

# MAIN ROTOR

# PHPA

Professional Helicopter Pilots Association

## President's Message

As we begin this year with cold Santa Ana winds, high fire danger, the threat of flooding and mud slides, I would like to reflect on this past year's numerous highs and lows – I will not try to cover each and everyone event, but only to hit some of the high points.

The make-up of the Board changed – old long time members moving on, having served with distinction and much appreciated hard work. Newly elected Board members, with new ideas and robust energy have joined Board, breathing new life and energy into the Board, causing change to take place. Change is good!

Numerous events have occurred - from PHPA Safety Seminars to Helicopter Awareness Days to major media events (celebrities going to jail, wildland fires) that reached the core of the very communities that we serve. Let's not forget the deeply felt loss of newly elected Board member, Barbara Cesar, to an unfortunate set of circumstances. To other highlights - our last PHPA social mixer at the 94<sup>th</sup> Aero Squadron at which we were entertained and awed by the audio visual presentation of Chuck Aaron with his Red Bull BO-105 doing aerobatic loops and rolls and then our very own Helicopter Technical expert; Ray Prouty, explaining all the technical factors, design limitations and stress levels on all components that make this highly modified helicopter capable of these maneuvers. For those of you that missed it, this was an outstanding presentation – well worth the time and headach of Los Angeles traffic to attend.

We are in the final stages of upgrading our By-Laws, a daunting and over whelming task that has placed additional workloads on the By-Laws committee and the Board itself. Look for the PHPA By-Laws upgrades and changes to be presented to full PHPA membership for ratification in the near future.

I would like to call upon each and everyone of our members to ask the following questions – What can I do to contribute to the well being of OUR organization? How can I serve or volunteer time and energy to upcoming events? How can I become an active member in this – my Professional Helicopter Pilots Association – organization?

---

**INSIDE THIS ISSUE:**

Barbara Cesar 1951-2007	2
Safety Management System (Continued)	2-6
Upcoming Industry Events	6
Announcements	7
New Members	7
PHPA Save the Date	7
Board of Directors	7

---



---

## SAFETY MANAGEMENT SYSTEM: An Introduction to SMS

By Keith Johnson

The 2005 International Helicopter Safety Symposium marked the beginning of an international effort by the helicopter industry to reduce the accident rate by at least 80% by 2016. The International Helicopter Safety Team (IHST) was formed to lead efforts toward reaching the objective.

The IHST formed the Joint Helicopter Safety Analysis Team (JHSAT) to analyze the accident history and provide recommendations to reduce the accident rate and the Joint Helicopter Safety Implementation Team (JHSIT) to develop cost effective strategies and action plans to reduce accidents.

IHST involves associations such as Helicopter Association International (HAI), International Civil Aviation Organization (ICAO), American Helicopter Society (AHS) International, Airborne Law Enforcement Association (ALEA), Association of Air Medical Services (AAMS), Tour Operators Program of Safety (TOPS) the military, aircraft and engine manufacturers, the insurance industry, helicopter industry customer base, and line personnel i.e. pilots, other crewmembers and maintenance technicians.

The JHSAT analyzed 197 reported helicopter accidents for the year 2000 as recorded in

(Continued on page 3)

## Philanthropist, Pilot, Artist, Equestrian, Successful Entrepreneur: PHPA mourns the loss of Barbara Cesar 1951-2007



*Ed and Barbara Cesar,  
pictured in 2000*

***“She was, from the beginning, a beautiful person. Unpretentious. Gutsy. Incredibly feminine. And adventurous.”***

Philanthropist and Aviation enthusiast Barbara Cesar, co-founder, president and CEO of Syncro Aviation, Inc. and Syncro Aircraft Interiors, the largest woman-owned business in Van Nuys, CA, passed away Friday, November 10, 2007 at Providence St. Joseph’s Medical Center in Burbank of complications after minor surgery.

Barbara co-founded Syncro Aircraft Interiors with her late husband, Ed Cesar, in 1983 with \$200 and a sewing machine, creating one-of-a-kind custom-designed interiors for planes that attracted the major leaders in the aviation and aerospace industry, as well as heads of state, A-list celebrities and other aircraft owners. Since its inception, Syncro Aircraft Interiors has been the undisputed leader in customized aircraft interior design, craftsmanship and functionality with clients that include: Clay Lacy Aviation, DreamWorks, Gulfstream Aerospace, Hawker Beechcraft, JTP Films, Millennium Air, NASCAR, Occidental Petroleum Corp., Hilton Hotels Aviation, Elite Aviation Inc., Bay Films, amongst others.

