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<p>Document No. TCAA/QSP/SR/AC/AGA-017</p>	<p style="text-align: center;">ADVISORY CIRCULAR ON PREPARATION, SUBMISSION AND FOLLOW-UP OF CORRECTIVE ACTION PLANS (CAP)</p>	<p style="text-align: right;">Page 1</p>

1.0 PURPOSE

- 1.1 This Advisory Circular provides Aerodrome Operators with guidance for the development of corrective action plans to be implemented in order to address findings generated during safety inspections/audits of aerodrome services, facilities and personnel and thus achieve resolution of safety concerns.
- 1.2 Considering the diversity of personnel and organizations involved it is necessary to standardize the procedures and ensure that the corrective actions provided by the aerodrome operators are objective, implementable, measurable and of timely significance taking into consideration the safety concerns addressed.

2.0 REFERENCES

- 2.1 Civil Aviation (Aerodromes Designs and Operation) Regulations, 2024.
- 2.2 Civil Aviation (Certification, Licensing and Registration of Aerodromes) Regulations, 2024
- 2.3 Civil Aviation (Heliports) Regulations, 2024
- 2.4 ICAO DOC. 9734 –Safety Oversight Manual; Part A.- The Establishment and Management of a State Safety Oversight System
- 2.5 ICAO Doc 9859 – Safety Management Manual Fourth Edition.

3.0 GUIDANCE INFORMATION


3.1 Introduction

Safety audit is an in-depth review of the activities of an organization that is carried out to verify conformance to regulatory requirements. A non-conformance to a specified regulatory requirement or company approved procedure identified during an audit is referred to as a finding and is documented for action. The severity of audit findings may range from minor to significant. Following each audit the inspectors will make comprehensive report outlining the audit process and provide a summary of the audit findings;

Non compliances may also be identified from a variety of sources including specific operational event, internal, assessment or investigation and observation during daily work performance. All these constitute findings and must be recorded and addressed as if they were identified during safety audits even if they do not warrant notification to the Authority.

For each finding generated during the safety audit, the accountable manager concerned shall develop a corrective action plan for approval of the Authority. The plan will outline how the company proposes to correct the deficiencies.

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3.2 Procedures for elimination of shortcomings and deficiencies

The Aerodrome Operators shall develop Corrective Action Plans (CAP) after receipt of Corrective Action Request (CAR) from DSR to address all shortcomings and deficiencies identified within the framework of AGA. The corrective actions shall be classified as follows;

- i) Level I - Serious Finding
- ii) Level II - Major Finding
- iii) Level III - Minor Finding

3.3 Developing the Corrective Action Plan

3.3.1 As an initial step the Accountable manager shall define the finding by collecting and evaluating relevant information to determine the facts and causal factors (including root causes) that lead to non compliance. The unit responsible for the function or activity where noncompliance was identified should have a clear understanding and description of the finding supported by the facts and causal factors in order to develop the most appropriate and timely corrective actions to resolve the finding and prevent recurrence.


3.3.2 The second step in the process is to identify the action that must be taken to clear the finding. Corrective actions must be overt and constructed in the style of performance objectives. A performance objective typically consists of an action verb (a word describing an action) and a direct object (the person, facility or procedure affected by the action expressed by the verb). The criterion for performance will be the prescribed regulatory requirement. In addition, time frame for accomplishment of the set objective is necessary to ensure that the performance is measurable in the safety oversight context.

3.4 Approval and Implementation of Corrective Action Plans

3.4.1 All corrective action plans shall be submitted to the Authority for approval. Approved corrective action plans shall be sent to the organization concerned for implementation and copies kept in appropriate inspection/audit files to facilitate follow up actions.

3.4.2 The inspectors will follow up the implementation of the corrective action plans until the Authority is sure that the finding has been cleared and a letter is forwarded to the organization concerned that the inspection/audit is closed.

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3.5 Types of Corrective Action

3.3.1 Immediate Corrective Actions (Level I): This action corrects immediately upon identification of the inspection finding to remove an immediate threat to aviation safety immediately.

3.5.1 Short-term corrective action (Level II): This action corrects the specific non-conformance specified in the inspection/audit finding and is preliminary to the long-term action that prevents recurrence of the problem. Short-term corrective action will be completed:

- a) by the date/time specified in the corrective action section of the finding form; or
- b) within 30 days from the date corrective action request (CAR) was sent to the aerodrome operator.

3.5.2 Long-term corrective action (Level III): Long-term corrective action has two components. The first component will involve identifying the root cause of the problem and indicating the measures the aerodrome operators will take to prevent a recurrence. These measures should focus on a system change. The second component is a timetable for the implementation of the long-term corrective action. Subject to the following paragraph, long-term corrective action will take place within 90 days and will include a proposed completion date.


Some long-term corrective actions may require time periods more than 90 days (e.g. major equipment purchases). Where applicable, the CAP will include milestones or progress review points at 90-days intervals leading up to the proposed completion date for each inspection/audit finding.

Where the short-term corrective action taken meets the requirements for long-term corrective action, this shall be so stated in the long-term corrective action section on the corrective action form.

3.6 Corrective Action Plan Submission

The covering letter of the inspection/audit report will require the aerodrome operators to submit:

- a) corrective action forms for each finding requiring corrective actions by the date specified in the corrective action section of the finding form; and

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- b) a corrective action plan addressing all other findings within 30 days from the date of receipt of the report. This deadline will not be extended without the approval of the Director of Safety.

