authority.

Any changes to the responsibilities of the Movement Area Post Holder are subject to the Change Management process.

0.1.1.5 Maintenance Area Post Holder

Regulatory References:

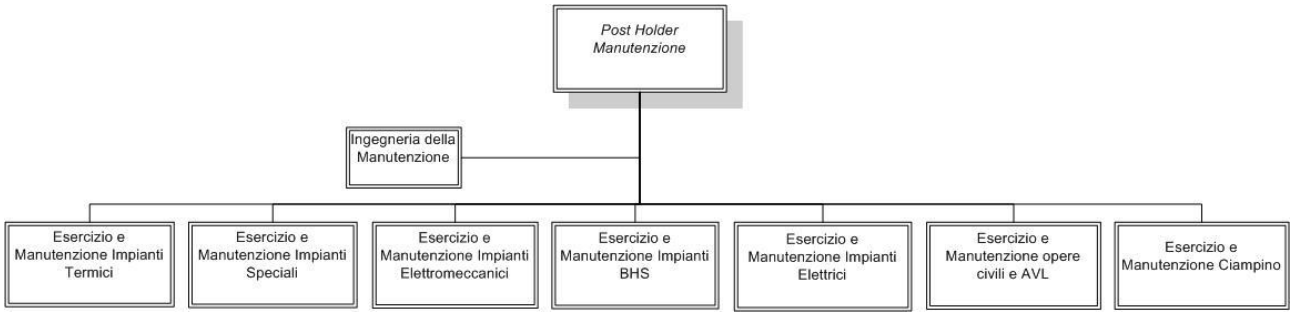
TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.015	b)	2)

Within the scope of the established functions, the Maintenance Area Post Holder ensures:

- the preparation and implementation of maintenance programmes for all electromechanical and electrical equipment including AVL signs that control the safe ground movement of aircraft with the exception of those managed by the Italian Air Navigation Service Provider (ENAV) specified in the specific agreement made in accordance with Article 8 of Regulation 139/2014;
- the preparation and implementation of maintenance programmes for apron lighting systems;

- the periodic checks of AVL systems and, more generally, of aircraft apron and vehicle road network lighting systems;
- the preparation and implementation of maintenance programmes for the paved surfaces and infrastructures located in airside (Pavement Management System);
- the maintenance status of vehicles operating under his responsibility;
- that the day and night-time signs of obstacles inside and external to the aerodrome grounds are checked for efficiency and lit as established by ENAC in accordance with Article 712 of the Navigation Code, and communicates this to the Movement Area Post Holder;
- the electrical power supply for the correct functioning of air navigation facilities;
- the maintenance of drainage systems in the movement area;
- within his competence, the implementation of safety initiatives pointed by the Safety Management System;
- participation in identifying hazards within his competence area;
- in liaison with the Training Manager, the qualification and training of staff;
- the management of documentation demonstrating compliance within his competence;
- the regulatory adaptation of activities and procedures within his competence;
- compliance with the European Regulation and current planning legislation for the extraordinary maintenance of all airside infrastructures;
- the direct or indirect management of the subcontracted activities within his responsibility, including contractual documents and communications related to Safety and Compliance Monitoring;
- and any actions necessary to guarantee the management and monitoring of aerodrome maintenance within the Operator's competence.

The Maintenance Area Post Holder organisational structure is described in the following chart:



The Maintenance Area Post Holder is subject to the approval of the Authority.

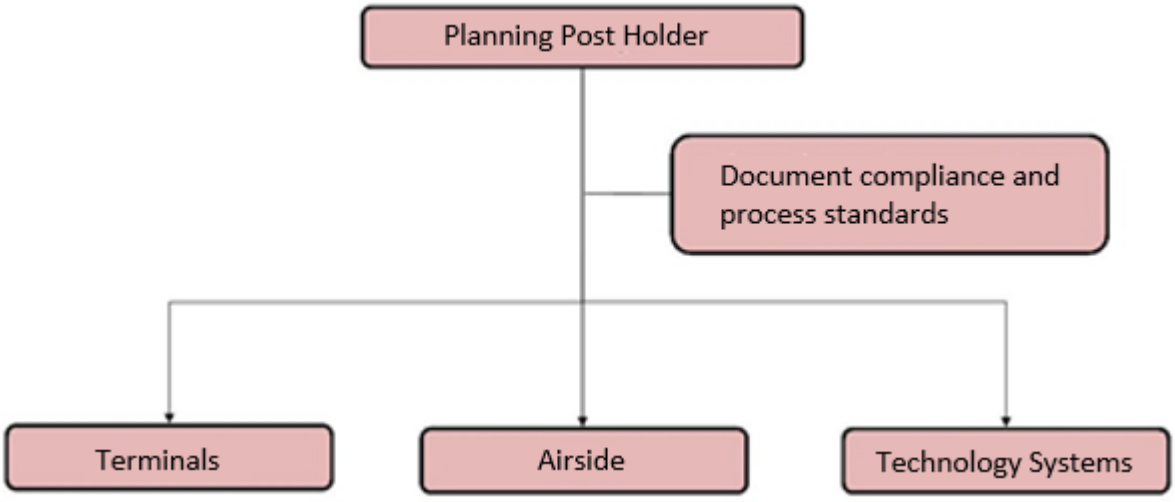
Any changes to the responsibilities of the Maintenance Area Post Holder are subject to the Change Management process.

0.1.1.6 Design Post Holder

Within the scope of the established functions, the Design Post Holder ensures (Certification Specifications Books 1 & 2):

- compliance with the European Regulation and current legislation for planning interventions relating to all airside infrastructures;
- amendments to the compliance lists for the infrastructures subject to certification;
- the collection and communication to the recipient bodies of data relating to the physical characteristics of the aerodrome contained in the Aerodrome Manual;
- amendments to the obstacle cards attached to the Aerodrome Manual and their distribution to the Movement and Maintenance Area Post Holders;
- the maintenance status of vehicles and equipment within his competence area;
- within his competence, the implementation of safety initiatives pointed by the Safety Management System;
- participation in identifying hazards within his competence area;
- in liaison with the Training Manager, the qualification and training of staff;
- the management of documentation demonstrating compliance within his competence;
- the regulatory adaptation of activities and procedures within his competence;
- the direct or indirect management of the subcontracted activities within his responsibility, including contractual documents and communications related to Safety and Compliance Monitoring;
- and any actions necessary to guarantee the management of planning interventions that may have an impact on the safety of operations within the Operator's competence.

The Design Post Holder organisational structure is described in the following chart:



The Design Post Holder is subject to the approval of the Authority.

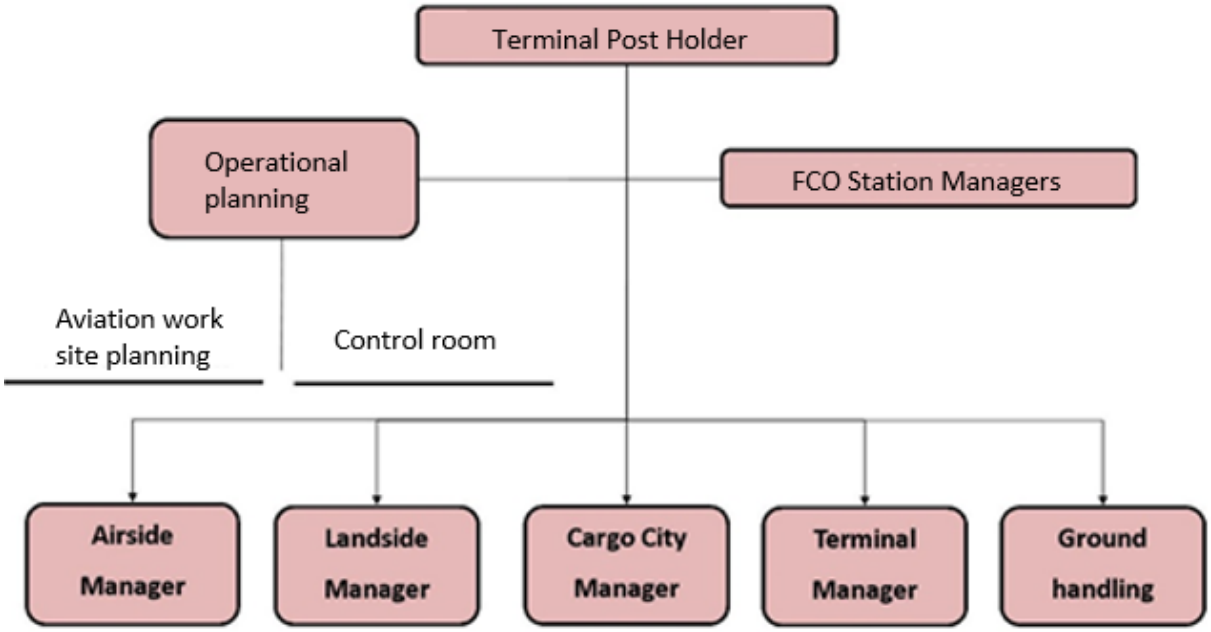
Any changes to the responsibilities of the Design Post Holder are subject to the Change Management process.

0.1.1.7 Terminal Post Holder

Within the scope of the established functions, the Terminal Post Holder ensures:

- the management of ordinary safety and passenger assistance procedures which, for safety purposes, concern the connection between the Terminal and aircraft, and more generally, the airside;
- the writing and implementation of emergency plans within his competence area;
- inspections of handlers activities for the purposes of verifying service quality and safety requirements as per the Airport Regulations and the Aerodrome Manual in liaison with Compliance Monitoring Management and the Movement Area Post Holder;
- the maintenance status of vehicles operating under responsibility;
- within his competence, the implementation of safety initiatives pointed by the Safety Management System;
- participation in identifying hazards within his competence area;
- in liaison with the Training Manager, the qualification and training of staff;
- the management of documentation demonstrating compliance within his competence;
- the direct or indirect management of the subcontracted activities within his responsibility, including contractual documents and communications related to Safety and Compliance Monitoring;
- the regulatory adaptation of activities and procedures within his competence;

The Terminal Post Holder organisational structure is described in the following chart:



The Terminal Post Holder is subject to the approval of the Authority.

Any changes to the responsibilities of the Terminal Post Holder

are subject to the Change Management process.

0.1.2 Procedures for Continuous Supervision in the Absence of Nominated Persons

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.005	b)	1)
AMC1	ADR.OR.D.015 (b)	a)	2)

In order to efficiently oversee the activities of the Post Holders and the Safety and Compliance Monitoring Manager, Deputies are appointed and formalised (through organisational communication) with the responsibility of:

- ensuring the supervision of processes of their competence, maintaining suitable links with internal/external bodies involved, also in the absence of the Post Holders (or Safety and Compliance Monitoring Manager) for ordinary reasons (holidays, tasks);
- informing the Post Holder of reference (or the Safety and Compliance Monitoring Manager) of critical and reportable events, implementing his intervention if necessary;
- participating in Safety Action Groups in support of the Safety Board.

Where no Deputy is identified, in the absence of the Post Holder, supervision of the activity is guaranteed by those listed first in the organisational structure, each for his/her area of competence, without prejudice to the remaining responsibilities of the Post Holder and/or Safety and Compliance Monitoring Manager. If it is necessary to make decisions and/or formalise deeds and/or documents, it shall be the responsibility of those listed first to submit the requested action to the Accountable Manager.

NOTE: where necessary, with reference to the corporate organisation of the Company, the necessary corporate and spending power shall be conferred to the interested parties to be appointed in the various roles described in this procedure.

Changes to the Deputies are not subject to ENAC approval.

The following table contains details of the appointed Deputies at Fiumicino Airport.

ROLE	NAME	E-mail Address	Telephone No.
Deputy Safety Manager	Daniele Occhiato	daniele.occhiato@adr.it	066595.6937
Deputy Compliance Monitoring Manager	Maurizio Colaprete	maurizio.colaprete@adr.it	066595.60114
Deputy Post Holder Movement Area	Marco Panetta	marco.panetta@adr.it	066595.6496
Deputy Post Holder Terminal	Fabrizio Magliocca	fabrizio.magliocca@adr.it	066595.80050
Deputy Design Post Holder FCO Airport	Lucio Addeo	lucio.addeo@adr.it	066595.20988
Deputy Maintenance Post Holder Infrastructure and Systems	Claudio Pede	claudio.pede@adr.it	066595.60159
Deputy Training Manager	Roberto Paladino	roberto.paladino@adr.it	066595.5569

0.1.3 Aerodrome Committees

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.B.040	f)	2)
AMC1	ADR.OR.D.005 (b)(9)	a)	
AMC1	ADR.OR.D.005 (b)(9)	b)	
AMC1	ADR.OR.D.005 (b)(9)	c)	
AMC1	ADR.OR.D.005 (b)(9)	c)	1)
AMC1	ADR.OR.D.005 (b)(9)	c)	2)
AMC1	ADR.OR.D.005 (b)(9)	c)	3)
AMC1	ADR.OR.D.005 (b)(9)	c)	4)
IR	ADR.OR.D.027		
IR	ADR.OR.D.027	a)	
IR	ADR.OR.D.027	b)	
AMC1	ADR.OR.D.027	a)	
AMC1	ADR.OR.D.027	a)	1)
AMC1	ADR.OR.D.027	a)	2)

Committees and work groups with precise roles were created in order to guarantee a widespread effort to meet safety requirements at Fiumicino Airport and distribute regulatory requirements to all parties involved.

The aerodrome committees managed by the Aerodrome Operator are listed below. They are coordinated by the Safety and Compliance Monitoring Manager, who is responsible for:

- Drawing up minutes, where required;
- planning meetings, ensuring that depending on the matter discussed, members are only involved where strictly necessary, in accordance with the general criteria of business efficiency of production;
- coordinating all activities useful for achieving the objective.

0.1.3.1 Safety Board

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(1)	b)	1)
AMC1	ADR.OR.D.005 (b)(1)	b)	2)
AMC1	ADR.OR.D.005 (b)(1)	b)	3)
AMC1	ADR.OR.D.005 (b)(1)	b)	4)
AMC1	ADR.OR.D.005 (b)(1)	b)	5)
AMC1	ADR.OR.D.005 (b)(1)	b)	6)

The Safety Board is an internal body of the operating company which convenes periodically to support the Accountable Manager in implementing safety policies and verifying the compliance of the Management System with regulatory requirements.

The Safety Board is formed of the Accountable Manager, the Post Holders and the Safety and Compliance Monitoring Manager. The Committee meets periodically to assess and share:

- the results of the auditing system;
- the results of the Reporting System analyses and the safety indicators;
- the results deriving from corrective actions;
- the identification of risks and associated actions for the management of related aspects;
- the activities deriving from the results of audits by the ENAC Certification Teams;
- the activities of the Safety Committee;
- the availability of financial and human resources to meet the established safety objectives.

The Board is proactive in the discussion of all safety aspects for the purpose of re-assessing and improving the system. It meets at least once per year.

0.1.3.2 Safety Action Group (SAG)

The Safety Action Group reports directly to the Safety Board with the primary objective of implementing initiatives, projects and activities intended to meet safety requirements.

Coordinated by SMS personnel, the work group involves:

- the Post Holders and/or their Deputies;
- the Safety & Compliance Monitoring Manager and/or his/her Deputy;
- the managers and specialists of company functions, who, in view of the safety objective to be met, are involved in implementing processes;
- process stakeholders external to ADR.

The Safety Board establishes the objectives to be completed in the suitable time frames and methods. The Safety and Compliance Monitoring Manager convenes the Safety Action Group, explaining the objective coordinated with the Safety Board and the established time frames.

Specifically, the first convocation of the Safety Action Group must explain:

- the objective to be implemented
- the time frames to be respected

As a technical body formed of specialised technical professionals, the Safety Action Group shall act in fully autonomy until the established safety objective has been achieved. The Safety and Compliance Monitoring Manager shall inform the Safety Board and if required, convene it in order to revise the plan to be implemented or resolve the ongoing problems. The Safety Action Group Coordinator shall inform the Safety and Compliance Monitoring Manager of the implementation of the objective.

Each Post Holder shall assess whether to integrate the Safety Action Group with other specialist functions they manage. The Safety Board approves the output of the SAG.