Barbara Cesar was born in Washington, DC on March 15, 1951. She was the second of four children born to John Samuel and Vera Foster. She was, from the beginning, a beautiful person. Unpretentious. Gutsy. Incredibly feminine. And adventurous. At age sixteen, she was First Runner-Up in the Falls Church High School Beauty pageant; a major accomplishment, says her sister, Jean Foster. “It was unheard of. Until Barbara won the award, no high school sophomore had ever placed higher than Fourth Runner Up.”

After graduation, she attended college, and studied Art in Italy, Greece and Mexico. Then, in 1977 at Kitty Hawk, North Carolina, she took up hang gliding with a young, but extremely charming, world-savvy instructor, international hang gliding champion and pilot, Ed Cesar.

The two were rarely apart after that, and married ten years later at a pristine wilderness Monarch Butterfly sanctuary in Valle de Bravo, Mexico. The bride, groom and wedding party had to hike miles of rugged mountain logging trails to access the site – during which, the bride-to-be wore her veil and dress, covered by a thick burlap sack, although some say it resembled a donkey blanket [because, she later explained, “It is bad luck for the groom to see the bride before you marry.”]

As intense as it is to create and maintain a successful business that literally sets the standard for custom-designed aviation interiors, Ed and Barbara Cesar had other interests. The same year he started Syncro Aircraft Interiors, Ed Cesar came up with an idea for a movie short, entitled “Up.” He piloted a glider to film the inspirational movie.

In 1984, the film won an Academy Award, and both he and Barbara used to enjoy telling friends and clients that Syncro Aircraft Interiors was the only aircraft “refurb” to ever win an Oscar. Ed Cesar died on May 24, 2002, and Barbara never remarried.

Determined to continue Eddie’s legacy and love of flight, Barbara Cesar partnered with Los Angeles City Councilmember Tony Cardenas to create Aviation Career Day in April 2006. The first annual event drew more than 2,000 people and scores of exhibitors to address the importance of students making informed choices about their future careers by highlighting employment opportunities in the aviation-aerospace industry.

“Ed wanted students to feel the excitement and joy of flight, and then, let their career and life paths develop from there.”

At the second Aviation Career Day in April 2007, students from more than 25 high schools in the San Fernando Valley attended the event, where it was announced that Syncro Aviation, Inc. and the Economic Alliance of the San Fernando Valley were forming an Aviation-Aerospace Collaborative to partner with a local public high school, Monroe’s School of Engineering and Design to educate students on career opportunities in the industry – through internship programs, business tours and other collaborations with the Monroe High School administration and faculty.

This week, the San Fernando Valley Aviation-Aerospace Collaborative (SFVAAC) is hosting its first internship program with Monroe’s School of Engineering and Design students. The SFVAAC, which does not charge member dues and/or solicit funds, is the first regional Aviation-

*(Continued on page 3)*

(Continued from page 2)

Aerospace collaborative in the nation to partner with a local public high school.

Barbara Cesar has won numerous awards for her business and civic contributions. In 2006, the San Fernando Business Journal presented her with the prestigious “Women Who Mean Business CEO of the Year” award. Additionally, she was a passionate supporter and contributor to the Boy Scouts and Girl Scouts of America, and the Learning For Life Aviation Explorer Post programs, as well as numerous local and national charities. Barbara was a licensed helicopter pilot and instrument-rated to fly planes; as such, she was an active member of the Ninety-Nines, an international organization of women pilots; and a member of the Board of Directors for the Wildlife Images Rehabilitation and Education Center in Oregon – where a building dedicated to providing for the care and treatment of sick, injured and orphaned birds of prey was named in Ed Cesar’s honor.

Barbara Cesar was a long time member of the Professional Helicopter Pilots Association and was elected to the Board of Directors in 2007.

Barbara Cesar is survived by her brother, Glen Foster of Falls Church, VA; her two sisters, Jean Foster and Alexandra Foster of Tijeras, New Mexico; a niece, Lani Tyler, and two nephews, Trevor and John Tyler, also of Tijeras, New Mexico.

