



**TURKS & CAICOS ISLANDS CIVIL AVIATION
AUTHORITY**

QUALITY MANAGEMENT SYSTEM

October 2021

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INTRODUCTION

The Turks and Caicos Islands Civil Aviation Authority (TCICAA) was established in 2006, as the regulatory body responsible for the oversight of aviation activity throughout the Turks & Caicos Islands territory, and for all aircraft registered on the Turks & Caicos Islands Aircraft Registry.

The assurance of quality is fundamental to all the work undertaken by the Authority. Hence the Authority has established a quality management system to ensure the quality of the regulatory work of the Authority, resulting in a continually improving working environment internally, and sustained and improved level of safety throughout the aviation industry for all stakeholders.

The ISO 9000 family of International Standards states that the adoption of a quality management system should be a strategic decision by the top management of an organization. The design and implementation of an organization's quality management system is influenced by varying needs, particular objectives, products and services provided, the processes employed and the size and structure of an organization.

This Quality Management System documents the TCICAA's policies, procedures and business activities which is the means by which quality is assured.

DECLARATION BY THE MANAGING DIRECTOR

The Turks and Caicos Islands Civil Authority (TCICAA) was established in 2006, with the responsibility for providing regulatory oversight of the Turks & Caicos Islands Aviation industry.

This Quality Assurance Manual is the means by which the Turks and Caicos Islands Civil Authority ensures the performance of its regulatory oversight responsibility to the highest degree possible.

It details the corporate quality policy and structure of the TCICAA, and references appropriate Company Operating Procedures (COPs), which are listed in the Appendix Section of this Manual. The expositions refer, in most cases, to the actual processes and methodologies applied to all activities concerned with the attainment of quality assured regulatory oversight.

To achieve and maintain the required level of assurance, the Managing Director retains responsibility for the Quality System, with routine operation controlled by the Quality Assurance Manager, who is responsible for the control of all matters pertaining to the implementation of these procedures.

The assurance of quality is fundamental to all the work undertaken by the Authority. The procedures established shall be practiced by all personnel at level in the Organization's structure, who are individually responsible for the quality of their work, resulting in a continually improving working environment internally, and sustained and improved level of safety throughout the aviation industry for all stakeholders.

This policy is provided by and explained to each employee, by the Managing Director or Quality Assurance Manager.

The Quality Assurance System applies to all activities of the Authority, and has been developed in accordance with ISO9001:2015.

Title: Managing Director

Name: Mr. Peter Forbes

Signature Peter Forbes

Date SEPTEMBER 30TH 2020

DOCUMENT CIRCULATION AND PRIVILEGES

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Organisation	TCICAA		✓	Review
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Position	Quality Manager		✓	Edit
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Position	Staff Members			Edit
Organisation	TCICAA		✓	Review
Tel				Approve
Email				Sign off/Release
Name				Write
Position				Edit
Organisation				Review
Tel				Approve
Email				Sign off/Release

DOCUMENT REVISION HISTORY

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0.1	02/11/09		Review and development
0.2	10/06/10		Review and development
0.3	20/8/2010		Review and development
0.4	30/06/2011		Review and development
0.5	01/12/2011		Review and development
1.0	02/04/2012		Full Version Status for Publication
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4.0	21/5/2015	BW - QMS	Full Version Status for Publication
5.0	25/5/2016	BW - QMS	Full Version Status for Publication
6.0	12/08/2016	TCICAA Senior Management	QMS Annual Review for Publication
7.0	17/03/2017	TCICAA Senior Management	QMS Annual Review for Publication
8.0	08/05/2018	TCICAA Senior Management	Review, amendment and development
9.0	01/06/2019	BW-QMS	QMS Annual Review for Publication
9.1	03/06/2019	BW-QMS	Amendment
9.2	01/12/2019	BW-QMS	Amendment
9.3	03/02/2020	BW-QMS	Amendment
10.00	14/09/2020	TCICAA Senior Management	Amendment
11.00	13/10/2021	BW-QMS	Amendment

RECORD OF AMENDMENTS

Amendment No.	Date	Comments
1	21/9/2012	G2.2- Appointment of Directors.
2	19/4/2013	G2.2- Appointment of Directors.
3	21/4/2014	G2.2- Appointment of Directors.
4	9/6/2014	Additional COP's were added from 18-33
5	9/6/2014	G2.2.1- Board Meetings
6	9/6/2014	G6- COP 03 changed to COP 11.
7	9/6/2014	Q3- COP 09, 13 changed to COP 07, 08.
8	9/6/2014	Q6- COP 04 changed to COP 12
9	9/6/2014	Q7- COP 09 changed to COP 08
10	9/6/2014	COP 13 has been withdrawn.
11	21/5/2015	Board members were changed.
12	25/5/2016	G2.2 Appointment of Directors.
13	25/5/2016	G4.Organisational Structure
14	25/5/2016	Document circulation and privileges –Chairman & ASSI COO
15	12/08/2016	Full review of QMS
16	11/03/2017	Amendment and additional information to G11 TCICAA Meetings
17	08/05/18	Review and amendment to G11 Terms of Reference for TCICAA Formal Meetings and production of COPs.....
18	01/06/2019	Board Members names change
19	03/06/2019	New Managing Director/Chairman/- Organizational structure
20	01/12/2019	New Organisational Structure
21	03/02/2019	New Organisational Structure
22	14/09/2020	Terms of Reference for Management Team Meetings added under Governance G14, COP 41 added, COP 42 added
23	13/10/2021	G2.2 Addition/deletion to Board of Directors G4. New Organisational Structure

FOREWORD

The Turks and Caicos Islands Civil Aviation Authority (TCICAA) was established in 2006 as the regulatory body responsible for the oversight of aviation activity throughout the Turks & Caicos Islands territory, and for all aircraft registered on the Turks & Caicos Islands Aircraft Registry.

The Authority is comprised of diverse divisions that are responsible for ensuring, through regulatory oversight, that the ICAO standards and recommended practices are constantly being met within the territory. This includes the licensing and regulation of aerodromes, air traffic services, aviation personnel, aircraft maintenance organizations, aircraft operations and the conduct of aircraft airworthiness surveys.

The TCICAA headquarters are located on the capital island of Grand Turk. The Authority also operates an office at the Providenciales International Airport, which is the main gateway to the Turks & Caicos Islands.

G1. GOVERNANCE

G1.1 Aims and Objectives

With the approval of the Board, the TCICAA hereby sets the following objectives. In achieving these objectives the legal requirements of the aviation safety provisions of the Air Navigation Overseas Territories Order AN (OT) O shall:-

- Establish and maintain an effective regulatory framework for all Air Navigation activities throughout the Turks & Caicos Islands
- Enforce compliance with all relevant air navigation regulatory requirements
- Uphold the Governor of TCI's obligation to ICAO regarding air navigation
- Sustain generally high standards of aviation safety throughout the family of islands
- Where possible become self-financing (as required in the Ordinance)

G2. TCICAA Board Structure

G2.1 Functions

It is the responsibility of the TCICAA Board to:

- Ensure that the TCICAA meets the tasks and objectives defined within the Business Plan
- Ensure that TCICAA undertakes its activities in a cost effective manner and within the agreed budgetary constraints
- Ensure that TCICAA meets all statutory financial and good governance requirements
- Ensure the Authority functions in a manner that upholds the Mission, Values and Guiding Principles in conducting its oversight responsibilities

G2.2 Membership

The TCICAA Board consists of four appointed Members including the Chairman and two Executive Members. There is also a Company Secretary and a Legal Adviser which sits at the Attorney General's Chambers.

Board Members are as follows:-

- Mr.Synkero Missick - Chairman
- Mr. Kenro Gardiner - Deputy Chairman
- Mr. Curtis Lightbourne - Director
- Mr. Ashwood Forbes - Director
- Mr. Peter Forbes - Ex-officio Director
- Sharone Roberts - Secretary

G2.3 Board Meetings

Board Meetings are held every six weeks and chaired by the Chairman. There is a standing agenda for board meetings which is set out below, however the Chairman may include any other important issues as necessary. The Business Plan will be discussed at the January and July meetings, and the Business Risk Register will be discussed annually at the January meeting. All board meetings are recorded and minutes are produced.

The following items comprise of the standing agenda for Board Meetings:

- Welcome
- Invocation
- Establishment of Quorum
- Notification of Meeting
- Confirmation of Minutes
- Matters Arising
- AOB

G3. TCICAA Structure and Responsibilities, Organization & Roles

G3.1 Role of each Office

The Authority as a whole, takes responsibility for all these tasks and staff from all offices may be called upon to participate directly in any of these activities. However, there are tasks which can be identified as principally belonging to each office.