0.1.3.3 Safety Committee

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(7)	a)	
AMC1	ADR.OR.D.005 (b)(7)	b)	
AMC1	ADR.OR.D.005 (b)(7)	c)	
AMC1	ADR.OR.D.027	b)	

SAFETY COMMITTEE		
The Safety Committee is an advisory committee whose members – vested with decision-making autonomy and the capacity for external accountability – are identified during company meetings with the public and private organisations in the aerodrome.		
Companies/Bodies	**Coordinator**	**Members**
Aerodrome Operator	Safety & Compliance Monitoring Manager and/or his/her Deputy	Safety Board
Ground Assistance Service Providers		Representatives for operational safety
Italian Air Navigation Service Provider (ENAV)		Operational Safety Office Manager
Fire Brigade		Director of the Aerodrome's Headquarters or his/her Deputy
Aircraft Operators		AOC Representative
Polizia di Stato (State Police)		Director or his/her Deputy
Carabinieri (Military Police)		Director or his/her Deputy
Guardia di Finanza (Financial Police)		Director or his/her Deputy
Safety Committee Tasks		
Identify objectives to maintain/improve the safety requirements of apron operations		
Develop safety campaigns for the safe use of the apron area, especially in conjunction with periods marked by peaks of traffic or critical events such as airside works, supporting information for pilots with related support documentation		
Monitor the number, type and severity of apron incidents, distributing the recommendations resulting from event investigation reports and/or risk assessments by the ADR Safety Management System		
Promote best practices in order to improve operational safety standards in the apron		
Evaluate the actions useful for mitigating risks in the apron with reference to infrastructures, the organisation of various parties and useful procedures for the safe functioning of the airport		
Share the necessary tools and develop and promote the safety culture in the apron		
Propose solutions for procedural, organisational and infrastructural improvements to improve the safety requirements of the airport		
Frequency of Meetings	At least 3 meetings per year	

0.1.3.4 Local Runway Safety Team

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(7)	a) b) c)	
AMC1	ADR.OR.D.027	b)	
AMC2	ADR.OR.D.027		

LOCAL RUNWAY SAFETY TEAM		
The Local Runway Safety Team is part of the Safety Committee and is a specialised local group dedicated to manoeuvring area safety. It has the specific task of analysing and evaluating the operational safety of the runway in order to concretely contribute to the adoption of suitable corrective and/or preventive measures intended to contain and/or reduce the number of events related to incursions/excursions on/from the runway.		
Companies/Bodies	**Coordinator**	**Members**
Aerodrome Operator	Safety & Compliance Monitoring Manager and/or his/her Deputy	Movement Post Holder or his/her Deputy
		Maintenance Post Holder or his/her Deputy
		Planning Post Holder or his/her Deputy
Italian Air Navigation Service Provider (ENAV)		Operational Safety Office Manager
		Representative of the Professional Flight Controller Associations
Fire Brigade		Director of the Aerodrome's Headquarters or his/her Deputy
Aircraft Operators		AOC Representative
		Representative of Main Airline Pilots
		Representative of Low Cost Airline Pilots
Local Runway Safety Team Tasks		
Identify objectives to maintain/improve the safety requirements of manoeuvring area operations, including actions useful for creating hot spot maps and clarifying information reported in the AIP		
Develop safety campaigns for the safe use of the manoeuvring area, especially in conjunction with periods marked by peaks of traffic or critical events such as airside works, supporting information for pilots with related support documentation		
Monitor the number, type and severity of runway incursions, distributing the recommendations resulting from event investigation reports and/or risk assessments by the ADR or ENAV Safety Management System		
Implement best practices, also through punctual international benchmarking		
Verify that the standard voice for communication between flight controllers and flight crew and vehicles complies with the relevant international regulations		
Verify if the events are attributable to AVL planning errors and/or the horizontal and vertical signs or their ambiguity, also thanks to the presence of expert pilots in the Know-How Work Group		
Verify through investigation reports that all persons who access the manoeuvring area have acknowledged and distributed within their own organisation the procedures of the Aerodrome Manual that are necessary to mitigate runway incursion risks		
Improve training programmes in order to help qualifications for driving in the manoeuvring area to mitigate runway incursion risk		
Through the Change Management procedure, assess when procedural, infrastructural and organisational changes might influence expected safety standards through risk assessments carried out in compliance with European regulation		
Verify the efficacy of any preventive and corrective actions put into place in order to mitigate the risk of runway incursion and runway excursion		
Frequency of Meetings	At least 4 meetings per year	

0.1.3.5 Emergency Response Committee

EMERGENCY RESPONSE COMMITTEE

The Emergency Response Committee is a strategic decision-making committee dedicated to the correct management of emergencies, with the specific task of analysing, testing and assessing the aerodrome emergency plans.

It is coordinated by the Aerodrome Operator and is formed of experts and representatives from bodies and companies involved in the management of aerodrome emergencies. The committee members are convened from time to time depending on the type of emergency under analysis.

The complete and updated list of the bodies and companies involved is reported in the PEA.

Companies/Bodies	Coordinator	Members
Ente Nazionale dell'Aviazione Civile (Italian Civil Aviation Authority)	Safety & Compliance Monitoring Manager and/or his/her Deputy	Aerodrome Director
Aerodrome Operator		Safety Board
Ground Assistance Service Providers		Representatives for operational safety
Italian Air Navigation Service Provider (ENAV)		Operational Safety Office Manager
Fire Brigade		Director of the Aerodrome's Headquarters or his/her Deputy
Aircraft Operators		AOC Representative
Polizia di Stato (State Police)		Director or his/her Deputy
Carabinieri (Military Police)		Director or his/her Deputy
Guardia di Finanza (Financial Police)		Director or his/her Deputy
Sanità aerea		Director or his/her Deputy
Regional Emergency Healthcare		Director or his/her Deputy

Emergency Response Committee Tasks	
Identify and periodically revise scenarios relating to critical aerodrome events	
Identify objectives to maintain/improve crisis management requirements	
Guarantee coordination of the Aerodrome Emergency Plan with regional emergency plans and those of other organisations, involving the bodies and companies operating outside the aerodrome boundaries in the ERC for this purpose	
Assist in planning total and partial exercises	
Implement the de-briefing of exercises or significant events pertaining to the PEA, defining, where necessary, suitable improvement actions that each party, for their areas of competence, must adopt in order to guarantee effective event management.	
Share and approve all parts of the PEA and its amendments.	
Share information relating to best practices adopted in other international aerodromes in order to continuously improve the management process of critical events.	
Periodically evaluate the list of alerting systems, equipment and tools that the Operator makes available for emergency management.	
Frequency of Meetings	At least 3 meetings per year

0.2 THE SAFETY MANAGEMENT SYSTEM

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (c)	h)	
AMC2	ADR.OR.D.005 (c)	a)	
AMC2	ADR.OR.D.005 (c)	b)	12)

0.2.1 Scope of the Safety Management System

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(1)	a)	2)
AMC2	ADR.OR.D.005 (c)	b)	1)

The word 'safety' derives from the Latin word 'sine cura', literally meaning absence of worry. 'Safety' therefore means the awareness that the implemented actions will not produce undesirable effects in the system. In this definition the concept of safety is expressed in its most general sense. Thus understood, safety is not a permanent condition, but an objective to tend towards through a continuous improvement process.

The ICAO (International Civil Aviation Organization) defines safety as "the situation in which the risk of damage to persons or property is reduced through a constant process of identifying hazards and risk management".

The purpose of the Safety Management System (SMS) is to carry out the systematic analysis of risks associated with airside aerodrome operations at Fiumicino Airport, which is intended to prevent accidents and aeronautical incidents. Specifically, the Safety Management process forms an integral part of the organisation's management. Indeed, this is an intrinsic and explicit aspect of the responsibilities of the company meeting, supported by the SMS in defining and implementing the airport's safety policies.

In 2006, Aeroporti di Roma S.p.A. adopted a Safety Management System for Fiumicino Airport in accordance with national and international legislation.

Over time, Aeroporti di Roma S.p.A. implements and guarantees this system in order to ensure compliance with these essential requirements under the requirements of Reg. (EC) No. 216/2008 and corresponding Implementing Rules included in Reg. EU 139/14 in the aim of continuously and proactively improving the safety of the airport.

The Management System includes the organisational structures, responsibilities, expertise, policies and procedures described in the following chapters.

0.2.2 Safety Policy

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.005	b)	2)
AMC1	ADR.OR.D.005 (b)(2)	a)	
AMC1	ADR.OR.D.005 (b)(2)	a)	1)
AMC1	ADR.OR.D.005 (b)(2)	a)	2)
AMC1	ADR.OR.D.005 (b)(2)	a)	3)
AMC1	ADR.OR.D.005	a)	4)
AMC1	ADR.OR.D.005	a)	5)
AMC1	ADR.OR.D.005	a)	6)
AMC1	ADR.OR.D.005	b)	
AMC2	ADR.OR.D.005 (c)	b)	2)

The current Safety Policy signed by the Accountable Manager on 05/04/2017 and shared during the Safety Board is shown below.

Aeroporti di Roma

Safety Policy

Safety is the at the core of Aeroporti di Roma business.

The Accountable Manager and all the Management of staff are committed to develop, establish, maintain and continuously improve strategies and processes to ensure that all aeronautical operations are performed within a context of balanced resources, in order to achieve the highest levels of safety and to comply with national and international regulations.

Starting from the Accountable Manager, all the employees are responsible to achieve this goal through the following guidelines:

- ***SAFETY MANAGEMENT PROMOTION***
  ensured through adequate resources, and by pushing a safe practices and occurrence reporting culture;
- ***THE PRIMARY RESPONSIBILITY***
  of all managers and employees is safety management;
- ***CLEARLY DEFINE RESPONSIBILITIES***
  to involve all staff, Managers and employees, in managing and achieving the organization's safety performance;
- ***HAZARD IDENTIFICATION AND RISK MANAGEMENT PROCESS***
  to eliminate or mitigate the risks as low as reasonably possible;
- ***NONE PUNITIVE OR SANCTIONARY MEASURE IS ADOPTED***
  except in the case of unlawfulness, gross negligence or deliberate or voluntary breach of regulations or procedures;
- ***COMPLIANCE WITH RULES AND PROCEDURES***
  and pursue, where practicable, international best practices;
- ***ADEQUATE HUMAN RESOURCES***
  are employed In terms of quantity, knowledge and training;
- ***SAFETY TRAINING***
  is ensured to all the Staff in accordance with the role;
- ***SAFETY PERFORMANCE***
  is defined and measured through adequate and realistic indicators;
- ***CONTINUOUS IMPROVEMENT***
  pursued by monitoring the safety performance, achieving and elevating the objectives;
- ***THIRD PARTIES PROVIDING SYSTEMS AND SERVICES***
  are compliant with local, national and international safety standards;

Fiumicino, 05/04/2017

L'Accountable Manager
Ivan Bassato

0.2.3 Responsibilities and Organisation of the Safety Management System

Regulatory References:

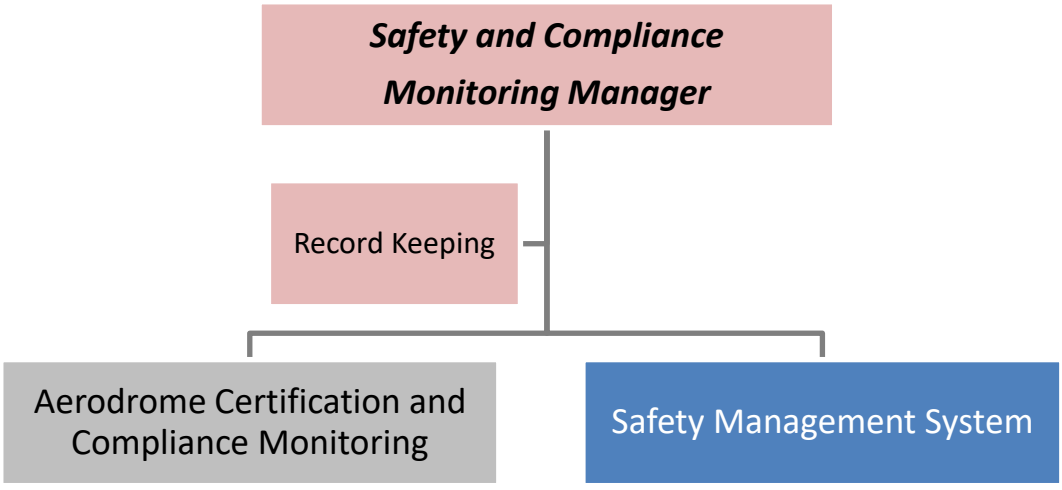
TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(1)		
AMC1	ADR.OR.D.005 (b)(1)	a)	2)
AMC2	ADR.OR.D.005 (c)	b)	3)

As described in Chapter 2.1 of this Manual, Aeroporti di Roma S.p.A. has an internal organisation which identifies figures that have a key role in maintaining the safety requirements of the airport.

These figures are the Accountable Manager, the Post Holders, the Safety & Compliance Monitoring Manager and the Training Manager.

The Post Holders are responsible for implementing the airport's safety policies and carrying out processes under their control in accordance with the essential requirements as per the requirements of Reg. (EC) No. 216/2008 and corresponding Implementing Rules included in Reg. EU 139/14.

The Safety and Compliance Monitoring Manager is responsible for the Safety Management System and all the processes described in this Chapter. The Safety and Compliance organisational structure is shown below:



It is mandatory for the Safety and Compliance Monitoring Manager to share the results of the investigation reports, audits and risk assessments with the Post Holders of reference.

The Safety & Compliance Monitoring Manager is included amongst the certification figures, guaranteeing a direct carry-over to the Accountable Manager and the appropriate independence from the Post Holders.

The appointed persons in charge are described in the relevant organisational communication.

The Safety Management System oversees activities by:

- managing the Risk Management process and the related Hazard Identification and Risk Assessment tools;
- analysing hazards and implementing the Hazard Log Register through the actions of the Safety Action Group;
- assessing risks and defining risk mitigation/elimination actions through the actions of the Safety Action Group;
- assessing risks related to infrastructural, organisational and procedural changes with an impact on the Management System and defining risk mitigation/elimination actions through the actions of the Safety Action Group;
- providing specialist support to the Management Teams to integrate the safety component when developing and planning new initiatives;
- coordinating the Safety Action Groups for the processes identified by the Safety and Compliance Monitoring Manager;
- managing the Reporting Systems, notifying ENAC of reportable events and analysing and investigating accidents and aeronautical incidents;
- raising personnel's awareness of safety management and distributing recommendations deriving from report writing, dedicated statistics, analysis of the main performance indicators, the investigation of accidents, incidents, etc.;
- supporting the Safety and Compliance Monitoring Manager in the management of Fiumicino's Local Runway Safety Team, the Safety Committee and the Safety Board;
- identifying and proposing personnel training projects on safety management to the Safety and Compliance Monitoring Manager for the process under his/her responsibility.

0.2.4 Document Management

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.B.050	a)	
IR	ADR.OR.B.050	b)	
AMC2	ADR.OR.D.005 (c)	b)	4)

The Safety & Compliance Monitoring Manager controls the implementation and evaluates the efficacy and amendments to the Safety Management System Chapter following changes to legislation in force, as well as any other contingent variation that leads to its necessary adjustment.

The Safety & Compliance Monitoring Manager is also responsible for the information and training on the content of the Chapter by its recipients.

Amendments to the Safety Management System Chapter must be done in accordance with Section 0-Part A of the Aerodrome Manual.

The Safety & Compliance Monitoring Manager oversees the amendment, distribution and storage of Aerodrome Manuals through his Record Keeper.

0.2.4.1 Distribution List

This document follows the distribution list under Part A of the Aerodrome Manual.

0.2.4.2 Record Keeping

A paper copy of the document is kept by the Record Keeper of the Safety & Compliance Monitoring Manager.

A controlled electronic copy of the document in PDF format is stored on the company server.

The following matrix describes the place, type and terms of storage of all Safety and Compliance Monitoring Management documents which are subject to strict compliance with the document control procedure:

DOCUMENT	FORMAT	PAPER STORAGE	ELECTRONIC STORAGE	DURATION OF STORAGE (YEARS)
Hazard List	Electronic	/	Company server	10 years
Risk Assessments	Electronic	/	Company server	10 years
Reporting System Alerts	Electronic	/	SMS computer system	5 years
Audit Reports	Electronic Paper	SCMM Record Keeping Office	Company server	10 years
Investigation Reports	Electronic	/	Company server	Unlimited
Safety Notices	Electronic	/	Company server	Unlimited
Safety Committee Reports	Electronic	/	Company server	10 years
Emergency Response Reports	Electronic	/	Company server	10 years
Safety Board Reports	Electronic	/	Company server	10 years
Safety Promotion	Electronic	/	Company server	Unlimited
Aerodrome Manual, appendices and attachments	Electronic	/	Company server	5 years

Safety Indicators	Electronic	/	Company server	5 years
Annual Safety Review	Electronic Paper	SCMM Record Keeping Office	Company server	5 years
Information Reports	Electronic	/	Company server	Unlimited
Change Management Reports	Electronic	/	Company server	5 years

0.2.5 Risk Identification and Hazard Assessment

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.005	b)	3)
IR	ADR.OR.D.005	b)	4)
AMC1	ADR.OR.D.005 (b)(4)	a)	
AMC1	ADR.OR.D.005 (b)(4)	b)	
AMC2	ADR.OR.D.005 (c)	b)	5)

The Safety Risk Management process is a continuous and dynamic process carried out during the activities and processes which concern the safety of airside operations. Risk management is therefore an iterative process subject to amendments and does not end with the initial identification of the risk. The structure of this process is formed of various connected and consequential phases. The objective here is to reduce the level of risk to "as low as reasonably possible" (ALARP).

In order to clarify the process described in this chapter, the definitions of hazard and risk are provided below:

- ***HAZARD***: a condition, event or circumstance that may lead or contribute to an undesirable or unexpected event.
- ***RISK***: the possibility that a dangerous condition might lead to undesirable events, expressed depending on the frequency of the event and the seriousness of the consequences.

A correct risk assessment is therefore based on the objective collection of data relating to the frequency and seriousness connected to a specific hazard. Essentially, what characterises such an assessment is the method chosen, its homogeneity, objectivity and reliability.

The objectivity and reliability of the result directly depend on the accuracy of each individual phase.

0.2.5.1 Identification of Hazards

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(3)	a)	

The Hazard Identification Process is based on the application of the brainstorming technique during the Safety Action Group (formally created), or by a group of expert figures in the sector.

Supported by its members' expertise as well as the main international framework (ICAO, CAA, EICAST), the SAG has identified at-risk areas in airside operations based on which specific hazards were identified. The list of identified hazards is then subdivided by category with reference to the previously mentioned areas. These hazard categories are:

- Environmental
- Infrastructural
- Facilities
- Operational
- Handling
- External Hazard
- Organisation

Hazard monitoring is a continuous process carried out during the Operator's activities. Consequently, the hazard list is an open document subject to amendments. Any changes to the hazard list might derive from:

- Results from the Reporting System;
- Results from auditing activities;
- Results from operations monitoring activities;
- Analyses of SPI trends;
- Amendments to national or international legislation;
- Investigation reports / recommendations from national and international investigation authorities;
- Results from the Change Management Process.

The hazards in the list are uniquely identified by a code and description. This information is reported in the SMS database. Each of them is given a description and the description of the undesirable operational state (UOS) according to the below definitions:

HAZARD	A hazard is a condition or an object with the potential to cause death, injuries to personnel, damage to equipment or structures, loss of material, or reduction of the ability to perform a prescribed function. (ICAO)
UNDESIRABLE OPERATIONAL STATE	The stage in an accident scenario where the scenario has escalated so far that (excluding providence) the accident can be avoided only through successful recovery measure(s). (ARMS)

0.2.5.2 Hazard Analysis

The analysis of hazards allows for the associated level of risk to be assessed and the subsequent identification of appropriate mitigation/improvement methods. The aim of this analysis is to provide a description of the causes and consequences relating to the hazard and preventive and/or mitigating processes and procedures put in place.

All hazards identified by the Operator are managed through continuous monitoring. The priority to amend the risk assessments with the bowtie model, described below, is based on the critical events identified by the entire organisation through the reporting and auditing system.

