



JANUARY 2018

New Year Initiatives

Ben Walsh, Director

The IS-BAO Vision 2020 Initiative that was launched at the 2017 IS-BAO Standards Board meeting has several important items being implemented in the new year.

The 2018 Standard has been released in draft form at www.ibac.org. Over the next six months it will be beta tested via a sample group of volunteer operators worldwide. On 01JUL2018 the new 2018 Standard becomes effective (optional). This will allow operators to choose either the new 2018 Standard or the 2017 Standard for their registration audits. A year later on 01JUL2019 the new 2018 Standard becomes applicable (required), while use of the 2017 Standard will expire. This extended timeline for Standard implementation provides operators more flexibility to evaluate and incorporate the improved Standard.

The Audit Programme Manual (APM) 6th edition has also been released at www.ibac.org. The APM 6th edition is now applicable (required) for all IS-BAO registered operators and audits regardless of what Standard year is used. As the source document for all Programme policy, the APM will be revised as needed and is no longer associated with a particular Standard year.

The IS-BAO New Entrant focus group consisting of operators that have recently chosen to pursue IS-BAO registration is underway. These operator's feedback will drive improvements to the "start up", implementation, and audit experience.

The 2017 IS-BAO Standards Board is leading a refresh of the IS-BAO Implementation Guide (IG). They will be leveraging the capabilities of the online IS-BAO Standard Quality System to work with operators and industry experts on updating the guidance via a subcommittee structure. The targeted release of the new IG is 01JUL2018.

We need your help to make sure the new IG is as comprehensive as possible. There are many items that need updating, e.g. fatigue, SPIs/SPTs, maintenance oversight, flight and duty time non-commercial guidance, etc. If you or your operation would like

IS-BAO™ Event Review & Update for 2018

Visit us in 2018 at these events:

- Jan. 24, 2018 • NBAA Regional Forum - West Palm Beach, FL
- Feb 5-8, 2018 –NBAA Schedulers & Dispatchers - Long Beach, CA
- Feb 15-16 - EBAA Annual Safety Conference in Cologne
- March 8th – The British Business and General Aviation (BBGA) Annual Conference
- Apr 5, 2018 - PNBA Safety and Security Day, Seattle, WA
- Apr 17-18, 2018 - Aviation Africa, Cairo, Egypt
- May 29-31, 2018 – EBACE – Geneva Switzerland
- June 21, 2018 - White Plains, NY – NBAA Regional Forum
- Sept. 6, 2018 - San Jose, CA – NBAA Regional Forum
- Sept 19-20, 2018 - AirOps Europe, Cannes, France
- Oct. 16-18, 2018 – NBAA-BACE – Orlando, FL
- Dec 10-12, 2018 - MEBAA, Dubai, UAE

IS-BAO™ Workshops:

- Jan. 16-17, 2018 in Madrid, Spain
- Jan. 25-26, 2018 in West Palm Beach, FL USA
- Feb. 4-5, 2018 in Long Beach, CA USA

to see specific subjects addressed, or are willing to contribute IS-BAO implementation guidance that worked well in your operation, please let us know.

- **Submit subject material through the suggestion link at the bottom of this page;** http://www.ibac.org/is_bao.
- **To volunteer for an IG committee please email** bwalsh@ibac.org.

Are You a Safety Leader?

Jason Starke, Operations Manager

High-consequence industries are – as the name suggests – one where the stakes could be high if risk manifests or risk controls are breached. The aviation industry is a high-consequence industry, and like all organizations within these types of industry, leadership is a key factor in safety performance and culture. The problem, however, is that when one thinks of being a leader, he/she assumes this is a status bestowed with position, such as a manager, director, vice president, etc. (Sanders, 2014). Leadership is not the same as management and is not a function of position in the organization. Good management is important, but a leader is one who influences to maximize the efforts of followers towards the achievement of a goal (Kruse, 2013). If you influence, inspire, and guide others towards a beneficial goal, then you are a leader – regardless of your position. In terms of being a good safety leader in your organization, there are some important characteristics of your leadership that you should consider. Below are four of these features, using the attribute framework of Transformational Leadership (12manage.com, n.d.):