## **SAFETY MANAGEMENT SYSTEM: An Introduction to SMS**

(Continued from page 1)

the National Transportation Board’s (NTSB) U.S.A. database. The JHSAT found that a major contributing factor in most accidents was the *failure to adequately manage known risks*. Due to the lack of a systematic process, including leadership and accountability, operators did not adequately prioritize and address the risks that lead to most accidents.

SMS will help operators develop a fit-for-purpose system that will show both a return on investment, and/or cost effectiveness from both financial and safety perspectives. The SMS should be designed to fit the size, nature and complexity of their organization. Organizations that adopt SMS will benefit from the reduced exposure to risk, reduced costs associated with incidents and accidents, and better retention of personnel. The SMS must be economically viable and operationally appropriate to the individual operating environment and mission.

### **Definition of a SMS**

SMS can be defined as a coordinated, comprehensive set of processes designed to direct and control resources to optimally manage safety. SMS takes unrelated processes and builds them into one coherent structure to achieve a higher level of safety performance, making safety management an integral part of overall risk management. SMS is based on leadership and accountability. It requires proactive hazard identification, risk management, information control, auditing and training. It also includes incident and accident investigation and analysis.

### **Why is SMS Needed?**

SMS is needed to help facilitate the proactive identification of hazards and maximize the development of a better safety culture, as well as modify attitudes and actions of personnel in order to make a safer work place. SMS lets managers identify hazards, assess risk and build a business case to justify controls that will reduce risk to acceptable levels. SMS is a proven process for managing risk that ties all elements of the organization together laterally and vertically and ensures appropriate allocation of resources to safety issues.

SMS will assist organizations in achieving their desired safety performance objectives while allowing them to choose the best way to reach that outcome. This is commonly known as a “performance based approach,” and encourages organizations to choose the solution that best suits their needs and ensures they meet their performance objectives. The toolkit helps the organization determine their level of compliance and develop an action plan to include the necessary components.

### **Attributes of a SMS**

Although the details and level of documentation of a SMS may vary, there are 11 fundamental attributes that will assist in ensuring the SMS is effective for any organization. The core attributes of

(Continued on page 4)

***“Due to the lack of a systematic process, including leadership and accountability, operators did not adequately prioritize and address the risks that lead to most accidents.”***

the IHST's SMS are:

- 1) SMS Management Plan
- 2) Safety Promotion
- 3) Document and Data Information Management
- 4) Hazard Identification and Risk Management
- 5) Occurrence and Hazard Reporting
- 6) Occurrence Investigation and Analysis
- 7) Safety Assurance Oversight Programs
- 8) Safety Management Training Requirements
- 9) Management of Changes
- 10) Emergency Preparedness and Response
- 11) Performance Measurement and Continuous Improvement