The analysis process is based on the bowtie method and can be summarised in 5 stages:

Stage 1 – Identifying the Undesirable Operational State (UOS)

The first stage consists in identifying the undesirable event in relation to the hazard, namely the stage in an incident scenario in which the scenario has reached the point which (excluding providence) the incident can only be avoided thanks to effective mitigating barriers.

Stage 2 – Identifying the Threats

Identifying the threats consists in evaluating all potential contributing elements such as conditions, activities, procedures and so on, which may lead to the occurrence of the UOS.

Stage 3 – Identifying the Consequences

Identifying the consequences consists in evaluating the potential injuries to personnel or passengers, damages to vehicles, equipment or infrastructures, the inability to carry out a determined function as an effect of the UOS.
In the context of the SMS activity, where possible, identifying the consequences consists in researching the types of occurrences related to the hazard. These occurrences are, as a matter of fact, usually consequences of the UOS identified for each hazard.

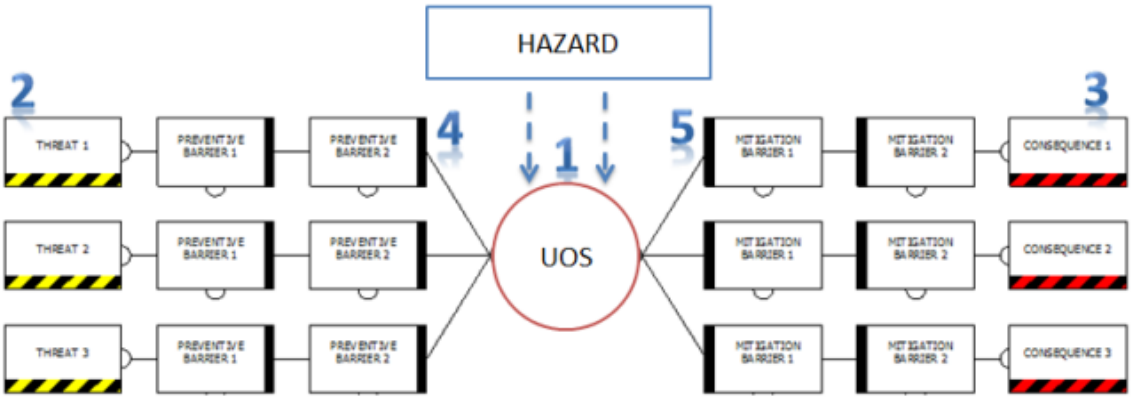
By processing the data in the SMS archive, it will be possible to describe the number of events, related types and recorded seriousness in this section. The data may be completed with evaluations of the surveys carried out and with the distribution of the types of causes found for said events. In the analysis of the occurrences, in addition to individual events, their temporal distribution and therefore, their trend, will also be considered. The subsequent risk assessment will make reference to these data.

Stage 4.5 – Identifying the Barriers

The barrier may be preventive or mitigating. The first barriers form a control element in order to reduce the possibility that an UOS occurs based on a specific threat. The second ones form a mitigating element for the possible consequences deriving from the UOS.

Generally, the barriers may be assimilated to processes or procedures. Therefore, in order to assess their effectiveness, this section may contain the audits performed, the audited bodies/processes and any assessments made which are still open, indicating their time frames of closure and/or any deadlines which have not been met.

The visual representation of the results of this analysis stage shows all the relevant elements for the identified hazard and forms the working basis for the risk assessment.



The analysis stage is carried out by the SAGs coordinated by SMS personnel with the involvement of expert personnel within or external to ADR. During this analysis the hazard log is compiled, whose description is shown in the related paragraph.

0.2.5.3 Risk Assessment

The risk assessment is the safety risk analysis of the consequences of the hazards which were identified. It breaks the risk down into two components: the probability that an event or damaging condition will occur, and the seriousness of the event or condition, if it were to occur.

Once the hazard analysis stage is complete and the threats, consequences and barriers have therefore been defined, risk assessment is carried out for all the consequences identified in the analysis stage. The risk is assigned a level of risk based on the designated risk matrix.

Risk Assessment Matrix

Following comparisons of national and international expertise, as well as experience gained at a local level, a risk assessment matrix was chosen which took inspiration from the model adopted by the ICAO, whose characteristics are as follows:

- PROBABILITY

In order to evaluate the probability that a consequence will occur, indicative reference parameters were defined which may refer to recorded or presumed frequencies.

Probability	Extremely Improbable	Improbable	Remote	Occasional	Frequent
Definition	Extremely unlikely event that will almost never occur	Unlikely or far from frequent event that rarely occurs	Improbable that event will occur, but may occur sometimes	Probable event that may occur sometimes	Event that is expected to occur often
	Approximately once every 10 years	Approximately once every 5 years	Approximately once per year	Approximately once per month	Approximately more than once per month

- SEVERITY

In order to evaluate the severity of a consequence, reference parameters subdivided into 2 categories were defined: Injury to people and damage to assets.

In relation to these categories, 5 levels of severity were defined:

SEVERITY	Catastrophic	Hazardous	Major	Minor	Negligible
Injury to people	Fatal injuries	Major and/or permanently disabling injuries	Minor injuries requiring medical attention	Minor injuries not requiring medical attention	No injury or negligible injuries
Damage to assets	Extremely serious damage and/or loss of property (for damage to aircraft, see the definition of 'accident' in ICAO Appendix 13)	Extremely significant damage (for damage to aircraft, see the definition of 'serious incident' ICAO Appendix 13)	Minor/contained damage (for damage to aircraft, see the definition of 'incident' in ICAO Appendix 13)	Near or negligible damage	No damage or negligible damage

Safety Action Group and Evaluation Methods

The risk assessment is carried out by an SAG coordinated by Safety Management System personnel with the support of experts qualified in the area of interest.

Should the consequences of an UOS identified in the analysis stage be attributable to occurrences recorded in the reporting system, the risk assessment carried out by the SAG shall consider the severity and frequency data processing prepared by the SMS. On the other hand, should there be no occurrences directly attributable to the identified consequence; the risk assessment shall be qualitative, obtained from the joint analysis of the SAG on the basis of the matrix parameters defined above.

In any case, the principle at the basis of assigning the severity and probability level refers to the "Worst Credible Case".

Once the associated risk level is established, it is assessed if this risk is or is not acceptable. The matrix used allows for the clear identification of the risk levels and their acceptability or unacceptability.

Risk Probability						
EXTREMELY IMPROBABLE 1	IMPROBABLE 2	REMOTE 3	OCCASIONAL 4	FREQUENT 5		
1A	***2A***	***3A***	***4A***	***5A***	CATASTROPHIC A	***Risk Severity***
1B	***2B***	***3B***	***4B***	***5B***	HAZARDOUS B	
1C	***2C***	***3C***	***4C***	***5C***	MAJOR C	
1D	***2D***	***3D***	***4D***	***5D***	MINOR D	
1E	***2E***	***3E***	***4E***	***5E***	NEGLIGIBLE E	

The risk is defined unacceptable, tolerable or acceptable depending on the combination of the severity and probability levels. The description of the actions to adopt in the identified cases is shown below:

- ***UNACCEPTABLE*** (red):

  Mitigating actions must be carried out immediately in order to reduce this level to at least a tolerable level before resuming operations.

- ***TOLERABLE*** (yellow):

  The mitigating actions must be evaluated.

- ***ACCEPTABLE*** (green):

  No action is necessary. Improvement actions may be undertaken for the purposes of optimising operations.

Residual risk is also defined by the SAG by using the same matrix, or the risk level evaluated based on the defined mitigating actions.

The risk assessment carried out is then amended if one of the following situations occurs:

- significant or anomalous increase of event alerts relating to the identified hazard;
- significant ineffectiveness of the preventive or mitigating barriers relating to the hazard;
- significant organisational, infrastructural or procedural changes that relate to the identified hazard.

0.2.5.4 Risk Assessment Report and Hazard Log

The Risk Assessment Report and the hazard log form the summarising documents of the process of analysis, evaluation and any mitigation of risk related to a certain hazard.

The compilation and amendment of this documentation is the responsibility of the Safety Management System personnel, also in order to guarantee the traceability of the activities undertaken in relation to each hazard.

Risk Assessment Report

The Risk Assessment Report (RAR) is a descriptive document which summarises the entire hazard analysis carried out and the related risk assessment. The mitigating actions identified by the SAG are described therein.

The person in charge of compiling the RAR issues a copy of it to the SAG members, the PHs and any interested company representatives in order to implement the mitigating actions.

Hazard Log

The Hazard Log is a summarising outline of the constituent elements of the hazard identified during its analysis and the relating risk assessment. This document is updated in accordance with the related Risk Assessment Report by the Safety Management System personnel.

0.2.6 Risk Mitigating Actions

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.005	b)	4)
AMC1	ADR.OR.D.005 (b)(4)	a)	
AMC2	ADR.OR.D.005 (c)	b)	6)

Any risk mitigating actions resulting from the analyses and evaluations carried out by the Safety Management System and shared with the Post Holders/Deputies involved must be directly decided by the Post Holder/Deputy based on his/her know-how. If suggested by the Safety & Compliance Monitoring Manager, these must then be shared and approved by the Post Holder of reference in order to guarantee their feasibility.

In case of conflict between the Post Holder of reference and the Safety & Compliance Monitoring Manager, the final decision is put to the Accountable Manager.

The Post Holder is responsible for implementing the action in due time and informing the Safety & Compliance Monitoring Manager if the proposed action is overdue or not feasible.

In collaboration with the Post Holder involved, the Safety & Compliance Monitoring Manager is responsible for controlling the implementation and effectiveness of the implemented actions.

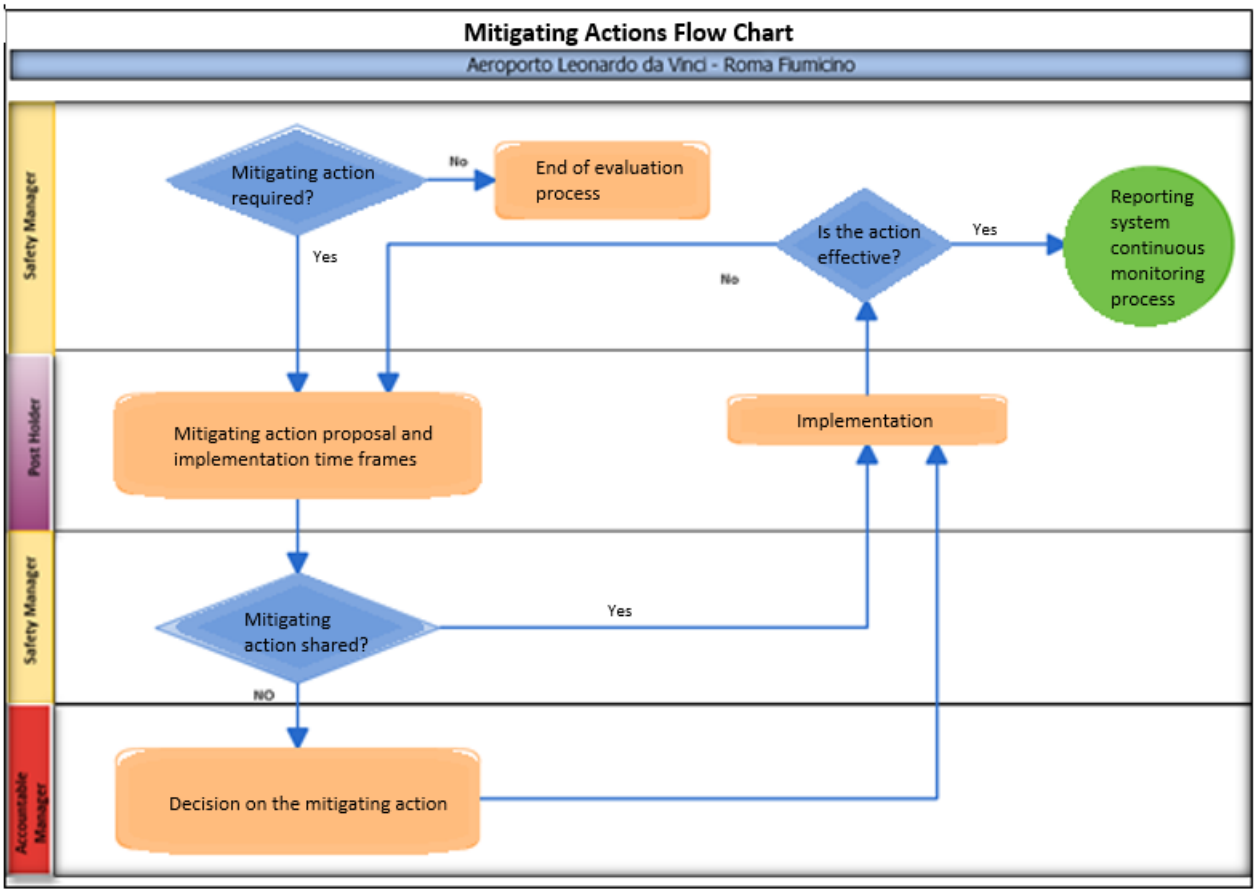
The Safety & Compliance Monitoring Manager is able to evaluate the effectiveness of the proposed action by regular receiving Ground Safety Reports with details of the events subject to any mitigating action.

The Risk & Change SAG is the work group that supports the Safety & Compliance Monitoring Manager and Post Holders when defining actions intended to reduce the level of risk identified following assessment. These mitigating actions may be defined in order to reduce the probability or severity of the risk and must:

- derive from the hazard analysis;
- be identified through a specific description;
- identify the figures in charge of implementation and the implementation time frames;
- be categorised according to priority through assigning a level according to the following framework:

Level	*Definition*
First Level	*The process or activity must be immediately suspended, save for immediate actions which may consist in limiting the aerodrome's operations or, in cases of particular severity, in suspending them until acceptable conditions are re-established.*
Second Level	*The mitigating action is defined in order to reduce the risk level through a recovery plan that was agreed when defining the action.*
Third Level	*The mitigating action is identified with the aim of improving the process and does not constitute an immediate need.* *This action shall have a recovery plan that is agreed when defining the action.*

The implementation activities of the defined actions are monitored during Compliance Monitoring activities.



0.2.7 Monitoring the Safety Indicators

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.005	b)	5)
IR	ADR.OR.D.005	b)	7)
AMC1	ADR.OR.D.005 (b)(5)	a)	
AMC1	ADR.OR.D.005 (b)(5)	b)	
AMC1	ADR.OR.D.005 (b)(7)		
AMC2	ADR.OR.D.005 (c)	b)	7)

Safety Performance Monitoring is the process through which the safety levels of airside operations are verified in relation to: the objectives established in the safety policy; the risks identified; and the related mitigating measures.

This process includes identifying the Safety Performance Indicators (SPIs), defining specific targets on an annual basis and the subsequent monitoring of these SPIs.

The aim of this chapter is to describe:

- the formal process adopted to develop and maintain the set of SPIs;
- the methods of defining the annual target levels of the SPIs;
- the process adopted to monitor performances.

0.2.7.1 Safety Performance Indicators (SPI)

SPIs are a series of parameters which give summary information regarding:

- the custom for reporting aeronautical events;
- safety levels of airside operations;

and are used to identify any critical events, therefore subject to subsequent specific in-depth analyses.

Identifying the SPIs

The SPIs are identified based on the parameters used internationally (for example by the ACI or the EASA), and on the expertise gained from the SMS. These indicators are then shared by the Safety Board.

SPIs Adopted

The identified indicators mainly refer to safety levels of airside operations. Statistical processing of the SPIs is carried out through the use of data from the SMS database.

The indicators chosen and their description and formulation shared annually in the Safety Board are shown in the following table.

SAFETY PERFORMANCE INDICATOR			
N.	Higher Consequence SPI	DESCRIPTION	FORMULA
1	Aircraft ground damage rate	Damage to moving or parked aircraft (excluding damage related to technical causes or birdstrikes).	Relationship between the n° of aircraft damage reports and the n° of aircraft movements, per 1000 aircraft movements
2	Near collision with aircraft by vehicle rate	Near aircraft collisions	Relationship between the n° of near aircraft collisions reports and the n° of aircraft movements, per 1000 aircraft movements
3	Runway Incursion Rate (*)	Incorrect presence of aircraft, vehicles or persons in the runway protection zone	Relationship between the n° of runway incursions and the n° of aircraft movements, per 1000 aircraft movements
4	BRI2 (**)	Birdstrike Risk Index	Refer to Appendix 6 of ENAC Circular APT-11
5	FOD on runway	Reports of FOD on the runway	Relationship between the n° of FOD on runway reports and the n° of aircraft movements, per 1000 aircraft movements
N.	Lower Consequence SPI	DESCRIPTION	FORMULA
1	External voluntary reporting rate	Voluntary reporting custom by all aerodrome bodies excluding ADR personnel	Relationship between: • the difference between the n° of reports received from external bodies and the n° of reports with damage/injuries/runway incursions received from external bodies • the n° of aircraft movements per 1000 aircraft movements
2	Injuries rate	Passengers or operators injured or killed in airside	Relationship between the n° of persons injured/killed reports and the n° of aircraft movements, per 1000 aircraft movements

(*) Data relating to runway incursions is provided by ENAV annually to the Local Runway Safety Team.
(**) The Birdstrike Risk Index (BRI2) is described in the Annual Birdstrike Report (ref. ENAC Circular APT-01B sec. 5.2).

- Maintaining the SPIs

The selection and formulation of the SPIs are re-assessed (at least annually at the beginning of the year) by the Safety Board.

The SMS monitors the events with additional indicators, which, depending on the criticality, may be subject to changes (e.g. the rate of incidents between vehicles, not being strictly related to aviation safety, may give an indication of the custom for following the rules).

0.2.7.2 Defining the Targets of the SPIs

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(7)	a)	
AMC1	ADR.OR.D.005 (b)(7)	b)	
AMC1	ADR.OR.D.005 (b)(7)	c)	

Coherently with the Safety Policy, the objective to contribute to constant improvement in terms of safety arises from the given indicators. Therefore, the numerical targets of the SPIs are defined annually by the Safety Board.