Headquarters in Grand Turk

The TCICAA's Headquarters are situated in Grand Turk, where the Managing Director and most of the Administration staff are located. This is the center of communications and the focal point for high level correspondence, decision making and the setting of policies and procedures. The core business tasks are conducted here including financial management and meetings etc.

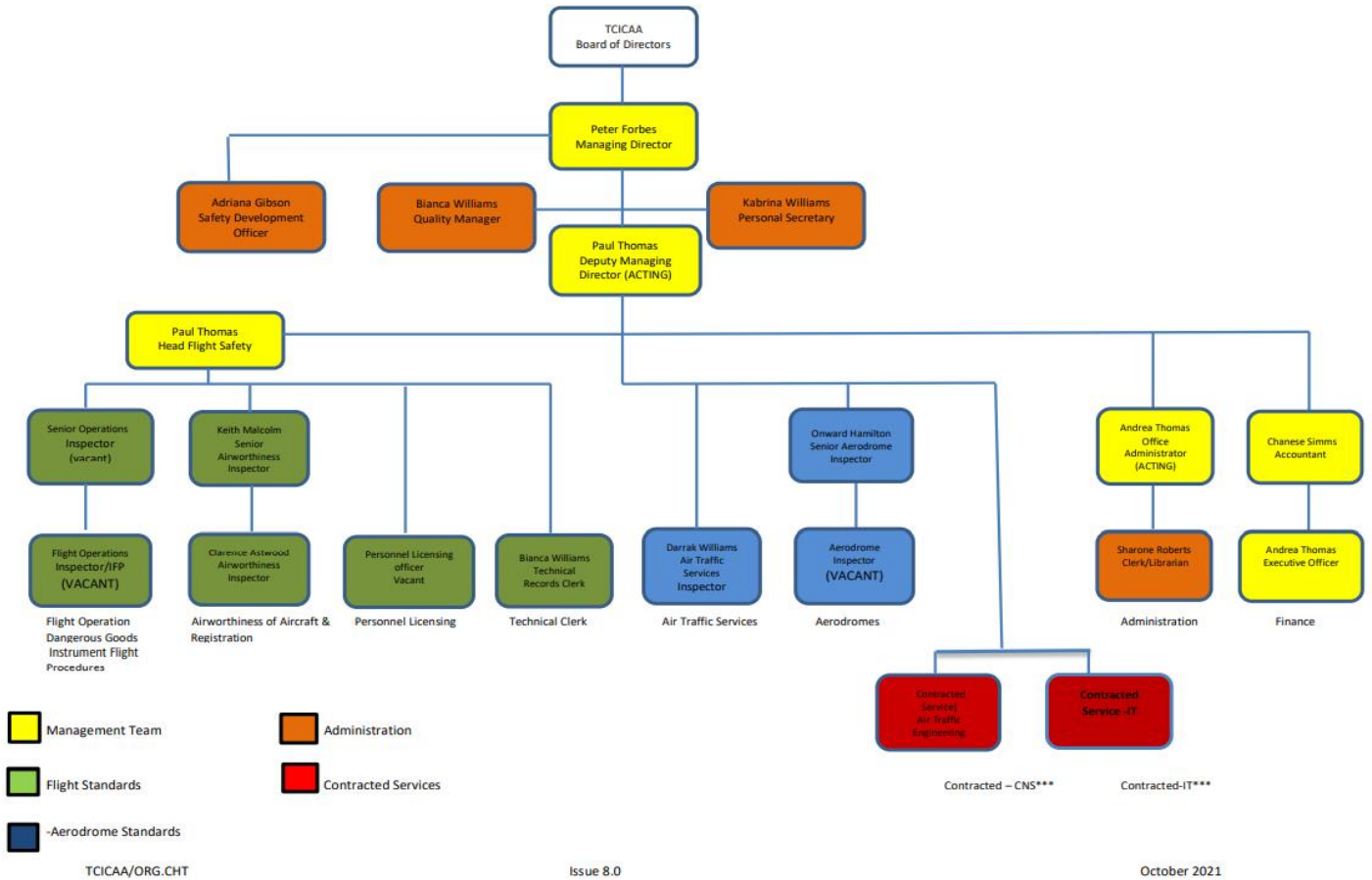
Secondary Office in Providenciales

The office in Providenciales was established following the re-structure of the TCICAA, as an extension of the Headquarters, to provide for a permanent CAA presence at TCI's main airport.

Technical Office in Grand Turk Airport

This on-sight location is occupied primarily by technical staff to facilitate and conduct their activities at the airport.

G4.TCICAA Organisational Chart



G.5 Mission, Values and Guiding Principles

G5.1 Mission

The mission of the Turks & Caicos Islands Civil Aviation Authority is to ensure the highest standard of safety in the Civil Aviation industry throughout the Turks & Caicos Islands.

G5.2 Values and Guiding Principles

Sustainability will be achieved through the Guiding Principles to:

- Ensure the long-term consequences of any actions/recommendations have been given due consideration, are consulted on and the process documented.
- Ensure, through analysis of local issues and setting of realistic timescales for actions/recommendations, that all solutions are practical.
- Ensure the provision of sufficient resources in the TCICAA, in order to achieve sustainability of the regulatory function, whilst providing value for money

Competence will be achieved through the Guiding Principles by:

- Fostering the continuous development and improvement in all activity through a learning environment
- Operating in a competent and professional manner in the interest of safety of civil aviation
- Encouraging staff understanding of the implications of their actions

Inclusivity will be achieved through the Guiding Principles by:

- Promoting effective two-way communication, both internally and externally
- Promoting the development and enhancement of local capacity within the TCICAA
- Ensuring processes are in place to enable consultation on policy and procedures at all levels

Determination will be achieved through the Guiding Principles by:

- Setting clear, measurable and achievable objectives, aimed at the promotion of aviation safety in its widest sense, for both the organization and its staff
- Providing the fullest support to staff
- Recognizing successes and achievements on an individual and team basis within the TCICAA

G6. Business Planning

Business Planning is a continuous process, based upon a rolling 5 year period of activity and financial planning, reviewing and reporting. The TCICAA Business Plan is produced in accordance with COP 11 Business Planning. Senior Management produce the draft Business Plan, taking account of input from all TCICAA staff. The 'Resourcing' sections of the Business Plan are developed by the TCICAA Finance Department and agreed by TCICAA Managing Director following discussions with the Board.

The initial draft of the Business Plan is presented to the TCICAA Board Meeting in January for agreement on the proposed Objectives, Activities and Targets. The final draft is presented to the TCICAA Board Meeting with the agreed TCICAA Business Plan being presented to the TCICAA Board in March for agreement. It is then accepted by the Board prior to the start of the business year (1 April).

G7. Stakeholder Relationship and Consultation

The mission of the Civil Aviation Authority is to ensure the highest standard of safety, in the civil aviation industry throughout the Turks & Caicos Islands. It achieves its mission by ensuring, on behalf of its stakeholders, that the civil aviation industry of the TCI complies with the standards and where possible, the recommended practices contained within the ICAO Annexes.

TCICAA's Stakeholders are:-

- Turks & Caicos Islands Government
- Governor's Office
- Airports Authority
- Airline Operators
- Air Safety Support International
- Other OTAA's

G8. Business Continuity Plan

The Business Continuity Plan details how TCICAA will continue to operate in the event that its Headquarters in Grand Turk or their Office in Providenciales is unusable or if access to them is denied due to an internal or external incident

This will be invoked if the TCICAA office premises are unusable, or access has been denied because of an internal or external incident e.g. hurricane, fire, burglary, prolonged electricity failure, etc. The necessity to invoke the company's BCP will be communicated by Civil Aviation Authority's top level crisis management team and cascaded to staff as required.

Details of the plan can be found under separate cover.

G9. Emergency Communication Strategy

The Emergency Communications Strategy details the internal TCICAA procedures to be followed in the event of a major aircraft accident either in TCI or involving a TCI registered aircraft. The responsibility for communications in relation to an aircraft accident or serious incident within TCI rests with the Governor, the Turks and Caicos Islands Government and the TCICAA. However, it is quite possible that Air Safety Support International may be requested to provide assistance particularly in the case of a major accident.

This document details the TCICAA procedures to be followed internally following a major aircraft accident in the TCI or involving a territory registered aircraft, and externally, if assistance is requested following a major aircraft accident/serious incident. These procedures should be understood and applied by all members of TCICAA staff.

Details of the Communications Strategy can be found under separate cover in the QMS library.

