

GUIDANCE ON THE DEVELOPMENT OF AN SMS GAP ANALYSIS FOR SERVICE PROVIDERS

Gap analysis

The implementation of an SMS requires a service provider to conduct an analysis of its system to determine which components and elements of an SMS are currently in place and which components and elements must be added or modified to meet the implementation requirements.

This analysis is known as gap analysis, and it involves comparing the SMS requirements against the existing resources in the service provider.

This guidance provides, in checklist format, information to assist in the evaluation of the components and elements that comprise the SMS framework and to identify the components and elements that will need to be developed.

The gap analysis form included in this guide can be used as a template to conduct a gap analysis. Each question is designed for a “Yes” or “No” response. A “No” answer indicates that a gap exists between the component/element of the ICAO SMS framework and the system of the service provider.

Note. – Within the context of this guidance the term “service provider” refers to any organization providing aviation services. The term includes approved training organizations that are exposed to safety risks during the provision of their services, aircraft operators, approved maintenance organizations, organizations responsible for type design and/or manufacture of aircraft, air traffic services providers and certified aerodromes, as applicable.

ICAO SMS framework

The ICAO SMS framework consists of four components and twelve elements, and its implementation shall be commensurate with the size of the organization and the complexity of the services provided.

1. Safety policy and objectives

- 1.1 – Management commitment and responsibility**
- 1.2 – Safety accountabilities**
- 1.3 – Appointment of key safety personnel**
- 1.4 – Coordination of emergency response planning**
- 1.5 – SMS documentation**

2. Safety risk management

- 2.1 – Hazard identification**
- 2.2 – Safety risk assessment and mitigation**

3. Safety assurance

- 3.1 – Safety performance monitoring and measurement**
- 3.2 – The management of change**
- 3.3 – Continuous improvement of the SMS**

4. Safety promotion

- 4.1 – Training and education**
- 4.2 – Safety communication**

SMS

Aspects to be analyzed or question to be answered	Answer	Status of implementation
Component 1 – SAFETY POLICY AND OBJECTIVES		
Element 1.1 – Management commitment and responsibility		
Is there a safety policy in place?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the safety policy reflect organizational commitments regarding safety management?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the safety policy include a clear statement about the provision of the necessary resources for the implementation of the safety policy;	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the safety policy include the safety reporting procedures?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the safety policy clearly indicate which types of operational behaviours are unacceptable?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the safety policy include the conditions under which exemption from disciplinary action would be applicable?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the safety policy signed by the Accountable Executive?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the safety policy communicated, with visible endorsement, throughout the [organization]?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the safety policy periodically reviewed to ensure it remains relevant and appropriate to the [organization]?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Aspects to be analyzed or question to be answered	Answer	Status of implementation
Is there a formal process to develop a coherent set of safety objectives?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are the safety objectives linked to the safety performance indicators, safety performance targets and safety requirements?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are the safety objectives publicized and distributed?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Element 1.2 – Safety accountabilities		
Has the [organization] identified an Accountable Executive who, irrespective of other functions, shall have ultimate responsibility and accountability, on behalf of the [organization], for the implementation and maintenance of the SMS?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the Accountable Executive have responsibility for ensuring that the safety management system is properly implemented and performing to requirements in all areas of the [organization]?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the Accountable Executive have full control of the financial resources required for the operations authorized to be conducted under the operations certificate?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the Accountable Executive have full control of the human resources required for the operations authorized to be conducted under the operations certificate?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the Accountable Executive have direct responsibility for the conduct of the organization's affairs?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the Accountable Executive have final authority over operations authorized to be conducted under the operations certificate?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Aspects to be analyzed or question to be answered	Answer	Status of implementation
Has the organization identified the accountabilities of all members of management, irrespective of other functions, as well as of employees, with respect to the safety performance of the SMS?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are the safety responsibilities, accountabilities and authorities documented and communicated throughout the [organization]?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the [organization] Included a definition of the levels of management with authority to make decisions regarding safety risk tolerability?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Element 1.3 – Appointment of key safety personnel		
Has the organization appointed a qualified person to manage and oversee the day-to-day operation of the SMS?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the person overseeing the operation of the SMS fulfil the required job functions and responsibilities?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are the safety authorities, responsibilities and accountabilities of personnel at all levels of the organization defined and documented?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Element 1.4 – Coordination of emergency response planning		
Does the [organization] have an emergency response/contingency plan appropriate to the size, nature and complexity of the organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the [organization] coordinate its emergency response/contingency procedures with the emergency/response contingency procedures of other organizations it must interface with during the provision of services?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the [organization] have a process to distribute and communicate the coordination procedures to the personnel involved in such interaction?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Aspects to be analyzed or question to be answered	Answer	Status of implementation
Element 1.5 – SMS Documentation		
Has the [organization] developed and maintains a safety library for appropriate hazard documentation and documentation management?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the [organization] developed and maintains SMS documentation in paper or electronic form?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the SMS documentation developed in a manner that describes the SMS and the consolidated interrelationships between all the SMS components?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the service provider developed an SMS implementation plan that ensures that the SMS meets the organization's safety objectives?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the SMS implementation plan been developed by a person or a planning group which comprises an appropriate experience base?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the person or planning group received enough resources (including time for meetings) for the development of the SMS implementation plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the SMS implementation plan endorsed by the senior management of the [organization]?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the SMS implementation plan regularly reviewed by the senior management of the [organization]?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the SMS implementation plan propose an implementation of the SMS in phases?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the SMS implementation plan explicitly address the coordination between the service provider SMS and the SMS of other organizations the [organization] must interface with during the provision of services?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Aspects to be analyzed or question to be answered	Answer	Status of implementation
Has the service provider developed a safety management system manual (SMSM) as a key instrument for communicating the organization's approach to safety to the whole [organization]?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the SMSM document all aspects of the SMS, including among others the safety policy, objectives, procedures and individual safety accountabilities?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the SMSM clearly articulate the role of safety risk management as initial design activity and the role of safety assurance as continuous activity?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are relevant portions of SMS related documentation incorporated into approved documentation, such as Company Operations Manual, Maintenance Control/Policy Manual, Airport Operations Manual, etc, as applicable?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the service provider have a records system that ensures the generation and retention of all records necessary to document and support operational requirements?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the service provider records system in accordance with applicable regulatory requirements and industry best practices?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the records system provide the control processes necessary to ensure appropriate identification, legibility, storage, protection, archiving, retrieval, retention time and disposition of records?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Component 2 –SAFETY RISK MANAGEMENT		
Element 2.1 – Hazard identification		
Does the [organization] have a formal safety data collection and processing system (SDCPS) for effectively collecting information about hazards in operations?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the [organization] SDCPS include a combination of reactive, proactive and predictive methods of safety data collection?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Aspects to be analyzed or question to be answered	Answer	Status of implementation
Does the [organization] have reactive processes that provide for the capture of information relevant to safety and risk management?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the service provider developed training relevant to reactive methods of safety data collection?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the service provider developed communication relevant to reactive methods of safety data collection?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is reactive reporting simple, accessible and commensurate with the size of the service provider?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are reactive reports reviewed at the appropriate level of management?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is there a feedback process to notify contributors that their reports have been received and to share the results of the analysis?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the service provider have proactive processes that actively look for the identification of safety risks through the analysis of the organization's activities?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is there training relevant to proactive methods of safety data collection?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the service provider developed communication relevant to proactive methods of safety data collection?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is proactive reporting simple, accessible and commensurate with the size of the service provider?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the service provider have predictive processes that provide the capture of system performance as it happens in real-time normal operations?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Aspects to be analyzed or question to be answered	Answer	Status of implementation
Is there training relevant to predictive methods of safety data collection?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the service provider developed communication relevant to predictive methods of safety data collection?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the predictive safety data capture process commensurate with the size of the service provider?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Element 2.2 – Safety risk assessment and mitigation		
Has the [organization] developed and maintains a formal process that ensures analysis, assessment and control of the safety risks in the [organization] operations?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the [organization] SMS documentation clearly articulate the relationship between hazards, consequences and safety risks?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is there a structured process for the analysis of the safety risks associated to the consequences of identified hazards, expressed in terms of probability and severity of occurrence?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are there criteria for assessing safety risks and establishing safety risk tolerability (i.e., the acceptable level of safety risk the organization is willing to accept)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the service provider have safety risk mitigation strategies that include corrective/ preventive action plans to prevent recurrence of reported occurrences and deficiencies?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Component 3 – SAFETY ASSURANCE		
Element 3.1 – Safety performance monitoring and measurement		
Has the [organization] implemented internal process by which the safety performance of the organization is verify and to validate the effectiveness of safety risks controls?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Aspects to be analyzed or question to be answered	Answer	Status of implementation
<p>Are the following tools included in those processes?³</p> <p>Safety reporting systems <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Safety studies <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Safety reviews <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Safety audits <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Safety surveys <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Internal safety investigations <input type="checkbox"/> Yes <input type="checkbox"/> No</p>		
<p>Is the safety performance of the [organization] verified in reference to the safety performance indicators and safety performance targets of the SMS?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Are safety reports reviewed at the appropriate level of management?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Is there a feedback process to notify contributors that their reports have been received and to share the results of the analysis?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Are corrective and preventive actions generated in response to hazard identification?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Are there procedures in place for the conduct of internal investigations?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Is there a process to ensure that occurrences and deficiencies reported are analyzed to identify all associated hazards</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Does the service provider have a process for evaluating the effectiveness of the corrective/ preventive measures that have been developed?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Does the service provider have a system to monitor the internal reporting process and the associated corrective actions?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Is there an audit function with the independence and authority required to carry out effective internal evaluations?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Does the audit system cover all functions, activities and organizations within the service provider?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Aspects to be analyzed or question to be answered	Answer	Status of implementation
Are there selection/training processes to ensure the objectivity and competence of auditors as well as the impartiality of the audit process?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is there a procedure for reporting audit results and maintaining records?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is there a procedure outlining requirements for timely corrective and preventive action in response to audit results?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is there a procedure to record verification of action(s) taken and the reporting of verification results?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is there a process in place to monitor and analyze trends?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Element 3.2 – The management of change		
Has the [organization] developed and maintains a formal process to identify changes within the organization which may affect established processes and services?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the formal process for the management of change analyze changes to operations or key personnel for safety risks?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the [organization] established arrangements to ensure safety performance prior to implementing changes?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the [organization] established a process to eliminate or modify safety risk controls that are no longer needed due to changes in the operational environment?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Element 3.3 – Continuous improvement of the SMS		
Has the [organization] developed and maintains a formal process to identify the causes of sub-standard performance of the SMS?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Aspects to be analyzed or question to be answered	Answer	Status of implementation
Has the [organization] established a mechanism(s) to determine the implications of sub-standard performance of the SMS in operations?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the organization established a mechanism(s) to eliminate or mitigate the causes of substandard performance of the SMS?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the organization have a process for the proactive evaluation of facilities, equipment, documentation and procedures (through audits and surveys, etc.)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the organization have a process for the proactive evaluation of the individuals' performance, to verify the fulfilment of their safety responsibilities?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Component 4 – SAFETY PROMOTION		
Element 4.1 – Training and education		
Is there a documented process to identify training requirements so that personnel are trained and competent to perform the SMS duties?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the safety training appropriate to the individual's involvement in the SMS?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the safety training incorporated into indoctrination training upon employment?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is there emergency response/contingency training for affected personnel?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is there a process that measures the effectiveness of training?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Element 4.2 – Safety communication		
Are there communication processes in place within the [organization] that permit the safety management system to function effectively?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Aspects to be analyzed or question to be answered	Answer	Status of implementation
<p>Are there communication processes (written, meetings, electronic, etc.) commensurate with the size and scope of the service provider?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Is safety critical information established and maintained in a suitable medium that provides direction regarding relevant SMS documents?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Is safety critical information disseminated throughout the [organization] and the effectiveness of safety communication monitored?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>Is there a procedure that explains why particular safety actions are taken and why safety procedures are introduced or changed?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	