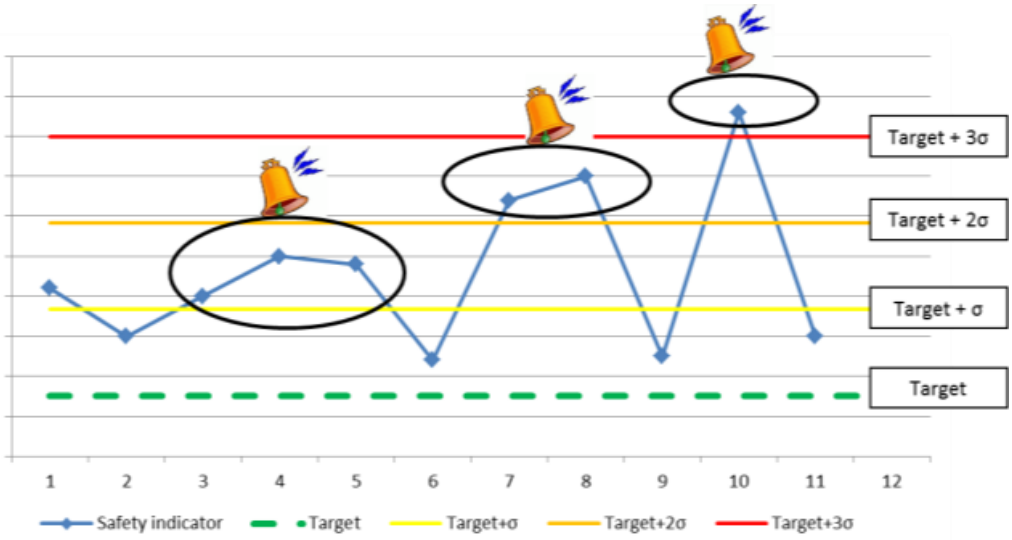
0.2.7.3 Monitoring the SPIs

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(7)	a)	
AMC1	ADR.OR.D.005 (b)(7)	b)	
AMC1	ADR.OR.D.005 (b)(7)	c)	

With regard to *DOC 9859 ICAO (Appendix 4)*, in order to periodically monitor the performance of the safety indicators listed above, three corresponding alert levels were defined for each indicator. The values are based on the performances achieved in a specific past period of reference (annual or multi-annual) and depend on the standard deviation compared to the mean of the considered data.
The alert levels define the value and/or trend relating to a specific passed monitoring period for which it was necessary to assess the corrective actions. In particular, an alert level is considered passed if one of the following situations occurs during the monitoring period (four months):

- A single point is above (or below, depending on the objectives) Level 1 (Target+σ);
- Two consecutive points are above (or below, depending on the objectives) Level 2 (Target+2σ);
- Three consecutive points are above (or below, depending on the objectives) Level 3 (Target+3σ);



When an alert is triggered, appropriate mitigating actions are evaluated by the Safety Action Group and then implemented based on a root cause analysis of the anomalous trend.

The performance of the SPIs is communicated every four months to the Safety Board.

0.2.8 Reporting System

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.C.030	a)	
IR	ADR.OR.C.030	b)	
IR	ADR.OR.C.030	c)	
IR	ADR.OR.C.030	d)	
IR	ADR.OR.C.030	e)	
AMC1	ADR.OR.C.030		
AMC1	ADR.OR.C.030	a)	
AMC1	ADR.OR.C.030	b)	
AMC1	ADR.OR.C.030	c)	
AMC1	ADR.OR.C.030	d)	
AMC2	ADR.OR.D.005 (c)	b)	8)
IR	ADR.OR.D.030	a)	
IR	ADR.OR.D.030	b)	
IR	ADR.OR.D.030	b)	1)
IR	ADR.OR.D.030	b)	2)
IR	ADR.OR.D.030	c)	
IR	ADR.OR.D.030	d)	
IR	ADR.OR.D.030	d)	1)
IR	ADR.OR.D.030	d)	2)
IR	ADR.OR.D.030	d)	3)
IR	ADR.OR.D.030	d)	4)
IR	ADR.OR.D.030	d)	5)
AMC1	ADR.OR.D.030	a)	
AMC1	ADR.OR.D.030	a)	1)
AMC1	ADR.OR.D.030	a)	2)
AMC1	ADR.OR.D.030	a)	3)
AMC1	ADR.OR.D.030	a)	4)
AMC1	ADR.OR.D.030	a)	5)
AMC1	ADR.OR.D.030	a)	6)
AMC1	ADR.OR.D.030	a)	7)
AMC1	ADR.OR.D.030	a)	8)
AMC1	ADR.OR.D.030	a)	9)
AMC1	ADR.OR.D.030	a)	10)
AMC1	ADR.OR.D.030	b)	
AMC1	ADR.OR.D.030	b)	1)
AMC1	ADR.OR.D.030	b)	2)

One of the key elements of the Safety Management System is the Reporting System. Every aeronautical event, or any operational interruption, fault, malfunction or other irregular situation that has or may have an impact on flight safety, contains elements which, if appropriately recognised and investigated, may form the basis to implement corrective actions so that the event is not repeated in the future. Aeroporti di Roma has set itself the objective of encouraging the participation of all aerodrome operators in its Reporting System. As a matter of fact, they are

requested to report events which pose a risk to the safety of aircraft by completing the Ground Safety Report. The voluntary and mandatory reports are the most important communication tool to ensure that no event is overlooked. Every anomaly may be of great value when highlighting potential causes of greater severity events.

This chapter will describe the voluntary and mandatory reporting methods for aeronautical events, their analysis and the related follow-up process in line with Reg. (EU) 376/2014 and 2015/2018. With reference to the above-mentioned regulation, the method for reporting events to ENAC and any analysis and follow-up shall be described.

0.2.8.1 Reporting Methods for Aeronautical Events

Without prejudice to the obligations outlined in Regulation (EU) 376/2014, personnel and all aerodrome organisations must notify the Safety Management System of any aeronautical event that occurred in the airside area of the aerodrome which could pose a risk to operational safety.

The information received is collected, recorded, analysed and used exclusively to maintain or improve the safety of operations and not to attribute any blame or accountability.

Reports to the Safety Management System may be made by personnel/organisations through the Ground Safety Report Form (Section 2 Appendix 2). The information submitted is only used for statistical purposes and preventive analyses.

The available methods for submitting the Ground Safety Report to the Safety Management System are:

- By emailing the sms@adr.it inbox

Mandatory Reports

Any event that caused damage (injury to persons, damage to aircraft, vehicles, and infrastructures) or affected the safety of airside operations must be submitted to the Safety Management System within 72 hours of the event, without prejudice to the requirement to promptly communicate the occurrence to ADR/CEA for operational management.

For further details and a complete list of the mandatory reports, see Implementing Regulation (EU) No. 2015/1018 Appendix IV (Sec. 4.1).

Voluntary Reports

Safety is not only improved through reporting mandatory events which principally determine a responsive analysis, but above all thanks to a proactive analysis which is initiated by spontaneous reporting of events which are deemed potential or real hazards.

It is at the discretion of any person to report events considered hazards which do not fall under the mandatory events categories.

Some examples of events it is recommended to report to the SMS are as follows:

1. Aircraft fail to follow procedures during the parking phase;
2. Aircraft or vehicle oil spills;
3. Fuel leaks during re-fuelling operations;
4. Any other event that could have an impact on safety;
5. Failure to follow vehicle traffic rules.

Collecting and Recording Aeronautical Events

The reports received by the Safety Management System are acquired, verified and saved in the SMS database (if they have or could have an impact on aerodrome safety).

Data Protection

Sensitive data inserted in the form are managed in accordance with existing legislation on privacy protection and Regulation (EU) 376/2014.

The data are collected and managed in accordance with just culture principles, that is without any punitive or sanctioning intention towards the personnel involved, unless in certified cases of fraud, serious negligence or deliberate failure to follow regulations and procedures.

0.2.8.2 Analysis of Aeronautical Events

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(3)	a)	
AMC1	ADR.OR.D.005 (b)(3)	b)	
AMC1	ADR.OR.D.005 (b)(7)	a)	
AMC1	ADR.OR.D.005 (b)(7)	b)	
AMC1	ADR.OR.D.005 (b)(7)	c)	
AMC1	ADR.OR.D.027	a)	2)

Categorising the Records

One of the most important aspects in the process of recording occurrences is related to the categorisation stage: an accurate and standardised classification of occurrences allows for better statistical analysis of data, useful both in monitoring SPI's and in hazard identification processes.

In the SMS database:

- events are categorised according to the ADREP taxonomy defined by the ICAO;
- each event is assigned a severity evaluated on the basis of the seriousness of the consequences that the event has caused;
- each event is attributed a risk grade (green, yellow or red) on the basis of assessments relating to the effectiveness of the remaining barriers and to the worst plausible consequence if no barrier functioned (according to the following matrix)[1]

Question 2 What was the effectiveness of the remaining barriers between this event and the most credible accident scenario?				*Question 1* If this event had escalated into an accident outcome, what would have been the most credible outcome?	
Effective	Limited	Minimal	Not effective		
50	102	502	2500	Catastrophic Accident	Loss of aircraft or multiple fatalities (3 or more)
10	21	101	500	Major Accident	1 or 2 fatalities, multiple serious injuries, major damage to the aircraft
2	4	20	100	Minor Injuries or damage	Minor injuries, minor damage to aircraft
1				No accident outcome	No potential damage or injury could occur

Managing Occurrences Depending on the Risk Grade

Based on the risk grade assigned to the occurrence, the subsequent analysis process is defined:

1. GREEN the occurrence is characterised by a low level of risk: prompt investigation is not necessary, but it is monitored for possible repetition; this kind of event is usually analysed as part of the SPIs or subject to risk assessment.

2. YELLOW the occurrence is characterised by a medium level of risk: detailed studies are required which may be carried out through a prompt investigation or amendments or drafting a new risk assessment;

3. RED the occurrence is characterised by a high level of risk: a dedicated investigation is required.

All investigations are closed within 90 days in accordance with Regulation (EU) 376/2014.

[1] Only for events Ref. Annex 4 (Sec. 4.1) Reg. 2015/1018

Reporting Events to ENAC through eEMOR

Reports foreseen by Implementing Regulation (EU) No. 2015/1018 APPENDIX IV (Sec. 4.1) are sent by the ADR SMS to ENAC through eEMOR, within 72 hours of receipt.

The reports are saved in the Safety Management System database, which can submit files to ENAC that are compatible with the ECCAIRS software (eE-MOR – ECCAIRS 5).

Alternatively, Safety Management System personnel have access credentials for the use of the WEBDAS system made available by the authority for reporting aeronautical events.

Where real or potential hazards to the safety of operations are identified, reports sent through eEMOR to the Authority must be subject to analysis, in agreement with the following deadlines foreseen by Regulation (EU) 376/2014:

- Within 30 days of sending the first report to ENAC, it must be updated with the preliminary results of the analysis of the event and any identified actions to be undertaken
- Within 90 days of sending the first report to ENAC, it must be updated with the final results of the analysis of the event.

Investigation Methods

Where required, the appointed investigator:

- finds information on the physical circumstances of the event (places, interactions between people, structures, equipment, etc.) This information could be collected through photographs, drawings, measurements, etc.;
- finds – possibly through interviews – information collected from person(s) directly involved, person(s) who completed the Safety Report or in general from witnesses of the event. Information provided by person(s) indirectly involved in the event may also be included. For requests for pilots' contribution to the analysis of the events they were involved in, two forms are provided by the SMS (one for events in the manoeuvring area and one in the apron) which are sent with the request to complete them to identify possible causes attributable to communication, markings, awareness of the situation, etc.;
- finds all document information on operational procedures, training received by the personnel involved, maintenance of vehicles/equipment, etc.

The investigation aims to understand circumstances, dynamics, causes and consequences of the event.

In the course of the investigation, those parties, in charge of the activities/processes subject to analysis and who shall have the responsibility of identifying critical areas shall be involved.

Any corrective actions resulting from the analyses and evaluations carried out by the Safety Management System and shared with the Post Holders/Deputies involved (possibly in a dedicated SAG) must be directly decided by the Post Holder/Deputy based on his/her know-how. If suggested by the Safety & Compliance Monitoring Manager, these must then be shared and approved by the Post Holder of reference in order to guarantee their feasibility.

In case of conflict between the Post Holder of reference and the Safety & Compliance Monitoring Manager, the final decision is put to the Accountable Manager.

The Post Holder is responsible for implementing the action in the expected time frames and informing the Safety & Compliance Monitoring Manager if the proposed action is impeded or not viable.

In collaboration with the Post Holder involved, the Safety & Compliance Monitoring Manager is responsible for controlling the implementation and effectiveness of the implemented actions.

The Safety & Compliance Monitoring Manager is able to evaluate the effectiveness of the proposed action by regular receiving Ground Safety Reports with details of the events subject to any mitigating action.

The corrective actions must follow the following principles:

Level	***Definition***
First Level	*The process or activity must be immediately suspended, save for immediate actions which may consist in limiting the aerodrome's operations or, in cases of particular severity, in suspending them until acceptable conditions are re-established.*
Second Level	*The corrective action is defined in order to reduce the probability that the event will be repeated and is characterised by a recovery plan that is agreed when defining the action.*
Third Level	*The preventive action is identified with the aim of improving the process and does not constitute an immediate requirement.* *This action shall have a recovery plan that is agreed when defining the action.*

The investigator records the investigation results in the specific SMS database form and/or in the Investigation Report.

The investigation reports are approved by the Safety & Compliance Monitoring Manager (or his/her Deputy).

It shall be the responsibility of the investigator to provide feedback regarding the investigation to the parties who reported the event.

0.2.8.3 Monitoring Corrective Actions

Following the analyses and identification of corrective or preventive actions, the Compliance Monitoring Management monitors the implementation of these actions through the Follow Up management process as described in Sec. 2.3.4.7.

0.2.9 Emergency Response Planning

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.005	b)	10)
AMC1	ADR.OR.D.005(b)(10)		
AMC2	ADR.OR.D.005 (c)	b)	9)

Procedures relating to managing the states of hazard are described in the Aerodrome Emergency Plan (PEA).

The procedures are shared during the Emergency Response Committee (sec. 2.1.3.5) and tested with the following frequency:

- At least 1 full-scale test every 2 years;
- At least 2 partial exercises per year to test the post-rescue and rescue procedures.

The Safety & Compliance Manager analyses the emergency procedures and controls the adoption, by the persons in charge, of the corrective/preventive actions resulting from the exercises for the purpose of continuously improving the Emergency Management System.

0.2.10 Change Management

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.B.040	a)	
IR	ADR.OR.B.040	a)	1) 2)
IR	ADR.OR.B.040	b)	
IR	ADR.OR.B.040	c)	
IR	ADR.OR.B.040	d)	
IR	ADR.OR.B.040	e)	
IR	ADR.OR.B.040	f)	
IR	ADR.OR.B.040	f)	1) 2) 3) 4)
AMC1	ADR.OR.B.040		
AMC1	ADR.OR.B.040	a)	
AMC1	ADR.OR.B.040	b)	
AMC1	ADR.OR.B.040	c)	
AMC1	ADR.OR.B.040	d)	
IR	ADR.OR.B.050		
IR	ADR.OR.B.050	a)	
IR	ADR.OR.B.050	b)	
IR	ADR.OR.D.005	b)	6)
AMC1	ADR.OR.D.005 (b)(6)		
AMC2	ADR.OR.D.005 (c)	b)	10)

0.2.10.1 Aim

As an integral part of the Management System, the Aerodrome Operator has a Change Management process whose main aims are to:

- determine interdependence with any interested bodies/organisations (internal or external to the operator);
- plan and conduct risk assessment in coordination with these bodies/organisations;
- systematically identify any mitigating actions with all interested parties, implement and monitor them;
- guarantee total management of the change and its interactions with aerodrome operations;
- guarantee that the assessments undertaken are appropriately traced and supported by suitable documentation;
- guarantee that the change supports safety improvement as much as reasonably possible;

The Change Management process shall be used for all changes in the Operator's organisation, the management system, the aerodrome's infrastructures and the operations that may have an impact on existing processes, procedures and services. If the changes cause deviations from legislative requirements, they shall be analysed according to the envisaged procedures, ensuring the required safety objectives through the derogation approval request (permanent or temporary).

0.2.10.2 Types of Change

For the purposes of this procedure, various types of change are defined: infrastructural, organisational, procedural or a combination thereof.

Type of change	Area of application
Infrastructural	Any activity which foresees a change to infrastructures/systems that has an impact on airside operations.
Organisational	Any organisational variation that involves the Operator's certification structure. Any organisational variation that involves bodies/subsidiary companies that carry out the Operator's functions foreseen by the aerodrome certification.
Procedural	Any change to the content of the Aerodrome Manual or its appendices that has an impact on airside operations. Any change to the content of the Airport Regulation or its appendices that has an impact on airside operations.

0.2.10.3 Change Level definition

For the purposes of identifying changes that require approval from the authority, three change levels are defined with respective actions to be undertaken for each one:

LEVEL	ACTION
Level I	Activation of the internal analysis process, management of risks connected to the change and notifying the authority of the change and the risk analyses carried out for approval before implementing it.
Level II	Activation of the internal analysis process, management of risks connected to the change and notifying the authority of the change before implementing it.
Level III	Evaluation by the Operator on possible opportunity to activate a formal Change Management process.

0.2.10.4 Description of the Process

The Change Management process is part of the most general Risk Management. Reference shall also be made to elements described previously in this manual in Section 2.2.5 "Safety Risk Management".