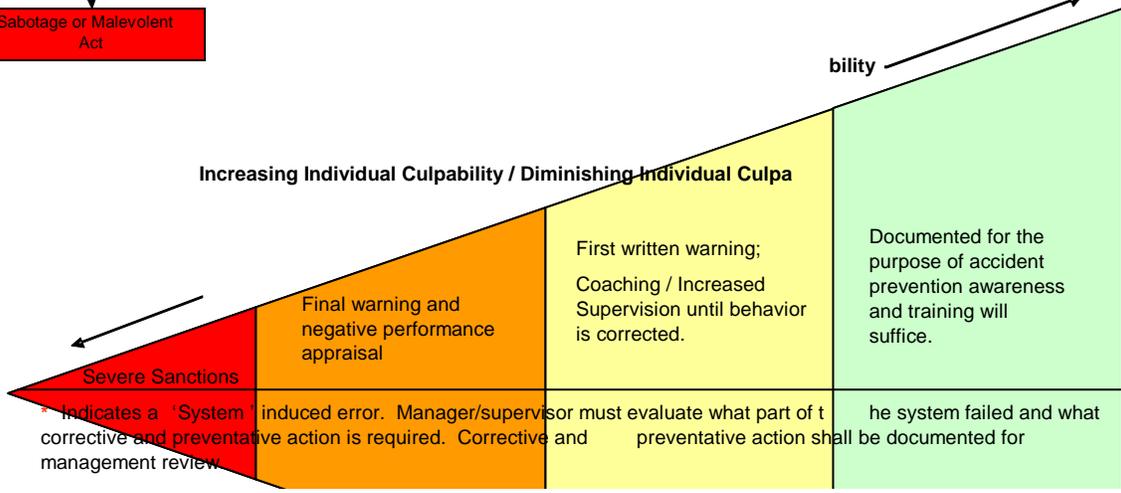
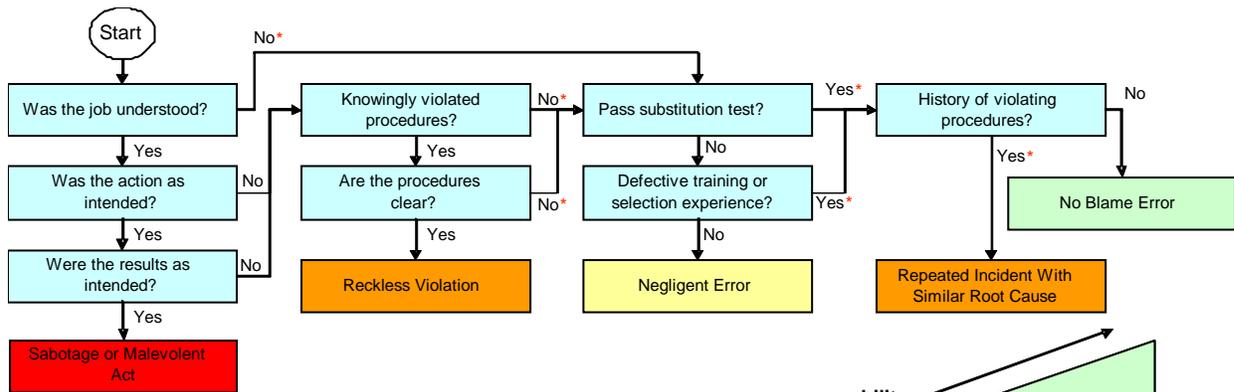
Successful safety management systems are tailored to fit the size, nature and complexity of an organization. Although the details and level of documentation of a SMS may vary, respecting fundamental attributes will assist in ensuring the SMS is effective for any organization.

**SMS Management Plan**

A SMS Management Plan should clearly define safety objectives, how the organization intends to execute and measure the effectiveness of the SMS, and how the SMS will support the organization's business plan and/or objectives. The plan should

- Express management's commitment to safety and clearly state the policies, objectives and requirements of the SMS
- Define the structure of the SMS as well as the responsibilities and authority of key individuals for managing the SMS
- Define each element of the SMS
- Convey the expectations and objectives of the SMS to all employees

Explain how to identify and maintain compliance with current safety regulatory requirements



## Safety Promotion

Safety must be recognized as a “core value.” Procedures, practices, training and the allocation of resources must clearly demonstrate management’s commitment to safety. Organizations should have procedures to identify and manage the information necessary to ensure compliance with SMS policies and procedures. Effective methods to promote safety include:

- Publish a statement of management’s commitment to the SMS
- Management should demonstrate their commitment to SMS by example
- Communicate the outputs of the SMS to all employees
- Provide training for personnel commensurate with their level of responsibility
- Define competency requirements for those individuals in key positions
- Document, review and update training requirements
- Share “lessons learned” that promote improvement of the SMS

Have a safety feedback system with appropriate levels of confidentiality that promote participation by all personnel in the identification of hazards

Implement a “Just Culture” process that ensures fairness and open reporting in dealing with human error

## Occurrence and Hazard Reporting

Occurrences are unplanned safety related events, including accidents and incidents that could impact the safety of guests, passengers and personnel, equipment or the work environment.

The identification of a hazard provides an opportunity to learn how to prevent accidents and incidents it might cause. Procedures need to be in place for internal reporting of hazards. Timely collection of information allows the organization to react to the information.

## Hazard Identification and Risk Management

The SMS needs to include a process to identify hazards and develop processes to identify and manage risks. Key elements of hazard identification and risk management programs are:

- Proactive identification of existing and potential hazards. This includes those hazards associated with organizational change when the organization is undergoing rapid growth, introducing new services, new equipment or new personnel
- A process to prioritize risk management

A method to track identified hazards

A risk assessment matrix is a useful tool to identify the level of risk and the levels of management approval required for any Risk Management Plan. There are various forms of this matrix, but they all have a common objective to define the potential consequences or severity of the hazard versus the probability or likelihood of the hazard.