1. Inspirational Motivation – Do you cast a vision for what needs to be accomplished? Communicating this vision with passion and self-conviction is critical to follower engagement and behavior. In fact, Singh (2012) found that vision casting within an organization was highly correlated to ethical behavior in followers. This means that communicating a vision can inspire right action. Whether you are implementing SMS or encouraging reporting, communicating a vision will build trust in and following of that vision.

2. Idealized Influence – Do you walk the walk and talk the talk? Your followers are watching you. For those you are trying to influence to hold you in high regard, your actions have to follow what you are preaching. For example, if you are constantly encouraging others to report hazards and you yourself don't take the time to do it, you are sending a confusing message to your followers which will ultimately degrade trust. Always take the high road and hold yourself to the same expectations you have for your followers.

3. Intellectual Stimulation – Every day in an organization, leaders are faced with novel issues that require a solution. Sometimes these problems come in the form of “either / or”, especially when facing production versus protection. But does it have to be this way? As a leader, you can change a dilemma into a paradox and encourage innovative thinking by looking for “and / both” solutions (Smith, 2014). This is not easy thinking, but will be rewarding to the organization.

4. Individual Consideration – We always have to remember that we are dealing with people, and as such consider their thoughts, perceptions, and feelings. A good leader will be sensitive to the needs (both current and developmental) of their followers. Do you have managers who don't understand or align with the purpose of safety management? Take the time and coach them in what is needed, and the benefits associated with the required actions. Also, do others tell you that they just don't feel safe? A great system to manage safety isn't anything if interested parties don't

- Feb 20-21, 2018 in Toluca, Mexico
- Feb 27-28, 2018 in Houston, TX USA
- March 5-6, 2018 in Melbourne, Australia
- March 8-9, 2018 in Singapore
- March 14-15, 2018 in Phoenix, AZ USA

Visit the IBAC.org website to register.



Don't Forget The IS-BAO/H LinkedIn Forum

This is a forum where operators, auditors, or those just curious about either International Standard to interact with peers, ask questions, and learn about important IS-BAO and/or IS-BAH events and news.

Currently in the region of 510 members!!! Thank you... You can locate the forum [HERE](#).



Update

Vision 2020 Fact Sheet
[Read more HERE](#).

Recent News

[2017 Standards Board Update](#)

[Entergy/Coke Reach 15 year IS-BAO Milestone](#)

[IBAC Expands Leadership Team](#)

feel safe at the end of the day. Listen to them to understand why they are feeling that way. Encourage them with what the organization is doing; and if the organization can do more, take the action to lead the change that is needed.

Position doesn't make a leader – it comes down to influence. If you can inspire and influence others, then you are a leader. Good safety leadership is key to establishing safety norms as well as developing a positive safety culture. Consider the four attributes above and evaluate your safety leadership. If you find an area that needs to be developed, remember, good leadership skills can be learned. Make leadership development a goal for 2018 and get out there and inspire!

References

12manage.com. (n.d.). *Cultural intelligence knowledge center.*

Retrieved from

http://www.12manage.com/methods_earley_cultural_intelligence.html

Kruse, K. (2013). *What is leadership.* Forbes Magazine. Retrieved from <http://www.professorpeaches.com/wp-content/uploads/2015/02/What-is-leadership-Forbes.pdf>

Sanders, C. G. (2014). *Why the positional leadership perspective hinders the ability of organizations to deal with complex and dynamic situations.* Virginia Beach, VA 23464| 757.352. 4550 ijls@regent.edu | ISSN 1554-3145, 8(2), 136.