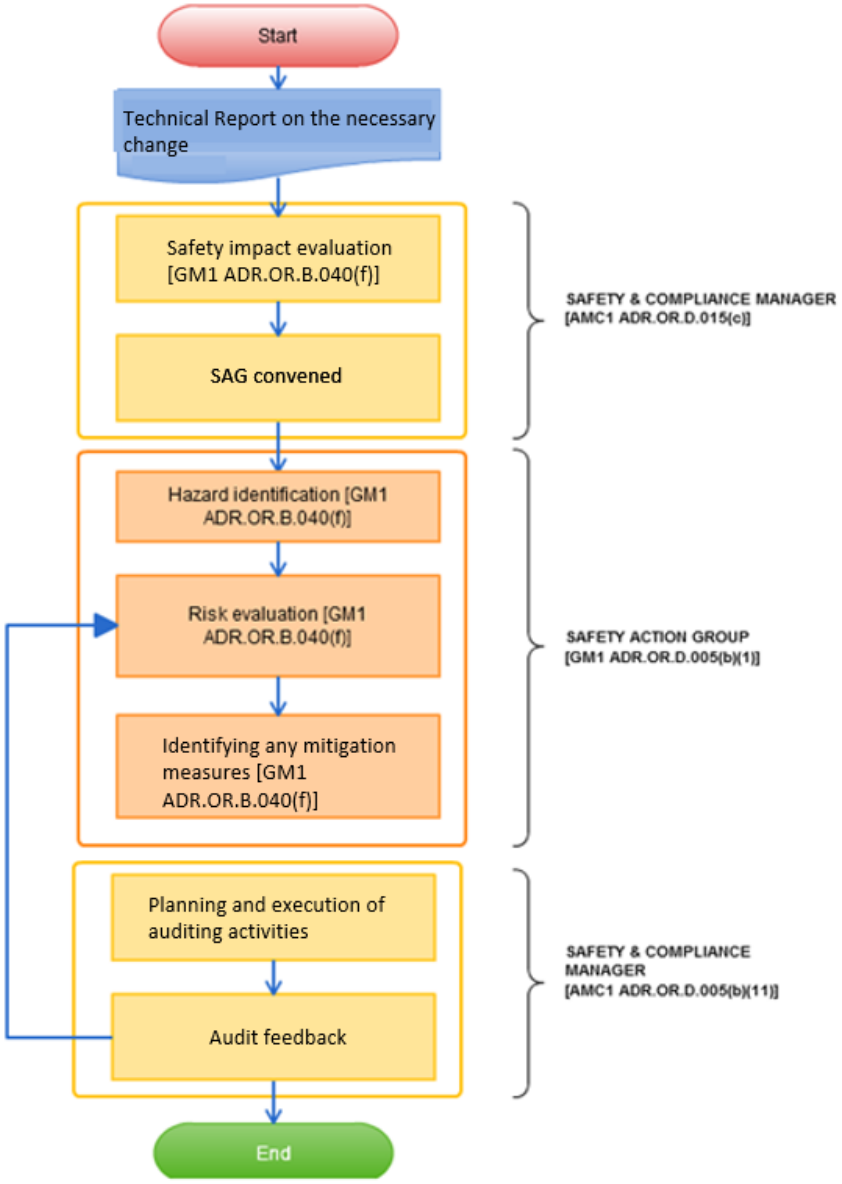
The process is structured into 5 stages:

1. definition and communication of the change;
2. safety impact assessment of the change;
3. hazard identification and assessment of the risks connected with the change;
4. identification and planning of mitigating actions;
5. monitoring implementation and efficacy of mitigating actions.

The management of the various stages of the process and the responsibility of the relative required activities are the responsibility of the various figures involved in the process. The specific functions of these figures are described below.

FIGURES	ROLE
CHANGE OWNER (CO)	The Change Owner is the figure (internal or external to the Operator) who initiates the process, informing Safety Management of the expected change.
SAFETY & COMPLIANCE MONITORING MANAGER (SCMM)	With the support of the Risk & Change Management office, the Safety & Compliance Monitoring Manager defines the change level, verifies the involvement of the figures necessary for correct risk management (also possibly through the creation of a specific SAG), and monitors the implementation and efficacy of any mitigating actions identified.
RISK & CHANGE MANAGEMENT (RCM)	The Risk & Change Management Manager coordinates the risk assessment activities and supports the individuals involved in identifying the mitigating actions.
POST HOLDERS AND DEPUTIES (PH & DPH)	The Post Holders and/or respective Deputies from time to time involved contribute to risk assessment (also during the SAG), identify any mitigating actions and ensure their implementation.
TECHNICAL BODIES/EXTERNAL COMPANIES (TEC-EXT)	If other bodies internal to the Operator and/or other external companies/professionals needed for correct risk assessment are involved in the process (through the SAG), they assist in the risk assessment and identification of any mitigating actions and ensure their implementation (in their fields of competence).

The process is generally structured according to the flow shown in the following diagram.

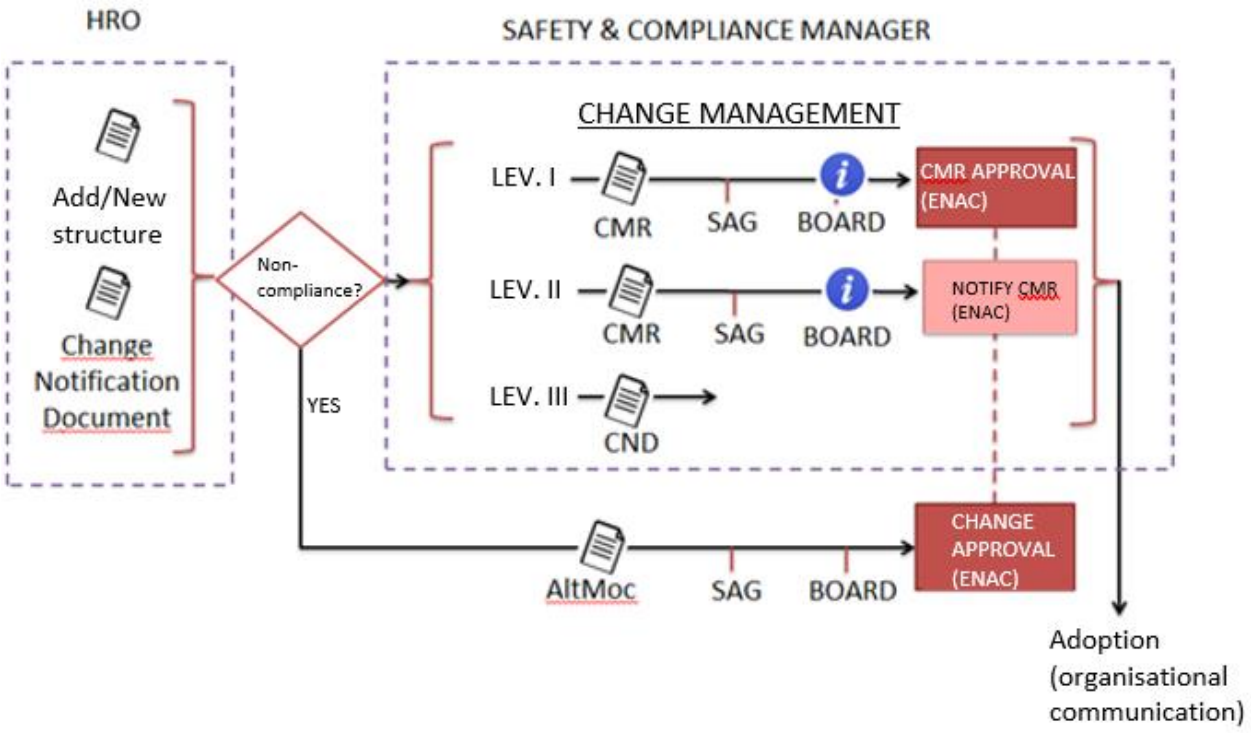

Start
Technical Report on the necessary change
Safety impact evaluation [GM1 ADR.OR.B.040(f)]
SAG convened
SAFETY & COMPLIANCE MANAGER [AMC1 ADR.OR.D.015(c)]
Hazard identification [GM1 ADR.OR.B.040(f)]
Risk evaluation [GM1 ADR.OR.B.040(f)]
Identifying any mitigation measures [GM1 ADR.OR.B.040(f)]
SAFETY ACTION GROUP [GM1 ADR.OR.D.005(b)(1)]
Planning and execution of auditing activities
Audit feedback
SAFETY & COMPLIANCE MANAGER [AMC1 ADR.OR.D.005(b)(11)]
End

STAGE	ACTIVITY	PERSON IN CHARGE	DOCUMENTATION
1 - Definition and communication of the change;	The CO (HRO) notifies the SCMM of the need for the change and the implementation time frames.	CO	CHANGE NOTIFICATION DOCUMENT
2 - Safety impact assessment of the change;	The SCMM defines the change level and the necessity (or lack thereof) to write up a Change Management Report or any reports from the single SAG (if created).	SCMM/RCM	CHANGE NOTIFICATION DOCUMENT
3 - Hazard identification and assessment of the risks connected with the change;	In collaboration with the CM, the SCMM and/or RCM identifies the figures involved in the change and may convene a SAG.	SCMM/RCM	SAG REPORT / DEDICATED MEETINGS
	During the SAG coordinated by RCM, the hazards relating to the existing change are identified and the risk is qualitatively assessed.	RCM	CHANGE MANAGEMENT REPORT or SAG Report
4 - Identification and planning of any mitigating actions;	Any necessary mitigating actions and the relative implementation time frames are identified.	PH / DPH	CHANGE MANAGEMENT REPORT or SAG Report
5 - Monitoring the implementation and efficacy of mitigating actions;	The SCMM and/or RCM may plan an audit of the implementation of the mitigating actions through the Compliance Monitoring structure.	SCMM	CHANGE MANAGEMENT REPORT or SAG Report
	The audit is carried out according to the methods required by the auditing process. During the audit, the SCMM and/or RCM may provide feedback to the CM and/or SAG if the checks carried out show the mitigating actions are ineffective.	SCMM	AUDITING DOC.

The following points specify the procedural flows for the various types of change, highlighting any management alongside deviations from legislation (non-compliance).

Organisational Changes

The Change Management process for organisational changes shall be principally initiated by the Personnel Department.



Definitions and Acronyms

AltMoc: Alternative Means of Compliance

BOARD: Safety Board

CMR: Change Management Report

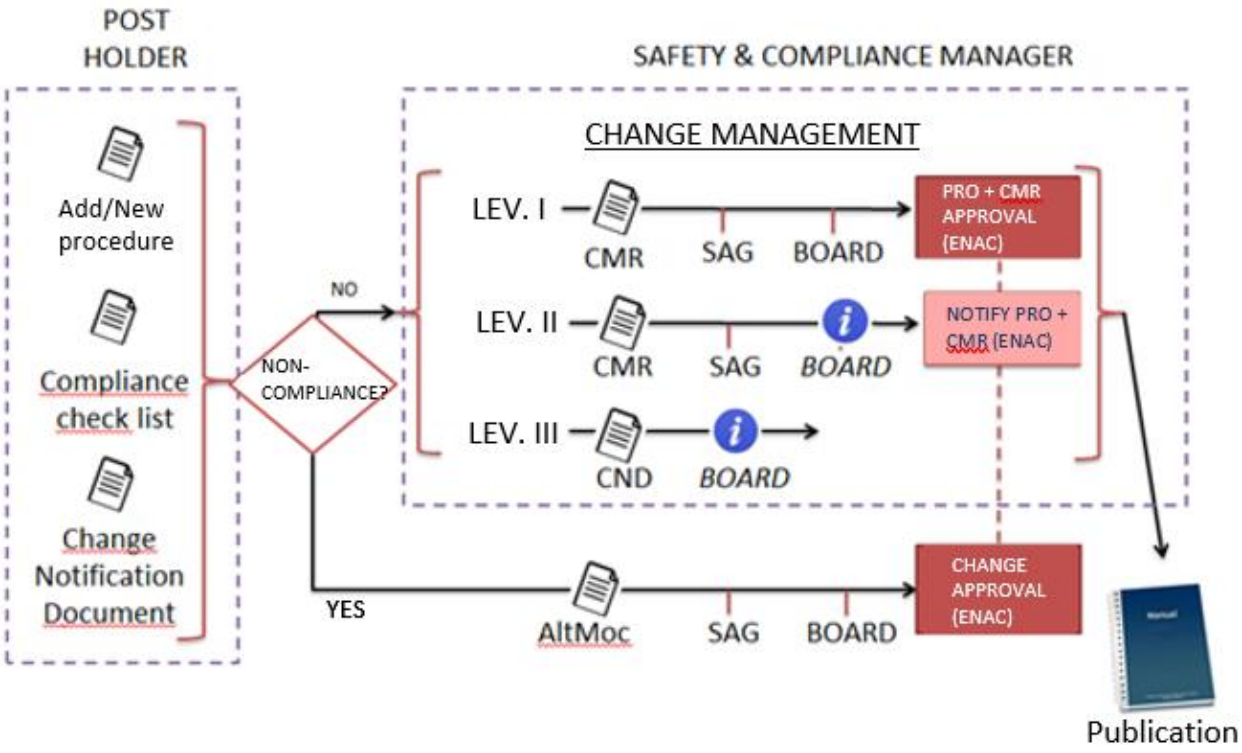
CND: Change Notification Document

HRO: Human Resources and Organisation

SAG: Safety Action Group

Procedural Changes

The Change Management process shall be managed in coordination with the compliance monitoring activity for the purposes of updating the Aerodrome Manual. In this case, the SCMM shall guarantee the activation of both procedures.



Definitions and Acronyms

AltMoc: Alternative Means of Compliance

BOARD: Safety Board

CMR: Change Management Report

CND: Change Notification Document

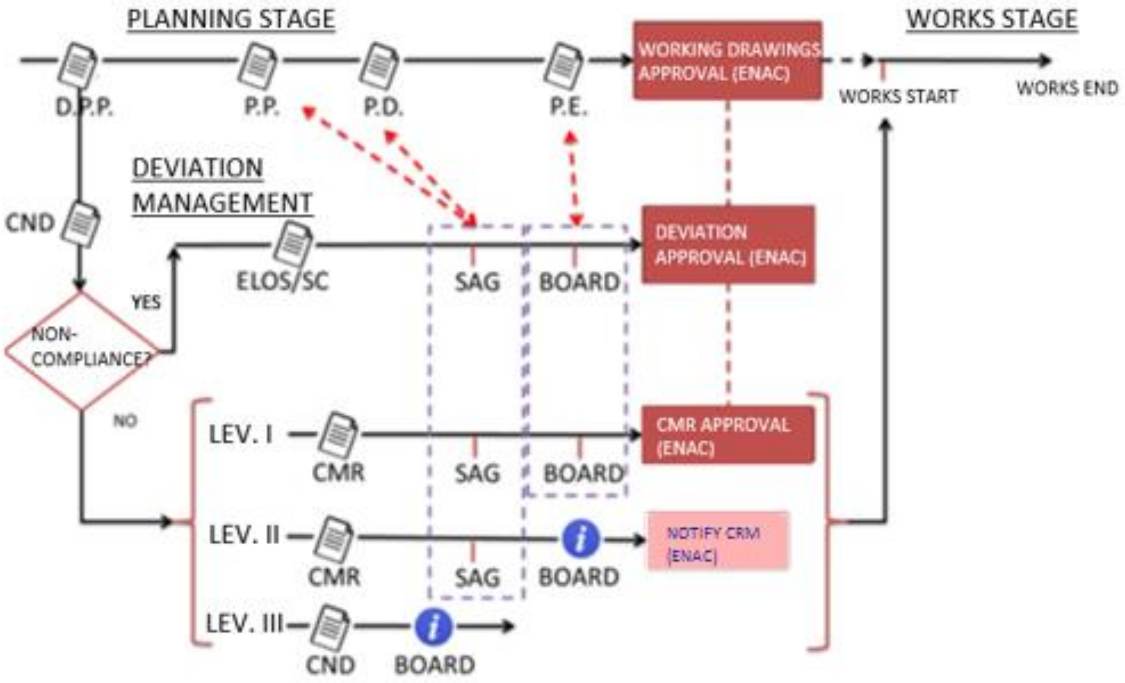
PRO: Procedure

SAG: Safety Action Group

Infrastructural Changes

In the case of infrastructural changes, the Change Management process is activated alongside the planning activity. In this case, the Change Owner must guarantee coordination with the SAG if created and any ongoing planning changes.

It is understood that drafting and issuing the Change Management Report (CMR) to the authority is done coherently with drafting and issuing the working drawings. Therefore, the infrastructural change management process is not to be understood as a replacement for the procedures for presenting and approving projects.



Definitions and Acronyms

BOARD: Safety Board

CMR: Change Management Report

CND: Change Notification Document

DPP: Preliminary Planning Document

ELOS: Equivalent Level of Safety

DP: Definitive Project

PE: Working Documents

PP: Preliminary Project

SAG: Safety Action Group

SC: Special Condition

0.2.10.5 Change Notification Document

See Section 2 Appendix 3.

0.2.10.6 Change Management Report

The Change Management Report (CMR) is a descriptive document which summarises the entire change analysis carried out, hazard identification and the related risk assessment. The mitigating actions identified by the SAG are described therein.

The table of contents of the document is listed below. The points are intended as an example and are not exhaustive. The person in charge of compiling it (Safety Management) may define a suitable table of contents of the analysis or, only for Level 2 initiatives and if deemed necessary, proceed to the single SAG report.

1. SCOPE OF THE DOCUMENT
    - 1.1 Analysis Methods
2. DEFINITIONS AND ACRONYMS
3. REGULATORY REFERENCES
4. RESPONSIBILITIES, AMENDMENTS, APPROVAL AND DISTRIBUTION
    - 4.1 List of Amendments
    - 4.2 Distribution List
5. INITIATIVE DESCRIPTION
6. CHANGE ASSESSMENT
    - 6.1 Hazard Identification
    - 6.2 Risk Assessment
    - 6.3 Mitigating Actions
7. APPENDICES

The person in charge of compiling the CMR (Safety Management) issues a copy of it to the SAG members, the PHs and any interested company representatives in order to implement the mitigating actions.

0.2.11 Safety Promotion

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.005	b)	9)
AMC1	ADR.OR.D.005 (b)(9)	a)	
AMC1	ADR.OR.D.005 (b)(9)	b)	
AMC1	ADR.OR.D.005 (b)(9)	c)	
AMC1	ADR.OR.D.005 (b)(9)	c)	1)
AMC1	ADR.OR.D.005 (b)(9)	c)	2)
AMC1	ADR.OR.D.005 (b)(9)	c)	3)
AMC1	ADR.OR.D.005 (b)(9)	c)	4)
AMC2	ADR.OR.D.005 (c)	b)	11)
IR	ADR.OR.D.027		
IR	ADR.OR.D.027	a)	
IR	ADR.OR.D.027	b)	
AMC1	ADR.OR.D.027	a)	
AMC1	ADR.OR.D.027	a)	1)
AMC1	ADR.OR.D.027	a)	2)

Safety Promotion is an important component of the Safety Management System (SMS) and together with the Safety Policy and the organisation's objectives defined therein, represents an essential element for the continuous improvement of safety levels. By promoting safety, an organisation proposes a culture which goes beyond the aim of avoiding incidents or reducing their number; it suggests a good conduct model for operators and organisations intended to implement correct actions in response to both normal and emergency situations.