G10. Safety Oversight Planning

The TCI CAA Safety Oversight Plan is Part 2 of the Programme for the UK Overseas Territories (OTs) and is the more operationally focused part, covering an initial period of five years to coincide with this

Business Plan. Responsibility for this Safety Oversight Plan rests with the TCICAA. Safety planning in the British Overseas Territories is an integral part of the UK State Safety Program. The purpose of a Safety Oversight Plan is to communicate its short-and-long term regulatory priorities and to enable linkage between national regulatory planning and the regulated organizations. This is done by providing safety objectives suitable for adoption in operators' and service providers' safety management systems (SMS) to give focus for proactive measures to improve safety. Clearly it will be up to the individual organization to ensure that the safety objectives in their SMS take adequate account of the hazards and risks identified in relation to their own activities as well as including the relevant safety objectives from the Safety Oversight Plans. In addition to providing safety objectives, the TCI CAA's Safety Oversight Plan gives guidance in the form of the type of activities to be conducted by an organization towards meeting the safety objectives in their SMS. These activities will ideally be set as tasks for managers, and in each case examples of monitoring questions are also provided, to be used to measure successful implementation. These activities should be quantified wherever it is reasonably practicable to do so. In this context, the values provided will be for the organization to specify.

Where there is an absence of information suitable for establishing baseline performance trends or comparison data, an important early activity will be to ensure that data is gathered and recorded, including safety data from routine aviation operations. Gathering further data in the process of monitoring the activities to meet the safety objectives will then enable the functioning of the SMS to be reviewed for effective implementation, and improvements made.

Whilst the need for more data is seen as an important factor, for example for developing better safety performance indicators (SPI) in the future, the development of an active safety culture is considered vital for the benefits of SMS to be sustained and both of these factors are reflected in the aims and objectives of the plan.

The mission of the Turks and Caicos Islands Civil Aviation Authority is to ensure the highest standard of safety in the civil aviation industry throughout the Turks and Caicos Islands. In implementing this Safety Oversight Plan, clear benefits will be realised throughout TCICAA and the aviation industry. As a result of its implementation, it shall:-

- Create a better safety awareness and safety culture
- Improve the effectiveness and sustainability of TCICAA's regulatory and oversight programmes
- Enhance the performance of safety management systems operated by the aviation industry
- Ensure appropriate competency levels are reached for key personnel
- Ensure all relevant systems and operating procedures are established, appropriate for use, efficient and effective
- Ensure objectives set within this Safety Oversight Plan and TCI CAA's Business Plan are achieved

G10.1 The TCI CAA Safety Oversight Plan

The TCI CAA Safety Oversight Plan describes safety aims grouped under seven major areas (domains) which are considered to be of central importance for improvements to be made in aviation safety in them TCI. Within each domain these aims are then refined to provide one or more safety objectives suitable for adoption in operators' and service providers' safety management systems.

The absence of baseline data means that selection of aims and objectives has been to some extent subjective in this first version of the plan. Ensuring improvements in reporting and recording systems and within the safety culture in general, will enable future Safety Oversight Planning to include objectives that will be more evidence based.

This Safety Oversight Plan covers a five year period but is subject to review on an annual basis by senior management and shall be approved by TCI CAA's Board. The current plan is under review by the OTSPC Sub-Committee .

G11. Terms of Reference for TCICAA Formal Meetings

Purpose

It is vital that communication within the Company, between the Company and its stakeholders is both timely and effective. In order to facilitate good communication and decision-making from formal meetings, these terms of reference have been developed to ensure all formal meetings conducted are controlled and documented effectively. These terms of reference also ensure any actions raised in meetings shall be documented, communicated and tracked to point of closure. Minutes shall be taken for all formal meetings.

Scope

Although various meetings conducted within the organization may vary in their content, these terms of reference shall ensure all formal meetings conducted throughout the organization shall follow a standard protocol, which will be formalized in appropriate documented Company Operating Procedures and incorporated into this Quality Management System. The Quality Manager shall attend all formal meetings in order to represent, advise and evaluate decisions from a quality perspective and implement quality solutions where required.

Senior Management Meetings

Senior management meetings are held quarterly and chaired by the Managing Director. The Quality Manager shall attend all senior management meetings with the objective to report on all quality matters and issues. "Quality" has been added as an item on the standard agenda for the senior management meetings. The senior management meetings are minuted and the minutes are circulated to all attendees as a formal reporting process. Copies of the minutes are filed appropriately for future reference and audit purposes. An individual is appointed at the meeting as the person responsible for ensuring all actions raised at the meeting are tracked and followed up to point of closure.

Section Head Meetings

Section head meetings are held bi monthly and chaired by the Managing Director and/or the Deputy Managing Director. All Section Heads and the Quality Manager attend these meetings and follow the standard agenda. The meetings are minuted and once approved by the meeting Chair, the minutes are distributed to all attendees. Any actions raised at the meeting are documented, tracked and followed up to point of closure by an individual appointed at the start of the meeting.

General Staff Meetings

General staff meetings are held bi weekly and Chaired by the Managing Director and all staff attend these meetings. The Quality Manager shall communicate any quality issues at these meetings as per the standard agenda. The meetings are minuted by the Personal Secretary and once approved, the minutes are distributed to all staff and appropriately filed for future reference and audit purposes. Any actions raised at the meeting are documented, tracked and followed up to point of closure by an individual appointed at the start of the meeting and their status is addressed at the following staff meeting.

Standard Protocol for Formal Meetings

Formal Meetings are defined below:

- Board
- Senior Management
- Section Head
- General Staff
- Business Planning
- Management System Review
- Audit Briefing
- Safety Oversight Planning

The following protocol is followed prior to, during and after all formal meetings.

- Distribution of previous minutes and standard agenda to all attendees at least one week prior to the meeting
- The meeting Chair to appoint an individual to take minutes during the meeting
- The meeting Chair appoints an individual to be responsible for follow up of actions raised in the meeting and to ensure their closure
- Person/s responsible for action closures must create a log for all actions raised in formal meetings
- Once minutes are approved by the Chair, minutes are finalized and distributed to all attendees
- A master copy is retained and filed appropriately for audit purposes

G12. Manpower Planning

A manpower plan to ensure that the TCICAA has adequate human resources is developed in conjunction with the budget from TCIG on an annual basis. This is summarized in TCICAA's Business Plan and is approved by the TCICAA Board. The Office Administrator is the custodian of the Manpower Plan which is held at the office located in Providenciales.

G13. Annual Internal Audit Program

The Managing Director retains responsibility for the Quality Management System to ensure its effective functionality with routine operation controlled by the Quality Manager, who is responsible for the control of all matters pertaining to the implementation of policies and procedure within the system.

- an effective annual audit program is implemented within the organization and to champion it's continued development and progress
- an annual audit plan is produced each year
- internal quality audits are conducted periodically each year
- internal technical audits are conducted each year

There are two types of internal audits, internal quality audits and internal technical audits. Internal quality audits are conducted at least once per year or at the discretion of the MD, DMD or the QM. Quality audits are carried out to assess compliance with the quality management system, published policies, procedures and processes.

Internal technical audits are identified and scheduled by the QM with close liaison and coordination with the DMD, senior management and section heads. Internal technical audits are carried out to assess the regulatory oversight within each technical functional discipline within the TCI CAA. They are conducted in accordance with the terms of reference produced for each individual internal technical audit.

Where the MD is out of the office or off island, the DMD shall automatically take up all responsibilities of the MD.

G14. Terms of Reference for Management Team Meetings

Purpose

It is vital that communication within the Company, between the Company and its stakeholders is both timely and effective. In order to facilitate good governance, communication and decision-making from the TCICAA Management Team Meetings, these terms of reference have been developed to ensure all Management Team Meetings conducted are controlled and documented effectively. These terms of reference also ensure any actions raised in these meetings shall be documented, communicated and tracked to point of closure.

Scope

Although various meetings conducted within the organization may vary in their content, these terms of reference shall ensure Management Team Meetings conducted shall follow a standard protocol, which will be formalized in appropriate documented Company Operating Procedures and incorporated into the Quality Management System. The Management Team Meetings are Chaired by the Managing Director and attended by the Management Team which is made up of five Key Personnel, including the Managing Director and the Secretary. The Management Team Meetings take place twice monthly.

Due to the sensitive content which may be discussed during the Management Team Meetings, it is vital that only members of the Management Team, including the Secretary and the Managing Director will be present at these meetings. Other Personnel may on occasion be invited to attend briefly to perhaps report on a specific matter/s but shall not remain for the whole period of the meetings.

Management Team Meetings & Responsibilities

The meetings are Chaired by the Managing Director who is responsible for ensuring all matters on the agenda are addressed appropriately and maintains the flow and smooth running of the meeting within its allocated time slot.

The Secretary reports directly to the Managing Director and is responsible for scheduling the meetings, distributing associated materials including the agenda and previous minutes prior to the meetings, documenting and producing the minutes to the meeting as a formal reporting process once approved and authorized by the Managing Director. The Secretary is also responsible for managing and tracking the status of all actions raised to their point of closure by means of a Management Team Meeting Actions log.