Singh, K. (2012). *Developing ethics at the workplace through transformational leadership: A study of business organizations in India.* Journal of Knowledge Globalization, 4(2), 31-58. Retrieved from <https://ssrn.com/abstract=2136975>

Smith, W. K. (2014). *Dynamic decision making: A model of senior leaders managing strategic paradoxes.* Academy of Management Journal, 57(6), 1592-1623.

For any questions regarding IS-BAO workshops, please contact us at operations@ibac.org

IBAC International Standards for Business Aircraft (IS-BA) Audit Programme Manual (APM) 6th Edition

As of January 1, 2018, IBAC has released the new IBAC International Standards for Business Aircraft (IS-BA) Audit Programme Manual (APM) 6th Edition. This APM contains new information for both the IS-BAO and IS-BAH programmes in one manual. View the entire article [HERE](#).

Workshop Update, 2018

The year 2017 was a great year for the IS-BAO workshop program as we had more than 600 attendees in over 10 countries learn about the aspects and benefits of IS-BAO implementation. The IS-BAO workshops are already underway, and we have more great locations for 2018! In line with Vision 2020, we have made a few changes to the content and the scheduling of the workshops.

The tagline “You Spoke and We Listened” for Vision 2020 was also applied to the content development of Fundamentals Workshop for 2018. In the past, some attendees suggested we focused too much on SMS theory and specific standards, rather than practical aspects, such as procuring and implementing the Standard and preparing for an IS-BAO Registration Audit. Therefore, this year, we have designed the workshops to focus on

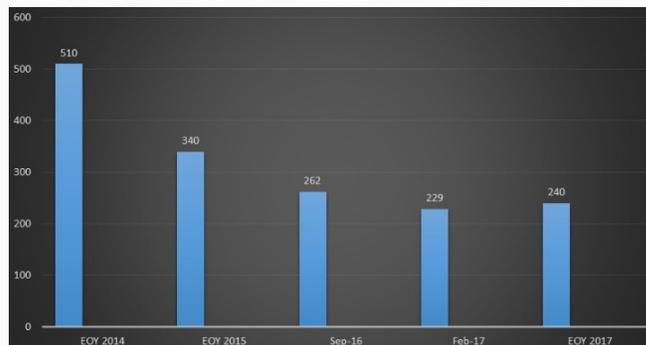
this subject matter as well as the changes for 2018. For those that love SMS, don't worry, we still single out this important topic and present it in a manner that flows more logically. Also, we incorporated more learning synthesis tools, such as checkpoints and "chunk and chew" to ensure you are understanding the material.

The IS-BAO Auditing Workshop content has also been updated to reflect the changes in the newly released Audit Programme Manual, 6th Edition. While this workshop will still follow the legacy format of past workshops, the information has been updated and rearranged for flow. As before, exercises will be used to help synthesize the information learned during the course. We plan to further update this workshop during the first quarter of 2018, so stay tuned!

Finally, the schedule for 2018 will still have the global reach it has had in the past; however, we have been focusing on consolidating locations to increase predictability of workshop locations as well as increase ease of access. We will be focusing on venues in major cities – near key airports – for 2018. We have the posted the 2018 IS-BAO learning events schedule for the year through July and will complete the remaining schedule later this month. As for the number of workshops for 2018, we plan to schedule 24 – 26 workshop sets (Fundamentals and Auditing) for the year. Please check the schedule and sign up!

For any questions regarding IS-BAO workshops, please contact us at operations@ibac.org.

Valid IS-BAO Auditors- Jan. 2018



Auditor Workshop Attendance for Accreditation Renewal

The New Year is upon us and that brings a fresh schedule of IS-BAO Workshops for 2018. If you are an accredited auditor that is coming up for renewal in 2018, it is a good time to review the renewal requirements and start thinking about which workshop to attend and how that will impact your validity date.