In the SMS structure, the ICAO describes Safety Promotion as having two main elements:

- Communication;
- Training.

The following paragraphs describe the tools used by the ADR SMS to promote safety matters through communication tools and training.

0.2.11.1 Communication

Communication is a significant area of human interaction. It carries out a fundamental function in air transport and in the context of air safety.

Communication aims to guarantee personnel awareness on safety management system, issue critical safety information, and explain why particular mitigating/improvement measures are taken or why procedures are introduced or changed.

The ultimate scope of communication is to spread and endorse a Safety Culture, making operators awareness on safety issues growing.

The following paragraphs describe the communication tools used by the SMS.

The commitment to maintain airport safety requirements is carried out periodically thanks to the committees under Section 2 – Paragraph 2.1.3 and following.

The Safety Management System has a section on the www.adr.it website and the company intranet specifically dedicated to distributing safety documentation to the Safety Committee members.

Safety Notice

The Safety Notice is a document created by the Safety Management System with the aim of contributing to the diffusion of information relating to hazardous events or conditions that have occurred at Fiumicino Airport so as to prevent their reoccurrence. Particular emphasis is placed on those events whose resulting factors manifested themselves with relevant frequency or are of particular seriousness. The Safety Notice mainly provides information on critical events found in operations relating to the aircraft movement area.

In order to guarantee maximum distribution, the Safety Notices are published on the www.adr.it website.

The investigator in charge of writing it sends the document to a select list of recipients depending on the subject of the event, and publishes the document on the website at the same time.

During audits, the Safety Management System auditors may control the diffusion of the document within the organisations that are part of the distribution lists.

The list of issued Safety Notices is saved in the network folder of the Safety Management System.

Safety Learning

The Safety Learning aims to give a positive message about behaviours that contributed to avoiding an incident/accident.

At the discretion of the investigator, Safety Learnings are compiled following the creation of an investigation report and are distributed to all parties whose employees may be subject to the same type of incident and may adopt diligent behaviour measures found to be fundamental for avoiding damage. Safety Learning works proactively, the Safety Notice acts in correction and therefore reactively.

As the Safety Notices, in order to guarantee maximum distribution, the Safety Learnings are published online at:

www.adr.it

The investigator in charge of writing it sends the document to a select list of recipients depending on the subject of the event, and publishes the document on the website at the same time.

During audits, the Safety Management System auditors control the diffusion of the document within the organisations that are part of the distribution lists.

The list of issued Safety Learnings is saved in the network folder of the Safety Management System.

0.2.11.2 Safety Campaigns

In order to promote safety and increase airport operators' awareness of operating risks and related prevention methods, the SMS promotes awareness campaigns on safety issues.

Different communication methods are used in order to spread the safety culture in the aerodrome population.

Each campaign is prepared by defining a main theme and the personnel audience at which the campaign is targeted. Based on these elements, a communication strategy is prepared which may foresee the organisation of conferences, training meetings, courses or material distribution.

The Safety Management System carries out safety campaigns on an annual basis.

Promoting safety culture may also involve Safety Week, during which the Safety Management System distributes prizes to people who have carried out activities in compliance with the required safety standards.

The Safety Management System safety campaigns are recorded on the company server.

0.2.11.3 Process of Publishing Safety Documents

Annex 7 to this section describes the Operating Instructions followed by the Safety and Compliance Monitoring Management in order to guarantee the publication and distribution of the Safety and Compliance Monitoring Management System documents on the specifically created websites.

0.3 COMPLIANCE MONITORING SYSTEM

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.B.050	a)	
IR	ADR.OR.B.050	b)	
IR	ADR.OR.D.005	b)	11)
AMC1	ADR.OR.D.005 (b)(11)	c)	1)

The Company Aeroporti di Roma has implemented a monitoring system to objectively guarantee that it meets the requirements of Regulation EC 216/08 and Implementing Rules of Regulation (EU) 139/14, PART.ADR- OR, PART.ADR-OPS and CS.

The monitoring process aims to periodically check compliance as declared in the Operations & Organisation Requirement Basis and the Certification Basis, in accordance with the European system, and to check the suitability of the Aerodrome Manual procedures related to it.

The Compliance Monitoring process also checks compliance established by the Aerodrome Operator for third parties in order to maintain Fiumicino Airport safety requirements.

0.3.1.1 Compliance Monitoring Regulatory References

The following is a non-exhaustive list of the legislative structure used by Compliance Monitoring for its own controls:

- Regulation EC 216/2008;
- Implementing Rules Regulation 139/14;
- National sources of primary law on safety;
- National sources of secondary law on safety;
- Aerodrome Manual procedures;
- Aerodrome provisions on safety;
- Organisation & Operations Requirements Basis;
- Certification Basis.

0.3.1.2 Definitions and Acronyms

Corrective Action	Action intended to remove (or considerably mitigate) the causes which led to non-compliance.
Preventive Action	Action intended to remove the causes of potential non-compliance.
Containment Action	Temporary action intended to reduce the risk related to the non-compliance encountered.
Checklist	Sequence of checks with the aim of analysing a process through examination of documentation, direct observation of operations

	and interviews with operators.
Follow-Up	Check for a corrective/mitigating action's effectiveness.
Process Owner	Person in charge of the process subject to checks. In the case of a process internal to the Aerodrome Operator, the Process Owner serves as the Post Holder of the interested area.
Root Cause	The root cause of an event/non-compliance. These are identified through a methodological analysis (Root Cause Analysis) of the processes upstream of the event/non-compliance.

0.3.2 Compliance Monitoring System Activities

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(11)	a)	
AMC1	ADR.OR.D.005 (b)(11)	a)	1)
AMC1	ADR.OR.D.005 (b)(11)	a)	2)
AMC2	ADR.OR.D.005 (b)(11)	a)	
AMC2	ADR.OR.D.005 (b)(11)	a)	1)

The main tasks of the Compliance Monitoring System are:

- verifying that all procedures comply with the legislation applicable to the requirements of Fiumicino Airport intended to maintain the expected safety standards;
- verifying that all activities that have an influence on safety are carried out according to the procedures in force;
- coordinating with the Safety Management System to check that the procedures are suitable to achieve the established safety objectives;
- coordinating with the Safety Management System to identify any areas of weakness, risk or improvement;
- verifying compliance of the training that has an impact on aerodrome safety provided to aerodrome parties;
- verifying the 'Organisation and Operations Requirements Basis' and the 'Certification Basis';
- verifying the availability, in coordination with the Safety Management System risk assessment and on the basis of company procedures, of adequate human resources;
- verifying the effectiveness of the corrective actions and mitigating actions deriving from the compliance monitoring auditing activities and the Investigation and Risk & Change Management activities;
- checking the legislative compliance of:

- the Aerodrome Certificate;
- the manuals, procedures and general presence of objective evidence relating to the activities carried out in accordance with the Regulation;
- the training requirements.

The Compliance Monitoring process makes use of the following tools:

- Audits;
- Inspections;
- Management of findings and Follow-Up.

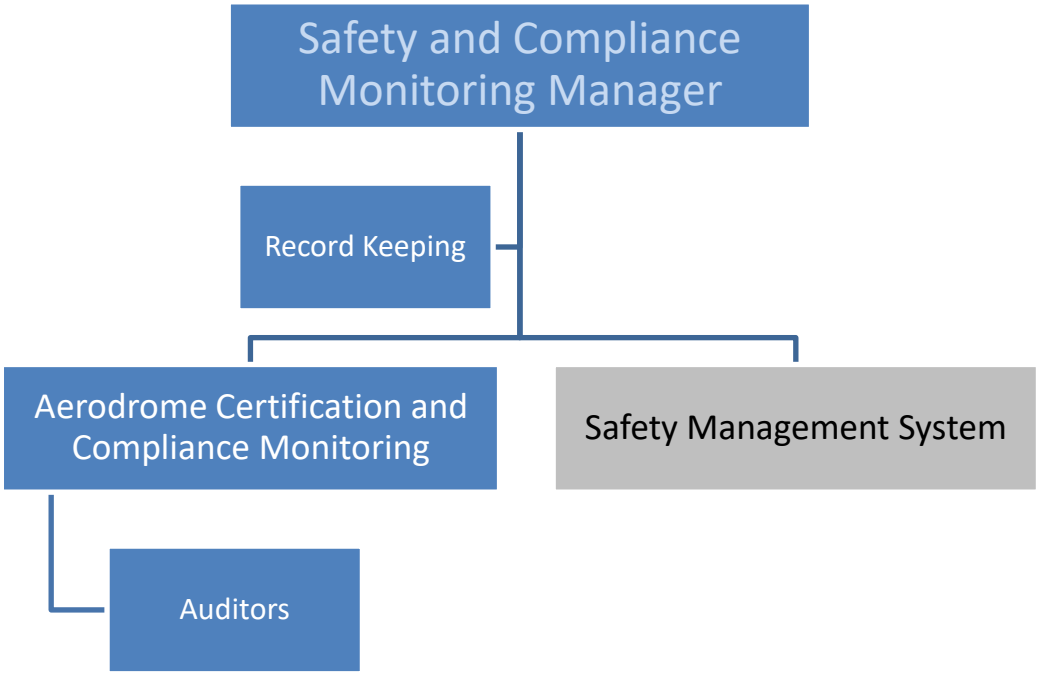
The Compliance Monitoring results are communicated periodically to the Accountable Manager during the Safety Board.

0.3.3 Organisation of the Compliance Monitoring System

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(11)	a)	
AMC1	ADR.OR.D.005 (b)(11)	a)	1)
AMC1	ADR.OR.D.005 (b)(11)	b)	
AMC1	ADR.OR.D.005 (b)(11)	b)	1)
AMC1	ADR.OR.D.005 (b)(11)	b)	2)
AMC1	ADR.OR.D.005 (b)(11)	b)	3)
AMC1	ADR.OR.D.005 (b)(11)	e)	
AMC1	ADR.OR.D.005 (b)(11)	e)	1)

The responsibility of the Compliance Monitoring System is assigned to the Safety & Compliance Monitoring Manager.



0.3.3.1 Compliance Monitoring Management

Oversees activities by:

- managing the Compliance Monitoring process in accordance with Regulation 139/2014;
- coordinating the Compliance Safety Action Groups;
- managing, in coordination with the Process Owners, the results and follow-ups relating to the audit process and the results of the ENAC Certification Team;
- checking the compliance of the MDA and its amendments with existing regulations (as described in Part A of the MDA and in Part B with reference to the Change Management process);
- identifying and suggesting personnel training interventions on compliance management to the Safety & Compliance Monitoring Manager;
- contributing, for aspects of compliance, to the analysis of the plan and emergency procedures for air incidents in coordination with the authorities.

Compliance Monitoring Management makes use of a sufficient number of qualified auditors to meet operative requirements.

Compliance Monitoring Management may make use of auditors belonging to the Safety Management System structure.

Both CMM and SMS auditors (Team Leaders) are qualified to independently carry out internal and external audits (first and second-party audits).

0.3.3.2 Independence Requirements

The Compliance Monitoring System auditors audit processes and relative documentation from which they are independent.

Checking the procedures and processes related to the Management System and Compliance Monitoring System is guaranteed by:

1. an independent annual audit carried out by qualified auditors of the Aeroporti di Roma Holding Company (complete independence from ADR processes);
2. a two-yearly audit/assessment carried out by an international accredited body.

0.3.3.3 Access

The Compliance Monitoring System auditors have access to:

- all company documentation;
- the contracted activities documentation useful for verifying compliance with regard to the European Regulation on safety;
- all evidence/results from audits carried out by third parties.

Similarly, they have access to all areas of the organisations operating in the airside area of Fiumicino Airport, including airline companies, contractors, and sub-contractors of ADR. Persons in charge of the audited areas are obliged to collaborate with the auditor, avoiding obstructing behaviours.

Persons in charge of the audited areas are also obliged to provide access to any documentation requested by the auditor.

0.3.4 Compliance Monitoring Programme

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.C.020		
IR	ADR.OR.C.020	a)	
IR	ADR.OR.C.020	b)	
IR	ADR.OR.C.020	c)	
AMC1	ADR.OR.C.020 (b)		
AMC1	ADR.OR.D.005 (b)(11)	a)	
AMC1	ADR.OR.D.005 (b)(11)	a)	1)
AMC1	ADR.OR.D.005 (b)(11)	c)	2)
AMC1	ADR.OR.D.005 (b)(11)	e)	
AMC1	ADR.OR.D.005 (b)(11)	e)	1)
AMC1	ADR.OR.D.005 (b)(11)	e)	2)
AMC1	ADR.OR.D.005 (b)(11)	e)	3)

The Compliance Monitoring Programme is defined every two years and aims to:

- ensure that ADR and the private parties remain in line with national and international standards provided for the protection of aerodrome safety (excluding flight safety and the

health and safety of workers in accordance with Legislative Decree 81/2008, managed by other relevant competent authorities);
- ensure that aerodrome operations are carried out in compliance with the airport's required safety standards;
- identify opportunities for improvement;
- prove to the Accountable Manager, the National Authority and the Holding Company that a suitable monitoring and measurement process is in place, compliant, and evidently effective.

0.3.4.1 Audit Schedule

The Safety & Compliance Monitoring Manager draws up a two-yearly audit plan (24 months).

The Audit Plan is organised by processes, that is, it is formed of a series of audits dedicated to the analysis of the individual processes and the applicable legislative requirements.

The Audit Plan is created in such a way so as to verify:

- all company processes described and outlined in the Aerodrome Manual in all parts (A, B, C, D and E);
- all processes awarded to third parties by ADR, which may have an impact on maintaining operational safety;
- all handling organisations that operate in the airside area and which may have an impact on maintaining operational safety.

The Audit Plan is created to verify compliance with all applicable legislative requirements.

The processes certified directly by the Italian Civil Aviation Authority or other competent body – with which the Operator has drawn up an agreement in accordance with Article 8 of the Regulation (EC) – are excluded from the Compliance Monitoring audit.

The Audit Plan is shared at the Safety Board and subsequently issued to:

- Post Holders (first-party audit/inspection) who shall then be responsible for distributing this information within their own structures;
- persons in charge of companies external to ADR (second-party audit/inspection);
- the ENAC Director for Airport Systems Lazio and ENAC Director of Operations (oversight team).

The two-yearly plan may undergo changes due to focus on reports and/or events, risk assessments or audit results which may risk non-compliance with a requirement.

The period within which each of the key processes shall be newly subject to an audit must not exceed 24 months.

In the event of significant changes, an amendment shall be sent to the recipients mentioned previously.

0.3.4.2 Audit

Audits are scheduled checks which aim to:

- verify the compliance of process procedures with regulatory requirements (EU Regulation, ENAC Circulars);

- verify the compliance of the process with the procedures that govern it;
- verify the effectiveness of the barriers identified by Risk Assessments.

There are two types of audits:

- First-party audits: These concern the internal processes of the Aerodrome Operator;
- Second-party audits: These concern suppliers not certified by the National Authority who operate under the direct responsibility of the Aerodrome Operator, and the processes of third parties who operate in the airside area and are certified by the National Authority.

Audit activities are structured as follows:

Owner	*Activity*
Audit Team Leader	Defines a checklist based on the scope of the audit. For example, the auditor may take into consideration: ➢ results from previous audits; ➢ recorded instances of non-compliance; ➢ previous reports/investigations; ➢ reports made by ENAC; ➢ hazards concerned and related barriers. convenes the initial meeting (briefing) during which the Agenda is agreed with the Process Owner in order to optimise coordination with operating activities; carries out document and operative checks and interviews; gathers evidence necessary to prove the performed checks; convenes the closing meeting (debriefing) during which the results and any findings are discussed; signs the Audit Report.
Safety & Compliance Monitoring Manager	signs the Audit Report; formally communicates to the Process Owner the findings deriving from the audit, specifying the closing terms of the required actions.
Process Owner	joins the initial meeting (briefing); provides assistance during the auditing activities; joins the closing meeting (debriefing); signs the Audit Report; assumes responsibility for the management of any findings which emerge with the aim of closing the finding in due date.

0.3.4.3 Contracted Activities

Every Post Holder/Process Owner, in their area of responsibility:

- defines the activities which require recourse to external companies and specifies them within their own operating procedures;
- defines the technical and operating requirements which must be met;
- manages the contract with the contracting company.

The applicable legislative requirements are defined in the documents attached to each contract.

The process to access the ADR suppliers' directory guarantees a preliminary check on the suitability of the supplier in terms of personnel authorisations, capacity and expertise, and any

other requirement outlined by the contractual operator in the documents attached to the contract.

Compliance Monitoring receives the list of the processes concerned and the corresponding contractual references from the individual Post Holders/Process Owners. The compliance auditing activities on contracted activities are carried out during the first-party audit.

In this occasion, the Team Leader carries out a checklist audit on all the contracted activities related to the process. Based on the criticality of the contracted activity, the audit may make use of various tools, for which a non-exhaustive list is provided below:

- checking contractual documentation (contract, special contract documents, technical specifications);
- checking the supplier's operating manuals;
- interviews with the company's personnel;
- sample operating checks;
- on-site audits;
- checking existing contracts with sub-contracted companies.

The updated list of contracted activities is maintained in the Audit Schedule.

0.3.4.4 External Audits

The Operator ADR is subject to audits and inspections by external bodies. These auditing activities are mainly led by:

- the National Authority (ENAC);
- the Holding Company of ADR S.p.A. (ATLANTIA S.p.A.).

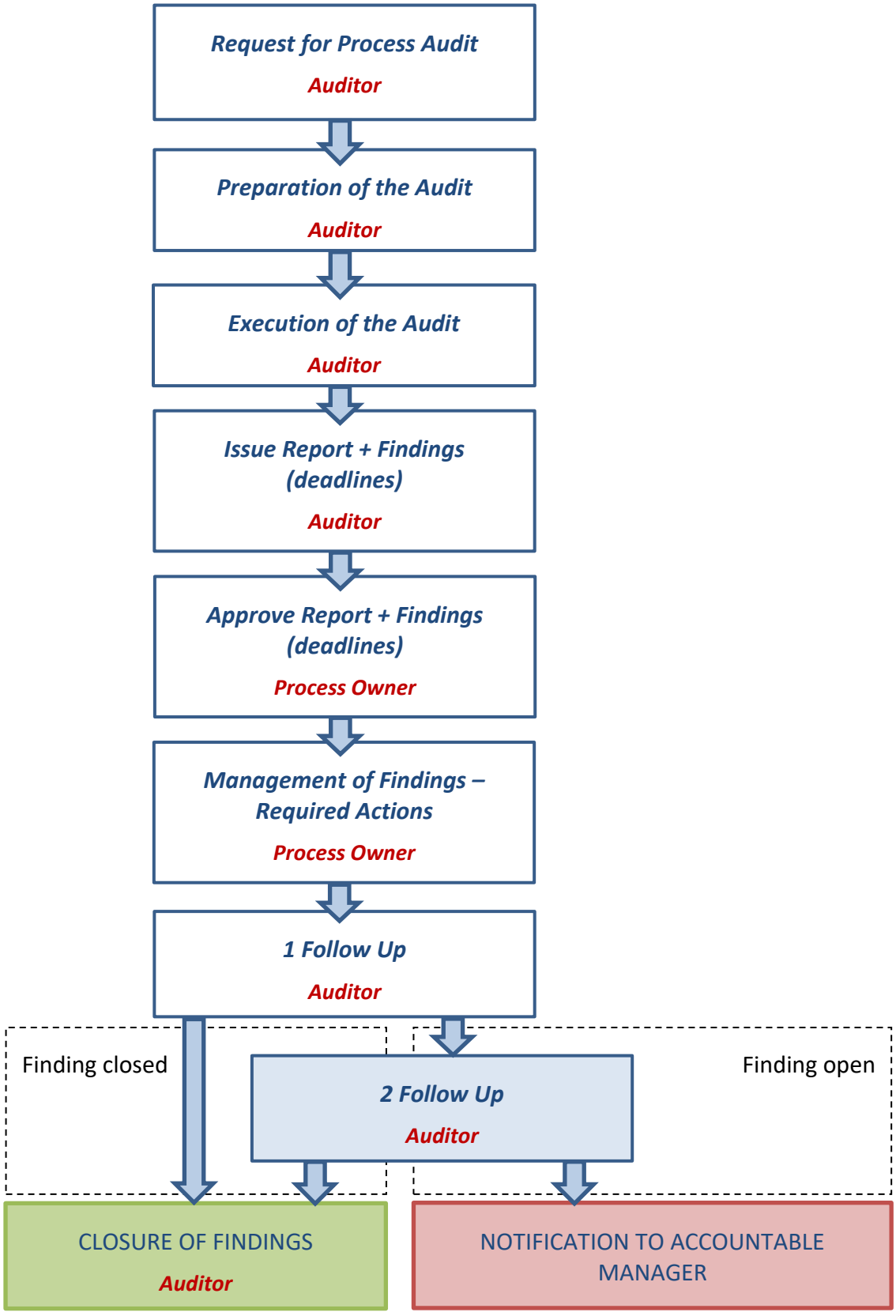
Owner	*Activity*
Compliance Monitoring Management	arranges, following input from the Team Leader, the initial meeting (Briefing); During the briefing, agrees upon the Agenda with the Audit Team, defining with the Process Owner the time frames and execution methods of the audits in order to optimise coordination with operating activities; assists the Audit Team during the checks; arranges the closing meeting (Debriefing); formally communicates to the Process Owner the findings deriving from the audit, specifying the closing terms of the required actions; manages findings and follow-up.
Process Owner	joins the initial meeting (Briefing); provides assistance during the auditing activities; joins the closing meeting (Debriefing); manages findings and follow-up; assumes responsibility for the management of any findings which emerge with the aim of closing the finding in due date.

0.3.4.5 Inspection

The inspection is an unscheduled check. The inspection activities may be covered to the involved personnel.

Owner	*Activity*
Safety & Compliance Monitoring Manager	requests an inspection to be carried out in case of emerging critical issues; verifies the results of the Inspection Report and formalises it to the Process Owner, attaching any action requests.
Compliance Monitoring Management	Assigns the inspection activity to a qualified auditor.
Auditor	Defines a checklist based on the aim of the inspection. For example, the auditor may take into consideration: ▪ results from previous audits; ▪ recorded instances of non-compliance; ▪ previous reports; ▪ findings made by ENAC; ▪ hazards concerned and related barriers. Schedules inspection activities, ensuring that they have no impact on normal operations, and that they are carried out with maximum respect for any persons potentially involved. Prepares an Inspection Report and sends it to the Safety & Compliance Monitoring Manager.

Audit and Inspection Process Flow Chart



0.3.4.6 Findings Management

Classification and Findings Management

Findings	*Definition*	*Containment Action*	*Definition of the Corrective Action*	*Definition of the Preventive Action*	*Implementation of the Corrective or Preventive Action*	*Implementation of the Corrective or Preventive Action (request for extension)*	*AM Notification*
Level 1	This is issued when significant non-compliance is found with regard to policies, procedures and applicable legislative requirements, which leads to a decrease in safety levels.	Immediate	Immediate	NA	Within 21 days	NA	***At deadline if not closed.***
Level 2	This is issued when significant non-compliance is found with regard to policies, procedures and applicable legislative requirements, which could reduce safety levels.	Within 30 days	Within 30 days	NA	Within 90 days	Within 180 days of issuance of finding	***At deadline if not closed.***
Level 3 (Observation)	All other cases of non-compliance which cannot be classed as Level 1 or 2	NA	NA	Within 60 days	Within 180 days	Within 1 year (same subsequent audit) from issuance of finding	NA
Improvement Opportunity	Potential for improvement is found	NA	NA	NA	NA	NA	NA

Owner	*Activity*
Team Leader	For every finding, defines the request for: ➢ **Containment Action**: A temporary action intended to reduce the risk related to the non-compliance encountered. ➢ **Root Cause Analysis**: A root cause analysis consists in identifying, also through recourse to the most common methods (5 Whys/Ishikawa), the aspect of the process which effectively caused the non-compliance. In the aim of continuous improvement, this stage is decisive in subsequently defining an effective corrective action. ➢ **Corrective Action**: A structural action intended to remove or mitigate the Root Cause which led to the non-compliance. ➢ **Preventive Action**: An action intended to prevent potential non-compliance. In the Root Cause Analysis request, depending on the type of finding, may request a Horizontal Analysis, namely the check that all processes for which the Process Owner is responsible do not have the same type of non-compliance. assigns the finding to a Process Owner; identifies any hazards concerned by the non-compliance if critical barriers are identified; evaluates and approves the actions proposed by the Process Owner; authorises any deadline extension request submitted by the Process Owner; evaluates and approves the evidence provided by the Process Owner to close the actions;
Process Owner	defines the actions within the agreed terms and submits them to the Team Leader for approval; implements the actions accepted by the Team Leader; provides evidence at the closure of the actions; requests a deadline extension if applicable, if the agreed closure dates were not respected.
Safety & Compliance Monitoring Manager	In the event of expiry of the terms foreseen for the definition/closure of the actions, forwards a formal compliance request directly to the Accountable Manager (to ENAC if the Process Owner is a certified supplier) for his actions of competence; In the event of hazards concerned by the findings, initialises an analysis/revision process of interested risk assessments with the Risk Management department.

0.3.4.7 Follow Up and Notifying the AM

Owner	*Activity*
Team Leader	verifies, within a suitable period of time for the type of action and particular characteristics of the process involved, the effectiveness of the action undertaken by the Process Owner; In the event of a positive check, communicates the closure of the finding to the Process

	Owner; In the event of a negative check, requests further corrective action from the Process Owner; if applicable, setting a new deadline and involving a second follow-up; In the event that closing evidence is not provided within the agreed dates, shall inform the SCMM of the issue.
SCMM	notifies the AM of a finding not closed within the agreed terms

0.3.4.8 Compliance Safety Action Group

The Compliance Monitoring Manager may convene the Compliance Action Group, which has an advisory role on matters related to compliance.

The group does not have a fixed set of members and may vary based on the matters discussed. Representatives of third parties who operate in the aerodrome, or rather external experts with proven experience in operations or in the aeronautical sector may also be part of it.

For example, the Compliance Action Group must:

- monitor the status and results of the audits;
- monitor the progress of the actions related to the findings;
- identify/resolve risks connected with the audit operations;
- identify cross-cutting instances of non-compliance common to several operators or departments, and identify common resolution methods;
- identify any training requirements.

0.3.5 Training

Please refer to the Training Plan/Training Manuals in Section 3 of this manual.

0.3.6 Continuous Improvement

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
AMC1	ADR.OR.D.005 (b)(7)		
AMC1	ADR.OR.D.005 (b)(7)	a)	
AMC1	ADR.OR.D.005 (b)(7)	b)	
AMC1	ADR.OR.D.005 (b)(7)	c)	

In order to improve, Key Performance Indicators (KPIs) are defined with the following aim:

- provide clear indication of compliance progress:
  - both in terms of performance of the monitoring process itself; and
  - in terms of the status of the processes under ADR responsibility
- identify areas for improvement, evaluating the targets of the various objectives year on year.

Compliance Monitoring Performance

Defines the performance of Compliance Monitoring, providing an indication of compliance with the schedule defined in the Audit Schedule.

$$CMP = \frac{\text{N° Audits Carried Out}}{\text{N° Audits Scheduled}}$$

Compliance Follow up Performance

Defines the performance of the entire process in terms of the suitability of the Process Owner's response times.

$$CFP = \frac{\text{N° Total Actions} - \text{N° Actions Expired}}{\text{N° Total Actions}}$$

During the Safety Board:

- the objectives relating to compliance indicators are defined;
- re-examination of the process (also using the analysis of the indicator trends) is carried out;
- the final analysis of the objectives is carried out, and any improvement actions are defined at the same time;
- the compliance KPIs are redefined or integrated if they are not deemed suitable for giving useful indications to monitor the process.

Similarly, during the Safety Committee, the performance and trends of the compliance KPIs shall be presented in order to gather any proactive input from the external bodies involved in the Compliance Monitoring process.

0.3.7 Annexes

Annex	Code	Title

Annex 4	MdAB_FF03	Audit Report - Audit Checklist
Annex 5	MdAB_FF04	Audit Report - Inspection Checklist
Annex 6	MdAB_FF05	Follow Up Management Form

0.3.8 Record keeping

The forms produced following the auditing activities are saved:

- in electronic format in the network folder "Compliance Monitoring"
- in paper format countersigned by the Safety & Compliance Monitoring Manager

for a minimum of 10 years.

The documentation must be immediately available if subject to an audit by the Authority.

The server on which the Safety and Compliance Monitoring Management System works does a system backup at 00:00 every day.

0.4 QUALITY MANAGEMENT OF AERONAUTICAL DATA

The Company Aeroporti di Roma is equipped with a quality management system for aeronautical data through:

- the definition of a process of activities and related responsibilities intended to generate aeronautical data in accordance with Regulation 139/2014;
- the use of a control process which guarantees the integrity of data generated until its publication in AIP.

The management of aeronautical data set out in Part D of the Aerodrome Manual is governed by a specific procedure (see Part E of the MDA).

0.5 REPORTING AERONAUTICAL EVENTS TO ENAC

Refer to Section 2 - Paragraph 2.2.8 of this document.

0.6 PROHIBITED USE OF ALCOHOL AND NARCOTIC SUBSTANCES

At Fiumicino Airport, the use of alcohol and narcotic substances is prohibited, to protect both aerodrome safety and the health and safety of workers and third parties. No worker in a state of confusion and/or with psychomotor difficulties who manifests symptoms relating to the consumption of alcoholic or narcotic/psychotropic substances may continue to carry out his/her tasks. Responsibility for controlling this compliance falls on the employers of all companies operating in the airside area in accordance with the Italian law in force, namely Legislative Decree 81/2009 and Law 125/2001.

The prohibition is referred to in the Airside Safety course, an obligatory course for the purposes of issuing the airport badge.

The Operator has prepared a specific policy for the purpose of raising the awareness of all companies operating in the airside area of precise compliance with legal obligations.

The policy is described in Part E of the Aerodrome Manual.

0.7 SAFETY PROCEDURES

The company ADR is structured to manage all safety issues occurring during airside activities and influence the regular safe operations of ordinary activities.

Procedures dedicated to the management of safety issues are available on those processes, based on a predictive risk evaluation.

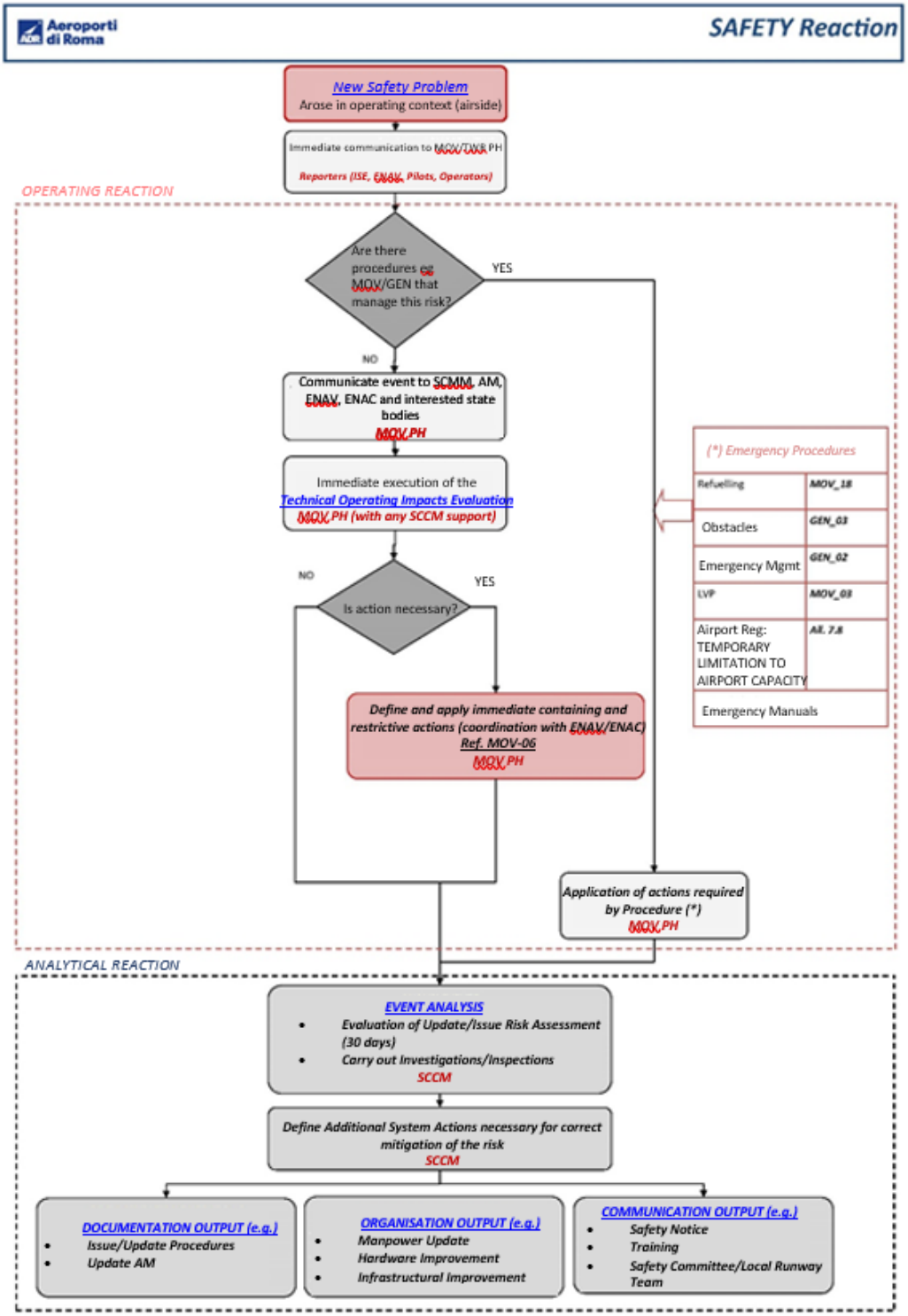
Below are listed the main procedures, containing instructions on the management of processes considered most hazardous:

- ✓ Emergency Management - GEN_02
- ✓ Air Navigation Hazards - GEN_03
- ✓ A/C Refuelling - MOV_18
- ✓ LVP - MOV_03
- ✓ Airport Reg: TEMPORARY LIMITATION TO AERODROME CAPACITY - App. 7.8
- ✓ Emergency Manual

To complete these procedures, a decisional management flow is defined to deal with any safety issues, not included in the normal operating processes of the Operator. The flow is divided into two stages:

- ✓ Operating Reaction: With the immediate objective of evaluating the impact of the event and mitigating it, if necessary, by taking containment and corrective actions in coordination with ENAV/ENAC. This activity is the responsibility of the Movement PH in coordination with the SCMM.
- ✓ Analytical Reaction: Following the mitigation of the risk, the Safety & Compliance Monitoring Manager activates the necessary risk assessment and investigation/inspection processes in order to identify additional system actions. This second stage also includes a final communication of the results through the Safety Communication process.

Below is a flow diagram which describes the ADR Safety Reaction process:


Aeroporti di Roma
SAFETY Reaction
New Safety Problem
Arose in operating context (airside)
Immediate communication to MOV/TWR PH
Reporters (ISE, ENAV, Pilots, Operators)
OPERATING REACTION
Are there procedures eg MOV/GEN that manage this risk?
YES
NO
Communicate event to SCMM, AM, ENAV, ENAC and interested state bodies
MOV PH
Immediate execution of the Technical Operating Impacts Evaluation
MOV PH (with any SCCM support)
NO
YES
Is action necessary?
Define and apply immediate containing and restrictive actions (coordination with ENAV/ENAC)
Ref. MOV-06
MOV PH
(*) Emergency Procedures
Refuelling
MOV_18
Obstacles
GEN_03
Emergency Mgmt
GEN_02
LVP
MOV_03
Airport Reg: TEMPORARY LIMITATION TO AIRPORT CAPACITY
AE. 7.8
Emergency Manuals
Application of actions required by Procedure (*)
MOV PH
ANALYTICAL REACTION
EVENT ANALYSIS
Evaluation of Update/Issue Risk Assessment (30 days)
Carry out Investigations/Inspections
SCCM
Define Additional System Actions necessary for correct mitigation of the risk
SCCM
DOCUMENTATION OUTPUT (e.g.)
Issue/Update Procedures
Update AM
ORGANISATION OUTPUT (e.g.)
Manpower Update
Hardware Improvement
Infrastructural Improvement
COMMUNICATION OUTPUT (e.g.)
Safety Notice
Training
Safety Committee/Local Runway Team

Through the formal Safety Communication process, the following actions are taken:

- distribution of Safety Directives communicated by the authority (ENAC);
- defining and implementing of emerging actions based on safety issues, not managed through the typical SMS processes;
- distribution of Safety Recommendations communicated by other investigative authorities.

0.8 RECORDING MOVEMENTS

For procedures relating to recording a/c movements, see Part E of the Aerodrome Manual.

1 TRAINING AND QUALIFICATION OF PERSONNEL

The Company Aeroporti di Roma ensures the training and qualification of:

- the personnel it employs for all activities under the essential requirements of Reg. EC 216/08 and Implementing Rules of Reg. EU 139/14

- personnel that for any reason accesses the airside area of Fiumicino Airport, through basic courses on Aerodrome Safety rules.

The responsibilities for training/informing workers of third-party bodies/companies who carry out their own activities in the Aerodrome, as per Legislative Decree 81/2008, remain the responsibility of the individual employers and go beyond the responsibilities of the Aerodrome Operator and the contents of the Aerodrome Manual.

The qualification, education and training of Ground Assistance Service Provider personnel as regards aircraft assistance activities as per Legislative Decree 18/1999 do not fall within the training programme of the Company ADR and are subject to certification by the Italian Civil Aviation Authority.

Similarly, the qualification, education and training of personnel of other Aerodrome Operators used to carry out related tasks do not fall within the activities of the Company ADR (for example: vehicle/equipment use, aircraft assistance operations).

1.1 RESPONSIBILITIES

The Accountable Manager (see 2.1.1.1) ensures the availability of all the resources necessary for the correct management of the airport in accordance with Reg. EU 139/2014, as well as the requirements identified in the Aerodrome Manual. The Accountable Manager, to maintain control of personnel qualifications and training requirements, makes use of a Training Manager, as described in Section 2.1.1.3.

The responsibility for specialist technical training of operating personnel is assigned to the Post Holders and the Safety & Compliance Monitoring Manager for the areas of respective competence.

The **Post Holder of reference** defines the necessary technical expertise for the operating personnel in their employment (qualification), identifies any training requirements, the specialist content of courses, the instructors/examiners (if part of their structure) and approves the methods and content of the qualification and training programmes written in collaboration with the Training Manager, with the aim of ensuring that the personnel employed are qualified and trained to guarantee the effectiveness of normal actions and the emergency activities of competence.

The **Training Manager** (see 2.1.1.3) must establish, coordinate and implement the training programmes as well as manage and maintain, for ADR employees, the records relating to all

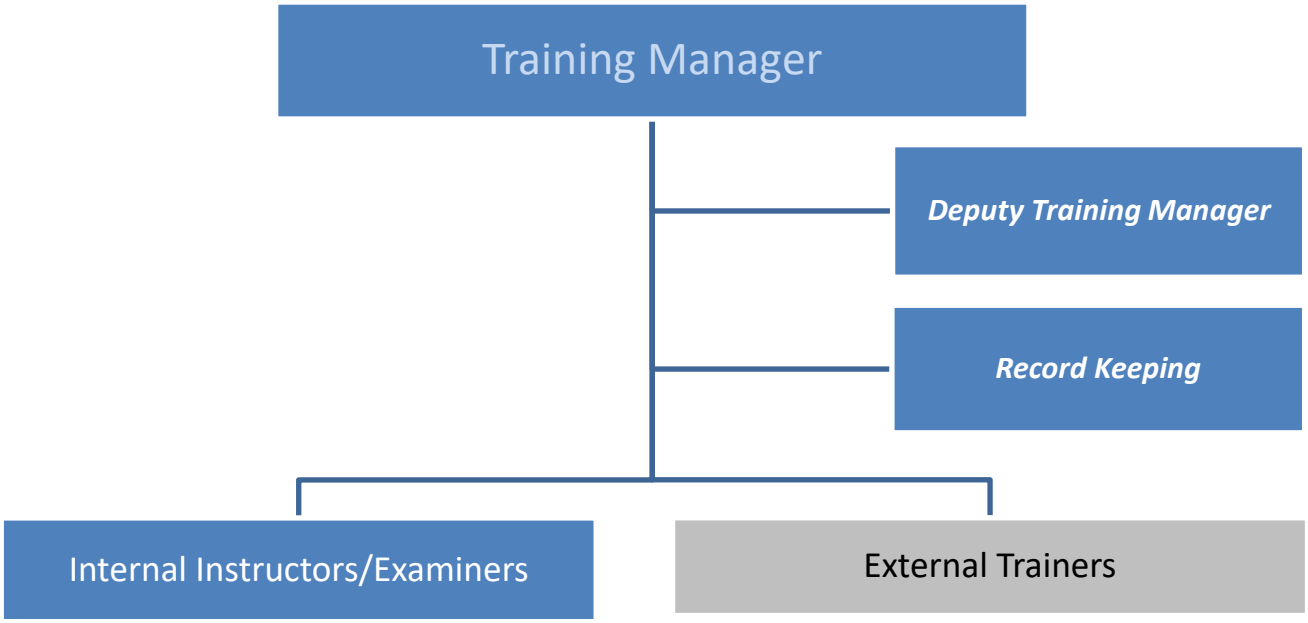
courses and assessments, defining the recurrent training and proficiency check methods with the Post Holders. The Training Manager is responsible for planning the qualification activities of the internal and external instructors and managing their occasional amendments.

1.2 TRAINING MANAGEMENT

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.017	d)	2)

The Training Management organisational structure is described in the following chart:



For training activities, Training Management has enough classrooms and PC workstations to carry out classroom-based and e-learning courses.

1.2.1 Qualification of Internal Instructors/Examiners

The internal instructor/examiner qualification process, for both issuance and renewal, is described in the Training Manual (Annex 1 Section 3 Part B).

'Examiner' means an individual authorised to carry out tests in a classroom. For this reason, if the test consists of predetermined questions, the role may overlap with the course instructor.

1.2.2 Qualification of External Trainers

For the following courses ADR foresees the possibility of qualifying external trainers (Train the Trainer process). Those trainers are authorized within the perimeter of their own company.

A	ADC Driving Licence Type A
B*	Airside Safety
C	Use of Apron Equipment
D*	Behaviour Rules during Emergency

* ***Preparatory courses for issuance of airport badges***

To issue the trainer qualification, an individual must:

- have held the role of instructor for at least two years;
- have participated in and passed the "Train the Trainer" course;
- for driving licence qualification, have driven for at least one year at Fiumicino Airport;
- for the 'Airside Safety' and 'Behaviour Rules during Emergency' courses, belong to Handlers, Airlines or State Bodies.

The trainer qualification is issued by the Training Manager subject to verification of the above requirements.

The trainer qualification is valid for two years.

Following expiry, for the purposes of renewing the qualification, the trainer must provide proof of having given the course for which s/he is authorised at least 4 times in the two-year period. Otherwise the qualification process must be repeated.

The distribution of training material and related amendments to the qualified trainers is the responsibility of ADR. A proper briefing will be provided in case of significant changes.

All the qualified trainers are listed in a dedicated directory. Courses provided by trainers with an expired qualification shall not consider valid.

1.3 TRAINING PROGRAMME

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.017	a)	
IR	ADR.OR.D.017	b)	
IR	ADR.OR.D.017	c)	
IR	ADR.OR.D.017	d)	
IR	ADR.OR.D.017	d)	1)
AMC1	ADR.OR.D.017 (a);(b)	a)	
AMC1	ADR.OR.D.017 (a);(b)	a)	1)
AMC1	ADR.OR.D.017 (a);(b)	a)	2)
AMC1	ADR.OR.D.017 (a);(b)	b)	
AMC1	ADR.OR.D.017 (a);(b)	c)	
AMC1	ADR.OR.D.017 (a);(b)	d)	
AMC1	ADR.OR.D.017 (a);(b)	d)	1)
AMC1	ADR.OR.D.017 (a);(b)	d)	2)
AMC1	ADR.OR.D.017 (a);(b)	d)	3)
AMC1	ADR.OR.D.017 (a);(b)	d)	4)
AMC1	ADR.OR.D.017 (a);(b)	d)	5)
AMC1	ADR.OR.D.017 (a);(b)	e)	
AMC1	ADR.OR.D.017 (a);(b)	e)	1)
AMC1	ADR.OR.D.017 (a);(b)	e)	2)
AMC1	ADR.OR.D.017 (a);(b)	f)	
AMC1	ADR.OR.D.017 (a);(b)	g)	
AMC1	ADR.OR.D.017 (a);(b)	h)	
AMC2	ADR.OR.D.017 (a);(b)	a)	
AMC2	ADR.OR.D.017 (a);(b)	b)	
AMC3	ADR.OR.D.017 (a);(b)	a)	
AMC3	ADR.OR.D.017 (a);(b)	b)	

In order to maintain the safety requirements as per Regulation EU 139/2014, ADR has defined a training standard for internal and external personnel who operate in the airside area.

Training requirements are defined starting with the analysis of the technical expertise required for every qualification profile.

Management training is under Human Resources Department responsibility and is not covered by this manual.

1.3.1 Training of Internal Personnel

Internal qualification issuing and maintaining process is outlined below:

ISSUANCE

- Necessary prerequisites to access the qualification;
- Initial theoretical training;
- Initial practical training;
- Initial assessment.

RENEWAL

- Recurrent theoretical training;
- check for working continuity or renewal assessment;
- proficiency check (check for maintained expertise specific to the qualification).

All details relating to the qualification process of internal personnel are described in the Training Manual (Annex 1 Section 3 Part B of the MDA).

1.3.2 Training of External Personnel

For external personnel operating unescorted in the airside area, in accordance with the requirements of legislation 139/2014, ADR:

- defines a series of obligatory initial courses given by ADR and essential to maintain the safety of airside operations (Table 1);
- provides a training standard process to be applied by companies (Section 3.3.3);
- monitors – through the Compliance Monitoring department – the compliance with EASA regulations and Aerodrome Manual requirements.

Obligatory course	*Applicability*
Airside Safety	For all parties operating in airside
Emergency Plan	For all parties operating in airside, within the course "Behaviour Rules during Emergency"
PEA Remote Alarm	For all operators who must use the remote alarm system required by the PEA
ADR Course Driving Licence Category A	For all parties operating in airside who must drive in the apron
ADR Course Driving Licence Category M	For all parties operating in airside who must drive in the manoeuvring area
Courses on the Use of Apron Equipments - ***Loading Bridge;*** - ***Docking System;*** - ***400 Hz Equipment;*** - ***Preconditioning Equipment.***	For all operators who must use those equipments

Access to the courses is detailed on the www.adr.it website (section: for Business/Training) and can be requested from the e-mail address formazionesicurezza@adr.it

1.3.3 Specialist Training Standards for Companies Operating in Airside

All companies operating in airside must suitably define and describe in their manuals the specialist training and qualification process of personnel, setting out for each individual qualification:

ISSUANCE

- Necessary prerequisites to access the qualification;
- Initial theoretical training;
- Initial practical training;
- Initial assessment.

RENEWAL

- Recurrent theoretical training;
- Check for working continuity or renewal assessment;
- Proficiency checks (check for maintained expertise specific to the qualification).

Methods (theoretical/practical), time frames and qualification are under the responsibility of each company.

1.3.4 Safety Management System Training Programme

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.005	b)	8)
AMC1	ADR.OR.D.005 (b)(8)	a)	
AMC1	ADR.OR.D.005 (b)(8)	b)	
AMC1	ADR.OR.D.005 (b)(8)	c)	
AMC1	ADR.OR.D.005 (b)(11)	d)	
AMC1	ADR.OR.D.005 (b)(11)	d)	1)
AMC1	ADR.OR.D.005 (b)(11)	d)	2)
AMC1	ADR.OR.D.005 (b)(11)	d)	3)
AMC1	ADR.OR.D.005 (b)(11)	d)	4)
IR	ADR.OR.D.015	f)	

Particular focus is given on training related to the Safety Management System, which is obligatory for all aerodrome personnel [*AMC1 ADR.OR.D.005(b)(8)]*.

Safety training is organised on three levels:

1. Airside Safety course: addressed to all unescorted persons accessing the airside area;
2. Middle Management course: addressed to all ADR Managers, whose activities may affect the certification requirements;
3. Senior Management course: addressed to ADR nominated persons and top managers.

The following image shows the training content, training level and recipients.

ITEMS	TRAINING LEVEL		
	1	2	3
AERODROME ORGANISATION	X		
OPERATING & SAFETY PROCEDURES (MDA-RDS)	X	O	
SAFETY POLICY	X	X	X
SAFETY RESPONSIBILITIES	X	X	X
SAFETY MANAGEMENT SYSTEM FUNDAMENTALS	X	O	
HAZARD DEFINITION	X	O	
HAZARD IDENTIFICATION & REPORTING	X	O	
HAZARD IDENTIFICATION PROMOTION		X	
RISK & CONSEQUENCES	X	O	
RISK MANAGEMENT PROCESS & RESPONSIBILITIES	X	X	X
REPORTING SYSTEM	X	O	
SAFETY COMMUNICATION	X	O	
CHANGE MANAGEMENT		X	
SAFETY DATA ANALYSIS		X	
SAFETY PROMOTION		X	X
ALLOCATION OF RESOURCES			X
SAFETY ASSURANCE / COMPLIANCE MONITORING		X	X
HUMAN & ORGANISATIONAL FACTOR		X	X

X - Required by IR or AMC
O - Not required by IR or AMC

1.3.5 Structure of the Courses

For all Aeroporti di Roma S.p.A. courses provided internally or through qualified suppliers, the following are defined:

- **Syllabus:** List of the main subjects
- **Teaching material:** Slides, photos, videos or e-learning material developed by Training Management in collaboration with the Post Holder of reference, intended as an explanation of the course. This material may be updated dynamically depending on the training requirements, provided that it guarantees the minimum content of the course.
- **Delivery methods:** Courses may be delivered in classrooms, via e-learning, through trainers/instructors qualified by the Training Manager or through 'read & signs', depending on which is the most suitable way to the subjects and target population.
- **Examination methods:** Examination may be carried out through a written test with pre-set questions, through an oral exam and/or through practical examination. For the last two methods, the examiner must not be the trainer (where possible). A written exam will be passed with at least 80% of correct answers. In case of fail, a second attempt shall be performed 1 week after the first test at most. In case of second fail, the course must be repeated.

The contents delivered through 'read & signs' shall not be subject to examination.

- **Methods for carrying out proficiency checks:** To verify the expertise of trained personnel over time, an intermediary examination method is identified (theoretical and/or practical). In case of fail a new training must be provided.
- **Names of qualified trainers/examiners:** A list of qualified trainers/examiners will be defined for each course. All the trainers, examiners and assessors are listed in a Directory maintained under the Training Manager's responsibility.

1.4 RECORD KEEPING

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.017	e)	
IR	ADR.OR.D.017	e)	1)
IR	ADR.OR.D.017	e)	2)
IR	ADR.OR.D.017	e)	3)
AMC1	ADR.OR.D.017 (e)	a)	
AMC1	ADR.OR.D.017 (e)	a)	1)
AMC1	ADR.OR.D.017 (e)	a)	2)
AMC1	ADR.OR.D.017 (e)	a)	3)
AMC1	ADR.OR.D.017 (e)	a)	4)
AMC1	ADR.OR.D.017 (e)	a)	5)
AMC1	ADR.OR.D.017 (e)	a)	6)
AMC1	ADR.OR.D.017 (e)	b)	

For all ADR personnel, the content of the courses and the objective evidence of training carried out in accordance with the requirements of Regulation EU 139/2014 are kept by the Training Manager's structure in coordination with the Post Holders' structures. All training records shall be kept for at least four years after the end of their employment.

The documents are stored using dedicated systems. Through these systems, it is possible to verify the training of each individual registered employee according to the predefined expiry dates.

Responsibility in storing evidences of other parties operators training is under the company itself. Methods, storage area and person in charge of the storage must be provided to ADR (Training Manager) for Monitoring purposes.

1.5 QUALIFICATION OF PERSONNEL

Regulatory References:

TYPE	*CODE*	*letters*	*numbers*
IR	ADR.OR.D.015	d)	
AMC1	ADR.OR.D.015 (d)	b)	
IR	ADR.OR.D.017	d)	1)
AMC1	ADR.OR.D.017 (d)	a)	
AMC1	ADR.OR.D.017 (d)	b)	
AMC1	ADR.OR.D.017 (d)	c)	
AMC1	ADR.OR.D.017 (d)	c)	1)
AMC1	ADR.OR.D.017 (d)	c)	2)
AMC1	ADR.OR.D.017 (d)	d)	
AMC1	ADR.OR.D.017 (d)	d)	
AMC1	ADR.OR.D.017 (d)	d)	1)
AMC1	ADR.OR.D.017 (d)	d)	2)
AMC1	ADR.OR.D.017 (d)	d)	3)
AMC2	ADR.OPS.B.015	d)	
AMC2	ADR.OPS.B.015	d)	1)
AMC2	ADR.OPS.B.015	d)	2)
AMC2	ADR.OPS.B.015	d)	3)
AMC2	ADR.OPS.B.015	d)	4)
AMC2	ADR.OPS.B.015	d)	5)
AMC2	ADR.OPS.B.015	d)	6)
AMC2	ADR.OPS.B.015	d)	7)
AMC2	ADR.OPS.B.015	d)	8)

Qualification of personnel involved in processes under EASA certification scope, is granted by the following:

internal qualification requirements, detailed in the Training Manual (Annex 1 Section 3 Part B of the MDA);

external qualification requirements, consisting of obligatory ADR courses (sec. 3.3.2) plus specialist training standard (sec. 3.3.3).