Other Management Team Members are responsible for any actions raised and appointed to them during the meeting. They shall liaise with the Secretary reporting on their status and share information the Secretary may need in order to prepare for the meetings in a timely manner.

Copies of the minutes are filed appropriately for future reference and audit purposes.

THR1. Training & HR

THR2. Training Policy Statement

The Turks and Caicos Islands Civil Aviation Authority (TCICAA) was established under the Civil Aviation Authority Ordinance of 2005, as a statutory body. The TCICAA's primary objective is to provide a robust system of civil aviation safety regulations in the Turks & Caicos Islands, with its main function being to ensure that the Turks and Caicos Islands Civil Aviation conforms to the standards and recommended practices of ICAO. An important contribution to the successful operation of the Civil Aviation Authority staff is to maintain high standards of technical and operational competence. Training plays an important role in this objective and consequently, the Board of the Turks and Caicos Civil Aviation Authority has allocated appropriate funds for this activity.

TCICAA have developed a training policy to ensure that it supports its staff in achieving and maintaining competency levels as prescribed by local, regional and international aviation authorities. The purpose of this policy is to provide guidelines in the management and administration of training opportunities for TCICAA staff. The starting point for any such training shall be the TCICAA Regulatory Competency Profiles. These profiles provide the basis on which performance is assessed and training needs identified and implemented.

THR3. HR Policy

The Human Resources Policy is set out within the Staff Policies and Procedures Manual and establishes a framework and sets standards and gives guidance how we, TCICAA should conduct ourselves as employers and employees. This includes how we perform our jobs, make decisions, interact with one another and manage the business operations on a day-to-day basis.

As such, the manual is not intended to be and should not be interpreted as a contract between the Employer and the Employee.

Unless otherwise noted within a policy, human resources are the responsible executive for policies contained within the manual. For more information, please refer to the Staff Policies and Procedures Manual.

THR4. Job Descriptions

In furtherance of its Hiring Policy within the Staff Policies and Procedures Manual, TCICCA believes job descriptions are important tools for documenting the essential requirements of and skills needed to successfully perform on the job. Accordingly, reasonable efforts shall be undertaken to develop and maintain job descriptions for all job classifications in accordance with the following provisions:

- Job descriptions shall be developed for new positions that have been authorized by the Board and Managing Director prior to initiating the hiring process.
- Job descriptions for current positions shall be reviewed, and modified as necessary, on an annual basis or more frequently as deemed appropriate by the Managing Director.
- Job descriptions shall be reviewed and modified within a reasonable period of time following a material change in the essential duties of the position.

A copy of each person's Job Descriptions is held on individuals' personnel file and within HR's filing system.

THR5. Board of Directors Responsibility to Training

The Board of Directors is responsible for policies and general administration of the affairs of TCICAA, and for ensuring that funds are being allocated to provide for the proper functioning of the organization including the personal development and competency of staff. The Board ensures continual commitment to the development of staff by ensuring that relevant policies and guidelines are in place and that they meet regional and international Standards.

THR5.1 Competencies

TCICAA has adopted a set of regulatory competencies which, Air Safety Support International (ASSI) developed for use by the Overseas Territories (OTs) and the Aviation Authorities (OTAAs). These competencies provide a framework to define training needs for technical staff. Detailed information on the competencies is held on the ASSI website at www.airsafetysupport.aero/about/competencies/. These competencies are designed to sit above the technical competence with which the post holder enters his or her role and enable technical staff to fulfill their role. Each technical role has a competency profile showing the relevant competencies require for the tasks performed. The competency profiles are used for training plans and assist in defining the training objectives for staff.

THR6. Training Plans

Training requirements for technical staff are discussed as part of the job performance appraisal process. During this process, the Line Manager and staff member should consider any initial, specialized, and recurrent training needs. Training should not be restricted to the regulatory competencies alone, but should also cover wider requirements such as soft skills. Training objectives should be identified at this stage.

The training coordinator will liaise with the individual technical staff to establish the most appropriate way of meeting the training objective. Formal courses may be considered as well as other means such as On the Job Training (OJT), mentoring etc.

Training needs for all staff are collated into a master training plan and prioritized by the training coordinator with the Managing Director TCICAA as per the training policy.

The training coordinator will produce a personal development plan for each technical staff member showing objectives and training to be completed.

Bookings for training courses will be organized by the Office Administrator as well as any travel requirements.

On completion of the training, staff is required to evaluate the quality and effectiveness of the training undertaken as shown in the section on evaluation.

Should there be any additional training requirements arising during the year, they should be discussed with the Managing Director and the training coordinator. Once agreed, the training will be added to the staff member's personal development plan.

THR6.1 Induction for New Technical Staff

All new technical staff will follow a formal induction program. The purpose of the program is to familiarize new staff with their working environment to enable them to undertake their role in an efficient manner.

The induction program should be completed within a month of joining, and be signed off by the employee and line manager.

THR6.2 Training Evaluation

All training undertaken must be evaluated to ensure that it has been effective, and that the training objective has been met. Immediately upon completion of training, staff members will be requested by the training coordinator to complete an evaluation form. The purpose of this is to assess the quality of training received and its appropriateness. This form is called TCICAA participant feedback form. The completed form should be returned to the training coordinator and placed on the individual's training file.

In order to be able to evaluate the effectiveness of the training, staff members should meet with their managers approximately three months after the training to discuss how they have applied the training they received. This review should be documented on the TCICAA post course discussion form. The completed form should be returned to the training coordinator and placed on the individual's training file.

THR6.3 Training Records

Training records will be maintained by the training coordinator for all technical staff. It is important that all different types of training are recorded including OJT, online and formal training etc.

THR6.4 Training for non-technical staff

Training requirements are discussed as part of the Job Performance Appraisal process.

The Training Manager is responsible for organizing training for all non-technical staff and maintaining training records.

The inputs to the Training Plan are reviewed and assessed by the Training Coordinator. Requests for training are to be prioritized according to the four levels outlined; this will ensure cost effectiveness that the goals and objectives of TCICAA are met.

The Turks and Caicos Islands Civil Aviation Authority is committed to ensuring that its entire staff is appropriately trained to ensure that they meet the regulatory competencies as defined for their role and to fulfill any additional training needs that are identified. The main means of identifying training needs is via performance management process and staff training records will be maintained for all training activities.

All new staff joining the TCICAA will have formal induction training. Part of this induction includes a training needs analysis to identify gaps in competency.

Contracted staff will be considered for training up to level 3 if necessary, and their induction into TCICAA will be to a level that is commensurate with the terms of reference of the contract.

All training organized by TCICAA for its staff will be evaluated to gauge its effectiveness and to assess that the training objectives have been met.

- | | |
|---------|---|
| Level 1 | the training is essential to permit the individual to undertake significant element (s) of their role. Lack of this training is having a significant negative effect on the ability of the individual to achieve satisfactory performance in their role. The training should be arranged as soon as practicable. |
| Level 2 | the training is important (but not essential) in enabling the individual to improve performance in either several elements of their role, or a single element of their role. It should be arranged when possible, taking into account workload and budgetary constraints. |
| Level 3 | the training will assist the individual in improving performance within their role, but they are capable of doing their job without it. The training will improve the breadth of knowledge of the individual and their overall value to the company. The training should be arranged, if possible within 2-3 years, but recognizing the company's priority of the delivery of level 1 and 2 training. |
| Level 4 | the training is not directly relevant to the individual's role, though it's within the responsibility of the company. This training is viewed as desirable, but will only be considered once all higher-priority training is arranged. |

THR6.5 Compulsory Training Sessions

All new staff must complete an induction program on assumption of duties with TCICAA.

THR7. Contractors

It may be on occasion that TCICAA does not have the expertise or the resources to carry out a particular task. Therefore, the use of Contractors and Consultants may be necessary and will be considered carefully. Where there is a business need for the use of a Contractor or Consultant, TCICAA shall comply with COP 23 Contractor Control and consult the “Pool of Experts” provided by the Regulator, Air Safety Support International (ASSI).

Appointments are by formal agreement for a specified period, normally for two years and may be extended thereafter. Either party can terminate the contract by formally giving three months notice unless otherwise stated within the contract agreement. All Contractors and Consultants hired by the TCICAA must comply with all internal policies, procedures and the health and safety policy and may also have to participate in training events arranged by the organization.

No contract of employment or contract for services with regard to regulatory work can be issued without prior consent and validation of the Managing Director.

Q1. QUALITY

Q2. Quality Policy Statement

The assurance of quality is fundamental to all aspects of the TCICAA's operations. The quality of the service provided is enhanced by working in a systematic and methodical manner meeting the quality objectives and in compliance with formal documented procedures that are designed to eliminate errors and to ensure consistency in all of its business activities. All staff must therefore ensure that they are fully familiar with TCICAA's Quality Management System and that they follow principles, policies and procedures within it at all times.

Q3. Quality Objectives

The TCICAA's strategic planning and the quality policy provide a framework for the setting of quality objectives. Senior management established these objectives, leading to improvement of the organization's performance. The objectives are measurable in order to facilitate an effective and efficient review by senior management.

The quality objectives are to:

- Assure the organization's commitment to quality through the implementation and continued maintenance of a robust quality management system
- Ensure consistent delivery of services through regular review of policies, documented company operating procedures, standard and technical, in line with the organization's business activities

- Regularly identify opportunities to review and continuously improve performance through the implementation of an effective internal audit system
- Ensure all key documentation, policy, procedures and information is kept current and up to date with the implementation of an appropriate document control system

Q4. Quality Communication

In order to enhance TCICAA's commitment to quality, all quality matters shall be communicated through the following means:

- Staff Meetings - Quality Matters to be included in the standard agenda
- Monthly Quality News Letter – Quality Manager to produce a Monthly News Letter and circulate to all staff
- All quality matters are discussed at the Management System Review Meetings

Q5. Responsibility to Quality

Q5.1 TCICAA's Board Responsibilities to Quality are:

- To champion the Organization's Quality Management System and ensure implementation throughout TCICAA
- To ensure that quality issues are given high priority within TCICAA
- To ensure the provision of adequate resources to enable compliance with the QMS
- To promote the importance of quality issues throughout the organization and to ensure that it is given appropriate priority

Q5.2 Managing Director's Responsibilities to Quality are:

- To define, and champion, the company's quality policies and ensure their implementation throughout TCICAA
- To ensure that quality assurance issues are given high priority within TCICAA
- To ensure, through example, that Company Operating Procedures (COPs) are always implemented
- To ensure that Senior Managers promote the use of COPs and insist that all their staff follow the Organization's Quality Management System
- To ensure responsibility and authority for quality is clearly defined within the QMS
- To ensure that all staff understand their responsibility towards quality and that quality issues are reflected in job descriptions
- To ensure that the effectiveness of the quality management system is monitored by designated staff to ensure that it reflects the Organization's requirements
- To review operations to ensure continuous efficiency and effectiveness
- To define, communicate and implement policies and objectives
- In conjunction with the Board, ensure the provision of adequate resources to enable compliance with the QMS

In the absence of the Managing Director, the Deputy Managing Director will assume all responsibilities to Quality.

- To ensure continuous efficiency, effectiveness and stakeholder satisfaction within the offices
- To ensure that all other office-specific procedures are drafted and approved through Headquarters
- To ensure that Senior Managers promote the use of COPs and insist that all their staff follow the Organization's QMS

Q5.3 The Quality Manager's Responsibilities to Quality are:

- Control, develop and maintenance of the QMS
- Maintaining the document control system and any associated databases within the QMS
- Ensuring that resources are adequate to perform quality-related tasks and alerting management to any shortfall
- Ensuring that COPs are implemented
- Assuring the Managing Director and Senior Management that quality requirements are being met within the Organization
- Reviewing and amending the QMS to ensure consistency and continuous improvement
- Timely liaison with the Managing Director and Senior Management in resolving issues adversely affecting quality
- Plan and manage the Management System Review meetings twice annually with the Managing Director and Senior Management

Q5.4 Line Manager's responsibilities to quality are:

- To ensure through personal example, that COPs are followed
- To ensure that all staff are familiar with the QMS
- To identify the need for new COPs where appropriate and provide draft procedures where necessary
- To ensure that quality assurance is given appropriate priority in work plans

Q5.5 Staff responsibilities to quality are that:

- All staff is required to familiarize themselves with the QMS and to ensure adherence to COPs. Staff are encouraged to propose improvements to the QMS

Q6. Internal Audit Planning

The internal audit process is an important part of TCICAA's commitment to the quality and integrity of its operating practices and procedures and shall be afforded the highest priority by senior management and all staff members. Internal Audits, both standard and technical, are discussed at the Management System Review Meetings as per the set agenda.

The Management System Review Meetings, Staff Meetings are ideal opportunities to identify any gaps or pitfalls within the organizations systems and processes which also serves as a means to identify areas to be audited and assist in the internal audit planning process in line with COP 07 Internal Auditing.

An annual audit plan shall be produced by the Quality Manager at an annual audit planning meeting with the Managing Director, Deputy Managing Director and the Quality Manager with close liaison with Senior Management and key personnel and promulgated each year. Once agreed, the plan shall not be changed without the explicit approval of the Managing Director. TCI CAA will undertake at least one audit each year of the QMS; this number may be increased at the discretion of the Quality Manager. A

full report, including any CPARs raised, shall be submitted to the Managing Director within one month of the audit. Audit findings will be recorded and tracked according to COP 08 CPAR Tracking.

Q7. Internal Audits

There are two types of internal audits performed within TCICAA, departmental quality audits and internal technical audits. Departmental quality audits are carried out for local management to assess compliance with published procedures and processes. These audits shall be conducted in accordance with the annual audit plan which is produced by the Quality Manager through liaison and coordination with key personnel and promulgated each year.

The internal technical audits are identified and scheduled by the Managing Director and Deputy MD in close liaison with Senior Management, Section Heads and the QM. They are carried out to assess the regulatory oversight within each functional discipline within TCICAA. They are conducted in accordance with the terms of reference produced for each individual internal technical audit. A report shall be produced for each audit conducted and submitted to the Managing Director and distributed to Senior Management in accordance with COP 12.

Q8. CPAR TRACKING

All CPARs raised in internal audits and assessments must be tracked overall by the Quality Manager as defined in COP 08 CPAR Management. However, it is the responsibility of the individual auditor who raised the CPAR to ensure the closure of such CPARs in accordance with COP 07 Internal Auditing.

Q9. Document Control

Key documents that define TCICAA's role, working practices, policies and procedures are subject to issue and change control to ensure that the information is kept current and that all staff has access to the correct and most up-to-date versions of documents. This process is defined within COP 05 Document Control and COP 06 Document Change Control.

Q10. External Audits and Assessments

Q10.1 External Audits

External audits are conducted by Price Water House Coopers annually, in accordance with the TCICAA ordinance 2005. Once received the report is endorsed by the TCICAA Board. Findings are tracked by the Quality Manager who will verify that the post audit actions are being followed through in collaboration with the technical staff. All previous audit findings will be checked during the next scheduled audit by the auditors to ensure closure has completed.

Q10.2 Assessments

As the UK is signatory to the Chicago Convention on behalf of the Overseas Territories, it is the UK's responsibility to ensure that safety oversight standards throughout the Territories meet those required by the Chicago Convention. As part of this process, and in response to the UK Government's Directions, Air Safety Support International (ASSI) is required, in the language of the Directions, to audit the effectiveness of civil aviation regulatory oversight in each of the Territories and make consequent recommendations to the Governor of each Territory.

Assessments focus on the fitness for purpose of the OTAAs and based on the Assessment reports, recommendations are made to Governors for Designation of regulatory functions to the Director of Overseas Territory Aviation Authority (DOTAA), ASSI or both.

Q10.3 Scheduling of the Assessment Visit

The Directions do not specify the frequency of assessments, however, it is required that the regulatory oversight provided by OTAAs, in those areas for which they have been Designated, be assessed at a period to be determined by the PQS Team within ASSI, in accordance with PacMan Procedure 05.

Q11. Quality Forms

Document Registration Form
Document Change Request Form

A1. ADMINISTRATION

A1.1 Mail, E-mail and Office Practices

A1.2 General

All mail and faxes should be date stamped and distributed to the addressee as soon as possible after receipt. If the addressee is absent or out of the office, mail shall be placed in their in-tray or on their desk. However, it is good practice for staff members to nominate a colleague to whom mail may be directed in their absence. Any incoming mail which is marked as 'personal' or for 'addressee only' shall not be opened by anyone other than the addressee. It is also required that someone from the Authority will check the mailbox weekly.

A1.3 Mail from Post Office

It is required that a member of the TCICAA Staff will collect mail from the Post office once per week.

A1.4 Emails and Absence from the Office

It is important that emails are dealt with during periods of absence from the office. While away on leave or on business, when access to email is unlikely, staff is to:

- a. Activate the Out of Office Assistant informing the sender that you are out of the office until a particular date and either activate a forward rule to send all incoming emails to a colleague or provide an alternative contact.
- b. Give a colleague access rights to inbox.

A1.5 Working At Home

Occasionally it may be more productive to consider working at home in order to complete particular tasks e.g. reviewing documents/writing reports and/or study. Staff may therefore request the opportunity to work at home. Such requests must be accompanied by details of the work to be carried out and permission must be obtained from the Office Administrator in advance. Working at home will be treated as working in the office and the staff member should be available and contactable throughout the working day unless an absence has been coordinated and approved by the line manager in advance. Any person (either a TCICAA employee or an external enquirer) seeking to speak to a staff member working at home shall be given the appropriate contact telephone number. Any periods working at home shall be annotated in the relevant calendar and on notice board or the schedule as appropriate along with contact details.

A1.6 Registry

The management of the TCICAA registry is the responsibility of the MD's Secretary. All files must be given a reference number. This number shall be agreed beforehand with the appropriate staff member and will be used for all time entries and budget allocation relevant to the project.

The registry in all TCICAA offices should be structured to follow that of Headquarters in Grand Turk as far as is practicable. The management of the system is the responsibility of the Office Administrator.

A1.7 Records

Much of TCICAA's work is done verbally either on the telephone or in meetings. It is important that notes are made of significant decisions, information and advice received, discussed and or given. These notes shall be placed on the relevant file to ensure that there is a record of exchanges for other staff members to access.

Although each situation will differ, when discussing issues on the telephone, the following items should be recorded on the relevant file:

- Identity of caller
- Date and time of call
- Name of staff member receiving the call
- Basic details of conversation including any necessary follow-up action

If a telephone call is taken on behalf of a colleague, a written record should be made in the same format as detailed above and passed to the person concerned, emailed or placed somewhere visible at their work station.

A2. Travel and Related Expenses (T&RE)

A2.1 General

CAA's policy on T&RE follows that detailed in the TCICAA Staff Policies & Procedures Manual. However, to take account of TCICAA's role and the resultant amount of long-haul travel and the necessity for extended duration trips abroad, the following guidelines supplement those in the TCICAA Staff Manual.

A2.2 Principles

T&RE will be reimbursed providing they meet the following conditions:

- They are incurred wholly on business away from the usual place of work
- They are reasonable
- They are in addition to those usually incurred at, or in daily travel to and from, the usual place of work
- They are authorized by managers and supported by itemized and numbered receipts.

It is recognized that there are some occasions when it is not possible to obtain receipts; however, employees are expected to conform to the principles above and make every effort to obtain itemized receipts. See paragraph 5, Claimable Expenses below.

A2.3 Managers are responsible for:

- Making their staff aware of the policy on T&RE and these guidelines
- Applying the policy, firstly by example and secondly by ensuring that the visit is organized in the most cost effective way
- Authorizing claims only when they are satisfied that the claim form has been completed correctly and that the principles above have been followed
- Initialing un-receipted items on the claim form where receipts cannot be provided

A2.4 Employees are responsible for:

- Understanding and adhering to the principles and these guidelines and for ensuring the accuracy of their claims;

Note: Employees who submit fraudulent claims will be subject to disciplinary procedures which could lead to dismissal and/or criminal charges. Any alterations made to a claim form must be initialed by the claimant and the manager.

A2.5 Accompanied Travel

When travelling on company business, it is acceptable for employees to be accompanied by their spouse or partner providing:

- The spouse/partner does not accompany the staff member during official duties (e.g. visits to operation units, meetings etc)
- The cost of all travel, accommodation, meals etc incurred by the spouse/partner is paid for in full by the staff member so that no additional expense is accrued to the company. This should be demonstrated through obtaining separate bills for food and refreshments etc wherever possible.
- Arrangements for spouse/partner travel must not affect arrangements for the staff member travel. For example, travelling by alternative routes or on flights that adversely impact upon the amount of time the staff member is available for work in order to save on spouse/partner travel costs is unacceptable
- The spouse/partner travel must not restrict any necessary last minute changes to the staff member's itinerary required by the company
- The accompaniment of the spouse/partner must not adversely affect the discharge of the staff member's duties in any way, either during the working day or in any appropriate social circumstances

A2.6 Reclaiming Expenses

Expenses are to be reclaimed using the appropriate TCICAA claim form accompanied by the required itemized and numbered receipts. Claims should be completed as soon as possible after returning from the trip and not later than one month after the date of return. Claims submitted outside this timescale may be paid at the discretion of the manager. Any claims submitted later than 3 months after returning will not be paid unless there are very exceptional circumstances, which prevented earlier submission of the claim.

Cash advances in the appropriate currency may be issued to cover anticipated expenditure for items/services where use of credit cards may not be possible. Such advances must be repaid or settled by completion of an expense claim form within one month of return. Advances may not be carried over to future trips. Where cash obtained through an advance has been used for personal purchases, the full amount is to be paid back in the form of a cheque made payable to the TCICAA and attached to the Expense Claim form. When paying back personal expenses in a different currency from that issued, the exchange rate shown on the paperwork attached to the advance is to be used.

A2.7 Use of company Purchase Order (PO)

All Purchase Orders must be presented, authorized and signed by either;

- 1) The Managing Director
- 2) The Deputy Managing Director
- 3) The Office Administrator
- 4) The Accountant

A2.8 Claimable Expenses

A2.8.1 Meals

Reasonable receipted expenses for breakfast, lunch and dinner to the standard of the hotel table menu may be claimed. When considering 'reasonableness', managers should take account of where an early start or a particularly long working day is involved.

A2.8.2 Accommodation

Hotel accommodation will usually be paid for from the subsistence issued to the staff member prior to travel and out of pocket expenses shall be reimbursed in accordance with policy. Employees are to ensure that hotel bills are settled prior to checking out.

A2.8.3 Telephone Calls

A2.8.3.1 Individually issued Mobile/Cell Phones

Where there is a business requirement for an employee to have a mobile phone, it will be supplied by the company. Telephone bills are received monthly towards the end of the month.

A2.8.4 Supporting Receipts

It is important for accounting purposes that receipts that clearly show the items purchased support all claims. All staff should therefore make every effort to obtain receipts for any expenses claimed. However it is recognized that this may not always be possible for the following types of expenses:

- Travel expenses for private vehicle mileage
- Allocated car vehicle mileage
- Accommodation provided by a friend, colleague or relative
- Airport and immigration taxes and other associated charges that are required to be paid in cash
- Tolls
- Taxi fares
- Meals where the costs are split with individuals paying a proportion of the total costs (Every attempt should be made to obtain a photocopy of the receipt)

A3. Risks Associated with Travel Overseas

A3.1 Immunization – Swine Flu etc.

For advice and information on immunization requirements in relation to overseas business travel, please contact the government Health Department who would be able to offer advice.

A3.2 Deep Vein Thrombosis (DVT)

Any travel involving prolonged immobilization, by land or by air, can result in a deep vein thrombosis (DVT) with the risk of pulmonary embolus (PE).

A3.3 Those at Risk

Those at increased risk include people with a history of thromboembolic disease, women taking an oral contraceptive or who are pregnant, those recently hospitalized, especially following major surgery, the obese, some patients with congestive heart failure, people with paralysis of the lower limbs and people with malignant disease. Dehydration and the consumption of alcohol may increase the risk.

A3.4 Precautions

Periodic flexion and extension exercises of the lower limbs, deep breathing exercises and walking around where feasible, are advised to help reduce the risk. People on long haul flights should also be advised to drink plenty of water and avoid coffee or alcohol. If you feel you may be at risk you should seek expert medical advice; elastic support stockings, low dose aspirin, or anticoagulants (warfarin or low molecular weight heparin) may be prescribed.

A3.5 Prevention of Food Related and Water-borne Diseases

Diarrhea, typhoid fever, cholera and hepatitis A can all be acquired by ingesting contaminated food or water. Treatment is to replace the fluid loss with a suitable oral solution such as commercial sachets of replacement sugar and salt, which can be made up with freshly boiled water when needed.

A3.6 Dehydration

While visiting extremely hot countries it is important to avoid dehydration by drinking plenty of fluids; alcohol can contribute to the dehydration.

A3.7 Environmental Hazards

If you are planning a trip to a country that has extreme temperatures then it may be advisable to get some specialist advice; however, the basic guidance below may be useful:

A3.8 Sunburn

Staff involved in overseas travel and, in particular, those involved in technical audits/assessments/inspections where their work involves outdoor activity should take precautions against the sunburn. The following tips will help minimize sun induced skin damage:

- Avoid excessive exposure to the sun between 10: 00am and 4: 00pm
- Use clothing as a sunscreen i.e. T-shirts, long sleeved shirts and hats
- Use a broad-spectrum sun screen with an SPF of 15 or higher and with UVA protection to protect against UVB
- Remember also that even when cloudy it is possible to get sunburn

A3.9 Heatstroke

A separate risk of overexposure to the sun, particularly overseas, is sunstroke or heatstroke, caused simply by overheating. It is important to try to acclimatize to the heat by minimizing exposure to the sun and avoiding strenuous exercise in the first few days. Once acclimatized, adequate fluid intake (of non-

alcoholic "safe" liquids) is still of major importance to balance the loss of body fluid through perspiration. For those eating a normal diet, extra salt is not advised.

A3.10 Cold

The major risks to people exposed to the cold are:

- Frostbite
- Non-Freezing Cold Injury
- Hypothermia

Frostbite can occur when exposed to temperatures below freezing without adequate protection particularly to the extremities. Non-freezing cold injury can occur where the feet are cold (and generally wet) for extended periods. Visitors to cold climates should be aware of the symptoms of hypothermia, which can include subtle mood changes, confusion and apparent tiredness.

A3.11 Jet Lag

When air travel crosses many time zones it is possible to suffer from jet lag caused by lack of physiological adaptation to the local time. Jet lag is usually more pronounced for eastward travel than westward travel. Staff is advised to sleep/nap on flights whenever possible to reduce the sleep debt; keeping sufficiently hydrated with plenty of non-alcohol fluids will also help.

A3.12 Adequate Travel/Medical Insurance

When travelling on business, staff is to ensure that travel and medical insurance is in place.

A3.13 Department of Health

The two main public health facilities are located on the capital island of Grand Turk and Providenciales Respectively:

Cockburn Town Medical Centre
Grand Turk
941-2900

Cheshire Hall Medical Centre
Providenciales
941-2800

A4. Dealing with the Media

A4.1 General

There may be occasions when the press may wish to speak to a member of TCICAA about particular topics or noteworthy issues. It is important that staff members do not speak to the press or provide a statement/press release, without prior approval of the MD. In the absence of the MD, the Deputy MD should then be contacted for advice and guidance on what is appropriate for the prevailing situation.

A4.2 Cold Calling

If a call is received unexpectedly from a member of the media, staff should resist making any statements no matter how much pressure is exerted. Instead, the caller should be informed, in friendly but positive manner, that it is TCICAA policy to direct any calls from the media to the MDCAA or the Deputy MDCAA. Avoid saying "no comment" and firmly direct the caller to the MDCAA or Deputy MDCAA.

A4.3 Interviews or Press Releases

When it is known or when it is likely that the media will be interested in interviewing a member of staff or obtaining a statement from TCICAA, it is important that some thought is given to what will be said or provided to ensure that the message is both accurate and professional. The MD will be able to provide advice on what to say and how to keep the message concise and clear; he will also help to draft written statements. In all cases, written statements must be cleared by the MD prior to release. Interviewees will similarly be approved by the MD prior to being interviewed.

A4.4 Basic Rules for Interviews

The following basic rules should be followed for TV and radio interviews:

- Be prepared - try to pre-empt the likely questions and rehearse appropriate responses beforehand
- Have 2 or 3 main points to make
- Keep it simple
- Avoid jargon
- Tell the truth
- Don't say anything you wouldn't want attributed to you
- Look professional
- Sit up straight
- Keep still
- Don't interrupt
- Enjoy

Appropriate training will be given, if at all possible, prior to any TV or radio interview.

A5. Policy on Gifts and Hospitality

The TCICAA's policy on gifts and hospitality is as detailed in the Staff Policies and Procedures Manual. This policy makes it clear that employees must not accept or offer any gift, hospitality or other inducement that may put them or others under any obligation which might impair their ability to conduct the TCICAA business.

Employees must never be open to charges of abusing their positions with the Authority. Valuable gifts, whether in the form of money, goods or services should not be accepted from enterprise with which the employee may have direct or indirect dealings.

Gifts of ordinary value less than \$50.00 and of a non-commercial nature, may be accepted, particularly on special occasions such as Christmas, wedding, retirement or a promotional function.

It is expected that employees will use good judgment when gifts are offered to him/her on occasions such as those mentioned above. In case of doubt, the matter should be reported to the Managing

Director for guidance on whether the acceptance of the gift would raise questions or leave the employee open to misinterpretation.

If a gift which is not essentially an ordinary gift of a personal friend, or given to an employee or his/her family, it should be returned immediately to the donor with an explanation that the acceptance of such a gift is not allowed.

A6. Publication and Speeches

Staff involvement in external activities must not conflict with the interest of the Authority except in carrying out his/her official duties and with the permission of the Managing Director, an employee cannot be involved in:-

- The adoption of a candidate for election to the House of Assembly
- Holding office in a political organization
- Speaking in public on matters of national political controversy or expressing views on such matters in letters and articles etc;
- Canvassing or distributing pamphlets etc; on behalf of a candidate or political party

Employees who are not in senior or influential positions may be granted permission to engage in political activities, subject to conditions, which may be imposed. Those who may be given such permission may not engage in such activities during working hours or on government premises or in official uniform.

No employee is deprived of his/her right to membership in a political party.

A7. Alcohol and Drug Abuse Policy

The TCICAA's policy on alcohol and drug abuse contained in Section 6 of the Employees who show signs of being affected by the use of illegal drugs will be urged to seek medical attention. If he or she refuses to seek medical attention or to comply with the medical advice given, he/she may be liable for disciplinary action.

A8. Time Off in Lieu (TOIL) Principles

Time off in lieu will be in accordance with the Staff Policy and Procedures Manual.

A8.1 Introduction

TCICAA employees are covered by the TCI Employment Ordinance which stipulates maximum working hours and minimum rest periods. Employees must ensure that reasonable breaks are taken in accordance with the Regulations. There is no obligation to work excessively long hours and a 'long hours' culture is discouraged by the TCICAA.

A8.2 Exception

However, in recognition of the nature of CAA's role, and the requirement to work beyond the core working day when travelling, TCICAA employees may claim TOIL up to a maximum of 7 hours in each working week period i.e. Monday to Friday.

In exceptional circumstances and providing prior approval has been granted by the MD and or D/MD, TOIL may be claimed for working (as opposed to travelling) during the working week period; however, the maximum total allowable TOIL will remain at 7 hours per working week.

Exceptional circumstances could also arise where technical staff may be required to work extended hours in the case of aircraft accident investigation.

The following principles also apply:

In all cases where TOIL has been approved, the MD and or D/MD is to be informed of total accrual as soon as possible

Where the TOIL is being accrued primarily through overseas travel, the agreement to accrue TOIL will be implicit in the travel request. Requests to take

TOIL must be approved in advance with the period of notice being two days.

TOIL should normally be taken within one month of the additional hours worked. There will be times when this will not be possible for operational reasons. In this case, the MD and or D/MD must be kept informed of the total TOIL accrued and when it is planned to be taken.

It is not expected that TOIL will apply in cases of minor fluctuations in attendance i.e. periods of less than one hour. Periods of TOIL should be rounded down to the nearest whole hour per day.

For hours accumulated over a weekend period or Public Holiday, either through travel or work, TOIL may be claimed equal to the number of hours travelled/worked.

The total amount of TOIL accumulated should not normally be allowed to exceed 5 working days. If it has not been possible to take TOIL and this total is likely to be exceeded, the MD and or D/MD are to be informed.

The TCICAA Staff Policy and Procedures Manual details the compensation arrangements for overtime working that apply according to each grade. These arrangements make no provision for claiming TOIL for those in Grades 1-3 for any overtime accrued during Monday to Friday.

A8.3 Applicability

These principles are applicable to all TCICAA staff.

Notes: This figure is based upon the TCICAA guidelines which state that TOIL taken in return for each long period of travelling (i.e. one return trip) should not normally exceed one working day. The 13 Public holidays in the TCI are: New Years Day, Commonwealth Day, Good Friday, Easter Monday, National Hero's Day (May), Queen's Birthday (June), Emancipation Day (August 1), National Youth Day (Sept), Columbus Day, International Human Rights Day (October), Christmas Day and Boxing Day (December).

A9 IT: Procurement, Security, Transportation and E-Mail

A9.1 IT Procurement

TCICAA retains a budget for IT which forms part of the TCICAA budget. This allows for the purchase of IT and related equipment including hardware and software for all TCICAA Offices.

A9.2 Security [hardware & data]

All IT equipment carries an intrinsic value irrespective of the data and software contained on it. Therefore, every effort should be made to ensure the security of PCs, laptops and other equipment such as USB memory sticks and data cards. In addition, attention should be given to passwords, network access and virus/firewall protection.

When a laptop is left in a TCICAA Office, care should be taken that the Office will be secured when unoccupied. Further opportunities for security would involve securing the laptop in a locked cupboard.

USB memory sticks and flash data cards should be secured in locked drawers/cupboards when not in use. They should never be left plugged into a computer when not in use.

The hard drive of a laptop computer should not be considered a secure location to hold data. TCICAA staff should individually utilize memory sticks and additional storage devices to ensure that they retain a back up for the content of their hard drive.

At all times passwords for logging onto your computer, accessing emails, etc. should not be divulged to a third party. Additionally, passwords should be changed on a regular basis.

A9.3 Transportation of IT Hardware

The majority of IT hardware used by TCICAA is laptop computers. It is therefore not unusual that they are located and used outside the confines of the TCICAA Offices. Care should be exercised when transporting laptops and usually they should be carried with you and retained in your possession whenever possible.

When travelling by air, laptops should preferably be carried as hand luggage. Most commercial operators allow laptops to be carried as an addition piece of hand luggage. However, there may be occasions when there is no choice other than to place the laptop in a checked bag. Under these circumstances the bag should always be locked - for travelling to, from and around the United States and environs the lock should be Transportation Security Administration (TSA) approved. Memory sticks that contain data should always be carried as hand luggage.

The TCICAA insurance policy which covers all staff will pay for loss or damage to IT equipment transported in checked luggage but only if you register the loss with the airline as soon as it is realized and that your claim is notified to the Insurance company (via the TCICAA Office Manager) within seven days.

While staying in hotels or attending conferences, a laptop should either be in your possession or secured in a room safe (if available and of an appropriate size - if not then held by reception as a 'valuable').

Should the laptop be stolen from a hotel room, it is possible that a claim could be made against the hotel (as long as all possible steps of security have been taken as noted above). You should report the incident to the hotel as soon as the theft is discovered and also contact the Office Administrator as soon as possible but within seven days of the incident.

When travelling by car, the laptop should be as 'hidden' from view as possible and when left unattended, placed in the boot/trunk.

A9.4 Electronic Mail

All TCICAA staff has been allocated an official email address, at caa@tciway.tc.

Limited and reasonable personal use of emails originating from company addresses is permitted providing that it does not distract from work requirements.

A10. Travelling Alone - Staff Member's Actions

When travelling alone, individuals shall:

- Ensure that a copy of their itinerary is held in their base office
- Communicate arrival/updates in the case of significant delay to their line manager
- Use airlines which have an acceptable safety record (established by personal, corporate or researched knowledge etc)
- Use public ferry services
- Ensure that any means of travel is appropriately licensed and insured
- Whenever practical, make travel plans which permit travel during daylight hours. When necessary, longer routings or additional night stops may be authorized in order to allow travel during daylight hours. This applies particularly to locations not previously visited
- Use hotels of a good standard, arranged either personally or through TCICAA staff
- Check weather forecasts when traveling to areas susceptible to severe weather conditions. Travel arrangements are to be amended in cases of severe weather

A10.1 Staff Member Travelling Alone – TCICAA’s Actions

TCICAA will be aware of the travel plans staff and, in the event that an arrival message is not received when expected, will initiate overdue action as follows:

- Contacting the mobile telephone of the staff member
- Checking the arrival of the flight
- Contacting the hotel
- Taking any other action deemed appropriate in the circumstances to confirm the safety of the staff member

TCICAA will note any particular dangers posed to female staff when travelling alone. Where there is any doubt about the safety of a lone female traveler to a particular location, the female staff member shall not be permitted to lone travel to that particular destination without the specific consent of the MD or D/MD. This permission will not be given unless additional mitigating actions can be taken to minimize any potential risks. Any incident involving any member of staff shall be formally reported and recorded.

When travelling to a location where company mobiles are known not to function adequately, arrangements are to be made prior to travel for an alternative means of communication.

A10.2 Office Based Lone Working

Any staff member working alone in a TCICAA office (other than for short periods at the beginning and end of the working day) must:

- Ensure another person (either within or outside the company) is aware that they are working alone
- Ensure that they have a mobile phone available at all times

- Ensure that the office door is locked while they are working alone

A11. COMPANY OPERATING PROCEDURES

COP 01 Correspondence Management
COP 02 Maintenance of Registry Filing System
COP 03 File & Records Archive Management
COP 04 Library Management Control
COP 05 Document Version Control
COP 06 Document Control
COP 07 Internal Auditing
COP 08 CPAR Management
COP 09 Website Maintenance
COP 10 Safety Oversight Planning
COP 11 Business Planning
COP 12 Management System Review
COP 13 Mandatory Occurrence Reporting(withdrawn)
COP 14 Staff Training
COP 15 Annual Leave Recording
COP 16 Performance Management
COP 17 Staff Training
COP 18 Purchasing
COP 19 Accounts Payable
COP 20 Banking
COP 21 Permits for Authorization
COP 22 Staff Expenses
COP 23 Contractor Control
COP 24 Accounts Receivable
COP 25 Budgeting & Control
COP 26 Financial Auditing Schedules
COP 27 Reconciliation of Daily Cash Transfers
COP 28 Financial Reporting
COP 29 Outstanding Receivables/Aged Debts
COP 30 Payroll
COP 31 Technical Staff Training
COP 32 RNR Tracking
COP 33 Management System Review
COP 34 Document Confidentiality
COP 35 Reporting a confidentiality & Data Security Breech/Compromise Incident
COP 36 Data Backup
COP 37 Handling E-mail Communication
COP 38 Contract Management Review
COP 39 TCICAA Formal Meetings
COP 40 Internal Audit Planning
COP 41 TCICAA Management Team Meetings
COP 42 Administration & Maintenance of Management Team Meeting's Actions Log

HS1. Health & Safety

HS1.1 Health and Safety Policy

TCICAA (the **Employer**) takes health and safety issues seriously and is committed to protecting the health and safety of its staff and all those affected by its business activities and attending its premises. This policy is intended to help the **Employer** achieve this by clarifying who is responsible for health and safety matters and what those responsibilities are.

This is a statement of policy only and does not form part of a contract of employment. The **Employer** will review this policy at regular intervals to ensure that it is achieving its aims effectively. Achieving a healthy and safe work place is a collective task shared between the **Employer** and staff, irrespective of seniority, tenure and working hours including all employees, directors, officers, consultants and contractors, casual or agency staff, trainees, home-workers and fixed-term staff.

HS2. Employer Responsibilities

The Board of Directors of the Employer has overall responsibility for health and safety and has appointed the Managing Director as the Principal Health and Safety Accountable Manager with day-to-day responsibility for health and safety matters. The Employer is responsible for:

- a. Taking reasonable steps to safeguard the health and safety of staff, people affected by the Employer's business activities and of people visiting its premises
- b. Nominating a member of staff from each of its offices to act as the Health and Safety Officer
- c. Identifying health and safety risks and finding ways to manage or overcome them
- d. Providing a safe and healthy place of work and safe entry and exit arrangements, including during an emergency situation
- e. Providing and maintaining safe working area, equipment and systems and where necessary, appropriate protective clothing
- f. providing adequate information , instruction, training and supervision to enable all staff to do their work safely, to avoid hazards, and to contribute positively to their own health and safety at work
- g. Ensuring any health and safety representatives receive appropriate training to carry out their functions effectively
- h. Providing a health and safety induction and appropriate safety training to your role including;
 - Electrical safety
 - Use of personal protective equipment (PPE)
 - Basic health and safety, office working and work station
- i. Regularly monitoring and reviewing the management of health and safety at work, making any necessary changes and bringing those to the attention of all staff
- j. Any concerns relating to health and safety should be reported immediately to a Health and Safety Officer or the Principal Health and Safety Accountable Manager.

HS3. Responsibilities of all Staff

Any breach of health and safety rules or failure to comply with this policy will be taken very seriously and is likely to result in disciplinary action against the offender, in accordance with the Employer's disciplinary policy and may lead to immediate dismissal.

All staff must:

- a. Take reasonable care for their own health and safety and that of others who may be affected by their actions
- b. Co-operate with the Principal Health and Safety Accountable Manager and/or the Health and Safety Officer
- c. Comply with any health and safety instructions and rules, including instructions on the use of safety equipment
- d. Keep health and safety issues in the front of their minds and take personal responsibility for the health and safety implications of their own acts and omissions
- e. Keep the workplace tidy and hazard free
- f. Report all health and safety concerns to the Principal Health and Safety Accountable Manager or the Health and Safety Officer promptly, including any potential risk, hazard or malfunction of equipment, however how minor or trivial it may seem
- g. Co-operate in the **Employer's** investigation of any incident or accident which either has led to injury or which could have led to injury, in the **Employer's** opinion
- h. Upon hearing the sound of the fire alarm, all staff must remain calm and immediately evacuate the building, walking quickly without running, following any instructions from a fire warden
- i. Leave without stopping to collect personal belongings
- j. Stay out of any lifts
- k. Congregate at the appointed assembly point and remain out of the building until notified by a fire officer or the fire warden that it is safe to re-enter