## PROBABILITY

		FREQUENT	PROBABLE	OCCASIONAL	REMOTE	IMPROBABLE
SEVERITY	I - CATASTROPHIC	1	2	4	8	12
	II - CRITICAL	3	5	6	10	15
	III - MARGINAL	7	9	11	14	17
	IV - NEGLIGIBLE	13	16	18	19	20

## Organizational Requirements

In a SMS, policies and procedures are the ways organizations express and achieve their desired level of safety. Policies characterize the nature and performance of an organization, and procedures define how to execute policies. Policy is information which establishes a basic requirement for how the organization functions (what you want to do). It should be short and to the point. Customers should also know what the organization’s policies are so they can base their expectations on them. Policies guide the development of procedures.

## Procedures

## SAFETY MANAGEMENT SYSTEM: An Introduction to SMS

Procedures define the actual methods that the organization uses to apply their policies (*how you do what you want done*). In the fuel management example above, the procedure may include various methods of positively determining the quantity of fuel onboard, the estimated duration of flight, and the projection of fuel consumption as part of the preflight procedures.

### Implementing a SMS

Integrating SMS can be done in incremental steps. This allows the organization to become acquainted with the requirements and results before proceeding to the next step. This checklist is a guide in validating the attributes are implemented:

- Safety Management Plan
- Safety Promotion
- Document and Data Information Management
- Hazard Identification and Risk Management
- Occurrence and Hazard Reporting
- Occurrence Investigation and Analysis
- Safety Assurance Oversight Programs
- Safety Management Training Requirements
- Management of Changes
- Emergency Preparedness and Response

### Performance Measurements

SMS is a win-win tool that allows any organization to maximize safety and minimize risk while increasing efficiency and effectiveness.

*Keith Johnson is the Airborne Law Enforcement Association Safety Program Manager, and represents ALEA on the Joint Helicopter Safety Implementation Team.*

<b>Upcoming Industry Events</b>		
<b>FAA Helicopter Forum</b>	March 26, 2008	To Be Announced
<b>PHPA Safety Seminar</b>	Mid April	To Be Announced
<i>AOPA Seminars:</i>		
<b>Top 5 Mistakes Pilots Make</b>	April 14, 2008	Concord, CA
	April 15, 2008	Fresno, CA
	April 16, 2008	Salinas, CA
	April 17, 2008	Palmdale, CA
<b>“Riding the Wave of New Vertical Flight Technology”</b>		
<a href="http://www.vtol.org/ahsfrm.html">www.vtol.org/ahsfrm.html</a>	April 29-May 1, 2008	Montréal, Québec, Canada
<b>Vertical Challenge</b>	June 21, 2008	San Carlos Airport, CA
<a href="http://www.hiller.org/vertical-challenge.shtml">www.hiller.org/vertical-challenge.shtml</a>		
<b>American Heroes Air Show</b>	July 12, 2008	Los Angeles, CA
<a href="http://www.heroes-airshow.com">www.heroes-airshow.com</a>		
<b>Wings, Wheels &amp; Rotors Expo</b>	October 26, 2008	Los Alamitos, CA

**Check out the PHPA website for updates, links and more information**

**Professional  
Helicopter Pilots  
Association**

P.O. Box 7059  
Burbank, CA 91510-7059

Message Center:  
(213) 891-3636  
E-mail: [info@phpa.org](mailto:info@phpa.org)

**[www.phpa.org](http://www.phpa.org)**

*Promoting professionalism,  
safety, and education among  
helicopter pilots for more than  
25 years*



**PHPA Welcomes New Arrivals:**

Thomas White

**Upcoming PHPA Mixers & Events: TBD**

**PHPA By-Laws**

The Board of Directors is currently working to revise the PHPA By-Laws. If you have suggestions, comments, concerns, or would like to review the Board's ideas please e-mail Jim Davidson at, [jim.davidson@phpa.org](mailto:jim.davidson@phpa.org). The Board would welcome and greatly appreciate members wishing to be involved in any level of detail.

## STUDENTS & CFIs

Looking to get more involved?!? The Professional Helicopter Pilots Association is a great way to network and learn the industry! Memberships start at \$25.00/year  
Check out [www.phpa.org](http://www.phpa.org) for more details

**Executive Officers & Board of Directors**

Jim Davidson	President
Robert Butler	Vice President
James Sommer	Secretary
James Paules	Treasurer

**Board of Directors**

Alan Frawert	Keith Johnson
Guillaume Maillet	Ed Story
Morris Cohen	

**Board of Advisors**

Ricarda Bennett Esq	Legal Advisor
Alex Calder	Web Master
Robert Butler	Past President