To refresh your understanding of the accreditation policy; Renewing auditors will receive an accreditation valid for a period of up to 30 months. The actual validity date will be determined by the Auditor Accreditation Manager as follows:

- If an auditor completes the required training for renewal more than 6 months before his/her Validity Date, the new validity date of the renewed accreditation will be determined as 24 months from the completion of training;
- If an auditor completes the renewal training up to six months prior to or up to six months after his/her validity date, the new validity date will be determined as 24 months from the auditor's previous validity date. For example, if the auditor's current

validity date is July 31, 2016 and he/she completes the renewal training in February 2016 or in December 2016, his/her new validity date will be July 31, 2018.

A schedule of upcoming Workshops can be seen on the IBAC.org website. Early Bird pricing is available for those that plan ahead. Additional Workshops will be added to the schedule as the year progresses. If you have a question about your validity date, please contact Yvonne Marinus at ymarinus@ibac.org and she will be happy to verify it for you.

Excel Protocols

As indicated in the 6th edition of the Audit Programme Manual (APM), beginning January 01, 2018, electronic transmission of the Microsoft® Excel® Protocols, in .xls or .xlsm format is the only acceptable method for submission of IS-BAO audit reports to IBAC. Audits transmitted by other means or on other media will no longer be accepted or reviewed by IBAC.

To support this requirement, IBAC has also just released version 2.0 of the IS-BAO 2017 Excel® Protocols. This version brings improvements and corrections in response to the valuable feedback gathered from operators and auditors throughout 2017, to include:

- **Improved logic for the finding form to prevent reported issues in which the finding would not properly transmit to the finding form after the user had cut and pasted content from the corresponding comment field in the protocols;**
- **Improved logic in the Initial Questionnaire to correct issues related to Standards 5.4.1.1 and 10.2;**
- **Incorporated an importing routine to allow for automatic importing of data from other excel protocols files. This allows for automatic importing data to a single file when conducting the audit as a team; automatically importing RAPs from the findings file provided by the operator; or importing data from a v1.0 or v1.1 file, among other uses;**
- **Adjusted fields and logic in the Audit Report Form (now called Audit Summary) for improved user experience and review process.**

Further details on the improvements and changes incorporated in v2.0 can be found in the Highlights of Change section, presented in the “Tools” tab of the protocols.

It should be noted that, although this version provides a way for Mac users to display the IS-BAO Standards, it does not address some of the compatibility issues identified by our auditors. An updated release specifically addressing these Mac compatibility issues will be published soon.

The new version of the protocols is available for download from the auditor portal and from the 2018 IS-BAO Materials link in the login area of the IS-BAO website. Additional training videos and FAQ information related to the new features available in v2.0 will be made available to operators and auditors in the coming weeks via this this direct webpage.

Any questions on the Excel Protocols can be directed to the IS-BAO Programme Audit Manager at IS-BAOauditmanager@ibac.org. Any feedback on the use of this tools and suggestions for further improvement are also greatly appreciated!

Your 2017 /18 IS-BAO™ Standards Board Members

Chairman
David Nigri, NBAA

Vice Chairman
Juergen Wiese, EBAA

Secretariat
Bennet Walsh, IBAC

De facto member
Kurt Edwards, IBAC

Members
Jens Henning, GAMA
Matt Zuccaro, HAI
Doug Carr, NBAA
Len Beauchemin, NBAA
Chris Buchholz, AsBAA
Joanne Wong, AsBAA
Keith Washington, NBAA
Brian Garrett, CBAA
Pat Dunn, AsBAA
Hamza Ghouth, MEBA
Stan Medved, EBAA
Dan Boedigheimer, NBAA

Thank you all for your participation.

Bennet Walsh
IS-BAO™ Programme Director
bwalsh@ibac.aero

Jason Starke
Operations Manager
jstarke@iback.org

Daniel Devraignes
Audit Manager
ddevraignes@ibac.org

Yvonne Marinus
Accreditation Manager
ymarinus@ibac.org

Stéphane DeWolf
E.U. Operations Specialist
sdewolf@ibac.org

Paul Lessard
Administration
plessard@ibac.org

Further details can be found on
the IBAC website: www.ibac.org

Not On Our List? Opt In [HERE!](#)