Corrective action plans received from the Aerodrome operators should include completed corrective action forms and where applicable, supporting documentation that may take the form of technical record entries, purchase orders, memoranda, revised inspection/audit procedure cards, manual amendments, etc. A sample corrective action request (CAR) is attached as **Appendix A** of this AC.

3.7 Corrective Action Acceptance

Where the corrective action plan is acceptable, the aerodrome operators shall be so advised and the appropriate information (administrative/on-site follow-up, proposed completion date) will be entered on the corrective action form or where applicable, the corrective action tracking form, for the purpose of follow-up. Functional databases should also be used to track the progress of inspection/audit follow up.


Before accepting plans for findings that include long-term corrective actions exceeding 90 days, the Director of Safety Regulation must be satisfied that the proposed corrective action is reasonable and that safety will not be jeopardized.

3.8 Corrective Action Follow-up

3.8.1 Follow-up process


- a) Where the inspection/audit findings are of a minor nature and no threat to aviation safety exists an “administrative follow-up” may be acceptable. All other findings require “on-site follow-up” to ensure that non-conformances have been rectified and that corrective actions are effective;
- b) Progress will be monitored as the aerodrome operators completes inspection/audit finding corrective actions. This will be accomplished by using the follow-up section on the corrective action form, the corrective action tracking form or functional database. Both forms identify the finding number, the type of inspection/audit follow-up (administrative or on-site) and the date upon which the corrective action was completed;
- c) Long-term corrective actions that have been accepted will be followed-up by the applicable Inspector/Auditor or other assigned person, who will advise the Director of Safety Regulation when the item is complete. This follow-up will be confirmed through routine surveillance activities.

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3.8.2 Inspection/Audit follow-up: Personnel assigned auditor for inspection/audit follow-up responsibilities will be to:

- a) monitor the aerodrome operators to ensure that the 30 days response time for corrective action plan submission is observed or, where applicable, that corrective actions required by a specific date (indicated on the corrective action section of the finding form) have been completed;
- b) ensure that the corrective action plan addresses the most critical findings first;
- c) ensure that each proposed corrective action will rectify the root cause of the finding to prevent its recurrence;
- d) determine that the aerodrome operators have developed a reasonable timetable for long-term corrective action and ensure that the proposed completion date is indicated on the appropriate section of the corrective action form, entered on the corrective action tracking form or entered in the applicable functional database;
- e) accept the corrective action plan in co-ordination with the Director of Safety Regulation and appropriate team leader and/or team member;
- f) determine for each corrective action plan item whether the follow-up is to be administrative or on-site and indicate so on the corrective action form, corrective action tracking form or applicable functional database;
- g) monitor the progress of the corrective action plan by maintaining the follow-up section of the corrective action form, the corrective action tracking form or applicable functional database and ensuring that the appropriate follow-up (administrative or on-site) has been conducted;
- h) ensure that all completed corrective action forms and corrective action tracking forms, together with any supporting documentation are placed in the Inspection/audit file; and
- i) advise the Director of Safety when all corrective actions have been completed.

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3.8.3 Inspection/Audit closure

To enable the Director of Safety Regulation to close regulatory inspection/audits within 12 months following Corrective Action Plan (CAP) acceptance, the following process should be applied. The CAP should aim at having all corrective action in place within 90 days of acceptance by the responsible Inspector/Auditor or other assigned person. If it is not possible to meet the set deadline, special consideration may be required to ensure a timely closure of the inspection/audit.

Long-term corrective actions that have been accepted will be followed-up by the Authority until each item is complete or finding closed. This follow-up will be done through routine surveillance activities.




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Appendix A – CORRECTIVE ACTION REQUEST (CAR)

Finding No:	Submission Date:	Aerodrome ID:
Name of the Aerodrome Operator:		Level of Finding: <input type="checkbox"/> Level I <input type="checkbox"/> Level II <input type="checkbox"/> Level III
Applicable Regulatory Requirement Reference:		Audited Area:
Description of Finding/deficiency:		
Corrective Action Plan to be submitted within _____ days from the submission Date of this CAP Form. <i>(the time frame shall be determined by the Level of finding/deficiency)</i>		
Name of Inspector(s):	Signature	Date:
NOTE: <i>The description of deficiency Levels on safety.</i> Level I - (Serious Finding) requires action to be taken immediate action by the Aerodrome Operator, not later than 15 days Level II - (Major Finding) requires corrective action to be taken within 30 days from the date CAR was sent to the aerodrome operator and Level III - (Minor Finding) requires corrective action to be taken within 90 days from the date CAR was sent to the aerodrome operator.		

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Finding No:	Submission Date:	Aerodrome ID:
Name of the Aerodrome Operator:		Level of Finding: <input type="checkbox"/> Level I <input type="checkbox"/> Level II <input type="checkbox"/> Level III
Applicable Regulatory Requirement Reference:		Area Audited:
Description of Finding/deficiency:		
Root Cause(s) of Problem:		
Proposed Corrective Action(s)	Action Office	Estimated Implementation Date
Estimated compliance Date:	Aerodrome Operator's Representative: Name: Signature and/or Stamp: Date:	
CORRECTIVE ACTION PLAN EVALUATION		
CAA RESPONSE/COMMENTS:		
<input type="checkbox"/> CAP Accepted	<input type="checkbox"/> CAP Rejected	
Proposed Follow-Up: <input type="checkbox"/> On-site <input type="checkbox"/> Off-site <input type="checkbox"/> Administrative		
Proposed Follow-Up Date:		
Closed out date:	Signed by Inspector:	Signed by Operator: